

BUILDING BETTER VOLUNTEER PROGRAMS

ELEVEN ACCOUNTS OF WHY AND HOW VOLUNTEERS
ARE EMPLOYED IN ACTIVE WELFARE WORK

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Foreword

The following eleven essays were drawn from the several hundred papers submitted to the National Awards Competition of the Foundation for Voluntary Welfare. These eleven essays particularly discuss volunteer --that is, unpaid and usually untrained-- workers in relation to private welfare agencies. These essays tell how such workers are best recruited and organized, and what services they can best perform. The essays are being distributed among interested persons and institutions in an effort to increase the effectiveness with which welfare agencies use volunteer workers.

The Foundation for Voluntary Welfare is a non-profit corporation chartered under the laws of the State of California. Its chief goal is to encourage the extension and improvement of private, non-tax-supported welfare activity and organization. The National Awards Competition was sponsored by the Foundation during the second half of 1956 as one means for achieving its goal of extending voluntary welfare. The rules of the Competition required that each entrant submit an essay of from 1,200 to 2,500 words describing a plan for

the extension of private, voluntary welfare activity and organization. Each essay dealt with any one of these fifteen categories: juvenile delinquency; mental health; basic medical research; the aging; rehabilitation; alcoholism; the blind; child welfare; chronic illness; the crippled; the deaf; medical care; migrant workers; recreation; and "general." The last category was devised for those who either wished to discuss some specific area not among those listed, or who wished to offer a synthesizing plan that involved several or all of the listed areas. Entry into the Competition was limited to persons who had spent at least one year in welfare work, in a private or a public agency, as a salaried employee or an unpaid volunteer. The Competition offered a total of \$13,250 in awards, including a First Grand Award of \$2,000.

Besides the award-winning essays there were many others of merit, including not only those sent to the final judges but also among those eliminated in the pre-judging stage. Some of these were given an "Honorable Mention" award, and were included in a volume of award-winning essays, published in January, 1958, by the New York University Press under the title of Grass Roots Private Welfare. The following

selection includes some, but by no means all, of the other meritorious yet non-award-winning papers.

So far as these eleven essays are concerned, the Table of Contents shows that they are divided into two groups. The first group deals with means and reasons for recruiting and organizing volunteer workers. Mr. Howard Alexander lays down principles for the recruiting of volunteers into any welfare agency, using his experience with his own group as an example. Mrs. Catherine S. Zwick, also on the basis of her own experience, lays down similar but not identical rules for recruiting volunteers, and also indicates some means for organizing them. Miss Fern Long submits an unusual program for recruiting volunteers among the aging, in a plan that extends welfare to the aging. The Reverend Dean S. Collins likewise proposes a somewhat unusual plan, that of recruiting volunteers from the ranks of professionally-trained welfare workers, who may or may not be at the same time holding salaried positions. Mrs. D. Nelson Adams and Mrs. Knight Driggs forcefully point up the worth of recruiting volunteers, to fill in the gaps in welfare undertakings caused by the shortage of professionally-trained employees. Finally, Mrs. Wayne Denman shows how volunteers can

be organized into city volunteer bureaus.

The second group of these essays describes services that private agencies staffed entirely or almost entirely by volunteers have carried out. Mrs. Lola R. Ballinger discusses the beginnings, and the accomplishments, of a group composed partly of the aging, that manufactures and sells goods handcrafted by the aging. Mrs. Florence Fairfax depicts the undertakings of volunteers who aim at suppressing juvenile delinquency in a large city. Mrs. Aaron Okin shows how determined volunteers can halt the advance of neighborhood blight. Miss Marie L. Welsh tells the activities of a group dedicated to bringing the deaf back into everyday life. Finally, Mrs. Frederic E. Templeton shows how a band of volunteers may help deserving needy persons who for one reason or another are barred from receiving government aid.

The officers of the Foundation for Voluntary Welfare hope that these essays will not only persuade their readers of the merit of volunteer workers in welfare undertakings but may also convince at least some of them to participate themselves as volunteer workers.

T. H. Stevenson
Foundation for Voluntary
Welfare

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Means for Recruiting Volunteer Workers for Private Welfare Services

Howard Alexander

Although the national organization by which I am employed, and from which I draw many premises, happens to be concerned with health and rehabilitation, this discussion is addressed to the general area of voluntary activity and organization in social welfare.

In order to address myself to the topic at hand in the most lucid and practical fashion, I shall give a detailed account of methods I find to be effective in my position as the only "professional" in a large, diversified western State wherein I have responsibility for at least 44 county organizations of volunteers. To explain further, I work as a consultant to the all-important county unit, which is the numerical strength and brawn of our organization and composed solely of volunteers. At times, I work in

counties with fewer than 200 population. The average county population is about 5,000. Through trial and error methods, I have worked out my own approach to the problem of getting volunteers to man our program and to build county organization. Often I have had to compete with other programs for the volunteer's time; indeed, in some counties it seems there are more organizations than people. Nevertheless, getting the necessary people to man our program and to do the work is not my biggest problem. Rather, having time to coach our volunteers and to lend assistance and give personal attention and direction to them is the biggest problem I face.

My reason for choosing an illustrative method of deliberation is that the national organization with which I am affiliated has made an outstanding contribution to the national scene in many areas. One of the most outstanding of these areas--and sometimes the area that is most frequently overlooked--is the way in which this organization has made use of its volunteers. Volunteers and volunteer activity are recognized as the life blood of the organization. Volunteer chapters enjoy an autonomy that is unusual in American welfare services. For example, volunteers raise money for the program, they supervise spending this money on a

local level, and they carry primary responsibility for the program of patient care in their county or community. State-level volunteers are available for assistance to county-level groups.

The strong point I wish to make here is that, although methods suggested illustrate one man's way of working within one given organization, many things of value can be retained, and could be applicable and of value to the general field of voluntary activity and organization in social welfare.

Structurally, our national agency consists of national, State, and county or community organizations. At the State level, there is a full-time paid employee, with or without professional training, who has responsibility for the statewide program.

Regardless of the national and statewide program, it is performance at the county level that makes the general public feel that the program is necessary or unnecessary, good, bad, or indifferent. Recognizing that the county is the keystone to a successful organization, what then will make a county program successful?

My experience has been that the program must contain certain elements:

- 1) Counties should and must have autonomy, using the broad general policies of the organization as guideposts.
- 2) The county unit should have some funds available to spend locally in order to see tangible returns for their efforts.

These are two of the most important elements to volunteers who do the work.

Statewide, the success of the program depends upon the State-level full-time paid employees who acts as liaison between the county unit and national headquarters. In order to play an effective role in this structure, the State representative should meet the following qualifications:

- 1) Have some training in working with groups;
- 2) Know the policy of the organization and be convinced of its soundness and worth;
- 3) Have time to work with the volunteers--or be willing to take the time.

Having paved the way for service in a given area in terms of a paid full-time, qualified coordinator, or State representative, the next step is effective recruitment of volunteers into the program. The "professional's" "rule of thumb" methods in recruitment should include:

- 1) Willingness to take the time necessary to recruit new blood into the organization (avoiding calling upon the already overworked few who assume civic responsibility);
- 2) Avoiding recruitment of "joiners";
- 3) Looking for those people who are specifically interested in the program;
- 4) Looking for "comers" in the community--aggressive young people who have not yet "arrived" (i.e., professional people who are new to the community and anxious to get their names before the public, but cannot advertise);
- 5) Looking for people who represent undeveloped potential.

A step by step outline of recruitment procedures might be spelled out in the following manner:

The "professional" goes to the principal city in the county--usually the county seat. There he evaluates the county by reading the want ads, seeing who is running for office, and noting population growth trends. Then he talks to those who once participated in the program, to civic leaders, club leaders, and others.

From various sources, the same two or three names begin to appear in connection with the program. Many times these names belong to people who have received help from the program at some time. The next step is to interview these people to find out how interested they are in the program. If they cannot participate they usually help find "self-starters"--people who are enthusiastic about the program.

In dealing with the "self-starters," it is important to interview them in order to ascertain their level of interest. They should receive a view of what our program means to their community. Most important of all, they should realize what participation in our program will do for them. In other words, it is important to recognize the fact that service to the

community is a two-way proposition. Perhaps this could be called "intelligent selfishness."

Having obtained "self-starters" as a nucleus, and having sold them on the program, the "professional" sends each one a brochure outline of organization showing officers to be elected and appointed. Then they are shown how to prospect for volunteers just as an insurance company prospects for clients. They write down the names of all the people they can think of--probably a total of 50-100 persons. Then the "professional" ought to emphasize that every person named should be invited to join the organization. It should be stressed that the "self-starters" ask people to join--never decide for people whether or not they wish to join.

