

LE3 B7
1950 AS
P64 P7
Cop 1

THE PROGRAMME VOLUNTEER IN LEISURE-TIME AGENCIES

A Study of the experiences and attitudes of
a sample of volunteers in fourteen building-centred
agencies in Portland, Oregon, and Vancouver, B.C.

by

JOHN ORR POLLOCK

Thesis Submitted in Partial Fulfilment
of the Requirements for the Degree of
MASTER OF SOCIAL WORK
in the Department of Social Work

1950

The University of British Columbia

ABSTRACT

Leisure-time agencies were planned and operated by volunteers long before the profession of group work came into existence. They were the motivating force behind the establishment of many of the present day social services now enjoyed by citizens of the nation. Because of the entry of professional workers into the field of leisure-time activity, the importance of a clarification of function between volunteer and professional is apparent. All agencies realize the importance of the volunteer and are anxious to know the best manner by which to recruit, place, train, and recognize him.

To obtain information regarding the extent of volunteer participation in leisure-time programmes, and to ascertain their current value in agencies, interviews were arranged with fourteen agency administrators. This information was used throughout the thesis as background material. The factual data, upon which the conclusions of the study are based, was obtained through the analysis of the answers to one hundred and twenty-two questionnaires returned by volunteers active in the fourteen agency programmes. To evaluate volunteer service the thesis is divided into sections, each of which represents an integral part of volunteer participation. Recruitment, selection, and placement are important areas in evaluating volunteer service; motivation and recognition are of vital importance in understanding the performance of the volunteer; in addition, training and supervision must be evaluated. From the general information, the current literature on the subject, and personal observation different kinds of volunteers have been defined and the essential responsibilities of agency and volunteer outlined.

Some of the most important findings of the study are those that indicate who serves as volunteers. Information obtained regarding many factors which influence lay participation indicated one factor which has been denied or neglected by some agencies --- the consistent affirmation on the part of volunteers that they want an initial interview, training and supervision on the job, and recognition of their efforts by the agency.

The thesis, in as far as it indicates who are programme volunteers, and how they function to meet group, agency, and community needs might prove a profitable basis for study and evaluation of volunteer services in any single agency.

ACKNOWLEDGEMENTS

I wish to acknowledge great indebtedness to the volunteers cooperating in the survey, without whose assistance the thesis could not have been completed.

I take particular pleasure in acknowledging the continuous helpfulness and encouragement of Miss Donalda McRae, Secretary of the Group Work Division, Community Chest and Council of Greater Vancouver, and Dr. Leonard Marsh, Department of Social Work, University of British Columbia, both of whom gave generously of their time to facilitate the completion of the study.

TABLE OF CONTENTS

Chapter 1. The Importance of the Volunteer

General value of volunteers. Definition of volunteer service. Limiting the scope of the project. Lay and professional --- their contributions. Types of service. Methods of obtaining factual data.

Chapter 2. Sources of Recruitment

On an individualized basis: agency participants, known individuals.

On a group basis: women's clubs, men's clubs, college sororities and fraternities, high schools and universities, inter-agency referrals.

From the Volunteer Bureau.

Summary.

Chapter 3. The Type of Volunteer Recruited

Analysis of volunteers on the basis of age, sex, occupation, distance of residence from the agency, length of volunteer service, degree of identification, and the ability to secure other volunteers. Satisfactions and dissatisfactions of volunteer service. Interpretation through the volunteer. Summary.

Chapter 4. Selection and Placement

Selection: agency views on selection. A volunteer's first visit. The concept of resistance. One method to secure volunteers. Preparatory interviews and their effectiveness.

Placement: importance of understanding the purpose of the agency. The agency's role in placement.

Chapter 5. Recognition and Motivation

Recognition: the need for reassurance. The effect of appreciation classified by age, length of time volunteering, sex, agency, identification with the agency, and securing other volunteers.

Motivation: other studies. Analysis of motivations of the volunteers surveyed.

Chapter 6. Supervision and Training

Supervision: Definition. Two factors influencing the volunteer's effectiveness. The value of supervision. Disadvantages. Methods of supervision. Individual and group discussions --- their importance and value.

Training: Definition. The need for training. Methods of training. Types of training. Disadvantages. The importance of direction. Volunteers' attitudes classified by willingness, age, and type of role. Summary.

Chapter 7. Respective Responsibilities

The partnership of lay and professional workers.
Responsibilities of the agency. Responsibilities of the
volunteer.

Appendices:

- A. Sample letter and questionnaire
- B. Reasons for volunteering --- Vassar Summer Institute
- C. Bibliography

TABLES IN THE TEXT

	Page
Table 1. Tasks Performed by Study Volunteers, Selected Vancouver and Portland Agencies, 1949	15
Table 2. Comparative Sex Distribution of Male and Female Volunteers, Selected Vancouver and Portland Agencies, 1949	26
Table 3. Agency Distribution of Male and Female Volunteers, 1949	27
Table 4. Age of Volunteers, Selected Vancouver and Portland Agencies, 1949	28
Table 5. Comparative Age Distribution of Male and Female Volunteers, Selected Vancouver and Portland Agencies, 1949	30
Table 6. Age Differences of Volunteers in relation to Agencies, 1949	31
Table 7. Occupations of Volunteers, Selected Vancouver and Portland Agencies, 1949	32
Table 8. Average Distance of Volunteers from the Agency, 1949	34
Table 9. Length of Time Spent as Volunteers, Selected Vancouver and Portland Agencies, 1949	36
Table 10. Degree of Identification with Agency Staff, Selected Vancouver and Portland Agencies, 1949	37
Table 11. Number of Volunteers Responsible for Securing Others, Selected Vancouver and Portland Agencies, 1949	37
Table 12. Relationship between those Responsible for Securing Other Volunteers and Belonging to the Agency Staff, Selected Vancouver and Portland Agencies, 1949	38
Table 13. Relationship between the Frequency with which People ask about the Agency and the Degree of Identification with the Agency Staff, Selected Vancouver and Portland Agencies, 1949	39
Table 14. Degree of Satisfaction in Volunteer Work, Selected Vancouver and Portland Agencies, 1949	43
Table 15. Reasons for Dissatisfaction in Volunteer Work, Selected Vancouver and Portland Agencies, 1949	44

Table 16.	Reasons for Satisfaction in Volunteer Work, Selected Vancouver and Portland Agencies, 1949	45
Table 17.	The Frequency with which People ask Volunteers about the work the Agency is doing, Selected Vancouver and Portland Agencies, 1949	46
Table 18.	Relationship between People asking about the Agency and those Responsible for Securing other Volunteers, Selected Vancouver and Portland Agencies, 1949	47
Table 19.	Relationship between Identification with the Agency Staff and Satisfaction in Volunteer Work, Selected Vancouver and Portland Agencies, 1949	49
Table 20.	Introductory Interviews of Volunteers, Selected Vancouver and Portland Agencies, 1949	53
Table 21.	Distribution of Occurrence of Initial Interviews on the basis of Identification to Agency Staff, Selected Vancouver and Portland Agencies, 1949	54
Table 22.	Helpfulness of the Initial Interview, Selected Vancouver and Portland Agencies, 1949	55
Table 23.	Appreciation shown the Volunteer, Selected Vancouver and Portland Agencies, 1949	59
Table 24.	Age Distribution of those who said they received Much Appreciation, Selected Vancouver and Portland Agencies, 1949.	60
Table 25.	Service Distribution of Those who received Much Appreciation, Selected Vancouver and Portland Agencies, 1949	61
Table 26.	Sex Distribution of Those who received Much Appreciation, Selected Vancouver and Portland Agencies, 1949	61
Table 27.	Agency Distribution of Those who received Much Appreciation, Selected Vancouver and Portland Agencies, 1949	63
Table 28.	Distribution on the basis of Identification with the Agency of those who received Much Appreciation, Selected Vancouver and Portland Agencies, 1949	64

Table 29.	Distribution on the basis of Securing other Volunteers of those who received Much Appreciation, Selected Vancouver and Portland Agencies, 1949	65
Table 30.	Comments of Volunteers on the Appreciation Shown, Selected Vancouver and Portland Agencies, 1949.	66
Table 31.	Reasons for Volunteering, Selected Vancouver and Portland Agencies, 1949	73
Table 32.	Helpfulness of Individual Discussions, Selected Vancouver and Portland Agencies, 1949	80
Table 33.	Willingness of Volunteers to Attend Individual Discussions, Selected Vancouver and Portland Agencies, 1949	80
Table 34.	Frequency of Attending Proposed Individual Discussions, Selected Vancouver and Portland Agencies, 1949	81
Table 35.	Relationship between the Helpfulness of Individual Discussions and the Willingness to Attend, Selected Vancouver and Portland Agencies, 1949	82
Table 36.	Helpfulness of Group Discussions, Selected Vancouver and Portland Agencies, 1949	83
Table 37.	Willingness of Volunteers to Attend Group Discussions, Selected Vancouver and Portland Agencies, 1949	84
Table 38.	Relationship between the Helpfulness of Group and Individual Discussions, Selected Vancouver and Portland Agencies, 1949	85
Table 39.	Comments of Volunteers on Individual and Group Discussions, Selected Vancouver and Portland Agencies, 1949	87
Table 40.	Volunteers' Recognition of the Purpose of the Agency, Selected Vancouver and Portland Agencies, 1949	95
Table 41.	Volunteers' Desire to Discuss Problems with Staff, Selected Vancouver and Portland Agencies, 1949	96
Table 42.	Ability to Attend a Training Course, Selected Vancouver and Portland Agencies, 1949	97

Table 43.	Relationship between Ability to Attend a Training Course and the Desire to Discuss a Problem with a Staff Member, Selected Vancouver and Portland Agencies, 1949 . . .	98
Table 44.	Relationship between the Ability to Attend a Training Course and the Age of the Volunteer, Selected Vancouver and Portland Agencies, 1949	99
Table 45.	Relationship between the Ability to Attend a Training Course and the Type of Duty Performed, Selected Vancouver and Portland Agencies, 1949	100

THE PROGRAMME VOLUNTEER IN LEISURE-TIME AGENCIES

A Study of the experiences and attitudes of
a sample of volunteers in fourteen building-centred
agencies in Portland, Oregon and Vancouver, B.C.

Chapter 1.

The Importance of the Volunteer

The famous French political philosopher, Alexis de Tocqueville, on his return from a study of American democracy said, "The health of a democratic society may be measured by the quality of services performed by its citizen volunteers." (1) The transition from the pioneer community to the modern Canadian nation has everywhere been influenced by citizen participation. Volunteers founded, maintained, and strengthened the churches, schools, and health and welfare services of the new world. Today, as a result of their efforts, the community enjoys modern school systems, park and recreational organizations, civic services, church services, health and welfare organizations, and other institutions. Many of these, although they use paid personnel are still largely planned, and extended through the voluntary efforts of citizens, who serve the community as trustees, members of governing boards, and committee members. In addition, countless numbers of volunteers give their services in the day by day operation of the programmes of these institutions and organizations.

Eduard C. Lindeman tried to visualize the importance of volunteers when he wrote:

In recent years, as I have pondered over the vicissitudes of democracy, it has often occurred to me to wonder what would happen if, in the United States, all citizens who work for nothing, who serve as volunteers, were suddenly to 'go on strike'...What would happen if this corps of citizens who labour without pay, who exercise their own free will in choosing the functions they will perform, were to resign their posts, refuse to attend meetings, to disengage themselves from all responsibilities?

(1) Lindeman, Eduard C., "The Volunteer - Democracy's Indispensable Asset", Canadian Welfare, Vol. XXII No. 5, October 15, 1946. Page 2.

He adds: "I wish I knew how to induce volunteers to appreciate the significant role they play in furnishing vitality to the democratic enterprise." (1)

Relating to welfare fields it has been said that, "active participation by volunteer citizens in planning and working for the social welfare of the nation is the cornerstone of our democracy." (2) In a statement of the principles of volunteer service, the Community Chests and Councils, Inc. defined volunteer service as:

...that voluntary effort, given without pay, by any individual in a community who wishes to serve therein the responsibilities of those democratic institutions concerned with the advancement of human welfare. The opportunities of citizen participation are the privilege of all. (3)

Volunteer service in leisure-time agencies is only one small part of the function of lay workers in our democratic society; however, it is an important function to be considered. From the responsibilities of ordinary citizenship in the Dominion, to cooperation in building a backyard playground for the children in his street, the average Canadian is constantly asked to play a volunteer role. The future of the Dominion and the safety of his own and his neighbours children largely depends upon the time, effort, and intelligence he exerts voluntarily.

In this study the focus of interest is upon a special area --- the volunteer in group work and recreational building-

-
- (1) Lindeman, Eduard C., A Fantasy, Y.W.C.A. Volunteer Personnel Committee, New York, 1948. Page 1.
 - (2) National Social Welfare Assembly Inc., Report of the National Conference on Social Welfare Needs and the Workshop of Citizen's Groups, New York, 1948. Page 66.
 - (3) Advisory Committee on Volunteer Service, Statement of Principles of Volunteer Service, Community Chests and Councils, Inc., New York, 1945. Page 2.

centred agencies. Building-centred agencies are those which conduct programme largely within a building, used permanently by one agency for leisure-time activities. Boy Scout and Girl Guide activities are not considered as building-centred agencies. Here, also, the terms group work and recreation, for reasons of simplicity, are used synonymously. In the strictest sense group work is the method employed by competent professionals to achieve personal growth in each of the participating members of a group, club, or association. However, not all recreational agencies practice group work; some provide facilities without leadership, some concentrate their activity solely upon the physical advantages of recreation. Nevertheless, in all agencies the volunteer has the opportunity to observe and assist many members taking part in some activity. If the purpose of the agency is, broadly, to assist in developing more mature citizens, and if volunteers are the persons who are in almost constant contact with participating members, then clearly much of the success of agency programme rests upon the shoulders of voluntary workers.

In leisure-time groups, recreational agencies and other organizations, two types of volunteers are to be found: (1)

1. administrative volunteers, who are members of policy-making boards and advisory committees, and whose contribution centres around the administration rather than the programme of the organization.
2. service volunteers, who are actually associated with the operation of programme in the agency or organization.

(1) Community Chests and Councils Inc., Volunteers in Community Service, A Bibliography (unpublished)

The field of the present study is limited to the second group, service volunteers, and particularly to three classifications of service volunteers, namely:

- (a) group leaders --- leaders of natural or friendship groups, interest groups, and chairmen or convenors of committees or councils.
- (b) receptionists or intake workers --- persons who assist new participants to associate with agency programme and procedure.
- (c) activity supervisors --- volunteers whose responsibility is the supervision of a particular room in the agency, such as a lounge, games room, or reading room.

An examination of the programme of a group work agency will invariably reveal that volunteers are responsible for a large share in the functioning of the vital machinery which makes the programme possible. This fact is acknowledged by the vast majority of agency administrators. In all agencies the services of volunteers are utilized to a larger or smaller degree, and it is recognized that they are a vital part of the team of layman and professional, whose responsibility it is to carry out the purpose of the agency. Harry Serotkin suggests that, "Volunteers are essential to group work. The professionals may come and go, but the volunteers are the people who make up the community, who live in it, who always call it home!" (1)

(1) Serotkin, Harry, "The Training and Placement of Volunteers," The Federator, Vol. XIX No. 4, April, 1944. Page 11.

Eduard Lindeman is even more emphatic when he writes, "Private social agencies cannot survive without the volunteer." (1)

If, therefore, volunteers are desirable in a group work programme, it is important to discover their degree of participation, and their role in the agency.

A professional worker is employed by an agency to do a defined series of jobs. He is trained to know what to do, and he is supposed to understand what he is doing. When an architect is retained to design a modern building, one that will be both beautiful and practical, his services are requested because he has knowledge of the profession, and because he can use that knowledge to create a satisfactory edifice. So with the social group worker; he is employed because he has knowledge in his field. But a professional person cannot be expected to be a "jack of all trades;" his programme skills are often limited to an actual working knowledge of only two or three activities, such as drama, art, crafts, and music, demanded by the participants. Warm and understanding though his approach may be to individuals and groups, he cannot as one individual play the leader role for all the different groups and individuals, who turn to the agency for their leisure-time satisfactions. But this diversity of programme and this large body of leadership can be assured, if there are enough interested volunteers working in cooperation with the employed staff members to carry out the purpose of the agency.

(1) Lindeman, Eduard C., "The Volunteer --- Democracy's Indispensable Asset," Canadian Welfare, Vol. XXII, No. 5. October 15, 1946. Page 3.

In practice, the respective contributions of both lay and professional workers depend largely on the local situation, and certain factors determine the specific responsibilities of both partners in the team. These factors have been listed by one writer as:

- (1) the kind of agency
- (2) the kind of programme
- (3) the auspices of the programme
- (4) the way the programme is financed
- (5) the stage of development of the programme (1)

To this list might be added one other factor --- the stage of development of each professional worker and volunteer in terms of intellectual and emotional maturity. Dorothy H. Sills confirms this point when she says there is a difference in the assignments and responsibilities of staff and volunteers related to "the differences intrinsic in their status, as well as in their preparation and training."⁽²⁾ Volunteers working in local settings should be friendly and understanding people, able to use their personal interest and skills for the benefit of the group and each of its members. They should be able to accept and profit from the supervision of the professional worker, and understand and accept, when interpreted, their own specific role and limitations. In no other area of social work are there such possibilities for fruitful cooperation between professional and volunteer.

