An annotated bibliography on volunteers has been selected from a survey of the literature published within the past ten years, and contains material which is easily available in libraries or from the presses of national agencies. The areas covered include: the evolving role of the volunteer; organization; recruitment, motivation, placement, recognition; staff and volunteer relationships; training and supervision; standards for volunteer programs; evaluation; indigenous volunteers; volunteers in the schools, youth services, hospital, and case work; the older volunteer; special projects; and periodicals. (n1)
Volunteers

An Annotated Bibliography

Compiled by
ETHEL M. ADAMS
SUZANNE D. COPE
Volunteers

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The following bibliography has been selected from a survey of literature published within the past ten years. Although many local organizations have produced material in this field, it is frequently reproduced for limited use and is not generally available. This has not been included.

It has been our criterion to list only material which is easily available in libraries or from the presses of national agencies. Appreciation should be expressed to the many national agencies which assisted by sending suggestions for compiling this bibliography.

We hope this selection will be of value to the ever-growing number of professional workers primarily concerned with volunteers, and will aid in enhancing the contribution of volunteers.

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CONTENTS

PREFACE ................................................................. iii
I. THE EVOLVING ROLE OF THE VOLUNTEER .................. 1
II. ORGANIZATION ......................................................... 3
III. RECRUITMENT, MOTIVATION, PLACEMENT AND RECOGNITION ......................................................... 7
IV. STAFF AND VOLUNTEER RELATIONSHIPS .................. 9
V. TRAINING AND SUPERVISION ....................................... 11
VI. STANDARDS FOR VOLUNTEER PROGRAMS ................ 14
VII. EVALUATION .......................................................... 14
VIII. INDIGENOUS VOLUNTEERS ............................... 15
IX. VOLUNTEERS IN THE SCHOOLS .................................. 16
X. VOLUNTEERS IN YOUTH SERVICES ............................. 18
XI. VOLUNTEERS IN THE HOSPITAL ............................... 18
XII. VOLUNTEERS IN CASE WORK .................................. 20
XIII. THE OLDER VOLUNTEER ......................................... 21
XIV. SPECIAL PROJECTS ............................................... 21
XV. PERIODICALS ........................................................ 22
XVI. AUTHOR INDEX ...................................................... 24

V
I. THE EVOLVING ROLE OF THE VOLUNTEER

"Volunteers are the inheritors of a great tradition. Before the case worker, before the group worker, before the health worker, before the agency executive, there was the volunteer. And the volunteer was social work. Volunteers were the pioneers who with crusading zeal gave heart, hand, mind and voice in the task of pricking and stirring the social conscience of their times to the community's responsibility for the health and welfare of its citizens."

*To Have and To Hold Volunteers in Community Services*

United Community Funds and Councils of America, 1946


Publication sponsored by the National Council of Jewish Women in observance of its 65th Anniversary. Contains 19 articles, a few of them reprinted or excerpted from previously printed material.


Why men and women become volunteers, their satisfactions; why agencies recruit and view them as essential; how to be a good volunteer; the opportunities; major obligations of the agency: staff and volunteer relationships, job placement, training, supervision, recognition.


An experienced board member presents suggestions concerning board membership, responsibilities, staff relationships, officers, place in the community.
Helpful information concerning volunteer activities; stimulates and encourages creative use of volunteer talents. Includes historical background of volunteer service and provocative discussion of "The Face of Poverty."

Speech made at Institute held at University of Utah on April 1, 1963.

Bibliography 18 pp. Part played in social progress in England in 19th and 20th centuries by voluntary bodies in philanthropy, politics, labor, education, church and social service.


Brief but comprehensive survey of volunteer activities. Suggests the 1960's might appropriately be termed The Age of the Volunteer.


Analyzes volunteer activity in American society, based on a case study of the National Foundation for Infantile Paralysis.


An account of what it means to be a board member, written by a former vice-president of the agency.


The changing character of welfare services and volunteer activities in contemporary United States.

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**II. ORGANIZATION**

“Voluntary health and welfare agency board members must collectively constitute the core of a citizenry which does something about society’s ills.”

**ROBERT N. HILKERT**


Describes the qualifications and duties of volunteer directors.