Before the organizational meeting, every person on the list is reached by letter, telephone, and personal visit, and invited to the meeting. The meeting itself again stresses the importance of the program to the community, showing how the program operates, its organizational structure, and its human interest appeal, as well as what this program will do for the group. The latter point is made subtly, but realistically in terms of the following points:

- 1) Increased volunteer prestige;
- 2) Improved ability to work with people;
- 3) Improved public speaking ability;
- 4) Improved public appearance;
- 5) New business and social contacts;
- 6) Sense of real contribution to community security.

When officers are elected from this group, each officer receives a kit assembled from the table of organization, and which outlines the duties of every chapter officer and every committee chairman. It includes a copy of every available publication pertaining to that specific job. Once the unit is organized, it is a matter of coaching and encouragement in projects so they can achieve independent success and enjoy its accomplishment. Perhaps publicity and good public relations should be mentioned here since they are necessary if the program is to be well received by the public, and if volunteers are to see tangible returns for their efforts.

In summary, it seems to me that all the elements of a successful welfare program exist in any given geographical area. It is a matter of: finding good "self-starters"; giving

them the tools to work with; and showing them how to use the tools. Once the volunteer group has been formed, let them have a sense of autonomy; ask them to work as a group when faced with a problem in order to solve that problem. The "professional" can always be on hand to help with real trouble spots. The "intelligent-selfishness" technique is not to be underestimated as a part of getting and holding active volunteers. Finally, but fundamentally, if a program is to be successful, its volunteers must have a cordial atmosphere of public acceptance in which to work.

Recruitment and Organization of Volunteers in a Private Welfare Agency

Catherine S. Zwick

This is the story of a promising infant, now a sturdy adolescent, with prospects of a vigorous maturity.

Some five years ago I began to work as a volunteer, typing for a few hours weekly, in the office of the local branch of the American Cancer Society. Like most of the public in our community, I felt a tremendous but vague amount of good will toward the organization. I was sure cancer was a dreadful disease. The Society sponsored research. I was in favor of it. Only gradually did the real functions of the Society unfold so that I wanted a personal share in the work of spreading information that could save many thousands of lives each year across our nation, and also a share in the service program of supplying many varieties of comfort, support, and hope to those stricken by the economic

catastrophe of a protracted serious illness.

At this time our local branch had a president whose good judgment and foresight were invaluable; a young, efficient, enthusiastic, and resourceful executive secretary; one surgical dressings group that provided some cancer victims with needed supplies; and a loosely organized and ineffective board. There was an education program, but it was not carried on by volunteers. It was limited by the fact that there was only one staff worker to promote it.

Today we have the same dedicated president; an executive secretary; nearly 300 year 'round volunteers; a complete organization in each of the four towns in our district; and a Board of Trustees, each member with responsibility for some part of our work. We have accomplished a great deal in our education program toward making the public aware of the need of personal alertness to signs that could mean cancer. Our service program reaches many times more people than in the past. And our campaign results prove that the public is aware of the importance of our threefold program of research, education, and service, in our community.

About the time that I joined the Society, there was a general reorganization nationwide, to strengthen the local branches through expanded volunteer participation, and to bring in elements that could contribute the abilities and experience needed for building a strong community program. We were given a sort of blueprint, listing desirable persons to include, such as a banker, lawyer, doctor, dentist, representative from a health department, and those from the fields of nursing, industry, social service, and others. Just where these people were to fit into the organization was left to us. Our first step was to form them into a Board of Trustees, which we did. Their names were on the roster, but few of them were given active assignments in that first year.

The next step was to recruit volunteers for an education program. This was my assignment. Realizing how little I had known about the possibility of saving some 80,000 lives a year through the education process, I took care to incorporate many statistics into the sales talk I presented to more than 100 women before I had recruited more than one of the five chairmen I was asked to obtain. I called on all the women I knew personally who seemed to be suitable for this work. I sought prospective names from the volunteer bureau, from

friends, club women, even town selectmen. Over and over again I heard the same story--they were interested, they would like to help, but they would not accept leadership. And I learned an important truth: reliable and experienced people, however willing to help, quite rightly will not accept major responsibility without fully understanding what they are undertaking. In this instance, unfortunately, understanding could only come about by actually working on the program. Therefore I began all over. I telephoned again to all those who had said they would be willing to work, and we recruited about a dozen volunteers to serve as a committee without a chairman. Several agreed to act as "contact persons"--and in an amazingly short time these "contact persons" were willing to assume chairmanship of a committee.

This process was repeated, with the benefit of experience, in some of the smaller towns in our area, so that by the end of the year we had a skeleton organization, with the minimum number of chairmen needed throughout the area. We felt we had really made progress.

We continued to develop for a few months, but during the year we had several setbacks. One of our most effective chairmen had a heart attack and had to resign. Our popular

executive secretary left to have a baby. When we failed readily to find a replacement for her, I was asked to take her job, and did so. That left the rather strenuous office of volunteer chairman vacant. One of our education committee members was persuaded to take the assignment, but it proved that she really lacked the interest to make her willing to give the time and effort necessary. She resigned at the end of the year, and, since we had reached the stage where we could stop and evaluate certain phases of our work, we realized the importance of enlisting key volunteers with the same care that a personnel manager would use in business. At our annual elections we left the important post of volunteer chairman unfilled.

During the summer I made many fruitless attempts to find someone with a background of interest, enthusiasm, experience in organizing, time to devote to the program, and above all a sense of responsibility. One day I took time to consider objectively where this kind of woman could be found. Women with leisure are frequently in the upper income bracket, and many have never had business experience. Consequently some of them do not bring to volunteer work the same sense of responsibility as a woman who has held some business or professional position. I decided

that the woman we wanted might be the mother of a large family who suddenly found erstwhile busy hours empty as her children left home, and who needed to devote herself to some worthwhile undertaking; or a business or professional woman who had retired. We found the answer to our needs in the former assistant principal of a junior high school.

Our process of evaluating brought us to another conclusion: to make our program effective on a community-wide basis, we must include all sections of our community. Our city has a large population with foreign background. We already had, by direct approach and a personal visit, persuaded a young woman active in many Polish organizations to join us. Her understanding of circumstances and problems in her national segment proved invaluable to us, and we were able to reach groups never before possible. We now attempted to recruit members from other national and racial groups, including Italian, Swedish, Jewish, and Negro representatives. We plan to extend this policy and bring in further nationality group members. Not only do they help us, but they enjoy being integrated with a program that covers the entire community.

Another weak spot in those earlier days was our inability to interest men's groups. Two years ago

we were extremely fortunate. The Civitan Club had been interested in our service program, and had given us many needed items for our Loan Closet, such as wheel chairs and hospital beds, extensively used by cancer patients. The Club now volunteered to have their entire membership serve as a branch of our education committee. The following year, thanks to their business and professional contacts, in what we called "Education Week" they were able to arrange a program of distributing literature to industrial and retail establishments on a scale hitherto unthinkable for us, and through radio, television, and newspaper editorials, were able to focus public attention on the project.

Our experience leads us to believe that many civic-minded clubs in a community are eager to have an active share in a program once they become convinced that it has true value. We believe that this interest, in our case, was promoted through the cooperation of our newspaper in reporting activities and projects. We had on various occasions explained to the editor what we were trying to accomplish, and had asked assistance and advice as to the best method of presenting the facts to the public.

One problem that has troubled us, and which we have only partially

solved, concerns a town with a strong Community Chest. This particular town, though not large, is over-organized, and nearly all active people are already involved in many activities. Money-wise our campaigns have succeeded, through a modified agreement to participate in the united money-raising activity, but we are plagued by the attitude that seems to accompany this arrangement: the individual in the community apparently feels less responsibility for contributing his time and effort to social work. We are trying to overcome this lethargy by reporting to this area activities in other communities of similar size in the district, which show the difference in effectiveness of the program. Because the Community Chest has assisted us by giving information concerning our service program there has been greater use of our facilities, and of late there has been a slight revival of interest in the educational field. Hence we have hopes that we may find a solution for this difficulty, and achieve a greater measure of success.

Another improvement this year came about as a result of a critical look at our Board of Trustees, set up from all the elements recommended for an ideal board. We had all the skills and backgrounds considered desirable--but we made no use of them. Before our annual meeting it

was decided that we should tell each Board member that we wished him to serve on some committee and leave it to him to refuse to continue as a Board member if he were unwilling to do so. Some of these members are too busy to give much time, but they have great value on advisory committees. A very few recognized that they were unable to give any time and withdrew, and others willing and able to serve replaced them. The organization is more effective since each one has accepted some personal responsibility.