-
- (1) Anderson, Joseph P., "The Respective Roles of Laymen and Professional Workers in Social Work," Canadian Welfare, Vol. XXIV, No. 2, June, 1948. Page 7.
 - (2) Sills, Dorothy H., Volunteers in Social Service, New York, National Travellers Aid Association, 1947. Page 13.

Types of Volunteer Work

Because of the varying capabilities and interests of the volunteers, and the differing needs of the agency, many tasks are available to persons who wish to assist in a volunteer capacity. Here the volunteer may perform direct or indirect services. (1) Direct services are those which are focused on the actual programme, and are usually carried out within the confines of the agency grounds. Indirect services are those which are necessary for the maintenance of the programme, but are not directly connected to it. Conducting a neighbourhood survey or helping to maintain an auxiliary service for the agency are examples of indirect services. It is important to review some of the direct services of volunteers. Those which follow are illustrative; they do not, however, constitute a complete list of the possible duties that volunteers may perform.

Leader of a friendship or natural group. A natural group, formed on the basis of friendship, is organized for recreation and sociability. In the small club of usually less than fifteen members, the paramount interest is not the activities undertaken, but rather the association between the members. The aim of the agency with such a group is the growth and development of the constituent members. This type of task requires the services of a volunteer skilled in the process of group work, where he, as the leader, can aid the achievement of growth in individuals and encourage development in the group. It is with the

(1) ibid, pages 23-24.

natural group that group work can be practiced to the best advantage, and it is this reason alone which makes it of paramount importance that adequate supervision be given volunteers who perform this task. The understanding of the reasons for human motivation is perhaps more important in leading a friendship group than it is in leading other groups.

Leader of an interest group. An interest group, formed on the basis of interest in a specific activity, is organized primarily to impart to members an increased knowledge and skill of the activity, such as drama, art, or crafts. Here the emphasis is placed on the activity rather than the association of the members. A volunteer, whose task is to lead an interest group, requires special skill in the area of interest. If the interest is art work, the volunteer must have knowledge of art which he can share with the members of the group. If the interest is basketball, he must know the rules of the game, and be able to assist the players to proficiency in their participation. While the volunteer assumes the role of a teacher, he must also know something about the individuals within his class. He should be aware of their needs, and recognize the expression of these needs through the medium of the work done. Many volunteers are active in this category, and many agencies have based their entire programme on the use of this type of volunteer. It is important to remember, however, that the leader of an interest group should not only come with technical knowledge of a particular hobby or sport, but he should also have some knowledge of the reasons why people act differently, as they pursue their interest. Here again the

volunteer can use to advantage the contribution of the professional worker in relating his subject to each person, rather than simply exposing the members of the group to the skill, as he sees it.

In group work agencies the proficiency by which crafts are learned is not the only criteria for evaluating the effectiveness of the programme. The satisfaction which the craft or skill affords the group and each of its members is also important. When a boy creates something by himself, reasonably satisfying to him no matter if it fails to attain adult standards, then the leader has helped him in his development toward a fuller life, and assisted him to be a more mature person. The evolution from dependence to independence in individuals can be influenced by persons in positions of leadership --- often volunteers. This responsibility, alone, is justification for the need of volunteers as leaders of interest groups, but it is also a reminder of the necessity for recruiting competent, stable, and understanding leaders.

Leader of a committee. The volunteer who is the leader of a committee or house council has a unique duty to perform. The volunteer must be aware of his role and understand his position in the group. He must have knowledge of the topic under discussion and be able to help the members understand the purpose of the committee or council. To be of maximum effectiveness, the volunteer should be skilled as a discussion leader. Because such councils and committees are drawn from different groups in the agency, the volunteer must be ready to accept advice from the professional worker in regard to the varying

relationships of groups and individuals within the committee or council. Because it is difficult for a volunteer, in his limited time in the agency to explore these relationships, it is generally conceded that the leadership of a house council is usually the responsibility of a full time staff member. Volunteers might reasonably be asked to act as adult advisors on committees set up by such a council for special events or projects.

Receptionist. A common function of volunteers is as agency receptionists. A volunteer, stationed at the entrance door, able cheerfully to direct members into activities is a great asset in terms of organizational efficiency and hospitable intake of new members. Amongst school children it is particularly valuable to have a receptionist, who is able to set the tone of the agency as soon as the participant enters. In many agencies, the receptionist assumes the role of an intake worker, and consequently is responsible for "checking in" members and receiving new memberships. If the volunteer understands the importance of this procedure, and if he is aware of the contribution made not only in obtaining pertinent information about the new member, but in outlining to that member what is available for him within the agency, then that volunteer is a decided asset to the agency. It is at the reception desk where much is learned about the member, and this information can be of direct value to a leader working with a small group. No one should underestimate the contribution made by the skilful receptionist.

Supervisor of a loosely integrated activity. A games room, a lounge, a drop-in dance room, and a free-play activity period in the gymnasium may be considered as loosely integrated activities. No regular members attend, and everyone can come

and go as he pleases. Here, the volunteer should be able to assist in two ways: first, he should have some understanding of the activity in progress, and thus be able to assist in teaching the new activity. If he is the supervisor of a games room, he should know the rules of each game, and be able to help members in playing. Second, and perhaps of more importance, the volunteer should be able to help individuals gain greater satisfactions from the participation in the activity. So many times a person is not included in an activity. The leader can attempt to include him in a game with others, thus giving him certain satisfactions in knowing that he has at least been partially accepted by the others. By joining in a game with the others the volunteer can soon help the more timid members to a greater security. It is true that discipline must be maintained in the room, but this role should not be foremost in the volunteer's mind. When active participation by each person, on his own level of achievement is encouraged by the leader, the question of discipline, while still a factor, becomes of secondary importance.

These, then, are the five most important classifications of volunteer service in the area of programme. While it is recognized that all volunteers are, in the aggregate, a determining factor in the success of any programme, a more adequate analysis of the field was best achieved by limiting the scope of the study to these five categories. It was easier to survey this group, since they proved to be the most regular attenders in the agency. Others of lesser importance in the study include:

Janitorial and clerical services: Great service is contributed by people who help in this regard. It can be clearly seen that these duties fall within the scope of the work done by paid personnel, but in instances where lack of funds prohibit the use of paid workers, the volunteer service is welcomed to assist in completing the necessary duties. Ideally, the work of the volunteer is to supplement the work of the staff person, but often pressing exigencies demand that volunteers be used to perform tasks which should be performed by paid workers. It must also be remembered that many persons are anxious to assist in the work of the agency, and many are specially qualified to assist with stenographic duties. Again, persons wish to contribute to the agency by doing janitorial service. It seems justifiable to use these volunteers provided, however, that no present or prospective worker loses employment.

Short-term, specific project volunteers. In a group work agency, as in most other agencies, specific projects of short duration occur throughout the year. As with other types of activity, volunteers are asked to assist with these projects. Assistance in planning for, and putting on a father and son banquet, the operation of a movie projector for a Halloween party, the giving of a speech for a special luncheon, or acting as master of ceremonies at a social function, are examples of short-term, specific project volunteer services. Most agencies have traditional annual celebrations, and all welcome the assistance of volunteers at these times. Many persons prefer to offer their services for these short-term projects because they are unable to volunteer on a continuing basis. Many interested parents, because of the nature of their employment, cannot

volunteer on a permanent basis, but agencies should recognize the existing circumstances and be willing to call upon these individuals for help. Through the use of volunteers on short-term projects these persons can be included in active participation in community programmes.

There are many other services which volunteers give to the agency. Many of these services, while not directly alligned to the programme, are important to the complete function of the agency.

If volunteers are carefully recruited, according to their skills and personal qualifications for any of the above classifications, and if a constant effort is made to preserve the team relationship between volunteer and professional in each specific area, it is quite reasonable to presume that through the use of more leadership the agency can not only serve more people, but can serve them in more acceptable and varied ways.

Method of the Present Study

For the basic information in the study, volunteers were selected in the cities of Vancouver, B.C. and Portland, Oregon. Representative building-centred agencies were selected in each city, in order to achieve a degree of uniformity in the type of volunteer work performed. Vancouver agencies cooperating in this study were: Vancouver Boys' Club Association (comprising Kivan, Kimount, Kiview, and Rufe Gibbs Boys' Clubs), Alexandra Neighbourhood House, Gordon House (senior and junior houses), the Y.W.C.A. (main branch), and the Y.M.C.A. (main branch).

Portland agencies were: Junior Museum (a unit of the Bureau of Parks recreational network), Friendly House, Neighborhood House, Red Shield Boys' Club, the Y.W.C.A. (main branch), and the Y.M.C.A. (North East branch). Additional information was obtained from the North Vancouver Memorial Community Centre and from other units in Portland's park system; however, it was not feasible to use this information in the general body of the study because many of the tables had been compiled before this information was received. Nevertheless, observations from these two additional sources helped to verify the findings obtained from the other agencies.

Each of these agencies was visited or contacted, and material obtained, which indicated the function, scope, and limitations of volunteer service within that particular centre. With the permission of the executive of the agency, and from lists provided by them, a questionnaire was circularized to 288 volunteers. Accordingly, the study embraces the experience of volunteers in five boys' clubs, four neighbourhood centres, two Y.W.C.A.'s, two Y.M.C.A.'s, and a public recreational project.

Vancouver and Portland were chosen because the writer resided in the former city and served a social work student placement period in a Portland agency. It was at first thought that the information in the two cities could be compared, to contrast different responses and conditions in the two cities, but the material obtained actually showed such close correspondence that it was decided to combine it and present the information as the general consensus of volunteer opinion.

Of the total 288, 227 questionnaires were mailed to volunteers active in Vancouver agencies, and 61 to volunteers in Portland agencies. The reason for the wide variance in numbers between Vancouver and Portland is the fact that there were fewer agencies to choose from in Portland, and the number of volunteers in each agency was less than in the agencies in Vancouver. Returns were 46 per cent of the total distributed, since 133 questionnaires were answered, 108 from Vancouver and 25 from Portland. Some were returned too late to be included in the thesis, but only one was improperly answered, and could not be used at all. Therefore, out of a total of 133 returns, 122 were used in the body of the study. These 122 questionnaires can be classified according to the type of task performed by each volunteer.

Table 1. Tasks Performed by Study Volunteers, Vancouver and Portland Agencies, 1949.

Group Leaders					Receptionists	Activity Supervisors	Total
Friendship		Interest	Mass Activity	Committee Advisors			
Number	24	65	17	1	18	18	143

Four additional volunteers were included in the study, but their duties, while they could not be classed as any outlined above, could be combined in a general classification. In several instances a volunteer acted in more than one capacity, and as a result the total of volunteers in each classification is greater than the actual number of volunteers surveyed.

The answers to the questionnaires have been interpreted generally, and no attempt has been made to limit the scope of the study to one narrow phase of volunteer operation. By the analysis and interpretation of the commendations, criticisms, and suggestions of practicing volunteers, by the use of available material in social work literature, and by the experience of the writer in working with volunteers in the two cities concerned, it is hoped that some recommendations may be drawn up, which if implemented by agencies, volunteer bureaus, and other social planning bodies, will enrich the programme in group work and recreational agencies, and clarify and strengthen the role of the individual volunteers in these agencies.

Chapter 2.

Sources of Recruitment

Where do volunteers in recreational work come from?

A review of the recruitment policy of the fourteen agencies surveyed, revealed many sources. The majority of the agencies recruited from their present agency participants, or from those who had formerly been active in the agency. These people understood the policy and programme because they had been a part of it. Recognizing the contribution which the agency had made to their own experience, they had some criteria to apply to their leadership of groups, or service to individuals. This knowledge about the agency enabled them to move from a participant role to that of a leader without too much difficulty. The Boys' Clubs, the Y.M.C.A., and the Y.W.C.A. utilized this means of recruitment more than the other agencies. Naturally, this group will be limited to those who had a reasonably happy time in the agency, and who appreciated the fact that their former leaders were happy in their role. Mr. M. illustrated this quite clearly when he wrote, "there is something that draws a fellow back to the agency, no matter where he goes. I have grown up in the agency and have reaped its benefits as a boy, and I am now returning that which I received by acting as a leader in my turn." Here the volunteer was recruited from a graduate member of the organization, and he believed the experience derived from membership in the agency warranted continuance in the programme as a volunteer leader. The concept stressed by this volunteer, who is representative of many others, is that of repaying a debt by giving leadership.

Without exception, it was agreed by the administrators of the agencies that, in order to obtain reliable, understanding, and capable workers, each prospective volunteer should be approached individually. The study further revealed that actual recruitment was best achieved when either the administrator, a staff member, or another volunteer sought out and finally obtained the services of a particular person for a specified volunteer service. By recruiting volunteer workers in this manner the agency knew what type of person they were asking to share in the programme. This individualized method of selection was favoured by the majority of agencies, 40 per cent using this means to recruit volunteer workers, but each agency using this method to varying degrees.

While an approach to individual citizens, on the recommendation of agency membership and staff, was the most popular method of obtaining volunteers, agencies also appealed for workers through service clubs and organizations which included service work in their programme and purpose. Thirty-three per cent of the agencies stated there had been a response to an appeal for workers made to some organization. Fraternities, sororities, women's clubs, and other service groups were cited by the agencies as good sources of volunteer leadership. While it is impossible to mention all the service clubs which assisted the agencies, the Junior League is worthy of notice, since it is most active in this regard. In terms of efficient services the members of the Junior League are cited by several agencies as dependable, punctual, and teachable volunteers, concerned with their own particular job, yet aware of and eager to advance the total function of the agency in the community.

From the reports received there does not appear to be a men's service club which, like the Junior League, couples actual volunteer service with financial support. Nevertheless, it is through the efforts of men's service clubs in both cities that some of the present day agencies were originated, housed, and in their pioneer period often maintained. The Vancouver Boys' Club Association owes its inception to men's service clubs in the city of Vancouver. The rosters of the directorates of the group work agencies indicate that individual members of service clubs are active in almost all community and youth agencies. In addition to this volunteer work on administrative boards and committees, individual service club members act as programme volunteers. Although these persons were not recruited, on a group basis, it can be assumed they are, to some degree, motivated by their affiliation with an organization active in promoting the welfare of the community.

Some agencies obtained the services of members of college sororities and fraternities in the volunteer programme. These members often volunteered as a group, and thus divided the work according to the time available and skills of their members. One fraternity member, Mr. L., indicated "one reason members of my chapter volunteered for service in a group work agency was to show the public, in whose minds fraternities have but one aim: 'wine, women, and song', that the type of leadership developed in a fraternity is a decided asset to the community.

Twenty per cent of the agencies stated that high schools and universities provided volunteer leadership for them. It must be remembered that college sororities and fraternities were not included in this percentage, since they were classed

with the service groups in the previous category. Many individuals in this grouping were persons who possessed an interest in social work, and who wished to acquire some practical experience in the field before venturing into training for the profession.

Some persons just came to the agency and volunteered. Here it is essential that the administrator determines if the individual is suited for the volunteer task in question. If a probationary period of service were offered the volunteer could decide if he wished to remain as a worker in the agency, and the agency could decide if the person was suited for the particular volunteer duty.

A few volunteers were recruited by means of inter-agency referrals. Often a volunteer comes or is sent to an agency to assist in a particular type of service in which he possesses great skill. Just as often the agency to which he is sent is not able, for various reasons, to utilize the services of that volunteer. The far-sighted administrator will not send the volunteer away from the agency dissatisfied, but rather he will do all in his power to see that the volunteer is placed in an agency where his services are needed, and where he can have the satisfaction of knowing his offer of service was appreciated. The study revealed that little inter-agency referral was practiced. This is to be regretted since all agencies need volunteers, and volunteers to be happy and effective workers, need to be placed in positions most suitable to them.

The remaining sources of volunteer workers include: the board of the agency, the volunteer bureau, and others specific sources known to the agency.

In studying the area of recruitment, it is impossible to overlook the importance of the volunteer bureau. Volunteer bureaus are in existence in many of the larger cities in the United States and Canada, and have proven to be of great advantage in centralizing the source and placement of volunteers, and in eliminating unnecessary duplication of effort. A volunteer bureau is, "a centrally located, non-partisan bureau where citizens of all races, creeds, colours, sexes and ages may seek volunteer work." (1) With its finger on the pulse of volunteer participation in the community, the bureau is able to echo the viewpoint of volunteer thinking, and from its knowledge is able to offer leadership to the volunteers, the agencies, and the community. To the volunteers, the bureau can be a motivating force in directing and assisting them in their duties, so that greater personal satisfaction and community welfare can be achieved. To the agencies, it can be an agent in blending the needs of the volunteer with the needs of the agency. The bureau is able to provide community resources for the agencies, and be of assistance in helping them in their training, placement, supervision, and recognition programmes. To the community, it can be a factor in keeping kindled an awareness of needs, which can and must be met by the resourcefulness and energy of the volunteers.