Prepared to encourage local agencies, public and voluntary, to establish programs of friendly visiting to the aged, blind, and disabled. Based on experimental projects carried out by the state department in three counties.


Offers guidance on using volunteers in administration, public relations, and fund raising. Stresses importance of volunteer orientation, satisfaction, recognition.


“Guidelines for the Use of Volunteers in Departments of Social Work in Hospitals.” *Hospitals,* March 1963. 5 pp. (Reprints available.)

The value of the volunteer in the hospital setting is recognized, particularly as a “friendly visitor.” Brief statement outlines necessity of close relationship between the social work sponsor and the volunteer; discusses variety of assignments: companionship, facilitative, investigative and interpretive services, and the teen-age “volunteen.”


Deals with principles, problems and benefits of a volunteer program in this setting, indicating need for grass roots support and clearly defined objectives, with cardinal rules for organization of the program which gives equal consideration to the agency administration and the volunteer himself.


The author, while a professor of education at University of Chicago, conducted the annual board members training program sponsored by the Welfare Council of Metropolitan Chicago. His tested principles and practices increase a board’s usefulness and effectiveness.


Topics discussed include: time element, influence of the supervisor, committee structure and program ideas, committee structure and authority, growth, and staff reaction to program.


Interesting description of how a specific program can be carried out through involvement of volunteers and community agencies, with many tips on developing successful volunteer programs.


American National Red Cross suggestions designed to help Civil Defense directors broaden community participation. Many principles are applicable to other community agencies involving citizen participation and will be useful in working with volunteers. Helpful guidance to sources of volunteers and in establishing good public relations.


Considers the purpose of supplementary services by volunteers in public welfare programs, discusses ways of developing these services, and offers suggestions for the orientation, training and supervision of volunteers.


Although written with the paid worker in view, many of the personnel policies and considerations could be extended to volunteer workers.


Policy statement and procedures, title classifications for volunteers, solicitation of things-in-kind from community, exhibits.

III. RECRUITMENT, MOTIVATION, PLACEMENT AND RECOGNITION

"There is a great satisfaction in being a volunteer. Each one of us without thinking about it, does volunteer service each day for the family, for a friend, for the woman next door, for the man down the street. But each one of us is also capable of giving volunteer service through an agency."

MELVIN GLASSER


Helpful information for agency use in working with volunteers: defining jobs, planning for placements, assigning work, record keeping.


Two motivating factors attract laymen to agencies: identification with a social cause and the opportunity to contribute to the community, and the recognition, prestige, and power gained through community activity. The problems these present for board membership and for agency directors are considered.


BLUMBERG, ARTHUR and SETH ARSENIAN. "A Deeper Look at Volunteers: What Motivates These Important People?" Adult Leadership, Vol. 9, June 1960, p. 41.


Five papers on various aspects of volunteer participation in the community.


“A personal interview is the only effective means of getting acquainted with a volunteer, to find out both what interests him and what he is fitted for and to plan with him for a particular job...”


Includes program for discussion group.


Discussion of Catholic student volunteer groups.


An analysis of national education-recreation agency direct service leadership.

IV. STAFF AND VOLUNTEER RELATIONSHIPS

“With encouragement and recognition, the volunteer feels needed and responsible. This feeling then is reflected in the quality of service he renders and is in turn reflected in the quality of the agency’s volunteer program and in the development of a corps of citizens who understand the place of social welfare in our nation.”

EVALINE G. WALLER


Demonstration staff training course.

Despite the presence of ideological, status, and power disparities between board members and executives in voluntary agencies, the policy-making process is not inherently unstable. Factors are identified that serve to minimize conflict and maintain a functional balance of power.


Series of papers presented at the 89th Annual Forum.


Volunteer-professional relationships, recruiting and retaining volunteers, and areas of service.


Examines the problem of differentiation of the role of the volunteer and the professional and offers partial solution in emphasis an agency puts on organizing to get the job done without minimizing or exploiting the potential contributions of either.


Basic ground rules for a productive relationship, with suggested organizational framework.


A guide to spur professional thinking on the effective use of volunteers and to help develop new programs or expand existing programs. Includes examples for record keeping for a volunteer program.
V. TRAINING AND SUPERVISION

"Citizen volunteers must have a role that goes far beyond just fund raising. They must be encouraged and helped to become interpreters and doers for improving the level of the total institutional structure which affects the lives of people. In order to achieve this, our training of lay leadership must emphasize objectives and value principles more than they do."