We have come a long way in five years, and we believe we now have a broad and secure base for expanding every phase of our work.

Recruiting Volunteer Welfare Workers among the Older People of a Community

Fern Long

There are two possible approaches to the subject of recruiting volunteer workers for the growing welfare field devoted to the aging. One of these approaches concerns the recruiting of more volunteers in their younger years who would work with and for the older people (i.e., for those over 60). The second approach deals with recruiting volunteer workers from among the older people themselves, who then would act not only for their own welfare, but also for the welfare of the entire community of which they are a part.

It is with the latter approach that this essay deals. Both observations and recommendations are based on the writer's firm convictions, resulting from the experience of working with older people, first, that much of the discontented passivity of old age is

due to the destructive feeling on the part of older people that they are neither wanted nor needed; and second, that much ability, enthusiasm, and energy lie dormant within this older group and that these could be aroused and tapped for the greater good of the communities in which these older people live, and indeed, for the greater good of the entire nation.

To work toward activation of members of our older population as volunteers, two important first steps would be necessary. First of these would be a detailed survey of the welfare field in any given community with the specific object of determining which volunteer needs could best be met by people in their later years. The second step would involve an equally detailed and careful survey of the older people themselves in that community, with the view of making an inventory of the unused talents that might be utilized by any agency needing those particular talents.

To return to consider in more detail the making of the first survey: certainly it should be sponsored by all the welfare organizations of a community. Here the concept of welfare should be very broad, to include not only the health and welfare agencies that automatically come to mind when

the word welfare is mentioned, but also such educational agencies as exist for the welfare of a community's citizens: the libraries; the museums; the local colleges and universities; even the community theaters, which are dedicated to developing one phase of cultural welfare. The initial impetus, however, would be given by whatever agency was chiefly and primarily concerned with community welfare. It would be the volunteer needs of all these community organizations that would be surveyed, and representatives of each of them would serve on the Committee Surveying Needs to be Met by Older Volunteers. These representatives could each be responsible for obtaining and providing the necessary survey information concerning his own agency. Certainly one phase of the survey should concern a detailing of what has already been done by any community organization in the field of making systematic use of the older volunteer.

The second of these first steps--that of surveying the older population with the objective of inventorying abilities and talents to be utilized in voluntary capacities--would be difficult in proportion to the size of the community; in metropolitan areas it would probably be practically impossible to accomplish a complete survey. The activity here would be two-fold: first, its planning

by a committee; and then its fulfillment by a corps of workers. This time the committee should be composed of representatives of organizations that are or will be in need of volunteers, but added to it should also be a fair number of older people themselves who might act as resources and in an advisory capacity. One of the functions of this Committee to Survey Talents and Abilities of Older Citizens would be to translate the needs listed by its sister committee into terms of types of people required to fill them.

The corps of workers making the survey could itself be composed of volunteers, working under the direction of the Committee, and possibly in metropolitan areas be also under the direction of a trained staff member of an appropriate welfare organization. In a smaller community the information being sought would probably be fairly easily available. In a large urban center, limitations might have to be placed upon the area to be surveyed: for example, only a certain geographic area, or only members of the given city's golden age clubs, might be scrutinized, in order to arrive at a limited inventory of talents and abilities of older people who might then be enlisted as volunteers.

With these steps accomplished, a third and synthesizing process would be undertaken. It would consist in

fitting the people uncovered in the second survey to the needs uncovered in the first. Although this step may be stated in very few words, it would actually be the most complex and difficult of all those outlined. Great skills and keen perceptions would be necessary to fit the persons to the needs, and certainly at first the effort should be limited experimentally to only a few older volunteers in a few agencies, or even to one or two in a single agency. Only in an exceptional case would any agency have only older volunteers; ideally, younger and older volunteers should work together, with no segregation based on age.

* * * * *

So far as I know, no community has yet undertaken recruitment of older volunteers on the scale suggested above. However, my own experience and observation lead me to believe that it would be a feasible operation.

For ten years I have directed, as part of my regular work, an educational project for men and women over sixty, and in addition have served on the committee on older persons of the local welfare federation, as well as being chairman of its subcommittee on education for older persons.

In both my professional and volunteer capacities I have observed

the metamorphosis that has occurred when an older person assumes an active role, after having been inactive for some time. For example, within the framework of the large educational program for older people mentioned above, there has grown up a voluntary choral group. Under the direction of a woman--a volunteer--who is 82 years of age, this has become an outstanding singing group that has performed in hospitals, for other groups of older people, and for a variety of community organizations. The effect of this activity upon the participants has been astounding: voices have improved, appearances have changed, and a number of members have become music students again after a lapse of many years. Although this may not be viewed as an orthodox voluntary activity, in my mind educational and cultural contributions should be thought of as a new kind of volunteer work, both by and for the older person, and certainly for the greater good of the community.

In this same large project another small group of volunteers meets faithfully to count sales tax stamps. In our State these stamps can be redeemed for money, and our volunteers do the work preliminary to making that possible. Of course members of the entire group bring in these stamps in great numbers, and

that in itself constitutes voluntary activity, motivated by the fact that all resulting funds are used for the enjoyment and welfare of the group.

The two activities just mentioned are organized within the large project. In addition to these, small groups of volunteers have been formed spontaneously by some of the members, who have offered their services to local hospitals.

In connection with my own volunteer activities as member of the committee on older persons, I have had the opportunity to observe the results of using older volunteers. For example, a retired automobile manufacturing executive put his mechanical skill at the disposal of a local hospital, and volunteered to clean needles used by the doctors. In time he invented a new method of sharpening those needles that saved the hospital thousands of dollars a year. Before he died, he was provided with his own laboratory at the hospital in which to work, always as a volunteer. He himself said that those years of unpaid service were the happiest of his life.

These are isolated cases, and although similar ones could be recounted, the fact is that at this point there are not very many of them.

Only gradually are we coming to realize that mental ability does not necessarily drain away as the years pile up, and that the older person can continue to make a valuable, and indeed a unique, contribution to those about him as long as he can remain physically and mentally active.

Moreover, we are making some observations that might lead us to believe that both physical and mental activity are sharpened and prolonged if a keen interest exists in some enterprise in which the individual is deeply involved. Even though these examples of volunteers in the older years are not plentiful, still they are multiplying and I believe that they are straws in the wind indicating great, untapped human resources that may be put to use for the general welfare.

A group of older people in our city has taken the first step toward making these resources available for the greater good of the community. These are all men and women who have retired from responsible positions whose execution demanded a high degree of skill. They have organized themselves into a Senior Council, and are making their knowledge and skills available for use by the community. Already several educational and welfare organizations have availed themselves of this pool of resources. Again, this is still a

voluntary activity by older people in a limited area, but nevertheless it is a signpost pointing the way to much more extensive areas of activity.

There is fairly widespread agreement that one of the greatest questions to be answered in our time is that arising because of the increased span of life of our citizens. Not only is the life span increased, but the period of physical vigor is being extended--and at the same time working life is being summarily shortened by compulsory retirement. The great question is, what do we do with our lives after we are 65? The proposal outlined in this essay is one small answer to that great question; it suggests a way whereby abilities, talents, and skills developed throughout decades of life need not be discarded after 65, but may be put to work for the welfare of both the community and the individual.

Professional Social Workers as Volunteers in Welfare Services for the Aging

Rev. Dean S. Collins

This essay describes a plan for using professional social workers as volunteers in welfare services for the aging. This plan was first used in a very limited way to help solve a social welfare problem in the city of Chicago. The success of that small effort has always intrigued me. For that reason it is being presented here with the hope that the plan, or some adaptation of it, might help in other situations. It is unique, not in the fact that it made extensive use of volunteers, but rather because all of the volunteers were or had been professional social workers, yet were willing to serve in a voluntary capacity.

The project centered around the hundreds of nursing homes and convalescent centers located on the near north side of Chicago. Requests had come from numerous

operators asking for help in providing competent counseling and referral services for the aging patients in these homes. This meant that the homes were too small, individually, to afford the services of either a chaplain or a case worker. The same study revealed that the need was primarily for such services as counseling, family case work, referral, and just friendly visitation to overcome boredom and a feeling of being unwanted. In over 90% of the cases there was no serious financial problem.

The public welfare agencies were unable to render such services, because of the restrictions of the agency, and also because of the burden of the more pressing financial cases which they were handling. The private agencies also were attempting to carry case loads that were far too heavy, so that their workers could not give the time that was needed by these cases, which, by their standards, had to be classified as less critical. The requested services could be made available either by creating a new agency or by extending voluntary activity and organization into these particular field of social welfare. An attempt to find the financial resources needed to set up a new agency failed. Nor was it possible to "marginalize"

these services by attaching them to any of the other agencies operating in the area.