In most instances a Council of Social Agencies is the body which is able to provide direction and support from the community viewpoint. But how can the volunteer bureau assist

(1) Volunteer Service Department, A Handbook on the Organization and Operation of a Volunteer Service Bureau, Community Chest and Councils, Inc., New York, 1946. Page 3.

the group work agencies, and how can they, in turn, be of aid to the volunteer bureau in its planning on a broad scope?

A good liaison between the agency and the volunteer bureau is essential if the calibre of volunteer leadership is to be maintained at a high standard. If a community centre desires a volunteer to teach leatherwork to a group of young adults, and the centre has not been able to obtain an instructor from its own resources, the request is sent to the volunteer bureau. The bureau, in turn, is able to consult its files, and match the skills of its workers with the needs of the agency. Having accomplished this, the bureau must notify the prospective worker, and verify whether or not he is still able to assume a volunteer position. The volunteer might be asked to come down to the office, where the bureau worker would explain in more detail the job that the agency wished to have done, and would elaborate on the type and function of the agency where the person would be working. The referral process, from bureau to centre, should be done in a friendly, efficient, and business-like manner. Proper introduction to the centre should be arranged by the bureau staff; and it is the responsibility of the volunteer bureau to be acquainted with the current trends in agencies where volunteers are sent. It is equally its responsibility to follow up on the work done by the volunteers in the agencies. This does not mean that the bureau acts as a parent body, farming out volunteers to various places of employment, and holding the reins of volunteer leadership in the community. It does mean, however, that the volunteer bureau should be aware of the

conditions under which the volunteers work in each agency, but it should step out of the picture when the volunteer has been integrated into the agency programme, and has proved his ability to the satisfactions of the individual agency. Although the bureau must keep abreast of the changing conditions in the agency, its function is primarily referral of adequate leadership to areas of need. It is with each agency where the loyalty should be, because it is there that the duty is performed.

In discussing the relative roles of agency and bureau in the recruitment of volunteers, it has been found that agencies would rather recruit their own volunteers, and the volunteer bureau would sooner have them do it this way. It, therefore, seems that most effective recruitment can be accomplished when the agencies recruit individually, at the same time remembering that any volunteers who cannot immediately be used should be referred to the bureau, so that their services will not be lost to the community. The volunteer bureau can then be used to obtain volunteers who would not otherwise be secured by the use of individual campaigns.

Volunteer bureaus have found several principles to be effective when recruiting for volunteers, and these are helpful when applied to the individual recruitment policy of each agency.

Recruitment should be continuous, but there are times when specific campaigns are needed. In either case, it has been found best to relate the recruitment to a specific need; to have job description specific and vital; to indicate numbers of volunteers needed; and to be alert by holding for the future the names of persons who may respond to but are unsuited for the job described. (1)

(1) ibid, Page 15.

In Vancouver, the volunteer bureau is a member agency of the Community Chest and Council. This bureau declared that, of all the demands made upon it, those made by group work agencies were the most difficult to fulfil. Group work agencies required volunteers who were willing to serve over a longer period of time than those in other types of social work. They required persons who possessed a certain degree of skill in a specific activity. In other areas of need, volunteers were required for a shorter term, and usually for less skilled tasks, such as driving a woman to a clinic, or distributing pamphlets at a conference.

Many persons, who came to the bureau, just wanted to do something useful, and so were sent to the agency where there was the greatest need. If, however, the person desired to do a specific thing, he was referred to the agency where it was possible for him to volunteer in that capacity. There was some difference in the number of volunteers referred to agencies by the Vancouver bureau. Gordon House received thirty-five volunteers during the year, Alexandra Neighbourhood House received ten, and the Vancouver Boys' Club Association and the Jewish Community Centre received none. The reason for the wide variance in numbers --- thirty-five to one agency, none to others --- was not obtained, although it was discovered that most agencies did apply to the bureau for volunteer assistance.

The radio, press, and service clubs were used by the Vancouver Volunteer Bureau to recruit volunteers. They found, however, that satisfied volunteers were the best means whereby additional volunteers were secured. In Vancouver, no training course was offered, and no type of recognition given to the

volunteers. The bureau believed training and recognition should be given in the agencies, because it was there that the volunteer was working, and meeting his problems.

In Portland, no volunteer bureau was in operation, since the Council of Social Agencies were of the opinion that recruitment of volunteers was the responsibility of the individual agencies. They thought agencies could recruit their own volunteers much better, and on a sounder basis, than a volunteer bureau could. The Council of Social Agencies, however, has conducted, through its publicity department, a city-wide campaign for the recruitment of volunteers. This campaign has necessarily been of short duration.

To sum up, agencies recruit on both an individual and a group basis. On an individual basis, they recruit from present or former participants in the programme, and from persons recommended to them. On a group basis, they recruit from service clubs, sororities and fraternities, high schools and universities, inter-agency referrals, the volunteer bureau, and other areas known to the particular agency. However, when a prospective volunteer, or a key person in a service group was known to a member of the agency staff, successful recruitment was found to be easier.

Chapter 3.

The Type of Volunteer Recruited

To plan an effective volunteer programme agencies should know the type of volunteer who serves. If volunteer workers can be combined into various categories of age, sex, occupation, and other classifications, assistance in planning a recruitment campaign can be obtained by studying the areas where satisfactory leadership has been secured, and discovering the reasons why others failed to step into the volunteer role.

Sixty-one replies to the questionnaire were received from men, and the same amount were received from women.

(Table 2)

Table 2. Comparative Sex Distribution of Male and Female Volunteers, Selected Vancouver and Portland Agencies 1949

Sex	Portland	Vancouver	Total	Comparative Proportions		
				Portland	Vancouver	Total
Male	5	56	61	26	54	50
Female	14	47	61	74	46	50
Total	19	103	122	100	100	100

However, the heavy returns from the Vancouver Boys' Club Association may have weighted these figures to show a great number of male volunteers when, in reality, the majority of agencies had a predominance of women among their volunteer personnel. In fact, the Vancouver Boys' Club Association and the Vancouver Y.M.C.A. were the only organizations which showed a majority of masculine

workers. (Table 3) Evidence of the fact that the two above mentioned agencies could have weighted the returns in favour of the male volunteer is shown in comparing the sex distribution of volunteers in each city: Portland showed 26 per cent male and 74 per cent female volunteers; Vancouver showed 54 per cent male and 46 per cent female volunteers.

Table 3. Agency Distribution of Male and Female Volunteers, 1949

Agency	Male	Female
Vancouver Y.M.C.A.	100	0
Vancouver Boys' Club Assn.	98	2
# Neighborhood House	50	50
# Portland Y.M.C.A.	43	57
# Friendly House	25	75
Alexandra House	19	81
Gordon House	10	90
# Junior Museum	0	100
# Portland Y.W.C.A.	0	100
Vancouver Y.W.C.A.	0	100

Insufficient return of questionnaires from the Red Shield Boys' Club made this percentage invalid.

indicates Portland agencies

The most popular age group, from which volunteers were secured, was the 21 to 29 group, since 42 per cent of all workers were recruited from this class. (Table 4) Volunteers in Portland agencies were, however, slightly older, and 37 per cent of them came under the 30 to 39 classification. Vancouver agencies, on the other hand, secured the majority of their volunteers --- 45 per cent --- from persons between the ages of 21 and 29 years. It is significant that, of all the volunteers in group work agencies,

83 per cent were below the age of 40. It is clear, therefore, that, in the main, volunteers were obtained from a young adult age group, a group who seemed to have more time and interest to aid the community, through the medium of the group work agency. The group under 30 years of age contributed more than half the total number of volunteers --- 70 per cent --- and each succeeding decade contributed a lower number, with the exception of those persons 50 years of age and over, who showed a noticeable increase over the preceding decade. Retirement, loneliness, and the lack of rigid time limitations were instrumental in this increase in the senior citizen classification.

Table 4. Age of Volunteers, Selected Vancouver and Portland Agencies, 1949

Age group	Portland	Vancouver	Total	
			Number	P.C.
Under 18	2	21	23	19
19-20	0	11	11	9
21-29	5	46	51	42
30-39	7	9	16	13
40-49	2	5	7	6
50 and over	3	10	13	10
Unanswered	0	1	1	1
Total	19	103	122	100

Considering age and sex, more women volunteers were in the upper age group. (Table 5) Those under 30 who volunteered were predominantly men; between 30 and 40 the numbers were equal;

but as the age increased more women were volunteering in the agencies. Therefore, the number of women volunteers increased with the age of the worker. This is of significance in recruiting volunteers, because, if males exceed in number under 30 years of age, and females exceed over 40 years, it is helpful to know the type of volunteer most readily available. Of course, it must be recognized that the selection of workers can never be made on the basis of age alone, since the needs of the agency, and the capabilities of the volunteers are fundamental to any adequately planned recruitment programme. Nevertheless, an indication of the age groups more likely to volunteer, and whether these volunteers are likely to be men or women, is helpful in future planning. The fact that most volunteers are between the ages of twenty and thirty, and that in this group nearly two-thirds are men, is the result of many factors. Generally speaking, after reaching the age of 30, persons have taken unto themselves more responsibilities than they had in their younger years. A large majority are married. A married woman is often able to give a specified amount of time each week, while the man, once he has taken on the responsibilities of a home and a family, is less able to do so. Possibly the major reason why more men work with younger groups is the type of activity in the agency suited to that type of leadership. In a typical community centre, programmes are offered for varying age groups; the teen-age and junior programme, however, occupies much of the time and energy of both staff and volunteer personnel. The average citizen, when he thinks of a community centre, considers it as a place where youngsters can have "a good time", and where they can learn new skills. If the programme of most group work

agencies is weighted toward the younger age group, it is to be expected that the leaders of such groups will be in the age span of 19 to 30 years. Observation of the many agencies in Portland and Vancouver confirmed that leaders of this age were delegated to younger groups, while the older volunteers were responsible for that part of the programme which concerned itself with young adult, adult, and senior citizen activities. A leader should be young enough to have a realization of the problems of the group, but still be old and mature enough to give constructive leadership.

Table 5. Comparative Age Distribution of Male and Female Volunteers, Selected Vancouver and Portland Agencies, 1949

Age Group	Portland		Vancouver		Comparative Proportions			
	Males	Females	Males	Females	Males		Females	
					Port.	Van.	Port.	Van.
Under 18	0	2	10	11	0	18	15	24
19 - 20	0	0	8	3	0	14	0	6
21 - 29	2	3	30	16	40	53	21	34
30-- 39	2	5	6	3	40	11	36	6
40 - 49	1	1	1	4	20	2	7	9
50 & over	0	3	1	9	0	2	21	19
Unanswered	0	0	0	1	0	0	0	2
Total	5	14	56	47	100	100	100	100

Some agencies concentrate their activities wholly upon one sex group and, if this is the case, the leaders are invariably of the same sex. Other agencies state their purpose and function in such a manner that they are able to serve all ages and both sexes; nevertheless, in most agencies more is offered for the junior and teen-age boy than for the girl. Consequently, it is easy to understand why most volunteers are under 30 years of age, and why those under 30 are mostly men.

Although the modal groups are 21 to 29 years of age in Vancouver, and 30 to 39 in Portland, there are differences in the actual makeup of these groups. In both Portland and Vancouver, the Y.M.C.A. had more volunteers between twenty and thirty than in other classifications; in both cities, however, the Y.W.C.A. used volunteers 50 years and over to a great extent. (Table 6)

Table 6. Age Differences of Volunteers in Relation to Agencies, 1949

(modal groups taken as the representative situation)

Agency	Age
Portland:	
Junior Museum	21-29, 40-49
Portland Y.M.C.A.	21-29
Portland Y.W.C.A.	50 and over
Neighborhood House	21-29, 30-39
Friendly House	30-39
Vancouver:	
Vancouver Boys' Club Assn.	21-29
Alexandra House	under 18
Gordon House	50 and over
Vancouver Y.M.C.A.	21-29
Vancouver Y.W.C.A.	21-29, 50 and over

Insufficient returns from the Red Shield Boys' Club made the modal class invalid.

In Vancouver, the Y.W.C.A. used many younger volunteers, and this is also true of Portland, but not to the same extent as they used many older workers. Alexandra Neighbourhood House used the youngest volunteer workers, a concentration of persons under 18 years of age being found in that agency.

The volunteers studied were employed in many occupations, and by classifying them, it can be seen the occupational source from which they were obtained. Forty-eight per cent of the volunteers were either high school or college students. (Table 7)

Table 7. Occupations of Volunteers, Selected Vancouver and Portland Agencies, 1949.

Occupation	Portland	Vancouver	Total	
			Number	Per cent
A. Not Gainfully				
Employed:	11	69	80	66
Students	4	54	58	47.5
Housewives	6	13	19	16
Retired	1	2	3	2.5
B. Wage Earners:	5	18	23	18.5
Skilled trades	2	9	11	9
Clerical	3	6	9	7
Semi-skilled trades	0	3	3	2.5
C. Professional:	2	8	10	8
Social Workers	1	3	4	3
Teachers	1	2	3	2.5
Others	0	3	3	2.5
D. Business:	1	5	6	5
Salesman	1	2	3	2.5
Others	0	3	3	2.5
Unanswered	0	3	3	2.5
Total	19	103	122	100.0

It was impossible to discover the exact proportions of high school to college students, since no provision was made for this in the questionnaire. Nevertheless, it was difficult to believe that nearly one-half of the volunteers were students. To discover the reason for the large number of student volunteers was indeed a difficult task, but some indications were obtained from agency administrators, when they stated that students seemed to have more time to offer, and were more flexible and effective in their work. This one fact alone, that students are carrying the load of volunteer work, reveals that many others are either not aware of, are unable to, or for some other reason are not volunteering. It seems that if participation in community living is to be representative, it is the responsibility of the group work agency, and the Council of Social Agencies to discover why others are not volunteering, and having done this, to try to reach them. Vancouver organizations relied to the extent of 52 per cent on student volunteers, while the Portland figure was only 21 per cent. It must be remembered that no volunteer was included in the study who was required by any social work course to complete a specified amount of time in any group work agency. Housewives swelled the total of non-gainfully employed workers to the extent of 16 per cent, although Portland agencies claimed 32 per cent of their volunteers from the housewife class. In total, 66 per cent of all volunteers were recruited from the non-gainfully employed category.

Wage earners comprised the next grouping - 19 per cent. It is significant that only 8 per cent of those

volunteering could be classified within the professional class. Here Portland showed a higher proportion at 11 per cent, while Vancouver showed 8 per cent. It is surprising that only a small proportion of professional people offered their services as volunteers.

In general, group work agencies serve a specified geographical area. To be most effective a volunteer should come from the area served. The success of volunteer duties depend upon individual aptitude rather than the area in which the volunteer resides, but when volunteer workers are recruited from the community served by the agency, a greater community consciousness is aroused, and greater community participation is achieved. It was found that the average distance volunteers travelled from their homes to work in the agency was between two and three miles. (Table 8)

Table 8. Average Distance of Volunteers from the Agency, 1949.

Portland Agency	Miles	Vancouver Agency	Miles
Neighborhood House	3.9	Y.W.C.A.	3.4
Junior Museum	3.1	Kiview Boys' Club	3.2
Red Shield Boys' Club	3.0	Alexandra House	2.9
Y.M.C.A.	2.6	Gordon House -Junior	2.8
Friendly House	1.8	Y.M.C.A.	2.4
Y.W.C.A.	0.9	Kivan Boys' Club	2.3
		Rufe Gibbs Boys' Club	2.1
		Kimount Boys' Club	2.0
		Gordon House -Senior	0.9
Portland Average	2.4	Vancouver Average	2.5

The Portland Y.W.C.A. and Senior House of Gordon House in Vancouver had, on the average, volunteers residing within a radius of less than a mile from the agency. Neighborhood House

and the Vancouver Y.M.C.A. showed the highest average distance with 3.9 and 3.4 miles, respectively.

It is significant for effective planning to know the length of time volunteers serve in the agencies. Ordinarily one would expect that at least one year would be spent in the volunteer role, but on the basis of the study, it was found that a large proportion of persons --- 39 per cent --- had been serving for less than six months. (Table 9) In fact, 62 per cent had been doing so less than one year. With this existing situation, it is evident that something must be wrong, either with the volunteers now serving, or with the agency where they serve. It has been argued that a sound volunteer staff, like a good lawn, takes years to develop, and it is only after a period of time, when the more satisfactory volunteers remain, and the less skilled ones depart, that an effective volunteer staff can be attained. The survey was made at a time when there was no reason to believe the agencies had just commenced to use volunteers, when, if such was the case, they would have been in service for less than a year. It is seen, therefore, that agencies have at least a 50 per cent turnover of volunteers during the course of one year. For effective work over a continued period of time this is a poor policy, and some effort should be made to encourage volunteers to remain over a longer period. In this manner a more continuous programme could be carried out, and the vision of the agency could be on a broader scope than merely one year.

Table 9. Length of Time Spent as Volunteers, Selected Vancouver and Portland Agencies, 1949.