NATHAN E. COHEN


To expand his role, the volunteer must meet three challenges: develop expertise by calling on the expert more frequently for help, call attention to the need for change in meeting problems and the service he can give in their solution, and he must be more aware of what makes a "first class" volunteer.


Perusal copy available from American National Red Cross, Washington, D.C.


For leaders concerned with the place and importance of group discussions, steps in the process, the chairman's role, helps and techniques.


Practical advice to workers in volunteer community organizations.


Tested and practical suggestions for perceptive recruitment, careful placement and effective help on the job. Adult education, social work, sociology and psychology are applied to getting, developing and holding new kinds of volunteers in the face of keen competition.


Description of the volunteer program of a private agency having quasi-governmental characteristics (unit of D.C. Chapter, American Red Cross.)


SORENSON, ROY. *How To Be a Board or Committee Member.* New York: Association Press, 1953. 64 pp.

Popular condensation of *The Art of Board Membership.*


UNITED COMMUNITY FUNDS AND COUNCILS OF AMERICA. *First on the Agenda.* New York: UCFCA, 1954. 32 pp. (Out of Print.)


A useful tool in training board members. Suggests roles and skills the individual may develop to make his own participation and the work of the entire board more effective.


Considers the purpose of supplementary services by volunteers in public welfare programs, discusses ways of developing these services, and offers suggestions for orientation, training and supervision of volunteers.


For the teen-age program committee and staff use in developing an overall plan for training youth leaders. Includes a sample training conference.

VI. STANDARDS FOR VOLUNTEER PROGRAMS


Official statements of the American Hospital Association.


An administrator's manual to aid in establishing standards and basic guiding principles for volunteer service in the hospital.


Report of a committee to develop standards for the use of volunteers in selected casework programs. Includes basic principles, job profiles, findings and recommendations.

VII. EVALUATION

"The benefits of a volunteer program must be measured in terms of public understanding and support as well as in terms of goods and services."

ROBERT J. HARTFORD


VIII. INDIGENOUS VOLUNTEERS

BABCHUK, NICHOLAS and C. WAYNE GORDON. *The Voluntary Association in the Slum.* (“Nebraska University Studies,” M.S. No. 27.) Lincoln, Neb.: The University, 1962.

Extent to which Negroes affiliate with formal voluntary associations, selected situational determinants and personal attributes as these affect affiliation among Negroes.


Report of seminars conducted to train staff for work in critical areas. Stimulating and useful material for professional and volunteer workers interested in improving their work with the disadvantaged, developing indigenous leaders, and planning programs.

Study findings reveal an image of one who is reluctant to meet new people and new situations, to form new social relationships, and above all to initiate inter-action with strangers.


To obtain participation, strategies must overcome general lack of resources in low-income areas, scanty knowledge, apathetic beliefs, and few inducements to hold leadership or build organization.

Despite the uncertainty that people receiving help are always benefited, those giving help are probably profiting from their role.


Report of a study to shed light on the difficulty of finding indigenous leadership for Girl Scouts in the working class community, revealing need for a different approach than "selling the program."


Practical guide and background information for locating and using local leadership, recruiting and training. Chapter on evaluation and research is likely to inspire any agency to begin.


Participation in a neighborhood block committee formed to help other people in the neighborhood led to marked personality development and growth in a woman who had been receiving public assistance and who also had considerable personality difficulty.

IX. VOLUNTEERS IN THE SCHOOLS


A citizens group sponsors a volunteer project in an urban school system.


FONTAINE, A. "Remarkable Story of the Dropouts and the College Students." McCall's, Vol. 91, March 1964, p. 36.

Creating a new dimension in education through lay participation, including the history of the first volunteer school program.


Interim report of a three year demonstration and evaluation program supported by U.S. Office of Education to improve understanding of problems of academic achievement and the role of the volunteer in education. Includes guidance on locating children in need, organizing programs, and involving volunteers.


X. VOLUNTEERS IN YOUTH SERVICES


Report on a conference held at the Federation's training center under a grant from the President's Committee on Juvenile Delinquency in November 1964.