Although the operators of these nursing homes recognized the need for these services and had initiated the request for them, they were also determined that any service offered to the patients was to be of the highest quality possible. Many of the homes had been plagued with visitation programs of a very non-professional type, with rather disastrous results. They were therefore determined that they were not going to expose themselves to such possibilities again. Consequently they insisted that whatever service was given had to be conducted by trained personnel who could distinguish between fact and fantasy, and who knew the ethics of working in a private institution.

The situation was quite clear. Here was a definite social welfare need that was not being met by either public or private social work agencies. It was also painfully clear that there were no financial resources to meet this need. The attitude of the operators, and our own professional integrity, ruled out any service that did not measure up to the highest professional standards. Ignorance, no matter how dedicated, is still igno-

rance, and any program based on anything less than professional skill could not be tolerated in handling the delicate and complicated problems that were sure to arise.

Faced with what was apparently an insoluble dilemma, a final effort was made to either secure financial assistance or refer the whole problem to some other agency. During a conference with a case-work supervisor of one of the public agencies, she suggested that the Department of Social Service, which I directed for one of the larger denominations, should undertake to sponsor such a service on a volunteer basis. She further agreed that if this were done she would undertake to find the necessary qualified volunteers. The challenge was accepted, although very reluctantly, and was then carefully hedged so that it could be terminated easily.

Several weeks later, the first meeting of the volunteers was held in one of the churches on the north side. Almost sixty persons attended. Every single one of them was either currently engaged in professional social work or had been so employed in the past. The majority had an accredited master's degree in social work, and all but about 10% were members of the then American Association of

Social Workers. Approximately two-thirds were working regularly as either case workers or case work supervisors for a public or private social work agency. The other one-third were composed largely of women who had left the social work field for marriage but who were still eager to make a contribution to the work.

Questioning further revealed that they were all members of some Protestant church and took seriously their Christian obligation to help those in need. Most of them had gone not once but many times to their pastor offering their services to the church, and actually begging to be given some social work duties to do within the framework of the church. Those who attended the meeting that night had been rebuffed by the pastor and by the church officers. This hurt, but it still had not destroyed their desire to render a service through the church. (Not all pastors are this short-sighted, and many now welcome the help of the professional social workers who are members of their congregations.)

Given sixty professionally trained workers who pledged to give at least one afternoon or evening each week in volunteer service, it was soon possible to develop an exceptionally

fine program of counseling, referral, family case work, and friendly visitation. The first step toward this goal was organizational. The case work supervisor who had sparked the idea agreed to serve as coordinator. The homes were all indicated on a huge spot map and two volunteers were assigned to each home. My office was designated as the preliminary clearing house for all problems requiring referral. After screening the requests, my office then referred them to the coordinator who, because of her long experience and unlimited contacts in the field, was able to handle them quickly.

One of the first things undertaken was the preparation of a handbook, which opened with a code of ethics concerning the professional conduct of all volunteers. Included in the book was a list of all resources and the procedure to be followed in making all referrals. Care was always taken to work through the operator of the home as much as possible. When this could no longer be done, either the coordinator or I visited the home, explaining why we were withdrawing the service and what corrective action was contemplated. Almost without exception the operators were cooperative and did all they could to assist in the program.

It soon became apparent that records would be required. With sixty volunteers, many gainfully employed, it was only natural that there would be continual shifting of assignments bringing temporary inability to continue a particular volunteer assignment. Without records there would have been no continuity of service. Hence a very simple report form was adopted. It was at this point that the only two non-professionals in the program were used. Two sisters who lived together volunteered to do the typing and to compile all reports. They were accurate in their work and did much to increase the effectiveness of the entire program.

In addition to the excellent service rendered to the aging patients in these homes there was also a by-product with far-reaching benefits. As these volunteers performed their assigned duties, they and the program earned recognition. This recognition was repeatedly brought to the attention of the pastors until gradually the pastors accepted these and other social workers as valuable workers in the program of the local churches. It was this recognition and acceptance that finally made possible the closing of the program. When the pastor and the church began to accept the social worker as a

valuable addition to the staff, the worker was encouraged to transfer her volunteer efforts from the project to the church; however, she was also requested to see that her church, in addition to accepting her, accepted besides the responsibility for the home she had been serving. Over a period of two years it was possible to transfer all but about twelve of the workers, and all but six of the homes, to the program of some church. Therefore the project was discontinued.

Whereas this program developed in the field of the aging, the genius of the idea could easily be used in other fields as well. I have repeatedly asked professional social workers who were church members if they would be willing to offer volunteer service on behalf of their church if they were asked to do so, and, almost without exception, the answer has been yes.

Here, then, is a way of extending voluntary activity and organization in social welfare so as to achieve two worthwhile and obtainable goals. First, it is possible to develop an outstanding social welfare program using well-qualified professional workers as volunteers. Second, it is possible to increase the acceptance and understanding between the church and social work so that the effectiveness and strength of both institutions will be enlarged.

The Use of Volunteers to Overcome Shortages of Professional Personnel

Mrs. D. Nelson Adams and Mrs. Knight Driggs

In every community there is a great need for the expansion of welfare services. Since it is neither possible nor desirable for public agencies to shoulder the entire load, private agencies must find a way to extend their services within a realistic framework.

At the present time, welfare services suffer from both budgetary and personnel limitations. The shortage of highly trained and skilled personnel applies equally to public and voluntary agencies and is one of the most serious problems affecting the welfare field in general. According to a survey made in Greater New York during November and December, 1955, there were the following percentages of vacancies to total staff:

Family casework	11.3%
Child care	18.9%
Psychiatric case- work	15.9%
Medical social work	13.9%
Health agencies	20.2%

These figures were obtained from a questionnaire study sent to approximately 300 public and voluntary agencies of which 222 replied.

It is in the area of use of personnel that voluntary organizations have a great potential advantage over public organizations, one that is peculiarly theirs. They are not hampered by the necessity of conforming to civil service requirements and licensing procedures. A voluntary organization is, in fact, free to conduct experiments directed toward finding the optimal ways of increasing service through more judicious use of highly trained professional employees.

In every voluntary organization volunteers have played important and by now traditional roles. They are accepted as policy-makers, fund-raisers, and the vitally necessary channel of communication and interpretation between the agency and its community. In service capacities their usefulness has been seen in terms of peripheral benefit rather than as an integral part of program.

Within the recent experience of the authors there are many indications that volunteers are now becoming recognized as an essential element in attacking the personnel shortage which is currently crippling both public and private welfare services. The authors' experience includes direct service as volunteers, administrative service as directors of a variety of community agencies including an overall community planning council, work with a school of social work in planning special courses for volunteers, the organization of a central volunteer bureau, and the evaluation of agency programs from the standpoint of a philanthropic foundation. From each of these differing vantage points a new pattern for successful utilization of manpower, both professional and volunteer, is declaring itself.

We would like to describe briefly three programs in different settings that illustrate this new pattern. Each in its own area is piloting the way to the development of techniques in the use of volunteers to extend service. These techniques can be adapted by any voluntary agency, as they are based on a common concept. That concept is that study of the content and detail of social work positions reveals many duties that do not require professional

training; hence private agencies would be well advised to make more widespread and conscious use of well-trained and professionally supervised volunteers to carry out those duties.

The first example is the use of volunteers in a psychiatric setting. In this program the volunteer is used as a member of a team composed of psychiatrist, psychologist, psychiatric social worker, and volunteer. The volunteer works under the supervision of the psychiatric social worker and performs such specific jobs as collecting collateral material for the case record from schools, courts, or other departments within the hospital. In addition any special skills the volunteer may possess are used in individual cases. Volunteers have acted as interpreters, tutors, and recreational aides. Apart from the professional hours directly saved another important aspect has proved to be in the volunteer's ability to establish a friendly relation with the patient. Because the volunteer is identified as such and plays a completely non-authoritative role she can often obtain information from a patient in the course of an interview that the patient would have withheld from the professional members of the team. This information may be helpful in determining the treatment program, and is made available to the profes-

sional team members through the volunteer's written record of each interview, which becomes a permanent part of the case record, as well as through the volunteer's participation in case conferences. An interesting by-product of this experimental program has been the emergence of a demonstrable therapeutic factor in this non-authoritative relationship with the patient. Some of the comments on this program have been that the role of the volunteer seems to be that of "a person who had the time to listen and who need not continually point out reality," "a person to be turned to in time of difficulty with the social worker or the hospital," "a person who brought enrichment into the life of a patient in terms of being able to discuss travel, cultural subjects, business futures, and philosophy," and "a person who without either personal or financial advantage cared enough to want to spend time with a patient on a regular basis." These aspects of therapy were discussed at a meeting at the National Conference of Social Work at Atlantic City in 1954.