Time	Portland	Vancouver	Total	
			Number	Per cent
Just started	0	5	5	4
Under 6 months	4	39	43	35
7 mos. - 1 year	6	22	28	23
1 - 2 years	3	22	25	20
2 - 5 years	4	10	14	12
Over 5 years	2	4	6	5
Unanswered	0	1	1	1
Total	19	103	122	100

If a volunteer is to function in the best interest of the agency and the community, it is evident that he must acknowledge a certain obligation to discharge faithfully his duties as a worker. In order to discharge this obligation he should identify, to some degree, with the body which is conducting the broad programme. If the volunteer is able to identify with the agency, he is then able to identify with the function of the agency, and thus become an integral part of the staff. If a volunteer functions more effectively when he is not working in a vacuum, but rather working with other staff members and volunteers on a team, it is important to recognize how many of the present volunteers do identify with the agency. (Table 10) Sixty-two per cent of the volunteers surveyed indicated they belonged to the agency staff; 15 per cent were doubtful; and 18 per cent indicated there was no identification.

Table 10. Degree of Identification with Agency Staff,
Selected Vancouver and Portland Agencies, 1949.

Judgement	Portland	Vancouver	Total	
			Number	Per cent
Yes	9	66	75	62
No	4	18	22	18
Doubtful	3	15	18	15
Unanswered	3	4	7	5
Total	19	103	122	100

A volunteer has often been described as the best means of publicity for the programme and the best method of interpretation of agency purpose. To gain some indication of the degree with which volunteers publicize the work of the agency, it was sought to discover the number of additional volunteers who were secured by each present leader. (Table 11) From answers given by the volunteers it is seen that approximately one-half were responsible for securing other volunteers.

Table 11. Number of Volunteers Responsible for Securing Others,
Selected Vancouver and Portland Agencies, 1949.

Judgement	Portland	Vancouver	Total	
			Number	Per cent
Yes	9	52	61	50
Doubtful	6	16	22	18
No	3	32	35	29
Unanswered	1	3	4	3
Total	19	103	122	100

There was a high relationship between securing other volunteers, and the degree of identification with the agency. (Table 12) By far the largest proportion --- 37 per cent --- answered both questions in the affirmative. Out of the total of 62 per cent, who believed they were a part of the agency staff, 10 per cent were doubtful if they had secured others for the volunteer role. A slightly larger proportion, 13 per cent, had not secured others for volunteer work. The group which stated they were not responsible for securing others totaled 28 per cent, and this total comprised 7 per cent who were doubtful if they had secured others, and the same percentage which answered in the negative.

Table 12. Relationship between those Responsible for Securing Other Volunteers and Belonging to the Agency Staff, Selected Vancouver and Portland Agencies, 1949.

Secured other Volunteers	Belong to Agency Staff				
	Yes	Doubtful	No	Unanswered	Total
Yes	37	3	7	3	50
Doubtful	10	4	3	1	18
No	13	7	7	1	28
Unanswered	2	0	0	2	4
Total	62	14	17	7	100

While the percentages indicated that most volunteers do identify with the agency staff, nevertheless, it can be seen that those who did identify were more liable to recruit others for community work. The values of identifying with the

agency staff can also be seen by an examination of the degree of identification, and the frequency with which people ask about the work of the agency. (Table 13)

Table 13. Relationship between the Frequency with which People Ask about the Agency and the Degree of Identification with the Agency Staff, Selected Vancouver and Portland Agencies, 1949

Frequency	Degree of Identification				
	Yes	Doubtful	No	Unanswered	Total
Many	30	3	2	3	38
Few	31	9	13	3	56
None	1	2	2	0	5
Unanswered	0	0	0	1	1
Total	62	14	17	7	100

The volunteers who indicated that many people asked them about their work, and what the agency, as a force in the community, was accomplishing, showed that they belonged to the agency staff. Of the 56 per cent who indicated few persons asked them about their work, the largest proportion --- 31 per cent --- identified closely with the agency, and only 13 per cent said they were not part of the agency staff. On the other hand, only 2 per cent signified they were not part of the staff, and were never asked about their volunteer work. It can be seen that a close relationship exists between the degree of identification with the agency, and the frequency with which people ask about the work the agency is doing. This is important since the agency administrators agreed that the best source of new volunteers was the publicity given by the current volunteers. If this publicity is to an extent dependent upon the

degree of identification with the agency, it is imperative that agencies maintain conditions of work conducive to maximum effort. The agency must give to the volunteers duties comparable to their capabilities, so that they may have scope for their ambitions, and enjoy the satisfaction of a job well done.

The survey further indicated that only 13 per cent were dissatisfied with their volunteer role, but when this factor is related to the degree of identification toward the agency, it can be seen that there was a definite relationship between the degree of identification, and the satisfaction derived from the work. Those who were doubtful or stated they did not belong to the agency staff, were more prone to be dissatisfied. The large majority, however, 86 per cent, considered they were not wasting their time in giving volunteer service. (Table 14)

In the questionnaire ample space was provided for the volunteer to indicate his reasons for satisfaction, or for the lack of it. Answers were classified into categories as far as possible, and showed that the 24 per cent of those who were dissatisfied, blamed the lack of funds available in the agency. (Table 15) This lack prohibited adequate expenditures for facilities and equipment, and thus often hindered the fulfilment of the volunteer's service. Volunteers indicated they had offered their time to teach a group a specific skill, and on arriving at the agency, discovered insufficient funds were available to carry on this activity. Sixteen per cent blamed their discouragement on the lack of interest on the part of the members of the group; 12 per cent recognized their discouragement

arose from the unrealistic anticipation of speedy results. Some were of the opinion that they had not been given a vital enough job, or that the agency was ambiguous in outlining their duties. Others could not contend with the noise of the children, or were discouraged with the achievements of the group. Some stated they could not see the worth of their contribution since their task seemed so small that it did not really appear to matter. One person actually said there were too many volunteers in the agency, and consequently his contribution was not needed. These reasons for dissatisfaction are tabulated in Table 15.

While some of the volunteers indicated their dissatisfaction with volunteer service, the vast majority --- 86 per cent --- said they definitely were not wasting their time, and they gave reasons to prove this point. These reasons are set forth in detail in Table 16, but it seems important to discuss some of the more vital points. It was difficult to separate the reasons for providing leadership, and the desire to be useful to the community. Included in the total of those who "provided leadership" are those who showed a realization that their small service was part of the programme and function of the agency, and that the agency was part of a larger field of group work. Included in the total of those who volunteered "to be useful to the community" are those who gave no particular reason for their desire to serve. Here, the distinction between the two groupings was largely based upon the fact that those who were classified as wanting to give leadership showed a more definite purpose in volunteering than those who said they volunteered to be useful to the community. The usefulness to the community classification seemed to indicate less direction

as to the purpose of the service than did the former grouping. Eighteen per cent indicated they were giving leadership, while the same percentage said they were being useful to the community. The volunteers of both cities corresponded closely in the numbers who said they wished to be useful to the community. Next in importance came reasons which indicated some personal satisfaction, on the part of the volunteer, for the duty performed. Here, 12 per cent said they got a certain amount of satisfaction from seeing a group learn new skills, or a new activity. Others were sure they were justified in volunteering because they either liked the work, or enjoyed the interest, enjoyment, and appreciation of the group. Some thought that from their volunteer service they received a beneficial experience. Students contemplating social work as a profession often volunteered to gain some practical experience. Others said it was good experience, because it helped them become more proficient in their occupation or hobby. Some were sure it helped them gain a better understanding of people, and of themselves. A very small proportion thought their volunteer services were merely "to keep boys off the street," and to keep their time occupied "so they would not get into mischief, and finally end up in jail." It was encouraging to find only a small proportion of persons who had volunteered for this reason, since much publicity has been given to the fact that group work agencies are primarily organized to eliminate juvenile delinquency. It is regrettable that more publicity has not been given to the fact that agencies are not intended only for the benefit of a selected group, but are for everyone to enjoy. All segments of

the population are included if a group work programme is properly concerned in striving toward the maximum enhancement of the individual.

Table 14. Degree of satisfaction in Volunteer Work,
Selected Vancouver and Portland Agencies, 1949.

Judgement	Portland	Vancouver	Total	
			Number	Per cent
Never believe they are wasting their time	12	93	105	86
Often believe they are wasting their time	7	9	16	13
Unanswered	0	1	1	1
Total	19	103	122	100

Table 15. Reasons for Dissatisfaction in Volunteer Work,
Selected Vancouver and Portland Agencies, 1949.

Judgement	Portland	Vancouver	Total	
			Number	Per cent
Lack of funds	2	4	6	24
Lack of interest of group	1	3	4	16
Want results too soon	1	2	3	12
Not a difficult enough or useful enough job	1	2	3	12
Lack of accomplishment of group	2	1	3	12
Noisiness of children	0	2	2	8
Agency ambiguous re volunteer's job	1	1	2	8
Lack of understanding, cooperation, and appre- ciation of parents	1	0	1	4
Too many volunteers for the number of members	0	1	1	4
Total	9	16	25	100

Table 16. Reasons for Satisfaction in Volunteer Work
Selected Vancouver and Portland Agencies, 1949

Judgement	Portland	Vancouver	Total	
			Number	Per cent
Giving leadership	1	24	25	18
Usefulness to community	3	22	25	18
Seeing a group learn a new skill or activity (personal satisfaction of volunteer)	4	13	17	12
Enjoy the work	4	11	15	11
Interest, enjoyment and appreciation of group and agency	2	10	12	8
Good experience for volunteer	3	7	10	7
Gain a better understanding of people	2	6	8	5
Gain a better understanding of oneself	0	7	7	5
Help people less fortunate than oneself	0	6	6	5
Help because agency is understaffed	0	5	5	4
To keep boys out of mischief	0	7	7	5
Make new friends	0	3	3	2
Total	19	121	140	100

Since best publicity for recruiting new volunteers is secured through the medium of the current volunteers, it is helpful to see how far-reaching this publicity is. A yardstick by which to measure this can be obtained from the number of persons who asked the volunteers about their work in the agency. (Table 17) Thirty-eight per cent said many people asked them

Table 17. The Frequency with which People ask Volunteers about the work the Agency is doing, Selected Vancouver and Portland Agencies, 1949.

Judgement	Portland	Vancouver	Total	
			Number	Per cent
Many	7	40	47	38
Few	10	58	68	56
None	2	4	6	5
Unanswered	0	1	1	1
Total	19	103	122	100

about agency work, while 56 per cent indicated only few people inquired about the agency. Only 5 per cent said no one asked them what the agency was doing. Sixty-eight per cent either were responsible for securing other volunteers or were doubtful whether they had secured others or not. (Table 11.) In comparing these two factors, it is noticed that a positive relationship exists between the frequency with which people ask about the agency, and the frequency with which others are secured as workers by the current volunteers. (Table 18) By far the

largest number --- 49 per cent --- were both responsible for securing other volunteers and were asked about the work the agency was doing. Only 3 per cent were not responsible for securing others, and were never asked about their work.

Table 18. Relationship between People Asking about the Agency and those Responsible for Securing Other Volunteers, Selected Vancouver and Portland Agencies, 1949

Number asking about the agency	Responsible for Others Volunteering				
	Yes	Doubtful	No	Unanswered	Total
Many	24	5	9	1	39
Few	25	12	16	2	55
None	1	1	3	0	5
Unanswered	0	0	0	1	1
Total	50	18	28	4	100

Some relationship can be seen between the degree of identification with the agency staff, and the satisfactions derived from volunteering. Those who believed they were not wasting their time, and who also stated they belonged to the agency comprised 56 per cent. Only 5 per cent stated they were both dissatisfied with their volunteer role, and identified with the agency staff. Fourteen per cent were classified as being satisfied with their work, but they were not treated as if they were part of the agency staff. (Table 19)

It, therefore, can be seen that volunteers in group work agencies are, for the most part, persons under thirty years of age. They remain in their volunteer role on an average of less than one year. They generally believe what they are doing is worthwhile, and they do identify with the organization and its staff. They come from various avenues of life, and are recruited from many sources. With these facts in mind one is able to see where volunteers are most likely to be secured. It must be remembered, however, that while the survey indicates areas to recruit volunteers, it does not necessarily follow that it is in the best interests of the community that the agency should concentrate its recruitment campaign upon one segment of the population alone. If the tasks required of volunteers cover a wide assortment of interest and capability, and if they can be accomplished by all age groups, it is, then, the responsibility of agencies to augment their volunteer staff with persons who will be best suited to carry out these duties. If an older person is more suited to undertake some specific activity, then the agency should make an effort to find that sort of person, even if it will be more difficult than recruiting a younger worker. It seems a sound rule that the volunteer should be recruited to meet the varying needs of the agency, because it is the needs of the agency which determine the type of volunteer required. When the volunteer is working, it should be the obligation of the administrator, and the staff, to see that he is an integral part of the larger organization, so that his work will be more meaningful both to himself and to the group with which he is working. If agencies

can accomplish this, and if they can operate a volunteer programme in such a manner that volunteers remain over a continued period, results will be maintained at a higher level than at present.

Table 19. Relationship between Identification with the Agency Staff and Satisfaction in Volunteer Work, Selected Vancouver and Portland Agencies, 1949.

Identification	Work Satisfaction			
	Yes	No	Unanswered	Total
Yes	5	56	1	62
Doubtful	4	10	0	14
No	4	14	0	18
Unanswered	0	6	0	6
Total	13	86	1	100

Chapter 4.

Selection and Placement

It has been said by many agency administrators that the selection and placement of volunteers, while important, can be overstressed in relation to its practicability. As it is, most agencies are in great need of volunteers, and because the demand exceeds the supply, it is difficult to operate any well-coordinated programme for selection and placement.

Selection:

All agency administrators interviewed stated that volunteers are selected on the basis of their ability and experience. Seldom is anyone rejected, except in cases where it is evident that the person is grossly immature. However, because programme must be carried on, --- in the majority of instances, the volunteer is the person who carries on the programme, --- the administrators in a body agreed that, while it would be in the interests of the programme and the community to inaugurate a more comprehensive selection process, it had been impossible to do so because of the lack of volunteers.

Most of the agencies had no set pattern for the type of volunteer recruited. Sometimes, they were sought to meet a particular need in the agency, and at other times a position was created to make use of a particular skill that the volunteer possessed. The agencies, in general, were most flexible in their selection of volunteers, and this seems to be a healthy sign, because it is seldom that a policy can be laid down specifying the exact type of volunteer required. Much depends upon the changing needs of the clientele. Because people, and the community which houses them, are ever-changing, agencies, if

they are to be progressive must be ever-changing, too. This dynamic situation should be evidenced in the changing programme offered.

What often happens when a volunteer comes to the agency for the first time to offer his services? He arrives at a time when programme activity is at its peak. Staff members are busy in the operation of the programme, and the volunteer is somewhat lost as he enters a strange place, a place which should show him some consideration for offering his services. Perhaps the volunteer is required to wait until such time as the staff person is able to free himself from his duties. When the staff person is able to see the volunteer, it may only be possible for him to spend a short time explaining about the agency, and the volunteer's particular function. If such conditions exist, the volunteer cannot be expected to perform a satisfactory job. Often mechanical difficulties prevent the devotion of much time to the volunteer on the part of the staff person, but it is the responsibility of the agency to see that sufficient time is devoted to the volunteer in order that he may be made to feel at ease. The agency should provide all the information necessary to perform the duty required. Much of the information necessary should be given at an introductory discussion, prior to actual service in the agency. However, since at this time it is not unusual for a volunteer to make his first appearance at the agency on the day when he commences his actual work, it is important that the staff member be obligated to assist him in every way possible, and give priority to his introduction to the agency and the group. As the ranks of professionally trained and equipped people within the group

work agencies increase, it can be assumed that definite appointments will be made with prospective volunteers, and these appointments regarded as important as time set aside for interview with co-workers or clients.

When a member comes to a group work agency, he brings resistance with him; he is both wanting and fearing to enter. (1) This ambivalence is also evident in the volunteer's entry into the agency. Whatever doubts and fears he has regarding the agency, or about his adequacy to fit into the programme, will indeed be strengthened and fostered by any irresponsibility on the part of the staff, by a chaotic programme situation, or by a poorly kept physical plant. If the member of the staff responsible for his introduction is able to help him understand some of the situations, realize how hard pressed the staff are, and accept the fact that he has been chosen because he has a particular contribution to make, he will start off securely.

Most of the agencies did have a selection process, although they indicated that it could be strengthened. One agency administrator stated that his best volunteers were obtained on the recommendation of a staff person or another volunteer. After the recommendation he personally interviewed the prospective volunteer, and outlined clearly what was required stressing that the volunteer must be willing to give his services over a definite period of time before he was accepted. While it was recognized that by this preliminary selective process, many volunteers would be lost to the agency, nevertheless, the administrator believed

(1) Osborne, Hazel, "Some Factors of Resistance Which Affect Group Participation," The Group, Vol. 11 No. 2, January, 1949. Pages 3-11.

the volunteers who did meet the requirements, and were accepted were of a high calibre and, in the long run, the agency would benefit by using this method of recruitment. In surveying the volunteers, it was discovered that 65 per cent had an interview before volunteering in the agency, and 34 per cent started into volunteer work without an initial preparatory interview.

(Table 20) The effect that the lack of an initial interview had

Table 20. Introductory Interviews of Volunteers, Selected Vancouver and Portland Agencies, 1949.