Describes the Big Brother program, for 45 years primarily all volunteers, and the methodology developing since the employment of social workers 10 years ago, as reflected in the process of intake, recruitment, screening, matching and supervision of volunteers. Including picture of working relationships between social agency staff and the volunteer.


XI. VOLUNTEERS IN THE HOSPITAL


Offers help in developing well planned and organized teen-age volunteer programs combining service and education. Includes suggestions for educational programs with emphasis on careers orientation. Should be used in conjunction with *The Volunteer in the Hospital*.


Proceedings of a conference for hospital administrators and directors of volunteers.


After special training, volunteers were used as case aides in a treatment center for adolescent drug addicts, and proved to play an important role in the treatment process, particularly in reaching the restless patient.


With proprietary hospitals increasing in number, the most needed volunteer is not the one to do things for the patient, but to do things with him.


Report of an institute.


Prepared for mental health facilities in Illinois.

XII. VOLUNTEERS IN CASE WORK


In 1963, the Junior League of New York City sponsored a study for the Department of Public Welfare. This study report is based upon various experiments of volunteer services in public welfare.


Out of a child welfare agency experience, a board member describes the elements of a successful volunteer program and the eight volunteer job classifications which were identified as being appropriate.


Setting objectives, assessing public attitudes, public welfare boards and committees, opportunities for volunteer service, recruitment, training and supervision, recognition.


XIII. THE OLDER VOLUNTEER

HAEBERLE, AUDREY. The Elderly Volunteer: Older People Reaching Out to the Community. Paper given at the 29th annual conference of the Public Health Association of New York City in May, 1965.


250 older persons were interviewed about their interest in volunteer work. Program implications in making use of their services are discussed.


XIV. SPECIAL PROJECTS

Describes the operation of a library established and operated by public citizens who volunteered for the service.

A report of volunteer activities in a psychiatric institution. The study was made to determine whether personal services and contributions by volunteers could produce change in a group of elderly women.

In addition to serving as friends to people in trouble and as a bridge between mental patients and the community, volunteers have another role: "to make plain to the public at large the vast unmet needs in the mental health field. This manual presenting a course of study, shows how this can be achieved.


XV. PERIODICALS


American Journal of Mental Deficiency. The American Association of Mental Deficiency, P.O. Box 96, Williamantic, Conn. 06226. Bi-monthly.


Journal of Reading. International Reading Association, University of Delaware, P.O. Box 695, Newark, Del. 19711. 8/year.


Sociology and Social Research. University of Southern California Press, 3518 University Avenue, Los Angeles, Calif. 90007. Quarterly.

XVI. AUTHOR INDEX

Adams, Ethel Miller, 7.
Adult Education Association, 9.
American Cancer Society, 11.
American Hospital Association, 14, 18.
American National Red Cross, 7.
American Psychiatric Association, 3, 18.
Anderson, B., 17.
Anderson, Virginia, 10.
Arsenian, Seth, 7.
Association of Junior Leagues of America, 7.
Auerbach, Arnold J., 7.
Azarov, A., 21.

Babchuk, Nicholas, 3, 15.
Balfanz, Mrs. Charles, 14.
Barber, Bernard, 7.
Barclay, D., 7, 19.
Bass, A. N., 16.
Becker, Dorothy G., 9.
Berkman, Sara Lee, 21.
Binswanger, Robert B., 7.
Blackburn, Robert, 16.
Blum, H. L., 9.
Blumberg, Arthur, 7.
Blumenthal, Louis, 3.
Bouterse, A. David, 5.
Brager, George, 15.
Brown, W. L., 9.
Burke, L. S., 19.
Burkhardt, A. S., 16.
Burns, Eveline M., 11.

California Dept. of Social Welfare, 3.
Camp Fire Girls, 15.
Cannon, Madolin E., 3.
Carris, Eleanor, 5.
Cavender, C., 9.
Church, David M., 4.
Cleary, C. B., 8.
Cohen, Albert K., 15.
Cohen, Nathan E., 1, 11.

Coigney, Virginia Travers, 11.
Collins, Marjorie, 20.
Committee of Correspondence, 8.
Community Council of Greater New York, 14.
Connecticut Dept. of Mental Health, 19.