The second example of the successful use of volunteers is being presently demonstrated in an adoption agency. Recognizing that there are many capable volunteers available only for evening assignments (a fact

that is true in most communities and even in some to the extent that there are many more evening volunteers than daytime volunteers) this agency has released one of its supervisors for a half-day a week in order that she may be used to supervise a corps of volunteers one evening a week. These volunteers are responsible for a large part of the routine procedures in placing a child for adoption. They handle correspondence with prospective adoptive parents and with other social agencies on all matters pertaining to their cases. This agency has been flexible enough to adapt its program to make effective use under supervision of available volunteer hours.

The third example is to be found in the use of volunteers within the public school system. A private agency, recognizing that the needs are critical in the schools of most communities, has sought to develop and define areas where volunteers could be of direct service in the schools. "Teachers' assistants" have been able to help in first-grade registrations, and in cataloguing a new library. They do such jobs as arranging bulletin boards, checking supplies, preparing mimeographed material, taking children on trips, assisting at polio inoculations, and collecting "milk money." This gives

a regular teacher more time for creative teaching. Volunteers also enrich the program of the school by means of their various personal skills in music, arts or crafts and by themselves constituting a "resource file" to be called on for all manner of specialized knowledge. In the particular school we refer to 1,400 share the services of a social worker one half-day every two weeks. It has been possible to make the best use of this appallingly inadequate time allotment by having the cases written up in advance of each conference by volunteers who are trained social workers. This type of volunteer work often makes use of the talents of many retired teachers and social workers whose training would not be available in any other way.

In summary we believe that the services of voluntary organizations could be expanded to a very considerable extent if each agency would recognize not only the value but also the necessity of fortifying its program with the carefully planned use of volunteers and if it would address itself to distinguishing the areas that do not need to be handled by a highly skilled professional but could be handled by volunteers under professional supervision. At present we have only enough skilled personnel

for use in key positions and we must learn to utilize effectively the volunteer manpower that is available and that inevitably strengthens any voluntary enterprise in intangible ways as well as the very tangible ones mentioned here.

The Relation of Volunteer Services to Volunteer Bureaus

Mrs. Wayne Denman

I am a volunteer welfare worker. As such I intend to relate my experiences and beliefs regarding volunteer services in relation to volunteer bureaus. In 1953, finding myself in a strange community--Oakland, California--some 3,000 miles away from my home and with a husband on sea duty in Japan, I decided to volunteer my services, with the quite selfish aim of filling up my time. With this complete lack of noble intentions I presented myself to the Volunteer Bureau of Oakland. There I was interviewed by a very capable and understanding staff worker who invited me to work as a staff aide for the Bureau.

I must admit that it was with a great many uncertainties regarding my abilities, along with no knowledge about the community, that I presented myself three mornings a week. To

my further consternation, a little over a month later everyone, including the staff worker, had gone on vacation. That next month I spent in studying the files and attempting to answer any and all questions from volunteers and agencies alike. I can truthfully state that through necessity I acquired a general knowledge of the functions of volunteer bureaus. Upon her return, the staff worker proceeded to give me a thorough orientation in all the functions of a volunteer bureau. We then undertook the training of additional staff aides. I can say with a great deal of pride and indebtedness to the staff of the Oakland Bureau that a year of working there gave me an understanding of volunteers and volunteer bureaus and a knowledge of the community.

Subsequently my family and I left for Florida. One week after our arrival in Clearwater, Florida, the Tampa Tribune ran a recruitment drive for a volunteer bureau. Needless to say I found I was not immune to this appeal. Over to Tampa I went and once again presented myself for an interview. I turned out to be not only the first volunteer responding to their recruitment but their very first volunteer, as this was their initial attempt at operation after some six months of study by their committee. Here again I was warmly received

and invited to be a staff aide. This position I accepted for only two mornings a week, as it meant traveling from Clearwater to Tampa, a distance of some 28 miles each way.

The committee, as I have stated, had spent the previous six months studying the problems concerning the establishment of a volunteer bureau. Considering the fact that not one member of the committee had any previous experience with a bureau, their results were truly remarkable. Each member of the committee had been responsible for visiting several agencies and noting the information regarding the agencies' wishes and needs for volunteer workers. Armed with this information and a large supply of fresh new interview cards they had taken the plunge with their full-page spread in the Sunday paper. One major problem remained unsolved. In accordance with their policy that they were a working committee, each member had been assigned a specified time to staff the office the week of the recruitment drive, but no one had thought beyond that point. I realized after a couple of weeks to my complete surprise that I was the staff of the Tampa Volunteer Bureau. I found, too, that one of our main problems in Oakland of keeping the files workable did not exist in Tampa, as there were no files. Hence my first operation

was to create files. This entailed going back over each committee member's reports on agency requests and capsuling the data on workable cards that could be filed under job-description headings to facilitate future referrals. The next step was to check with the volunteers interviewed to determine how successful they were in their volunteer jobs. This too presented a problem, as no regular system of referral had been undertaken and our information regarding the referrals made was incomplete. This caused the first setback, as through the lapse of time some of the services of the 43 volunteers interviewed were lost,

With the help of various members of the committee, for Tampa was and still is in the position of depending solely on volunteer staffing for its bureau, we were gradually able to obtain the information necessary for setting up a simple file.

As we drew to the close of our first year we recognized the value of setting up a plan of operation for the next year. I was given the title of Office Chairman and it was agreed that the committee would perform advisory functions. I would train some staff aides to assist me and in August we would send mimeographed forms to all agencies to fill in re-

garding their volunteer needs of the coming year. As I was still commuting from Clearwater, the operation of the office was confined to the two days I was in town. In March of the first year our first group approached us requesting ideas for a welfare project. This was a new problem as we had compiled no previous experience or information, but with a few phone calls to agencies we managed to present a few ideas.

At the beginning of our second year several groups contacted us--the word had spread--and somehow we managed to keep ahead of their needs. It was a very gratifying experience indeed when the Girl Scouts stated they had been able to give greater service at Christmas time than ever before owing to our referrals and that they were continuing some projects on a year-around basis. Our recruitment drive was delayed so that we could not have the newspaper space of the year before inasmuch as the Community Chest Drive was on. Hence we had only 36 volunteers to interview, but we held on to these by immediate referral. We referred a young college student to one of the Boys' Clubs and he worked out so well that in time he became a member of their paid staff. A retired English teacher who was asked to coach a 16-year-old TB patient to

help her pass high school literature was so successful that she continued on to help other patients. Thus at the conclusion of our second year we began to see the results of our efforts and were encouraged. We had 76 volunteers available and had made 89 referrals; we had interviewed 12 groups and they had undertaken 17 projects. The agencies that had responded to our request forms numbered 25. Once again I was asked to be Office Chairman and we undertook to send request forms to the agencies in August. Our response was even more encouraging, with 45 returns. We made definite plans for an early recruitment before the United Fund Drive. Our response to the recruitment drive was most heartening as we had some 76 volunteers to interview and have made some 66 referrals to date. This, our third year, we are far more ambitious and are staffing the office four mornings a week with a total of 75 staff aide hours served for October, 1956. We have about 12 new groups interviewed and the return of some groups we referred in previous years. One group has taken its project at the Salvation Army Home and Hospital as a permanent project and plans to expand it. We have volunteers starting their second and third years in the same agencies. We have committee meetings once a month, staff meetings once a month, and have sent time worksheets to all agencies re-

questing them to keep track of volunteer hours served.

In working as a volunteer in a volunteer bureau in two completely different sections of the country, I have found the same fundamental problems and a similarity of the people concerned. From the individual who is new and lonely in the community to the middle-aged woman who finds her family raised and herself with time on her hands--we all have a reason for doing volunteer work. Whether this reason is essentially selfish or not is unimportant; a volunteer must simply realize that fulfilling her reason is her reward and that to earn it she must conscientiously give of her time and efforts. This is a function of a volunteer bureau--to give a general understanding of a volunteer's responsibility to a volunteer job at the initial interview.

Most of the volunteer work needs of a community are for simple, everyday jobs--things that people do each day in keeping a house, raising a family, or taking care of the aged in their own families. The appeal for volunteers should make the average person feel he or she is qualified. The best publicity is a happy referred volunteer. The next best is the newspaper and if possible a weekly volunteer want ad in a prominent spot.

There is great value in a general good will program where qualified speakers speak to groups to explain the why and wherefore of a volunteer bureau.