Judgement	Portland	Vancouver	Total	
			Number	Per cent
Yes	14	65	79	65
No	5	37	42	34
Unanswered	0	1	1	1
Total	19	103	122	100

on the volunteer can be partly seen in the compilation of the questionnaires. Fifty per cent of the volunteers who had not had an interview with a staff member before volunteering indicated that they considered themselves a part of the agency staff.

Thirty-one per cent in the same group said they were part of the staff, and twenty-eight per cent were doubtful about their status.

(Table 21) Observing that only 34 per cent of the total did not have a preparatory interview, a definite relationship was found between this factor and the factor of identification with the agency staff. If the lack of proper orientation of volunteers

hampers workers in relating to the agency, if it tends to create visitors instead of partners, all agencies should study and improve their induction methods.

Table 21. Distribution of Occurrence of Initial Interviews on the basis of Identification to Agency Staff, Selected Vancouver and Portland Agencies, 1949.

Judgement (part of agency)	No Initial Interview	Total in Group	Per cent
Yes	23	75	31
Doubtful	5	18	28
No	11	22	50
Unanswered	3	7	
Total	42	122	

The effectiveness of the preparatory interview is of course dependent upon the time available for this interview, and the ability of the staff member as an interviewer. No doubt some of the interviews reported in the questionnaires were not conducted according to accepted professional standards. Despite this, in answer to the question, "Was the interview you had with a staff person before volunteering helpful to you in understanding the agency," the majority of volunteers --- 65 per cent --- considered the interview very helpful to them, 28 per cent said it was fairly helpful, 4 per cent indicated it was of little help, and only 1 per cent said the interview was of no help. (Table 22) A definite enthusiasm was shown, then, for the interview, which makes evident the fact that

volunteers desire to be informed of the agency, and the duty to be performed in an interview prior to volunteering. This fact places the onus for providing the interview directly upon the agency, and no logical reason can be seen for an agency neglecting to carry out this important function in its volunteer programme.

Table 22. Helpfulness of the Initial Interview,
Selected Vancouver and Portland Agencies, 1949.

Judgement	Portland	Vancouver	Total	
			Number	Per cent
Very helpful	8	44	52	65
Fairly helpful	6	16	22	28
Of little help	0	3	3	4
Of no help	0	1	1	1
Unanswered	0	2	2	2
Total	14	66	80	100

Placement:

Both volunteer and professional should be acutely aware of the particular goal which is entrusted to them. If a volunteer does not understand where he fits into the agency structure, or if he does not know the purpose of his work, his interest over a period of time will probably diminish until the resultant dissatisfaction becomes great enough for him to consider discontinuing his volunteer duties. During the war there was a great influx of volunteers into the many differing types

of war work. They entertained the troops, they did office work, they canvassed for special drives, and they assisted in many ways during the period when volunteers were so urgently needed. The ultimate goal in recruiting these volunteers was simple --- it was to win the war with all possible haste. Can the purposes in social work be so clearly stated? Does a volunteer in a group work agency know as clearly as the war volunteer did, why he is donating his few hours a week? Does the volunteer see why his services are needed now, as they were needed during the war? It seems important for volunteers, whether they be school trustees or baseball coaches, to know precisely the purpose of their work, and how their small contribution helps to achieve the goal of the agency in the community. Perhaps the scarcity of volunteer personnel would be less if group work agencies spent more time in acquainting the new volunteer with the purpose of his presence, and attempt to place him where his contribution will be most needed.

In many instances volunteers are recruited for definite roles, but this does not obviate the need for an adequate placement process in the agency. Many volunteers come to the agency with a desire to serve, but are not sure where they can be of most use. Often the agency can recruit without too much definite decision as to what the volunteer will do. This can be decided after the initial interview. Again, persons may volunteer for a specific position, and after the interview the administrator or the staff member may see another job for him. This necessitates an interpretation job on the part of the staff member, and one which requires a great deal of skill.

Often it is advantageous for the volunteer to spend the introductory time in one particular service in order to discover how he relates to people and to the agency. From there he may be replaced in another activity.

Chapter 5.

Recognition and Motivation

Recognition:

If agencies are to reduce the present 50 per cent yearly turnover of volunteers, an effort must be made to acquire interested, sincere, and responsible personnel. When persons with these qualifications have been acquired, they should be treated as if the agency wanted them to remain, and to continue in their volunteer capacity. In common with all other workers, volunteers are continually seeking a reassuring answer to the question, "Am I needed, am I wanted?" The group, itself, provides this answer in part, but the agency as a whole must give him some assurance of the value of his presence; it must recognize him. Aside from the personal satisfactions which proper recognition brings the volunteer, the agency, by giving this recognition for services rendered, benefits.

Those in the survey who did not receive sufficient recognition showed a tendency to get the volunteer job over with, and little enthusiasm was shown for continued interest. The answers given to the questions on recognition tell much about its effect, and the interpretation of the answers shed some light upon the type of recognition that should be given. To the question, "Does the agency show any appreciation for your work," 62 per cent stated that much appreciation was shown. A lesser proportion --- 28 per cent --- said only some appreciation was shown by the agency, while 3 per cent said little was shown. No one said there was no appreciation given. (Table 23) These percentages have little meaning unless it can be discovered what other factors had a bearing upon the answers to this question.

Table 23.

Appreciation Shown the Volunteer, Selected
Vancouver and Portland Agencies, 1949.

Judgement	Portland	Vancouver	Total	
			Number	Per cent
Much	11	65	76	62
Some	6	28	34	28
Little	0	3	3	3
None	0	0	0	0
Unanswered	2	7	9	7
Total	19	103	122	100

Considering those who stated the agency showed much appreciation for their services --- 62 per cent --- it is then possible to relate that figure to other factors concerning the volunteer. In analysing the total, it was found that the higher percentage came in the older age group. It was noticed, in fact, that the percentage increased progressively with the age of the volunteer. (Table 24) Those under thirty years of age were less likely to state adequate recognition was received than those in the older age group. Therefore, it is seen that the older the volunteer the more satisfied he was with the appreciation he received. These figures may be interpreted in various ways; perhaps an older volunteer has a tendency to be more appreciative of recognition than a younger one, when in reality it is similar in character.

Table 24. Age Distribution of those who said they Received Much Appreciation, Selected Vancouver and Portland Agencies, 1949.

Range	Number	Number in Age Group	Per cent
20 and under	20	34	59
21 - 29	30	51	59
30 - 39	10	16	63
40 - 49	5	7	71
50 and over	10	13	77
Unanswered	1	1	
Total	76	122	

Those receiving much recognition for their volunteer work total 62 per cent --- see Table 23.

When these same volunteers were classified according to the length of time they spent in the agency, another interesting result was noticed. The longer the volunteer had been serving in the agency the more assurance he had of the agency's appreciation of his contribution. This percentage increased regularly from 40 per cent, representing those who had just started volunteering, to 83 per cent, representing those who had spent at least five years in the agency. (Table 25) Those serving a long time were fairly consistent in indicating that they received ample recognition for what they were doing. When the factor of sex classification was related to the group, who said much appreciation was shown for their services, it was

found that this influence only effected the figures slightly. Male volunteers showed by 66 per cent that they were receiving much appreciation, and the females showed a 59 per cent total. (Table 26) When applied to the 62 per cent average, it can be seen that the sex distribution had little effect upon the answers stated.

Table 25. Service Distribution of Those who received Much Appreciation, Selected Vancouver and Portland Agencies, 1949.

Range	Number	Number in Range Group	Per cent
Just started	2	5	40
Under 6 months	23	43	53
7 months to 1 year	19	28	68
1 to 2 years	17	25	68
2 to 5 years	10	14	71
5 years and over	5	6	83
Unanswered	0	1	
Total	76	122	

Those receiving much appreciation for their work totaled 62 per cent --- see Table 23.

Table 26. Sex Distribution of Those who received Much Appreciation, Selected Vancouver and Portland Agencies, 1949.

Sex	Number	Number in Sex Group	Per cent
Male	40	61	66
Female	36	61	59
Total	76	122	

Those receiving much appreciation for their work totaled 62 per cent --- see Table 23.

Those who indicated much appreciation was shown, were related to the agency where they served, in an effort to discover all the factors which influenced this answer. In some cases the samples received from the agencies were too small to indicate any general trend, but it was noticed that those agencies which housed many younger volunteers showed a lower percentage of positive recognition than those who relied upon older volunteers for carrying out the programme. (Table 27) Noticeable here was the Y.M.C.A. in Portland and Alexandra Neighbourhood House in Vancouver, whose volunteers showed the lowest percentages. Remembering that Alexandra Neighbourhood House uses, for the most part, a younger group of volunteers, it is understandable that this agency should be less positive in its approach to the present volunteer recognition programme. The percentages derived by classifying this representative group into agencies bears out well the percentages that were obtained when the same group was classified according to age.

A comparison which indicates the effect recognition has upon the sense of belonging of the volunteer to the agency, is the comparison between reassuring appreciation and identification with the agency. A very high relationship was seen between those who believed they were part of the agency staff, and those who thought sufficient recognition had been given. It cannot be said beyond question that one factor is the cause or result of the other, but it is reasonable to assume that some connection exists between the two factors. Knowing that 62 per cent of the volunteers stated adequate recognition was received, it was found that 77 per cent of those who said they were part of the agency staff were of the opinion that adequate

recognition was given to them. Only 36 per cent of this classification did not identify with the agency staff, and 18 per cent were doubtful whether they were part of the agency staff or not. (Table 28) These figures show that recognition

Table 27. Agency Distribution of Those who Received Much Appreciation, Selected Vancouver and Portland Agencies, 1949.

Agency	Number	Number in Agency	Per cent
<u>Portland:</u>			
Friendly House	4	4	100
Junior Museum	2	2	100
Neighborhood House	2	2	100
Y.W.C.A.	2	3	67
Y.M.C.A.	1	7	14
<u>Vancouver:</u>			
Y.W.C.A.	7	8	88
Kivan Boys' Club	10	12	83
Kimount Boys' Club	5	7	71
Gordon House	13	19	68
Y.M.C.A.	6	9	67
Kiview Boys' Club	12	18	67
Rufe Gibbs Boys' Club	2	4	50
Alexandra House	10	26	38
Unanswered	0	1	
Total	76	122	

Those receiving much appreciation for their work totaled 62 per cent --- see Table 23.

given influences the mental attitudes of volunteers in regard to their sense of belonging, and believing that they are a part of a larger organization. This inner security of personal adequacy and purpose has much to do with the degree of competency with which the volunteer performs his duty.

Table 28. Distribution on the basis of Identification with the Agency of those who received Much Appreciation, Selected Vancouver and Portland Agencies, 1949.

Judgement	Number	Number in class	Per cent
Yes	58	75	77
No	8	22	36
Doubtful	5	18	28
Unanswered	5	7	
Total	76	122	

Those receiving much recognition for their work totaled 62 per cent --- see Table 23.

The survey results suggest that proper recognition of active volunteers is a factor in recruiting potential volunteers. Sixty-nine per cent of the volunteers who were responsible for recruiting new volunteers gave a positive answer to the question regarding recognition, doubtful were 64 per cent, and 49 per cent answered in the negative. (Table 29) Therefore, it can be seen that the volunteers who were community-minded, in that they assisted in recruiting other volunteers for community work, were also those who thought much appreciation had been shown them in their own particular volunteer capacity.

Recognition of a job well-done seems to have an influence on the attitudes of the volunteers with respect to their role in the agency and the community. The acceptance of the value of recognition and appreciation on the part of the

Table 29. Distribution on the basis of Securing Other Volunteers of those who received Much Appreciation, Selected Vancouver and Portland Agencies, 1949.

Judgement	Number	Number in Class	Per cent
Yes	42	61	69
Doubtful	14	22	64
No	17	35	49
Unanswered	3	4	
Total	76	122	

Those receiving much recognition for their work totaled 62 per cent --- See Table 23.

agency tends to increase the agency consciousness and community awareness of the volunteer. To move out into other community work, and to be interested in other areas of social welfare is the logical culmination of volunteer work. The volunteer who believes what he was doing in his small way is appreciated seems to be the one who is able to emancipate himself from the agency to continue in his citizen participation role in other fields of community service.

Space was provided where the volunteer could indicate the manner in which appreciation was shown. Not all of the volunteers answered this question, and in many cases where the question was answered, several reasons were cited. The percentages quoted do not take into consideration those who failed to answer the question. The comments were most interesting because

they showed that appreciation was shown both by actions and words of the staff. (Table 30) The large majority --- 44 per cent --- stated their recognition was received by the

Table 30. Comments of Volunteers on the Appreciation Shown, Selected Vancouver and Portland Agencies, 1949.

Comment	Number	Per cent
Verbal expression of appreciation and friendliness	63	44
Cooperative attitude of the staff	21	15
Written expression of appreciation	15	10
General interest of the staff	15	10
Banquet for the volunteers	12	8
Inclusion of volunteers in policy making discussions	5	4
Special facility privileges	4	3
Not enough interest shown by the staff	2	2
Transportation to the agency should be given the volunteer	1	1
Buttons given for volunteer service	1	1
Improperly answered	3	2
Total	142	100

friendliness on the part of the agency staff, and the words of thanks and encouragement they received throughout the year. A lesser proportion --- 10 per cent --- received their recognition by a letter or some other medium of written expression. When the percentages were combined, it was found that 79 per

cent of the volunteers received their recognition by the friendliness of the staff, by verbal and written appreciation, and by the general interest shown by the agency. Several persons criticized the recognition programme, but, for the most part, all were truly appreciative of the recognition shown them. A very small percentage thought that insufficient interest was shown. It can be seen that much of the recognition is given in an informal manner --- by verbal expressions; however, it might be advantageous to the agencies if they made an attempt to include more formal methods of recognition in their volunteer programme.

Another factor, which has much influence upon the type of job accomplished by the volunteer worker, is his attitude upon volunteering, and the reasons that prompted him to offer his services.

Motivation for Volunteering:

Because, in common with professional workers, the motivation of the volunteer cannot help but colour his experience in the agency, one needs to know not only who the volunteer is, but also why he wants to serve. Different sources state somewhat similar reasons why people devote their energy to volunteer work. The 1948 Report of the National Conference on Social Work cited three reasons why people volunteer: "a sincere concern for their fellow men, an 'enlightened self interest', and to receive recognition and prestige." (1) There should be fun and satisfaction

(1) National Social Welfare Assembly, Inc. Report of the National Conference on Social Welfare Needs and the Workshop of Citizen's Groups, New York, 1948. Page 61.

derived from being a volunteer. It is as much a part of life as any other activity that may be engaged in, and for this reason it should be done freely and naturally as a part of the responsibility of living in a democratic neighbourhood. Besides this, volunteer work has a duty tinge to it. Many of the volunteers believe that it is their duty to volunteer in community projects, and it is this far-sighted view which is most desirable in recreational agencies. Lay participation is the keystone of our democracy, and service in a group work agency is only one small part of this citizen participation. (1) An analysis of the motivations of girl scout leaders in the city of Cleveland showed that 57 per cent served because their own children had persuaded them to act on an acknowledged interest in working with people. The remaining 43 per cent volunteered because they wanted to get acquainted in the neighbourhood, and were interested in furthering the interests of welfare work --- girl scout work in particular --- in the community. Included in this 43 per cent were those who had graduated from the girl scout movement themselves, and who wanted to give the same opportunity for a group experience to other girls. (2) Therefore, it can be seen from previous studies that persons volunteer because they have an interest in people; they want satisfaction and prestige; and they are of the opinion they have an obligation to fulfil a duty, required of all citizens in a democracy.

-
- (1) Symposium on Volunteer Motivations, Vassar College, Poughkeepsie, New York, July, 1948. Pages 3-4.
- (2) Broadie, Wanda Irene, Volunteers in Retrospect, Western Reserve University, Cleveland, Ohio, 1947. Pages 18-20.

To give some idea of the reasons persons volunteer, excerpts of comments made by volunteers in the study are listed. While each of these comments only represents the opinion of one person, they are to a great extent representative of the motivating factors which prompt many persons to offer their services. Many volunteers thought they served merely because they wanted to be useful in the community. Mr. G. said this in his answer, "on the whole I thought the time was well spent, and I intend to volunteer again when I return to Vancouver in September." Mr. L. exemplified why he wanted to be useful to the community when he wrote, "I had a very unhappy childhood, my father was killed in World War I, and I was put out with other families. I never knew what parents were, and being lonely at times I started to make things to amuse myself ... Most boys are interested in something if you can find out what it is ... and too many people cannot be bothered with helping these children." Miss K. volunteered because, "I had been a volunteer leader at the agency last summer, and when I was asked to volunteer this year I did because I've been a camper many times myself, and, as I know how wonderful camp can be, I wanted to give others the opportunity to benefit from it as I have." It can be seen, therefore, that persons volunteer for a variety of reasons. They may want to help others to enjoy a fuller life, or they may believe it is their responsibility to act as a leader in the agency where they benefited in former years.

A question was asked regarding the reasons they thought others volunteered, together with a question about their own personal motivations. The larger majority stated they volunteered because they had a desire to do something useful.