Demorest, Charlotte K., 11.
Denham, William H., 6.
Dotson, Floyd, 15.
Durham, Dorothy, 20.
Dye, M., 19.

Edgett, B. M., 11.
Eliasoph, Eugene, 19.
Elliott, Grace Loucks, 12.

Family Service Association of America, 20.
Fontaine, A., 16.

Girl Scouts of the U.S.A., 8.
Glasser, Melvin A., 1.
Glover, Elizabeth E., 14.
Goldhamer, Herbert, 8.
Gordon, C. Wayne, 3, 15.
Gouldner, Alvin W., 4.
de Grazia, Alfred, 1.

Haeberle, Audrey, 21.
Hall, C. W., 1.
Hartford, Robert J., 4.
Health and Welfare Council of the National Capital Area, 9.
Hickey, Margaret, 1, 18, 19.
Hilkert, Robert N., 1.
Hixon, Harold H., 19.
Hodges, Harold M., 15.
Holsey, Evelyn, 4.
Houle, Cyril D., 4.
Hudson, Edith Lawton, 21.

Jamer, T. Margaret, 17.
Janowitz, Gayle, 17.
Johnston, Guion Griffis, 2.

Kearney, P. W., 19.
Kendrew, Mary K., 4.
Kilborne, Elizabeth B., 13.
Kirk, R., 17.
Klein, Norma, 21.
Kramer, Ralph M., 10.
Kugler, I., 17.

Langsfeld, Mrs. Morton A., Jr., 20.
Larkin, Kathleen Ormsby, 8.
Lebaux, Charles N., 3.
Lees, H., 21.
Leshan, E. J., 8.
Levinson, Perry, 15.
Louchheim, K., 8.

McClary, Howard C., 20.
Macfarlane, R., 12.
Margolis, Ellen, 21.
Massey, Ruth, 3.
Mathner, I., 8.
Menkin, Paula, 12.
Mills, C. Wright, 5.
Moe, Edward, 2.
Monroe, Donald, 12.
Monroe, Keith, 12.
Morris, Mary, 2.

Nackman, Nathan, 4.
National Association for Mental Health, 19.
National Conference on Social Welfare, 10.
National Federation of Settlements and Neighborhood Centers, 5, 18.
National School Volunteer Program, 17.
National Social Welfare Assembly, 10.
Naylor, Harriet H., 10, 12.
Neisser, E. G., 8.
Newton, E. S., 12.

Oliphant, Cathryn, 12.
Overmann, Mrs. H. A., 2.

Perlmutter, Felice, 20.
Pernell, Ruby B., 10.
Phelan, Joseph F., Jr., 10, 20.
Piven, Frances, 15.

Plotnich, M., 8.
Polansky, Norman A., 16.

Punke, H. H., 2.

Queen, Betty Chandler, 12.
Rabinovitz, Patricia, 5.
Reed, D., 19.
Reisman, Frank, 16.
Rezak, Nicholas, 5.
Richards, Catherine V., 8, 16.
Richmond, Mary E., 10.
Ridfield, Phyllis, 2.
Rosenblatt, Aaron, 21.
Routzahn, Mary Swain, 5.
Royle, Ephraim H., 19.
Rush, R. R., 2.

Saltzman, Mrs. James, 8.
Salvation Army, The, 5.
Schiller, Jerry, 15.
Schmidt, William D., 10.
Senor, James M., 10.
Sharp, Agnes Arminda, 19.
Sherwood, Ruth R., 10.
Shoemaker, Louise Proehl, 16.
Sills, David L., 2.
Smith, David Morton, 2.
Solomon, Ben., 12.
Sorenson, Roy, 12.
Starr, P., 8.
Stein, Herman, 11.
Steinberg, J., 17.
Stengel, A. K., 11.
Stretch, B. B., 17.

Taylor, Frederick B., 2.
Thompson, Ralph B., 15.
Thurz, Daniel, 18.
Toffler, A., 9.
Trecker, Audrey R., 21.
Trecker, Harleigh B., 5, 21.

United Community Funds and Councils of America, 5, 13, 14.
United Community Services Volunteer Bureau of Omaha, 13.
United Hospital Fund of New York, 5.