Each volunteer who is referred to an agency and becomes interested in its program is helping his community to be just a little bit better. There people also learn the value of the United Fund, for they can see the dollars at work. I think one of the best appeals is to explain that very few of us are in a position to give to charitable work all the money we would like, but we can give time and very often our time can be of even greater value.

One of the main functions of a volunteer bureau is to recruit, interview, and screen volunteers. It then goes on to refer them to the job they are best qualified to fill. In order for a volunteer bureau to function efficiently it must have specific information from the agencies. The agency should give exact details of the job requirements so that a volunteer will understand what his duties will be.

It is then important that an agency take the time to orient a volunteer. The most workable method is a short training program regarding the job and the functions of the agency in general. For an agency to receive the greatest benefit from volunteer work the volun-

teer must fully understand what is expected of him and his job must be clearly defined. When the program is a haphazard one the volunteer program breaks down.

To expand volunteer services in an agency requires first a well-trained staff with an understanding of working with volunteers. This understanding usually stems from the fact that the director of the agency has made the staff realize that volunteers do not attempt to take their places or do their jobs. Rarely is it the case that an agency finds itself in the position of being able to have all the staff it requires; hence the use of volunteers to augment its staff makes it possible for the agency to enlarge its program. For example, the use of a volunteer to do a routine job releases a trained staff worker to carry out the technical or professional job for which he is qualified. In doing this the agency is enabled to give greater service to a community and accomplish far more on limited funds. It is my belief that in a great many agencies that are not using volunteers, it is not a question of volunteers' being able to fit in the program as much as it is a problem of the staff's learning to work with volunteers.

The use of groups to take on projects can be of tremendous value

to an agency. Very often these groups have no funds but will undertake a service project. This can develop greater facilities in the agency and possibly open up larger, more expanded service. The use of groups is unlimited; they can be a help in anything from doing physical labor such as helping build or paint, to re-decorating and sewing drapes.

Each year through the very generous donation of a prominent citizen we have been able to recognize and reward volunteers for their year's service. We have invited each agency to submit a candidate for the Volunteer of the Year Award. Through an appointed, unbiased committee one has been chosen. In our second year we adopted a form to be filled in by the agency rather than the written letter of the previous year, which we felt was not objective enough. At an open house to which we invited all volunteers and agency staff we have announced the winning candidate. A certificate has been awarded all candidates and a certificate and a pin to the Volunteer of the Year. The agency sponsoring the winning candidate has also received an award.

We have invited agency staff members from time to time to our committee meetings so that we might discuss their particular problems re-

garding volunteer workers. At this time we have endeavored to give them an understanding of the functions of the Volunteer Bureau. It is our policy to encourage agencies and volunteers alike to feel free to discuss with us any and all problems of volunteer services.

In conclusion, I believe that volunteer services in a community can be greatly expanded through two steps: (1) the establishment of a volunteer bureau as a central agency to recruit, interview, screen, and refer volunteers; and (2) the cooperation of agencies in giving clearly defined job descriptions, training a volunteer in their program, and imbuing their staffs with an understanding of the use of volunteer services. In Tampa as well as in Oakland I have found this to be an actual fact.

The Senior Craftsmen of Oregon

Mrs. Lola R. Ballinger

As a past president of the Senior Craftsmen of Oregon, Inc., and a volunteer in their services for a period of five years, I know that this voluntary organization is filling a community need. An outline of the activities would be of value to other communities interested in the problems of the aging.

Medical science has given added years to the lives of many people. How to prepare for productivity during these years is a question facing many of us. The Senior Craftsmen group believe in the saying "Catch them early and train them young." That is what makes this group unique in its approach. The age of 50 was set as a time in life to encourage people into productivity while they still have a creative urge and are more readily teachable. As years pass and skills develop they are prepared

to meet with enthusiasm and a purpose those years that might be dull and dreaded. Many present members are in their '70's and 80's. One of the greatest values is that although the emphasis is on preventive and rehabilitative aspects of the problems of the aging, there is no verbalization of this fact.

Fundamentally, the safeguarding of an individual's freedom, initiative, and independence, highly prized values of our American society, is a means of promoting positive health and prevents deterioration. A prerequisite of successful living is an opportunity to be productive. This may take different forms, as economic and social capacities permit.

As a result of an investigation made by a prominent civic-minded woman, when her mother needed nursing home care, eight women were invited to a luncheon. These women represented various fields of interest. A banker's wife, a women's editor, a Red Cross arts and skills director, a church group leader, a State public welfare department head, a gift shop owner, and a women's club leader discussed with the city parks recreation program leader ways and means of alleviating some of the unhappiness observed in older people. Before the luncheon ended a great deal of enthusiasm focused on one point. Recogniz-

ing the healthful aspects of early development and sustained interest, the group concluded that a sheltered workshop with a sales outlet to encourage craftsmen was a necessity in the community.

Thus came into being the Senior Craftsmen of Oregon, which is a non-profit cooperative organization created to help craftsmen over 50 years of age make and sell products that meet the standards of workmanship and design set by the organization. Keeping in mind the preventive values, the organization set the minimum age at 50, a time when many women find themselves free of responsibilities to children or widowed and with nothing constructive or productive to replace the full-time occupation of being a homemaker.

The organization sets and maintains high standards in order to build a reputation that will create a ready market for products bearing its label.

The Director of the American Red Cross offered the space and services of the arts and skills director one day a week. To get craftsmen, the best method was "We need your help." Within a week interested craftsmen were pouring into the workshop and flooding the switchboard making inquiries. Of course, many needed

referral to existing agencies to handle their special problems, but a nucleus of workers emerged and started producing a clown bean bag.

Early sales were made through church groups and it was not long until women's clubs were visited by volunteer workers who showed various items that were purchased on the spot and who took orders for more.

The biggest thrill came when Podesta and Baldochi, a prominent florist shop in San Francisco, sent in an order for 100 clowns, all to be delivered within a few days. Up until this moment, material for the clowns had been purchased a yard at a time and beans a pound at a time. A board meeting was called to see how the order could be filled. One of the original eight sparked the group by an offer to pay \$10.00 for a membership fee to give the group some working capital; offers from others followed immediately. About \$90.00 capital set the wheels in motion to actually form an organization. A president and other officers were elected that day, thus making it a formal organization; the Board of Directors was comprised of craftsmen as well as women in business.

It was noted that the group would need to be incorporated and a local

attorney was approached to advise the group. He became so interested in the project that he enthusiastically donated his services in creating the corporation and preparing the required articles of incorporation, by-laws, and other forms. He is still serving on a volunteer basis and has prevented many pitfalls.

The idea of having a Senior Craftsmen Store came as the membership increased, members began submitting original items produced, and sales rose. A member of the Federal Department of Health, Education, and Welfare, visiting the group, suggested that a choice would probably have to be made as to whether a sheltered workshop was the desired emphasis or a sales outlet was of greater importance. It was at this point that the experienced gift shop owner offered space to rent below her cost figure. True, it was an upstairs store--but it was ours. A 33-1/3% markup on items allowed 25% of the selling price to the Senior Craftsmen group to defray costs when the consigned articles were sold. The balance was paid to the producer.

Immediately apparent was the need for a bookkeeper and this problem was presented to the Portland Altrusa Club. They offered \$35.00 per month, plus supervision by an accountant, for a year. This amount, together with

\$15.00 of Senior Craftsmen funds, enabled us to hire one of the Senior Craftsmen to keep the books.

In an effort to gain more sales and greater interest in the group, the Oregonian Hostess House, the women's department of a Portland newspaper, offered us a place to display and sell items. Senior Craftsmen have just finished holding their Fourth Annual Fall Fair and Sale, all held in this same place. The press has been very generous in giving publicity to the Senior Craftsmen efforts. Local radio and TV stations have also given many spot announcements each year and two TV stations this year gave us a part in their programs, thus enabling the public to see items. This created great interest leading to new memberships and new buyers. Local merchants, including a druggist, an optician and banks, as well as other merchandizers, have helped with window space for displays. It was demonstrated that when the public saw the items they bought them; hence efforts were made to save enough money to open a ground floor shop.

My mother, an Altrusan, became interested in Senior Craftsmen, and although she is employed full time as an associate and office manager of an insurance office she has donated her services for two years as

a bookkeeper. This takes so much of her spare time that she has no time for her hobby of ceramics, but it has saved a great deal of money for the group.

By the third year, the Junior League of Portland became interested and gave \$1,500 to pay for the services of a manager and provide a telephone. The manager provided a continuity in the shop that could not be met by the draftsmen who staffed the shop on a volunteer basis. The organization benefited and grew tremendously during that year.