The volunteers thought 70 per cent of other people served for this reason, and when the percentages for their own reasons were tabulated, it was found that they too showed a 70 per cent desire to volunteer because they wanted to do something useful. Many thought others volunteered because they needed to have some interest outside their home and job, since 40 per cent answered in this vein. Only 26 per cent stated that they volunteered for this reason. Others were not sure why they had volunteered, but believed that volunteering did give them an outside interest. Some --- 10 per cent --- thought others volunteered because of the possibility of meeting interesting people while performing the volunteer task, and the same percentage said they volunteered for precisely the same reason. Volunteering to enjoy the prestige and importance of the work accounted for 16 per cent of the total of motivations of most volunteers, but only 12 per cent said they served for this reason. One volunteer stated this when he said, "Although I like to think that in volunteering in the social service field, I am able to help people, I must admit that I am, to some extent, influenced by the attention getting motive of social approval. To this slight feeling of hypocrisy I rationalize by saying that many people have ego-centric tendencies. If I can both help people and also satisfy a desire for attention and social approval, society will approve, and thus I shall have a clear conscience." Perhaps this volunteer is verbalizing what many other volunteers believe, but were unable to set forth so clearly.

Volunteers, like group members, often find it easier to associate themselves with an agency, if their own friends participate in the programme. Four per cent stated they had accepted responsibility in an agency because their friends were

also part of the volunteer staff. The fact that 10 per cent thought other people volunteered for this reason indicates that good fellowship results when people are associated in this type of work. Only 2 per cent said they volunteered "because it was the thing to do," and approximately the same number ascribed this reason to others.

A good number of volunteers --- 11 per cent --- were acting as leaders because they wanted experience in this type of work. Some saw it as training in a particular skill or interest allied to their daily work; others as practical preparation for professional training in social work. Miss X.'s comment is representative of the thinking of this group. She states, "My own motives for volunteering, apart from the slight urge to do something useful, were somewhat more selfish than any mentioned because I am entering social work next year, and I wanted to learn something about group work, and about the functioning of a neighbourhood house." Only 3 per cent thought others were volunteering for this reason, so these volunteers were not so unique as they thought they were.

A few said they volunteered because they just could not say "no" to a request, and the percentage who thought this reason applied to others corresponded very closely. A small percentage served because it was required by a service club that they volunteer in some type of social service work. Both one per cent served for this reason, and one per cent thought others volunteered for the same reason. Smaller percentages accounted for the other reasons cited. A few persons volunteered because of loneliness. Mrs. B. can represent this group: "It was loneliness that made me volunteer, and from talking to others they also were so motivated."

In view of the fact that a great deal of misguided publicity has been released which over-emphasizes the preventive role of recreation, the small number of persons who volunteered to keep boys out of penal institutions, is surprising. Perhaps, because such a large number of volunteers are drawn from agency participants, there may be a question of personal status and pride involved. On the other hand, it is possible that through their activity in the agency, volunteers have recognized that the purposes of group work supersede this narrow goal, and that a group experience should be available for all persons regardless of their tendencies to an offence. A more detailed analysis of the reasons for volunteering can be found in Table 31.

The questions on the reasons for volunteering were obtained from a questionnaire used at a symposium at the Vassar Summer Institute in 1948. (1) Slight changes were made in the presentation of the questions, but enough similarity was kept so that comparison could be made with the findings of the Institute. At the Institute no preference was offered to the volunteers as to the precise reason for volunteering; consequently their tabulation indicates higher percentages than shown in this study. (Appendix B) The comparison between the two surveys differs in many respects. In this survey there was a great similarity between the reasons given for personal service, and the reasons for other volunteering. In the Vassar study the answers to the two questions varied to a great degree. Here, the volunteers seemed to judge others by their own reactions and

(1) Symposium on Volunteer Motivations, ibid, Page. 2.

Table 31.

Reasons for Volunteering, Selected
Vancouver and Portland Agencies, 1949

Reason	Other Volunteers	Yourself
The desire to do something useful	70	70
The need to have some outside interest	40	26
You meet interesting people while volunteering	17	17
Enjoy the prestige and importance of the work	16	12
Volunteer because your friends are volunteering	10	4
It is the thing to do	3	2
Volunteer for experience	3	11
Just can't say "no" to a request	2	4
Volunteer work required by service club membership	1	1
Want to work with own boy in group	1	1
Like the work	1	1
Loneliness	1	1
Prevent juvenile delinquency	1	1
Agency needed volunteers	0	1

In order to obtain the motivating reasons for volunteering, the volunteers were requested to indicate their preference by placing the figures "1", "2", or "3" before the answer which best applied. It was found that many replied by means of checks rather than by the specified method. These were tabulated also, and the results tallied very closely to those tabulated by the preference method. However, for purposes of uniformity, only those who answered by the preference method were included in the totals presented in above chapter.

The totals exceed 100 per cent because of the duplication of answers.

Percentages were tabulated out of a total of 610 (ie. 122 possible answers with 5 points given for the first preference).

experience, while in the earlier study the volunteers believed they had volunteered for more justifiable reasons than others had.

In conclusion, there seems to be a genuine interest on the part of most volunteers to offer their services, because they want to help others enjoy a fuller life. Granted that many volunteers serve because they have a need for prestige and importance, this motivation must nevertheless be accepted as one which is common in all areas of community life. If it is recognized, accepted, and limited by the needs of agency members it brings some of the most capable workers to the doors of the agencies. From the experience gained in this study, at least, it may be assumed that the average volunteer recognizes the importance of the job to be done, and of his ability to do this job. The satisfaction he receives may be small or great, but the contribution he makes to the welfare of his community is greater.

Chapter 6.

Supervision and Training

In discussing the in-service training of professional workers it has been said that "learning is more rapid when the value of usefulness of knowledge is recognized." (1) This principle is equally well applied to the orientation and training of volunteers. No matter how skilfully the volunteer has been selected, interviewed, and placed, he soon finds himself faced with situations with which he cannot cope. The agency, through its professional staff, must meet his need for knowledge, interpretation, and evaluation. This help can be given in many ways, one of which is the process of supervision. Dorothy H. Sills, looking at the total field of social work, defines supervision as:

A process by which a specially informed and skilled person works with another who is less well equipped, to promote the development of knowledge, understanding and skills and the person's integration and use of these in carrying out assignments, in order to insure a desirable quality in the service given. (2)

This definition is generic, but it applies aptly to social group work.

As outlined in the chapter on recruitment, two factors are involved when a volunteer comes to a group work agency to offer his services. Because of his education, employment, and experience he brings a certain body of knowledge and specific skills and interests. These specific contributions cannot,

(1) Hendrick, Thomasine, "The Learning Process in an Agency Setting," Proceeds from the National Conference of Social Work, 1944, Columbia University Press, New York, 1944. Page 350.

(2) Sills, Dorothy H., Volunteers in Social Service, New York National Travelers' Aid Association, 1947. Page 28.

however, be isolated from his total personality. Whatever he does in the agency will be coloured by his needs, his strengths, and his weaknesses as an individual. It is presumed that on the basis of recommendations and interviews, the volunteer has been placed as a worker in some position where, it is judged he can meet the needs of a specific group. In order to make this a satisfactory experience to the group and to him, he must be helped to understand the group, his contribution to it, and the potentialities of this leader-group relationship in the agency. This can be achieved in part through his continuing supervision by professional staff members.

Supervision: Methods and Results

Supervision could be called a sort of clearing house between the volunteer and the agency. The supervisor can assist the volunteer in programme suggestions, in explaining agency policy and the use of community resources, and in other questions which involve relationships between members in the group, and relationships between the leader and members of his group. (1) Through the supervisory conference the volunteer is able to see the function of his group as it is related to the function of the agency, and the agency as it is related to the total community. It is only in the supervisory conference that the volunteer is able to candidly discuss the important problems that arise. In addition to this evaluation of the group and the agency, the volunteer should gain some insight about himself

(1) Serotkin, Harry, "The Training and Placement of Volunteers," The Federator, Vol. XIX No. 4, April, 1944. Page 10.

before he can fully understand and assist individuals in the group toward development into responsible citizens.

It is recognized that the leader of a group has more problems dealing with human relationships than does an intake worker, or a supervisor of an activity room, and for him supervision is more necessary. However, it is well for the agency staff to keep abreast of the problems and achievements that each volunteer is encountering. The frequency and the advisability of these supervisory discussions, as they are related to the time available for each volunteer, will be discussed later in this chapter, when the opinions of the volunteers and the current agency pattern of supervision are evaluated.

The volunteer, like the professional worker, is usually a busy person, and his lack of time is frequently mentioned as one reason for agencies failing to establish a process of volunteer supervision. Too often the agency is afraid to make legitimate demands of the volunteer, and the job he has to do is described as "one group meeting a week," or "just two hours on the intake desk", when the actual time required to do an adequate job is far in excess of the time spent with the programme participants. It takes courage to make such a request on a busy person's time, and courage to respond to such a request. Having explored the motivations of many volunteers, it can be reasonably assumed that they are not interested in such a sub-standard experience that is almost inevitable without proper supervision. True, the time element may prove too great a barrier for some volunteers; on the other hand, the demand for more continued volunteer service in the agency may screen out those persons who are not genuinely interested. It must be remembered, too,

that many agencies have small and often overburdened staffs, whose work embodies not only the supervision of a volunteer programme, but also many other areas of professional responsibility. Therefore, while it may be advantageous for supervision to be included within the volunteer programme, it is often nearly impossible to find enough time to give it on a sound and meaningful basis. If this is true, it is the agency's responsibility to increase the number of professional workers if at all possible. If a limited budget prohibits this, the problem should be discussed with those responsible for budget increases, together with ample facts to substantiate the need for extra workers. If this is not possible the agency programme should be reduced.

Although supervision is generally considered as a relationship between two persons, where ideas are interchanged and knowledge imparted, it can be thought of in different ways. A look at the agencies in Portland and Vancouver revealed that supervision was conducted fundamentally in three different ways: cooperation on the job, group discussions, and individual supervisory conferences. All agencies gave cooperation to the volunteer on the job. Staff members were reported as available at almost all times to assist the volunteer with any problem that might arise. Some agencies brought the volunteers together for group discussions, where problems could be ironed out collectively, and where areas of interest to all volunteers could be discussed. Other agencies supplemented their informal methods by using the individual type of supervisory conference, in which a staff person was assigned to assist the volunteer wherever practical

and possible. None of the agencies conducted a truly formal and continued type of supervisory process, but most agencies had discussions on a more informal basis, where the volunteer was encouraged to seek advice. Lack of time on the part of the staff, and the volunteers, was the major reason cited for this more informal type of supervision. If group work agencies are anxious to keep good and capable volunteers, and if they want to improve their programme, "they must find time, somehow, to give them the supervision, encouragement and guidance which they need." (1)

One question in the questionnaire asked, "Do you think regular individual discussions with a staff member would be helpful to you?" The persons answering this question were both those who had, and who had not, been experiencing individual supervision with a staff person. Fifty per cent said the discussions would be very helpful to them, 34 per cent said the discussions would be fairly helpful to them, and 9 per cent said the discussions would be of little or no help. The remaining 7 per cent did not know, or did not answer the question. (Table 32) Therefore, 84 per cent believed that individual discussions with a staff member would be helpful to them. This is important in considering a programme which should not only bring benefit to the agency, but be within the interests of the volunteers concerned. Of course, this does not indicate the frequency with which the volunteer would be willing to attend these discussions, nor does it take into consideration the number of people who would be willing, or able, to attend, if the discussions were made available in the agency. The

(1) ibid, page 10.

Table 32. Helpfulness of Individual Discussions,
Selected Vancouver and Portland Agencies, 1949

Judgement	Portland	Vancouver	Total	
			Number	Per cent
Very helpful	8	53	61	50
Fairly helpful	7	35	42	34
Of little help	1	6	7	6
Of no help	1	2	3	3
Don't know	2	3	5	4
Unanswered	0	4	4	3
Total	19	103	122	100

question was then asked, "Would you be willing to attend such individual discussions?" The great majority --- 91 per cent --- indicated that they would; only 7 per cent said they would not be willing to attend. (Table 33) These decisive figures should leave no doubts as to the volunteers' attitude on supervisory

Table 33. Willingness of Volunteers to Attend Individual
Discussions, Selected Vancouver and Portland
Agencies, 1949.

Judgement	Portland	Vancouver	Total	
			Number	Per cent
Yes	16	95	111	91
No	2	6	8	7
Unanswered	1	2	3	2
Total	19	103	122	100

discussions. It is to be hoped that all agencies will incorporate these discussions into their volunteer programme, because it is obvious that they are wanted by the volunteer personnel.

But how often could persons attend individual discussions? The large proportion --- 31 per cent --- stated they could not attend oftener than once a month; 28 per cent said they would like the discussions to be held every week. Others thought they should occur either more or less often, but the large majority --- 77 per cent --- indicated they could attend within the frequency range of once a week to once a month. (Table 34)

Table 34. Frequency of Attending Proposed Individual Discussions, Selected Vancouver and Portland Agencies, 1949

Judgement	Portland	Vancouver	Total	
			Number	Per cent
More than once a week	0	2	2	2
Once a week	1	31	32	28
Once every two weeks	4	17	21	18
Once a month	7	28	35	31
Less than once a month	1	0	1	1
Not sure	2	9	11	10
Unanswered	2	10	12	10
Total	17	97	114	100

Therefore, in summary, it seems that most volunteers thought individual discussions would be helpful, stated their willingness to attend, and stipulated that such sessions should be held more frequently than once a month, and less frequently than once a week.

When the helpfulness of individual discussions was related to the willingness to attend, a close relationship was found. (Table 35) Of those who stated they thought the discussions would be helpful to them, 81 per cent said they would be willing to attend, and only 2 per cent said they could not attend. Those who thought the discussions of no help, showed that they would not attend by 2 per cent. It can be seen that

Table 35. Relationship between the Helpfulness of Individual Discussions and the Willingness to Attend, Selected Vancouver and Portland Agencies, 1949

Helpfulness of Discussions	Willingness to Attend			
	Yes	No	Unanswered	Total
Very helpful	48	1	1	50
Fairly helpful	33	1	0	34
Of little help	5	1	0	6
Of no help	0	2	0	2
Don't know	3	0	1	4
Unanswered	2	1	1	4
Total	91	6	3	100

if the agency is anxious to inaugurate or implement its supervisory conferences, it must first be sure of the mental attitudes of the volunteers toward discussions. If they are thought of as merely an unnecessary and time-consuming ordeal, it is utterly useless for the agency to launch into such conferences. However, such is not the case, and the few instances of such attitudes informs the agency that much interpretation needs to be done, and a more selective recruitment policy adopted.

While recognizing that individual discussions were one means of supervision, it was also recognized that some volunteers, and also some agencies, would prefer the group discussion method. Realizing that group discussions would be less time-consuming to the agency staff, many agencies employed this method. Volunteers also believed this method would be advantageous to them. The question was asked, "Do you think group discussions of volunteers would be helpful to you?" Seventy-seven per cent indicated that group discussions would be helpful to them; 16 per cent said they would not be helpful to them, while 7 per cent did not answer the question. (Table 36) It can be seen, then, that most

Table 36. Helpfulness of Group Discussions, Selected
Vancouver and Portland Agencies, 1949.

Judgement	Portland	Vancouver	Total	
			Number	Per cent
Yes	13	81	94	77
No	4	16	20	16
Unanswered	2	6	8	7
Total	19	103	122	100

volunteers favoured both individual and group discussions, but little preference was shown between the two, 84 per cent favouring individual and 77 per cent favouring group discussions. To be more certain of the type of supervision the volunteers wanted, a question was asked in which the volunteer could indicate clearly what type of discussion he favoured most. The question gave the alternatives of rather attending individual discussions, rather group discussions, or attending both or neither. Forty-eight per cent said they would be willing to attend both individual and group discussions, but it was not discovered what type of discussion they favoured most. Twenty-one per cent thought they would rather attend group discussions, 5 per cent preferred individual discussions, while only 3 per cent were unwilling to attend either type of discussion. (Table 37)

Table 37. Willingness of Volunteers to Attend Group Discussions, Selected Vancouver and Portland Agencies, 1949.

Judgement	Portland	Vancouver	Total	
			Number	Per cent
Rather than attend individual discussions	3	23	26	21
In addition to attending individual discussions	8	51	59	48
Would rather attend individual discussions	1	5	6	5
Would attend neither group nor individual discussions	1	2	3	3
Not sure	3	7	10	8
Unanswered	3	15	18	15
Total	19	103	122	100

Therefore, most volunteers were willing to accept the supervisory method as part of their volunteer responsibility.

While no precise measurement was made of volunteer preference between individual and group discussions as methods of supervision, some indication of what was favoured was obtained when the helpfulness of the two types was related. (Table 38)

Table 38. Relationship between the Helpfulness of Group And Individual Discussions, Selected Vancouver and Portland Agencies, 1949.

Individual Discussions	Group Discussions			
	Yes	No	Unanswered	Total
, Very helpful	41	6	3	50
Fairly helpful	27	6	1.5	34.5
Of little help	4	1.5	0	5.5
Of no help	1	1.5	0	2.5
Don't know	2	1	1	4
Unanswered	1.5	1	1	3.5
Total	76.5	17	6.5	100

Seventy-seven per cent said group discussions were helpful, and 84 per cent indicated individual discussions were helpful. From these figures little preference can be seen. Sixty-eight per cent thought both group and individual discussions were helpful, and only 12 per cent who thought individual discussions helpful did not believe group discussions were helpful. While it is seen that individual discussions are favoured to a slight degree, it

also can be seen that there is a close relationship between the two types of supervision. Volunteers want supervision, and on the basis of their needs, the facilities of the agency, and the skill of the agency workers, either one or both methods of supervision should be made available.

Space was provided in the questionnaire in which the volunteer could comment on the values of the types of supervision. Many volunteers did not comment, but the 42 who did, revealed many interesting attitudes on supervisory conferences. (Table 39) Twelve people thought individual discussions were not a necessity for the volunteer, and many showed ambiguity over the purpose of the discussions. This ambiguity was evidenced by the fact that many were not sure what useful purpose the discussions would serve, or what content material the discussion would include. Some were not sure that the discussions would be related to the work they were doing, and others wanted to know the nature and content of the discussions before they would be willing to attend. A positive attitude was shown toward the helpfulness of group discussions, since the vast majority of persons commenting here indicated that by group discussions they could gain a broader outlook of the agency, and its purpose in the community. Many believed that group discussions would assist in integrating volunteer programme. Others thought that by group discussions they could benefit, since the exchange of ideas and opinions between volunteers and professional staff would stimulate greater activity in the agency.

Agencies contemplating any changes in their supervisory programme for volunteers, may find the general attitude of a

Table 39. Comments of Volunteers on Individual and Group Discussions, Selected Vancouver and Portland Agencies, 1949.

Judgement	Individual Discussions		Group Discussions	
	Number	Per cent	Number	Per cent
Not too necessary	12	29	2	4
Only when problems arise	7	17	4	10
Time limitation	7	17	6	14
Understand group and individuals in it better	4	9	2	5
Depends on the content of the discussion	4	9	3	7
Depends on the volunteer work being done	3	7	0	0
Gain a broader outlook, and helps to integrate programme	2	5	17	41
Introductory discussion with only occasional follow-up discussions	2	5	0	0
Stimulating to get an exchange of views	1	2	8	19
Total	42	100	42	100

selected group of volunteers of value. Summarizing the answers to the various questions relating to the supervisory experience, it would appear that, while both individual and group discussions were thought to be of value, certain comments made by volunteers indicate that group discussions, may, for most agencies, be the most practical method at the present time. This method would certainly appear to be the logical type of supervision if no

previous supervision had been given in the agency, or if the staff did not have sufficient time to allow for private interviews with each volunteer. On the other hand, those agencies which already provide regular group discussions, and which are ready to expand their educational programme with volunteers, might consider the value of experimenting with a more individualized type of guidance.

Whichever type is planned, group discussion or individual interview, the development of group programme, and the changing and expanding interests of the volunteers from week to week demand more than a haphazard, sporadically-spaced programme. Supervisory sessions should be regular and continuous throughout the programme year. Leaders of friendship groups should be given the first consideration in individual interviews, since in the inter-personal relationships of such groups lies, on the one hand, the greatest opportunities for growth, and, on the other, the greatest hazards for the inexperienced leader. Ideally, individual discussions should occur before or after the volunteer duty performed, since at this time the supervision period can be more meaningful and convenient for the volunteer. Group discussion might be held, as suggested by the volunteer answers, bi-monthly. These discussions would not be focused so directly upon individual relationships, but would include discussions of problems of programme and leadership common to that particular group of volunteers.

Training: Implications and Reasons

Looking at an individual volunteer, members of the agency staff have interviewed and placed him, and have assured

him of regular, continuous supervision, individually, or in a group. In addition to this, will not the volunteer ask "Where can I find a more general picture of leadership? Where can I find out more about psychological development? Where can I learn the principles of craft work?" The agency must find answers for questions such as these.

Training implies some interchange of knowledge from one person or several persons to another or a group of individuals. Dorothy Sills defines training as "the transmission of such pertinent knowledge and methods as have proven useful in carrying out specific kinds of responsibilities." (1) Therefore, training in group work, as in other professions, is a teaching process by which those receiving training are assisted in carrying out their responsibility in the agency.

When a person embarks upon a new type of experience, where he is required to meet people, and to help carry out the function of a large organization, it is reasonable to expect that he should be well-equipped to fulfill the responsibility entrusted to him. In order that he should be better equipped to perform his task, he should either come to the organization trained in group work methods, and technical skills, or be willing to learn the principles involved and methods used in the organization in which he will work.

Many people are inclined to the view that leaders are born, not made, and if these "natural leaders" are chosen,

(1) Sills, Dorothy H., Volunteers in Social Service, New York National Travelers' Aid Association, 1947. Page 28.

it is not necessary to give them opportunities for learning, because their intuition and innate ability to work with others is all sufficient. The demand for and the introduction of professional training for group and recreation workers has already proven the inadequacy of this viewpoint as far as professional group workers are concerned. If professional education has increased the contributions of the employed worker, would not the volunteer benefit from similar training? Each training programme might be different, and need not be standardized as is professional education, but basically it should be directed toward increasing the efficiency, security, and interest of the volunteer.

As in the process of supervision, training can be achieved in various ways. Training is normally thought of as a class room lecture, but it can be conceived of in other settings. Discussion groups, field visits, selected reading material, and a more individualized type of instruction may all be part of a training programme for volunteers. All these methods have the common purpose --- to transmit pertinent knowledge and methods useful in fulfilling the volunteer role. Here the process of supervision and of training are very closely aligned. It is difficult to comprehend the precise scope of each process, and it is not important to know where training stops and supervision begins. Both are part of a learning process, and are helpful and essential in any volunteer programme.

Many volunteers coming to the agency say that they do not see how a training course can assist them in teaching a skill in which they are already proficient. A volunteer instructing a group in leatherwork might wonder how any training course, led by

a staff member who has never done leathercraft, can be of value to him. The answer is that the purpose of the agency not only includes the teaching of new and interesting skills, but also considers the effect that group association in the hobby class has upon the individual. Hobbies affect people in the doing of the "work"; and it is necessary to place the individual above the quality of the article produced. Therefore, it can be seen, that in most cases, volunteers need a training course.

Training courses may be classified into two types, although integration of both types into a training course is highly desirable. Courses may be technical in nature where definite handicraft or athletic skills are taught to a group, who can at a latter date instruct these acquired skills to a special interest group. Courses on the other hand, may consist of orientating the already technically skilled worker to service in the group work agency. It is with this second classification that the remainder of this chapter is concerned, since it does not seem necessary to deal at length with the first classification.

The content of training courses will vary, to a slight degree, from agency to agency, but, in general, all agencies should cover the broad principles upon which the profession of social work is founded. Orientation to the agency is essential, so that the volunteer can quickly adjust himself to the overall activity. He should understand the structure, function, and programme of the agency, and what role he is required to play in the total plan. The respective responsibilities of volunteer and professional staff should be clearly outlined, so that his limitations of authority and scope of duty can be understood.

The trends of group work practice in the community, and the principles upon which the profession is based should be made known, together with the experience found helpful from other fields of learning. Helpful in a training course is a small booklet, prepared by the agency, and published to provide full orientation for the volunteer. Such a booklet provides pertinent information which can be digested at leisure by the new worker. Gordon House and Alexandra Neighbourhood House have utilized this means of orientation to good effect. However, it can unquestionably be stated that some method of orientation is a direct responsibility of the agency.

In planning the course, consideration must be given to the two factors which were discussed in an earlier chapter. External and internal factors determine, to a large extent, the focus which the training course will take. The external factors, those relating to the agency, help to decide what should be discussed, since the contents of the course should be compatible with the role the agency is playing in the community. If the agency has a definite purpose, then the volunteer should understand that purpose, so that he can work more effectively to achieve this in his own sphere. The internal factors, those relating to the volunteer, must be considered when planning a course, since the personality of the volunteer determines, to a large extent, his effectiveness in his role. The course should help him analyze his own motivations, discover why he volunteered, and clarify his attitudes to volunteering. The volunteer may have conflicts over his course of action in his volunteer service, and these too should be included in the contents of any training course. The question of authority, self-consciousness,

projecting one's standards upon the group, and countless other areas where ambiguity remains in the mind of the volunteer should also be included.

Training is helpful in understanding the role the volunteer has to play, but it is interesting to note the areas which are considered to be in the most need of training:

1. raising money
2. planning the week so as to secure time for community service
3. building programmes for organizations and groups
4. effective political action
5. effective working plans for large groups
6. encouraging various ethnic groups to work together
7. getting out a news organ and press releases
8. presiding at large meetings
 - (a) parliamentary procedure
 - (b) group leadership and group participation
9. breaking down barriers between segments of the community
10. developing concern in "neutrals"
11. bringing in new leadership

(1)

It must also be recognized that some disadvantages to a training course exist. These are similar to the disadvantages listed in the section on supervision. In many instances the staff are overburdened, and have not the time to devote to a concentrated training session. Also, the volunteer may be resistant to any training, and this provides a problem for the agency administrator. Nevertheless, if at all possible, training courses should be a part of any volunteer programme, keeping in mind that supervision and training are inseparable in practice.

In surveying the experience of the administrators of fourteen group work agencies, it was discovered that 38 per cent were providing regular training courses for their volunteers. Of this number, most of the agencies had a more formal type of

(1) Symposium on Volunteer Motivations, Advisory Committee on Citizen Participation of the Community Chests and Councils of America, Poughkeepsie, New York, 1948. Page 5.

training course, which usually met once a month. Some agencies had been giving training courses, but at the time the survey was made no course was in operation. It was noticed that the content of most courses focused upon the teaching of new skills. Here it seemed that volunteers were more willing to attend, and had more interest when some tangible content in the course was provided. While the teaching of new skills is essential, it would seem that if group work principles could be taught in addition to such courses, the volunteers would not only be able to teach new things to their groups, but would also be able to see how their particular tasks fitted into agency programme, and how their teaching of skills could assist in the accomplishment of agency purpose.

For a volunteer to achieve maximum efficiency in the service he is performing, it is logical to assume that he should know why he wants to volunteer, and how his participation can help the community. In order for him to know his time in the agency is well-spent, and that some definite results are occurring, he should understand what the agency is doing, and what purpose it is serving. This was asked the volunteers surveyed by the question, "Do you feel that you know the purpose of the agency in which you are working?" Ninety-seven per cent said they knew the purpose of the agency, and the high percentage is to be expected, because to work for any length of time without direction is an unsatisfying experience, likely to foster discontent finally climaxing in withdrawal from volunteer duty. In no case did a volunteer indicate he did not know the purpose of the agency, and only 3 per cent stated that they were doubtful. (Table 40) It is unfortunate that no space was

Table 40. Volunteers' Recognition of the Purpose of the Agency, Selected Vancouver and Portland Agencies, 1949.

Judgement	Portland	Vancouver	Total	
			Number	Per cent
Yes	18	100	118	97
No	0	0	0	0
Doubtful	1	3	4	3
Total	19	103	122	100

provided in which the volunteer could state what he actually thought the function and purpose of the agency was. If such had been the case it is most probable that a wide variety of reasons would have been cited. Nevertheless, it can be learned from these figures that the volunteers had a sense of direction in what they were doing. This consciousness of the worthwhileness of the job should be further encouraged in order to increase the number, efficiency, and effectiveness of all volunteers. For a volunteer to function without knowing the purpose of the agency is like a ship foundering off the shore with no keel to steady it and no rudder to guide it.

If the volunteer is to benefit from training courses, he must first believe that the courses are worth while attending, and he must be sure there is a need for them in his busy week. If a volunteer has needed assistance from the professional staff, then there is a realization that the staff can be of aid in the many problems which occur in the agency. It was, therefore, asked, "Do you ever feel the desire to discuss a problem in your

work with a staff member?" The volunteers were emphatic in indicating that, for the most part, they were desirous of outside help. (Table 41) Twenty-one per cent said they frequently had the desire to discuss a problem, while 71 per cent said they occasionally wanted additional help. Only 7 per cent never wanted to discuss anything. Therefore, it can

Table 41. Volunteers' Desire to Discuss Problems with Staff, Selected Vancouver and Portland Agencies, 1949

Judgement	Portland	Vancouver	Total	
			Number	Per cent
Frequently	2	23	25	21
Occasionally	15	71	86	71
Never	2	7	9	7
Unanswered	0	2	2	1
Total	19	103	122	100

be seen that 92 per cent of the volunteers would like to discuss problems in their work with staff members. This is a high percentage and indicates that there is certainly a need in the agencies for some type of training programme. The volunteers clearly expressed the need for help from the staff, so the responsibility for satisfying that desire rests solely upon the shoulders of the individual agencies.

The same question was asked the volunteers in a slightly different manner, "Provided there were no individual

or group discussions in the agency, would you be able to give one evening a week over a two month period to attend a training course?" Sixty per cent said they were able, 21 per cent stated that it would be impossible for them to attend, 16 per cent were doubtful, and 3 per cent did not answer the question. (Table 42) In comparing this and the previous question, it is

Table 42. Ability to Attend a Training Course, Selected Vancouver and Portland Agencies, 1949.

Judgement	Portland	Vancouver	Total	
			Number	Per cent
Yes	5	68	73	60
No	9	17	26	21
Doubtful	3	16	19	16
Unanswered	2	2	4	3
Total	19	103	122	100

seen that while 92 per cent were of the opinion they needed help, only 60 per cent were able to receive it in the form of a training course. If those who were willing to attend and those who were doubtful were included this figure would be increased to 76 per cent. These totals were added because in the majority of cases those indicating that they were doubtful said they were doubtful because of time limitations. However, considering that over one-half the volunteers were willing and able to attend such a course, and knowing that this would necessitate giving up an extra evening of the week, it is

clearly evident that the agencies have a moral obligation to see that the volunteers receive this training.

The ability and willingness of volunteers to attend training courses has been outlined, but it may be helpful to relate this to three varying factors; namely, the desire to discuss a problem with a staff person, the age of the volunteer, and the type of duty performed. (Tables 43, 44 and 45)

Table 43. Relationship between Ability to Attend a Training Course and the Desire to Discuss a Problem with a Staff Member, Selected Vancouver and Portland Agencies, 1949.

Desire to Discuss a Problem	Ability to Attend a Training Course				
	Yes	No	Doubtful	Unanswered	Total
Frequently	14	6	0	1	21
Occasionally	42	13	13	2	70
Never	3	2	2	0	7
Unanswered	0	0	1	1	2
Total	59	21	16	4	100

Those who desired to discuss problems with staff members were most eager to attend a training course, and the willingness to attend varied directly with the expressed need to discuss agency problems. Those who indicated they would not attend the course were consistently less eager to discuss problems than were those who had a more positive attitude toward the courses. When the factor of age was related to the willingness of the volunteer to attend training courses, it was found that those of the

younger age group were more willing to attend than those in the older group. Generally speaking, younger volunteers said they would attend a training course, and as the age increased less enthusiasm was shown. Perhaps the factor of the availability of time entered into this breakdown, since, in many cases, those of middle age have less time for activities outside the home than those who are of a younger age. When the type of duty performed was related to the desire to have a training course, it was found that the proportion of volunteers in each job classification, indicating they would attend the courses, was much the same. Those conducting mass programmes were slightly less willing to attend, but on the average a great similarity in answers was noted.

Table 44. Relationship between the Ability to Attend a Training Course and the Age of the Volunteer Selected Vancouver and Portland Agencies, 1949.

Age	Ability to Attend a Training Course				
	Yes	No	Doubtful	Unanswered	Total
Under 18	14	2	3	0	19
19 - 20	5.5	2	1	0	8.5
21 - 29	27	9	5	1	42
30 - 39	5.5	2	4	1	12.5
40 - 49	2	2	1	1	6
50 and over	5	4	2	0	11
Unanswered	0	0	0	1	1
Total	59	21	16	4	100

Table 45. Relationship between the Ability to Attend a Training Course and the Type of Duty Performed, Selected Vancouver and Portland Agencies, 1949.

Ability to attend	DUTY								
	Friend-ship Group	Inter-est Group	Mass Activ-ity	Super-visor of a Room	Comm-ittee Advi-sor	Cler-ical & Recept-ionist	Gen-er-al	Un-ans-wer-ed	TOTAL
Yes	11	30	6	4	.5	7	.5	0	59
No	3	9	4	1	0	3	1	0	21
Doubtful	3	6	3	0	0	3	0	1	16
Unanswered	0	2	0	0	0	1	1	0	4
Total	17	47	13	5	.5	14	2.5	1	100

In analyzing the answers given by the volunteers, a discernible pattern emerges. On the whole, the volunteers want a training course, and many would be able to attend a course if it were offered. More volunteers recognized they needed assistance from the staff person than were able to attend formal training sessions. It seems, therefore, that some method will have to be evolved whereby a short training course is offered in conjunction with a more individualized type of supervision. Volunteers often cannot perform their weekly volunteer duty, attend an intensive series of supervisory conferences, and also attend a training course, and it is often difficult for a staff person to find time to include this in his daily workload. Therefore, if training courses could be offered for those who are able to attend, and more personal supervision given to those who are not able to come to the agency another evening in the week, some improvement in the volunteer programme would undoubtedly occur.