In addition to the Board of Directors, which meets once a month, there is a Jury Committee composed of business women and aided by two members of the Portland Art Museum Staff, which meets every two weeks to select items submitted by members. Each member of the jury is given a sheet of paper for each item submitted and on it makes her own comments on quality, originality, salability, and other criteria. The manager then determines whether more of the jury has passed or rejected each item. The comments are helpful to the craftsmen with regard to design, color, and changes for improvement.

The Design Committee is continually developing new ideas for in-

interested craftsmen, some of whom are learning how to create something for the first time in their lives. It is very satisfying to watch a new craftsman create an article that is accepted and sold. The real joy and pleasure given by this experience cannot be expressed in words. The Design Committee Chairman continues to hold a workshop for the workers and gives help only as needed.

Four times a year meetings are held for the entire membership, at which time organizational problems are brought to light and discussed. Since many of the members are not able to help staff the shop this is their opportunity to get acquainted with other members and to learn of the business of the group. Usually some light refreshment is served after the meeting, which enhances the social aspects of the meeting. New friendships are created and all are willing to give of themselves for the other members or for the group as a whole. There is always an exchange of ideas and great enthusiasm.

This fall, when a location was found that was suitable for a street-level store, members who had been unable to climb stairs showed up to help move into the new store. All are aware that a two-year

lease has been signed and that efforts must be redoubled to make the new venture a success. Many members do all of their producing at home and their news flashes of activities come through a telephone committee or by postcards. If the member is a shut-in other members see that the items are delivered to the shop. By helping others they help themselves.

Family relationships have been bettered. As more and more people are forced into retirement they face reduced income, loss of friends, and contacts of their jobs, and they gain a lot of free time. How they use this time often means the difference between being able to bridge the psychological gap of ages in the family or being further despondent because of a feeling of inadequacy.

One weaver felt that she was a fifth wheel in her son's home until she received a check from Senior Craftsmen for the sale of a lovely table mat--the granddaughter was greatly impressed that grandma was that capable. Items made for the family had been appreciated before the check arrived, but now there was real interest and helpful suggestions made by the family so that grandma felt she was useful and productive and loved.

Even mothers-in-law have been praised: the only gift one man displayed was a leather wallet, handmade by his mother-in-law--a Senior Craftsman.

A shut-in, who is supported by her daughter, has taken a new interest in life because she can now contribute something to the household through her efforts to make little girls happy with new doll clothes. Before she found our group she stated that she made some for friends and gave them away but that she was limited by lack of funds to buy materials. Her checks have not been great but apparently of considerable importance to her. A local dressmaker has just learned about this shut-in and has given scrap materials which are much appreciated. The most expressive letter of appreciation received by Senior Craftsmen has been from this member, who has every reason to be bitter but who sees that she is not forgotten and that she too can be a productive and useful member of society.

One of the most interesting features of the Senior Craftsmen group has been the help it has attracted from many diversified interests. The Junior League and Altrusa Club have both helped financially. Companies have donated paper bags, tissue, and wrapping paper for packaging, and scrap material utilized by Craftsmen

in producing items. Merchants have donated display space and given craftsmen demonstration in salesmanship. The press has given untold aid in publicity, and radio and TV stations have been most generous in advertising sales.

"The Little Willing Helpers," a young teenage church group in North Plains, Oregon, had a project to raise funds to help pay for their church organ. They took advantage of the Senior Craftsmen's plan which allows 20% of the sales price to go to the selling group. This served a twofold purpose. It made many more people aware of the Senior Craftsmen; it encouraged new members and aided the fund-raising project for the church. The "Eugene Stinkers," an older teenage group of the Eugene, Oregon, high school, is currently organizing a fund-raising drive for the Senior Craftsmen group.

Many individuals have given many hours of service without deriving any financial gain. They have given but they have also gained. I know, because I am not yet 50 and cannot make items for sale; yet as a past president of the group I have found joy in watching and helping with the growth of the organization and the development of the individual members. There is a deep satisfaction in approaching individuals,

businesses, and clubs asking for support of our idea and never being refused, because the idea is extremely salable. Ordinarily, people shy away from the problems of the aging but they are apt to react favorably to this sort of positive approach. Contacts with business firms have brought in several men craftsmen.

The New York City Public Welfare Department has started a similar program, and we hope that their efforts will be as rewarding as our voluntary efforts have been. We wish there were funds to make possible an interchange of ideas between such projects as theirs and ours. We regret also that there is not money to do a research study within our own group, on the biological, economic, and social aspects for evaluation of the effectiveness and the feasibility of extension to other communities. There is a need because our members come from three States and throughout the State of Oregon. We have had requests from many States asking for details on how to get started. Inquiries have come from all over the country as a result of free advertising given us by Charm and a news feature item in The Christian Science Monitor, as well as feature items in The Oregonian.

By centralizing interest in this organization to help others help them-

selves, Senior Craftsmen of Oregon not only has extended voluntary activity and organization into the field of social welfare by meeting and preventing problems of the aging. It also has proved that, given a practical approach to the problem, the public is ready and willing to volunteer generous help in terms of time, money, and materials, or whatever is needed to make it work. At least, this is true in Portland, Oregon.

Cleveland's "Young Adult Council"

Mrs. Florence Fairfax

Hordes of green-shirted "Frog-men" crash a party being staged by the fez-wearing "Persian Nobles"--three cut, twelve jailed, hundreds of dollars in damage.... Juvenile authorities close in on a midnight "rumble" between the "Bloody Cavaliers" and the "Happy Owls"--eight heavy chains, thirteen switch knives, and a Luger pistol confiscated, but not before a thrown bottle almost blinds a policeman.... The frantic-eyed 17-year-olds assault a 60-year-old charwoman--hysterical fear bursts her heart, club headquarters of the "Sons of Satan" yield 20 packs of marijuana cigarettes.

The scene was Cleveland in the spring of 1951. The situation involving roaming juvenile street gangs--"unaffiliated youth" is the textbook term--was acute. Something had to be done. All available police were assigned to

the area. Aroused public and private agencies called emergency meetings. Civic groups likewise responded. Because fun, traditionally, has only been a part of the operation of Cleveland's municipal Division of Recreation, I attended most of these meetings. The health, safety, and welfare of all Clevelanders is our total interest.

In spite of all the meetings I felt, privately, that precious little of real immediate worth was being accomplished. Too many longrange investigating committees for something that needed less observing and more doing--now. In all modesty, how fortunate for Cleveland that my two companions at the table--it was a luncheon meeting this time--agreed.

There was Bob, a young fireman, assigned to Engine Company Number Nine, in the heart of the troubled area. From his perch in front of the fire station, Bob would see these juvenile gangs, resplendent in their bizarre shirts or jacket "uniforms," race by looking for trouble. The bloody pitched battles which would take place between rival gangs sickened Bob. He knew personally many gang members. Individually, most were sociable, and agreeable; but running with the pack, they became something else again.

They became snarling, anti-social beings, striving to be the "baddest" because they knew they had to scream loudly to be heard in the "asphalt jungle." Bob had come to this meeting as a private citizen to see if there were something--anything--he could do.

Although Art came even closer than did Bob in observing these youngsters at their worst, he shared Bob's unswerving belief in them. As a member of the Juvenile Bureau of the Police Department, Art discouragingly often came upon these youngsters in his line of duty. No matter what the crime or disturbance involving these juvenile gangs, a familiar pattern would emerge from the questioning: these youngsters had banded together because, as a gang, they had more of a chance to make a mark in the world--any sort of mark. Their youthful energies and emotions were never channeled into socially acceptable behavior because they had no guidance. Over and over again, the same story --no guidance, no leadership, no affiliation. Art, too, was there unofficially to see if he could help.

Both men suddenly turned to me, as a veteran of 22 years in public recreation and allied social work. Wouldn't volunteers be the answer here? Why not adult volunteers to

supply the direct adult leadership so badly needed? I admit I was startled because I always had held reservations about volunteers in social service.

Too often I had seen non-professional enthusiasms burn brightly, but flicker and go out when the going got rough or merely routine. But these were perilous times--anything would be worth a try. In that moment was born a unique volunteer association, the case history of which can serve as a model for any community in the nation faced with the problem of roving juvenile gangs. I hasten to note that this is not a problem confined to any ethnic or economic group. In my desk are charts listing all the groups of this type in Cleveland. They exist in both the slum areas and in the fashionable districts. Not all adopt exotic names and uniforms, but the primary factors involved in their formation and the needs of the group are much the same.

A rapid exchange of ideas followed agreement that volunteers might be the answer here. We began contributing names of people we knew who had expressed interest in the problem. Furthermore--and here we adopted our first standard for membership in the new group--all had taken part in ongoing social welfare in the past. We were interested in the Boy Scout leaders, Sunday school teachers, and Community Chest captains. Ours

would not be a group for dilettantes. Small wonder that the list we developed contained the names of some extraordinarily busy people.

Of the 25 people solicited for membership, 18 came to our first meeting. What was it that made these busy people squeeze space into crowded calendars? The same deep feeling that has sustained our group from its founding to the present--an abiding faith in young people.

Surveying our group, I was impressed by the variety of personalities assembled--a cobbler, a newspaperman, a store clerk, two young clerical assistants, a musician, a government welfare worker, a photographer. Immediately, our prospective charter members began mentioning special contributions they could make. Bob, for example, from his observations could provide a detailed map showing street-corner hangouts of the various gangs. Art had access to police records. Within carefully defined limits, he could supply us with pertinent information regarding some of the youth with which we would be dealing. Our musician member saw his profession as a lure to many of the youngsters. The photographer suggested that club pictures at cost might arm us with a powerful bargaining tool at a later date. Our store clerk and cobbler

both chipped in with offers to provide information about part-time jobs. Enthusiasm mounted. I was pleased to be able to announce that the Cleveland Recreation Division would handle all mailing and clerical work. My superintendent, Recreation Commissioner John S. Nagy, was vitally interested in the new group and had given me carte blanche to help in any way I saw fit.

Early in our planning, we decided what this group would attempt to do. Our purpose in this volunteer association would be to assist unaffiliated youth--the juvenile gangs--in the pursuit of wholesome leisure activities. Put less formally, we would seek to influence the youngsters to substitute basketball for corner brawls. We would do this by making ourselves available as individual volunteer leaders of unaffiliated groups. As a body, our volunteer association would co-sponsor mass youth activities--drama, dances, camping trips, and the like--whenever there was not a neighborhood agency able to do this. This close association with neighborhood group work and recreation agencies was integral to our conception of the volunteer organization. At all times we would be attempting to relate the groups which we had contacted to these neighborhood agencies, even to the extent of serving as volunteers within the agency setting.

We also pledged fullest cooperation with agency staffs, schools, and law enforcement bodies.

But how would we go about making contacts on which our plans all hinged? As one volunteer succinctly put it, "through placement and persistence." We would hang out with these groups wherever they gathered. We would get to know group members, spot the indigenous leaders, and then wait for that golden moment when the right word at the right time could save a boy or girl from prison or possibly worse. It would be tiresome, discouraging, sometimes dangerous work, but none of the members assembled shied from the possibility. We had chosen well.

Before sending volunteers into the field, we checked signals. Only one absolute: sincerity. The youngsters would spot anything less. The best weapon: good sense. The best method for making suggestions: phrasing them in the form of questions to indigenous leaders. The best pace: haste made slowly. Newcomers took getting used to.

The experiences in the field of Cleveland's Young Adult Council--the self-explanatory name came later--would fill volumes. Humor, heartaches, headaches, sore feet--all were

present. There was Big Len, "Mr. Persistence" himself, who tagged along behind the "Frogmen" for fully two months with barely an icy smile to make him welcome. Len could hardly be blamed if he felt discouraged, but came the day when it began to rain just as the "Frogmen" were gathering at their usual corner haunt to plan a foray against the "Black Counts." When murmurs of "where can we go" and "it's wet out here" were heard, Len stepped forward and mentioned a dry, available room he knew of--in the city's Portland-Outhwaite Recreation Center. The Frogmen tried it, and soon were meeting there regularly. It wasn't very long before planning forays against the Black Counts took a back seat to basketball, boxing, and swimming.

Vivian, one of our lady volunteers, "conquered" one of the toughest groups in town--without even trying. The "Cyranos" had such a bad reputation that we did not assign them to anyone, as too dangerous for a fledgling volunteer group such as ours. But one day Vivian was driving past a YMCA when she saw 20 yellow-shirted Cyranos lined up in good order outside--being searched by the police. She stopped the car, got out, and went over to one of the Cyrano leaders. He protested that he and his group were doing nothing wrong. She assured him that if that were true and none were armed, they

had nothing to fear. Then she went over to the policeman in charge, identified herself, and inquired about what was happening. Fortunately, just as she was chatting with the policeman the signal for the boys to disperse was given. Although Vivian was not a factor in their release, so it seemed to the Cyranos. The contact had been made! By following through, Vivian found herself able to talk the Cyranos into seeing what the YMCA looked like to peaceful participants from the inside. Within a comparatively short time, this feared juvenile gang became one of the outstanding socially-oriented groups of our experience.

The almost immediate success of Cleveland's Young Adult Council was attested to by businessmen in affected areas. According to these merchants, who had so much to fear from inter-group fighting, gang warfare declined by as much as 50 per cent. The incidence of crimes reported to police also showed decline. Figures I have in my office hold the key. Of the groups contacted by the Young Adult Council--some 35 altogether--fully 90 per cent were persuaded to cooperate with agencies.

In the five years of the Young Adult Council, remarkably few operational problems have arisen, once the importance of clear lines of communi-

cation became established. With our volunteers gathered from all walks of life--professional, business, and public service--we had to make sure that our actions were taken in the name of the Young Adult Council and could not be construed as acts by individuals in their other capacities.

One problem that did come up involved the question of limiting membership. According to the constitution adopted later, any person of good character was eligible. Yet once the group began to function and the name became known, several questionable applications for membership came to us, one from the proprietor of a bicycle store. This applicant failed by our rule of thumb--he had never before taken part in an ongoing social service program--but we took extreme care in this case not to allow the fact that he was merchant of a young people's product to work against him. Yet, finally, this applicant ruled himself out. We made it a practice to let applicants take part in our activities for a length of time before awarding them membership. It soon became clear to him that the Young Adult Council offered mostly hard work, and little in the way of tangible reward.

Since its inception, Cleveland's Young Adult Council has undergone a metamorphosis that quite possibly is inevitable with a group of this nature.

The group maintains its identity and interest burns ever bright, but most volunteer leadership activity takes place in agency settings. As a body, the Young Adult Council has taken on two important new roles: (1) it gathers facts on changing behavior patterns of young people and disseminates this information in bulletin form to interested agencies; (2) it functions as a community "watchdog" in the areas that affect teenagers. One recent example of this latter capacity was a letter to Cleveland's Safety Director. The Young Adults wrote protestingly to ask ordinances forbidding performers in "rock'n'roll" musical revues from mingling with their teenage audiences during performance breaks.

Any summary of the good works of Cleveland's Young Adult Council would be incomplete without mentioning the remarkable group of young people who have "graduated" from the program to which Young Adults lend leadership. These former juvenile gang members are uniquely valuable on two counts: First, they still have status in the groups of which they are alumni. Through them, pressures can be brought to bear on the younger group. Second, they themselves make marvelous sentinels. These young men and women recognize the factors that can cause trouble for teenagers. For

example, just the other day a former "Norseman" called on me to report a teenage dance his younger nephew had told him about. The former Norseman was positively indignant at the danger signals he detected. The 12 to 18 age range--far too wide! Sweaters and jeans at an evening dance--that's asking for a fight afterward! Smoking on the premises! Little adult supervision!

I smiled to myself as he left my office after I had assured him I would make the necessary phone calls. The existence of this formidable "insulating layer" of alert young people was directly attributable to the Young Adult Council. Before this volunteer group began operating, there was none. I felt pride for my small part in having helped organize it.

Cleveland's Young Adult Council --a voluntary social welfare activity--can be credited with four distinct services in coping with potential juvenile delinquency in the form of juvenile street gangs: (1) It provides direct adult leadership for these groups and often is quite successful in steering youthful energy into socially acceptable channels; (2) it is a useful fact-finding body for recording ever-changing behavior patterns among teenagers; (3) it makes young people who have passed through its programs aware of

potential dangers to other teenagers; and (4) its ever-awareness of danger signals on the teenage horizon allows it to function as a needed watchdog for teenagers within the community.

Any community that organizes a similar volunteer activity has gained a powerful weapon against juvenile delinquency.

Haines Street Tot Lot

Mrs. Aaron Okin

"Just a mess--that's what it is. . . . And after that truck load of glass was dumped there the first thing you know we had cut lips and kids landing in the hospital with stitches being taken. . . . But nothing helped. We got it cleaned up once, then somebody used it as a graveyard for junked cars. . . . Next morning here's this man rolling out of an old heap and you know he was in there sleeping off a drunk. . . . Why, decent folk just wanted to move out of this neighborhood. . . ."

This was Mrs. Jamison's thumbnail description of an "empty lot" at 259-63 East Haines Street, once the site of three homes in the heart of old Germantown. Most people had forgotten when the houses had been torn down some 25 years earlier. Discouraged by seeming public indifference and the economic pressures of high