It is reasonable to hope that, later on, volunteers entering the agency would be willing to include training as part of the volunteer responsibility. Agencies are deeply indebted to volunteers for the work they do, but the volunteer may well become more attached to the organization, if it takes steps to provide the guidance, facilities and equipment which make possible an enhancement of his own.

Chapter 7.

Respective Responsibilities

It is abundantly evident from the experience reviewed in this study that to have maximum output --- both in quantity and quality --- the staff, together with the directorate and volunteers, must work together as a team. Staff and volunteers are not two separate groups, but are indeed one entity, only as strong as each of its component parts. Both volunteers and staff need each other: one cannot successfully function alone, and it is only when these two elements are working in complete harmony and cooperation that the agency can operate at its best. Without the continued contribution of the volunteers no programme in a community can be truly a success. The staff of an agency might, in some instances, be able to accomplish some projects alone, but without the continued support of the community in all endeavours the agency undertakes, the ultimate success of the programme will be greatly reduced. Each part of the team has a place in the operation of the agency, and each is charged with certain responsibilities if that programme is to be successful.

Responsibility of the Agency

The agency's responsibility toward its volunteers is an important part of its total function. The staff of the agency must accept the fact that volunteers are part of the programme, and their services are of vital importance to its success. This acceptance is essential in a fruitful partnership of staff and volunteers. With the acceptance of the worth of the volunteer goes an acceptance of the worth of the individual; a realization that the volunteer has certain knowledge and skills to offer, an understanding that the volunteer has strengths and weaknesses,

a willingness to share knowledge and experience with the volunteer, and an appreciation of the work the volunteer is performing.

Perhaps one of the most important responsibilities of the agency is the obligation to inform the volunteer exactly what is required of him before he ever starts to work there. It is only reasonable that the volunteer should know what hours he is expected to work, the type of work he will do, and what is required in the way of record keeping, extra meetings, his relationship to the group, and other duties. The volunteer can learn of these requirements in the initial interview, and by an orientation booklet.

The agency has a further responsibility toward the volunteer. It must assist him wherever and whenever possible during the course of the year. The agency can do this by means of supervisory conferences and training sessions. It has been discovered that volunteers want this help, and are willing to attend such discussions besides performing their regular volunteer service. The agency must make time to insure that the process of supervision and training is a worth-while experience for the volunteer, and insure that it is thoughtfully prepared and diligently given. The agency should give the volunteers every opportunity to develop their skills and use them to the fullest possible extent. To do less is to be dishonest to the purpose of the organization.

The agency should remember that much thought and time should be given in preparing and carrying out the volunteer programme. A successful volunteer programme is not one-sided; it requires both staff and volunteers working together to achieve

satisfactory results. "The care and skill of the agency in carrying out its share of a volunteer programme is as important as the capacities of the volunteers." (1)

In short, the agency has responsibilities in various areas. First, the agency should accept responsibility for training, supervision, selection, and placement. It should also plan for recruitment, recognition, assigning work loads, and countless other definite details. Second, the agency should respect the volunteer as a person and accept the fact that volunteers are necessary in programme. Complementary to the respect and acceptance by staff members is the actual assistance that the staff must be willing to give to all volunteers. If respect and acceptance are present, assistance will follow.

While it is recognized that the volunteer-staff relationship should be one of mutual respect, it is also understood that in this partnership various elements tend to destroy the relationship. However, if each knows exactly the limit of his jurisdiction and the scope within which he must work, the degree of clarity in work assignments and responsibilities will result in better relationships being established. For harmonious working relationships, both the members of the staff and the volunteers should be mature people; they should be able to understand the reasons for grievances and, understanding these reasons, be able to sacrifice if necessary for the interest of the work. At times the relationship between staff and lay-workers may not be at its maximum because of insecurity on the part of both

(1) Sills, Dorothy H., ibid, Page 13.

parties. The volunteer may think he is not as efficient and competent as he should be; the staff member, on the other hand, may be insecure over his own professional competence, and, when the volunteer receives additional responsibility in the agency, he may not be able to accept him as a co-worker. Such situations greatly affect the quality of work produced, but it is only through understanding and consideration by the persons involved that such insecurity will diminish. Both should recognize that each has a particular contribution to offer. To lose perspective of the varying degree of knowledge and experience that each person brings is to be immature in appreciating all types of contribution. The old saying has it that "it takes all kinds of people to make up the world"; it is equally as true that it takes all types to make a successful programme --- most successful of all if each is a mature and sincere person.

Responsibility of the Volunteer

Obviously the volunteer has his own responsibilities. When a volunteer offers his services to a group work agency he has a responsibility both to the agency and the individuals entrusted to him. It must be understood that "volunteer service is no polite gesture casually made at the cost of a few odd hours." (1) Before offering his services, the volunteer must be prepared to set aside definite blocks of time for the volunteer job, and he must be dependable in his work assignments. To be true to the agency and himself, the volunteer must believe in the value of what he is doing, he must believe he is not

(1) Advisory Committee on Volunteer Service, ibid, Page 2.

wasting his time, and that the contribution he makes is a worth-while addition to the work of the agency in the community. If a volunteer is interested in his work, believes in the purpose of the organization, and exercises intelligent judgement in carrying out that purpose, then, with the help of the staff members, he can contribute greatly in his volunteer capacity to the advancement of his community.

In addition, the volunteer has a responsibility to increase his knowledge and ability. He must be willing to learn, and must have some capacity for personal growth and development. He must be ready to accept help given by the staff in the form of supervision and training. The volunteer can thus further comprehend the agency's aims and functions, and be able to relate his particular skill to the general purpose of the programme. Once a volunteer has offered to donate a definite block of time to the agency, he must be willing to forego some of his own pleasures if they conflict with the needs of the service. This does not mean that the volunteer has to isolate himself in the agency or deprive himself of a normal life. Such isolation would be harmful to the work undertaken. It does mean, however, that the volunteer should be dependable enough to ensure continuity in the programme. If 62 per cent of the volunteers remain with the agency for less than one year, this shows that a large number are neglecting their responsibility not only to the agency, but more important, to members who are depending upon them. Successful programmes need a degree of continuity, and if by the lack of interest on the part of the volunteers this continuity is destroyed, then the onus can only be placed upon the volunteers themselves. It is the volunteer's responsibility to remain in

his lay capacity for at least one year. Sometimes extenuating circumstances prohibit this, but whenever possible the volunteer should only undertake the amount of service he can actually handle. If he cannot conveniently come to the agency more than once a week, he should not accept an assignment which would call for additional time-consuming effort.

While it would be possible to devote many pages to the responsibilities that volunteers have in every phase of leadership, it is obvious this would necessitate ranging into fields far from the scope of the present study. Obviously there are many variations depending upon the task that is undertaken, the type of agency, and the individual volunteer. However, it is clear that the best volunteer is a mature person, endowed with sincerity, and common sense, who has the ability and willingness to learn further about what the agency is attempting to do.

The best volunteers, in short, are a select group of public-spirited citizens, who like people and are willing to assist even in humble roles in the creation of a better community. They are the back-bone of the recreational movement.

APPENDIX A --- SAMPLE LETTER AND QUESTIONNAIRE

Dear Volunteer:

I am making a study of volunteers in recreational agencies and am seeking your support in obtaining the basic information for this study.

The survey is being made to get a true picture of the volunteer programme (as seen by the volunteers) in the recreational agencies of the city. Through your cooperation, the findings from this survey can result in recreational agencies understanding how their greatest staff potentiality, the volunteers, can perform with most satisfaction and efficiency. Results will be combined statistically since what is sought is the general trend of volunteer thinking. Please answer all the questions carefully so that the study will be really meaningful. The results will be compiled in a thesis required by the University of British Columbia for a Master's degree in Social Work.

I obtained your name from the agency where you volunteer and have received their permission to write you and ask questions about your volunteer work. Asking for your name and address is in order to know the average distance that volunteers live from the agency. Exclude your name and address, if by so doing you can more frankly give information, but please be sincere for upon your knowledge alone rests the worth of the survey.

Please answer all the questions and return them to me as soon as possible. Feel free to add comments on the back of the sheet when necessary. A return envelope is provided for your convenience.

Thank you for your cooperation.

Yours sincerely,

A SURVEY OF VOLUNTEERS IN RECREATIONAL AGENCIES

Please answer every question to the best of your ability. If more than one answer applies indicate this in the space provided. Use the back of the sheet for additional comments. Checks can be used to answer most of the questions. The value of the survey depends upon your cooperation.

I. Personal Information.

Name: _____ Sex: Male ___ Female ___

Address: _____

Occupation: _____

Age: _____ under 18 _____ 30 to 39
 _____ 19 to 20 _____ 40 to 49
 _____ 21 to 29 _____ 50 or over

Name of Agency where you volunteer: _____

II. General Information

1. How long have you been a volunteer in this agency?

_____ just started _____ 1 to 2 years
_____ under 6 months _____ 2 to 5 years
_____ 7 months to 1 year _____ over 5 years

2. What type of work do you do in the agency? (In the space at right indicate your specific task.)

_____ leader of a group (state kind of group) _____
_____ committee advisor _____
_____ supervisor of a particular room _____
_____ other types of work _____

N.B. If you perform more than one job, please indicate this above.

3. How often do you come to the agency?

_____ more than once a week
_____ once a week
_____ every 2 weeks
_____ less than once every 2 weeks

III. Aids for the Volunteer

1. Did you have an interview with a staff person before volunteering? Yes _____ No _____
If yes, was it helpful to you in understanding the agency?
_____very helpful _____of little help
_____fairly helpful _____of no help

2. Do you think regular individual discussions with a staff member would be helpful to you?
_____very helpful
_____fairly helpful _____of no help
_____of little help _____don't know

3. Would you be willing to attend such individual discussions?
Yes _____ No _____
If yes, how often could you attend?
_____more than once a week _____once a month
_____once a week _____less than once a month
_____once every two weeks _____not sure

Add comments, if desired _____

4. Do you think group discussions of volunteers would be helpful to you? Yes _____ No _____

5. Would you be willing to attend such group discussions?

_____rather than attending individual discussions
_____in addition to attending individual discussions
_____would rather attend individual discussions
_____could not attend either individual or group discussions
_____not sure

Add comments, if desired _____

6. Do you feel that you know the purpose of the agency in which you are working?

_____Yes _____No _____Doubtful

7. Provided there were no individual or group discussions in the agency, would you be able to give one evening a week over a two-month period to attend a training course?

Yes _____ No _____ Doubtful _____

IV. Staff Relationships.

1. Do you ever feel you are wasting your time in volunteering?
Yes _____ No _____
2. Can you give reasons or indications for your last answer?

3. Do you feel part of the agency staff?
Yes _____ No _____ Doubtful _____
4. Do you ever feel the desire to discuss a problem in your work with a staff member?
frequently _____ Occasionally _____ Never _____
5. Does the agency show any appreciation for your work?
much _____ some _____ little _____ none _____
6. How is this appreciation shown? _____

V. Reasons for Volunteering.

1. Various motives move people to accept community responsibilities as volunteer workers. Consider each of the following and try to decide whether you think it applies in a general way to most volunteers (there will, of course, be some exceptions). If you think it does apply to most workers, place a check in front of the item. If you think several important, write in the numbers "1,2,3", indicating the order of importance.

Check here for
Question #1

Check here for
Question #2

- | | |
|--|-------|
| _____ (a) the need to have some interest outside home or job | _____ |
| _____ (b) the desire to do something useful | _____ |
| _____ (c) enjoy the prestige and importance of the work | _____ |
| _____ (d) volunteer because your friends are volunteering | _____ |
| _____ (e) you meet interesting people when volunteering | _____ |
| _____ (f) just can't say "no" to a request | _____ |
| _____ (g) It is the thing to do | _____ |
| _____ (h) other reasons (add any that are applicable) | _____ |
- _____

2. Now consider your own motives in a few of the tasks you have actually undertaken. Which of the above factors were important to you? Please check these in the space provided at the right hand side of the page, above. If you think several important write in numbers "1,2,3", indicating the order of importance.

VI. Community Contacts

1. Have you been responsible for someone else volunteering in any type of community work?

Yes _____

No _____

Doubtful _____

2. Do many people ask you about the work the agency is doing?

Many _____

Few _____

None _____

VII. Other Remarks

Any comments on your experience as a volunteer, whether amplifications of what you have set out above, or some point not touched on by the questionnaire. (Use reverse side of sheet, if necessary)

APPENDIX B ---REASONS FOR VOLUNTEERING --- VASSAR SUMMER INSTITUTE

QUESTIONNAIRE
for
REGISTRANTS OF THE
VASSAR SUMMER INSTITUTE

For use at the
SYMPOSIUM

July 16-18, 1948

Sponsored by

The Advisory Committee on Citizen Participation of
Community Chests and Councils of America and the
National Social Welfare Assembly's Sub-Committee on
Education and Training in conjunction with the
Vassar Summer Institute.

- - - -

The findings of two questions only are included here since these
were the ones most pertinent in this study.

3. Various motives move people to accept community responsibilities
as volunteer workers. Consider each of the following and try
to decide whether you think it applies in a general way to most
volunteer workers; there will always be many exceptions. If
you think it does apply to most workers, place a check in front
of the item.

(Most people)

(Question 4.)

<u>89.0</u>	(a) need to have some interest outside home or job	<u>56.7</u>
<u>84.8</u>	(b) desire to do something useful.....	<u>79.3</u>
<u>56.1</u>	(c) prodded by a felt need for self or family.....	<u>47.0</u>
<u>78.0</u>	(d) enjoy the prestige and importance.....	<u>32.3</u>
<u>53.7</u>	(e) work because your friends are working.....	<u>17.1</u>
<u>64.6</u>	(f) you meet interesting people.....	<u>48.8</u>
<u>27.4</u>	(g) just can't say "No" to a request.....	<u>22.6</u>
<u>49.4</u>	(h) it is the thing to do.....	<u>7.9</u>
	(i) either: (add any that occur to you)	
	
	

4. Now consider your own motives in a few of the tasks you have
undertaken. Which of the above factors were important, do
you think? Please check these in the blank at the right hand
side of the page.

APPENDIX C --- BIBLIOGRAPHY

General References:

- Advisory Committee on Volunteer Service, To Have and To Hold Volunteers in Community Services, New York, Community Chests and Councils, Inc.
- Advisory Committee on Volunteer Service, Statement of Principles of Volunteer Service, New York, Community Chests and Councils, Inc., December, 1945.
- Advisory Committee on Volunteer Service, Youth Serves the Community, New York, Community Chests and Councils, Inc., November 1946.
- Broadie, Wanda Irene, Volunteers in Retrospect, Cleveland, Western Reserve University, January 7th, 1947.
- Houtz, Fanny, "Volunteers in Treatment," Survey Midmonthly, Vol. 80, No. 10, pp. 285-287, October, 1944.
- Lindeman, Eduard C., A Fantasy, New York, Y.W.C.A. Volunteer Personnel Committee, 1948.
- Lindeman, Eduard C., "The Volunteer --- Democracy's Indispensable Asset," Canadian Welfare, Vol. XXII, No. 5, pp. 2-8, October 15, 1946.
- National Social Welfare Assembly, Inc., Report of the National Conference on Social Welfare Needs and the Workshop of Citizen's Groups, New York, 1948.

Specific References:

- Advisory Committee on Citizen Participation, Highlights of the Recognition Plan, New York, Community Chests and Councils, Inc.
- Advisory Committee on Citizen Participation, Symposium on Volunteer Motivations, Poughkeepsie, New York, Community Chests and Councils, Inc., July, 1948.
- Agnew, Helen, "To Share the Profits and the Risks --- Period," Y.W.C.A. Quarterly, Toronto, National Council of the Young Women's Christian Association of Canada, Vol. 5, No. 2, March, 1948.
- Anderson, Joseph P., "The Respective Roles of Laymen and Professional Workers in Social Work," Canadian Welfare, Vol. XXIV, No. 2, pp. 3-7, 37-41, June, 1948.

- Community Chests and Councils, Inc., A Handbook on the Organization and Operation of a Volunteer Service Bureau, New York, 1946.
- Dabney, Mary K., "What Makes Volunteers Volunteer?" Community, Vol. 24, No. 1, pp. 8-9, September, 1948.
- Osborn, Hazel, "Some Factors of Resistance which Affect Group Participation," The Group, Vol. 11, No. 2, January, 1949.
- Pennock, Clarice and Robinson, Marion, "Why We Volunteer," The Survey Midmonthly, Vol. 84, No. 9, pp. 273-276, September, 1948.
- Rudolph, K. Taylor, ed., The Role of the Volunteer in Informal Educational and Recreational Agencies, New York, American Association for the Study of Group Work, 1940.
- Serotkin, Harry, "The Training and Placement of Volunteers," The Federator, Vol. XIX, No. 4, pp. 7-11, April, 1944.
- Shaw, Thelma, "A Volunteer Looks at Volunteering," The Compass, Vol. XXVII, No. 4, pp. 13-14, April, 1946.
- Sills, Dorothy H., Volunteers in Social Service, New York, National Travelers' Aid Association, 1947.
- Thomson, Lillian, "To Share the Profits --- and the Risks," Y.W.C.A. Quarterly, Toronto, National Council of the Young Women's Christian Association of Canada, Vol. 4, No. 4, September, 1947.