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An exploratory study of the factors related to the planning of volunteer programs in correctional agencies in Windsor.

Robert. Gardner
University of Windsor

UNIVERSITY OF WINDSOR

The School of Social Work

AN EXPLORATORY STUDY OF THE FACTORS RELATED TO THE PLANNING OF VOLUNTEER PROGRAMS IN CORRECTIONAL AGENCIES IN WINDSOR

by

Robert Gardner, B.A., B.S.W.

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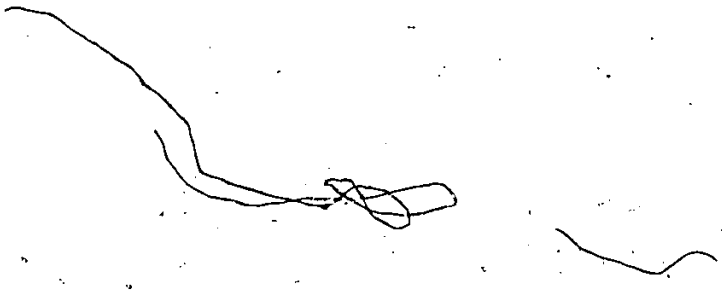
RESEARCH COMMITTEE

Professor F. C. Hansen, Chairman

Professor B. J. Kroeker, Member

Professor C. Levy, Member

TABLE OF CONTENTS



LIST OF TABLES

ABSTRACT

The purpose of this research project was to gain an understanding of the factors related to the planning of volunteer programs in correctional agencies. It was thought that an increased awareness of not only various components of volunteer programs but also the decision-making process by administrators with respect to volunteer utilization might be advantageous to other administrators giving consideration to expanding present volunteer programs or developing new volunteer programs.

An extensive survey of the literature was conducted to gain support of a basic assumption germane to this project, that volunteers were valuable to correctional agencies. Additionally, the literature survey examined the attitudes of administrators towards the use of volunteers in corrections.

The research population was comprised primarily of the administrative chief of correctional programs, agencies, residences and institutions in Windsor and Essex County. The research population totaled eighteen respondents. Data was collected by use of a structured interview schedule.

The data collected focussed on the following questions:

a) To what extent were volunteers used?

b) In what capacities were volunteers used?

c) What were the attitudes of administrative personnel towards the use of volunteers?

d) What factors were involved in the administrative decision to use volunteers?

Among the major findings were: a) the majority (thirteen) of the eighteen agencies maintained volunteer programs; b) the volunteer's role was considered to be a combination of social and recreational functions with major emphasis on the social role; c) considerable planning was involved in the development and implementation of volunteer programs. The most important planning factors given consideration by administrators were: 1) goals of the agency, 2) nature of the client group served by the agency, and 3) staff complement; and d) generally, respondents indicated positive attitudes towards volunteers in corrections. Moreover, there was a tendency among respondents whose agencies were maintaining volunteer programs to be more positive towards volunteers than respondents whose agencies did not maintain volunteer programs.

The implications of the findings were discussed.

ACKNOWLEDGEMENTS

The writer wishes to express his gratitude to the members of the Research Committee, Professor Forrest C. Hansen and Professor B. J. Kroeker of the School of Social Work and Professor C. Levy of the Faculty of Law, for their continued support and guidance.

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The author wishes to acknowledge the cooperation gained from the staff of corrections-related agencies in Windsor without whose valuable assistance this research project would not have been possible.

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CHAPTER I

INTRODUCTION

While volunteers are not the panacea of corrections, they are, however, a prominent new source of manpower. Nevertheless, the researcher has concluded that from both personal experiences[1] on an Advisory Council of a Volunteer Probation program and from an extensive survey of the literature on volunteers, that administrators and correctional staff perceive volunteers along a continuum from an extreme of enthusiasm through ambivalence to skepticism and open rejection.

However, many correctional agencies, institutions, organizations and programs use volunteers to a greater or lesser extent. Undoubtedly, the most vocal of the correctional agencies in North America to develop extensive volunteer programs has been Probation Services. Thus, the documentation of the diverse use of volunteers has been restricted, mainly to Probation Services. Equally unfortunate is the fact that the availability of Canadian material on volunteers in corrections is

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[1] As a member of an Advisory Council with Volunteer Probation Services in Kingston, Ontario, the researcher was involved in both policy formulation and the training of volunteers.

further limited; "it is impossible not to notice the lack of information in Canada about volunteer programs."[2]

Yet, with the volunteer movement of the past decade there is increasing documentation of evidence to justify the value of volunteers to corrections. Nevertheless, from a cursory glance, the use of volunteers in corrections appears to be at times random and irregular, with only a minimal understanding of the factors involved in the decision-making process to use volunteers.[3]

Due to the obvious importance of volunteers to corrections and the minimal attention previously devoted to volunteers in corrections, the researcher felt the necessity to initially explore the extent of the use of volunteers in corrections.

Additionally, the research project will permit further exploration of the factors that influenced the administrative decision whether or not to use volunteers in a correctional setting. The researcher contends that the decision-making process may be complex based on not only certain characteristics of the correctional setting

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[2]Jerry Kiessling and Klaas Meyer, The Ottawa Juvenile Court Volunteer Program (Ottawa, Canada: The Queen's Printer, 1972), p. 18.

[3]Scheier, Schwartz and others maintain that volunteer programs developed from a manpower shortage and further opportunities to augment existing services in corrections. The researcher contends that other factors may have played an integral part in the decision to use volunteers.

and the clientele, but also administrative attitudes towards the use of volunteers.

An increased awareness of the factors involved in the decision-making process by administrators with respect to volunteer utilization, might be advantageous to other administrators giving consideration to developing volunteer programs.

Similarly, the researcher concurs with a concluding comment made by Kiessling and Meyer:

> There is a paramount need, therefore, for a Canadian Information Centre of Volunteers in Corrections. Such a Centre could provide not only information and consultative services for individual programs, but might also take a more active and directive role in coordinating provincial or national policies.[4]

This research project might contribute to the growing knowledge of the diverse uses of volunteers in corrections being assembled by the Information Centre for Volunteers in Criminal Justice.[5]

Finally, since the research project will be confined to the correctional settings in Windsor and the immediate area, present volunteer programs will be examined and would therefore assist in correctional

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[4] Kiessling and Meyer, The Ottawa Juvenile Court Volunteer Program, p. 18.

[5] In a letter of January 31, 1975 to Prof. B. J. Kroeker, Réal Jubinville, Associate Executive Director of the Canadian Criminology and Corrections Association, indicated that such an information centre was being established.

planning for this city.

The literature was explored to examine evidence to support the basic assumption that volunteers are valuable to corrections.

An interview schedule was designed to collect data from administrators on various aspects of correctional agencies in Windsor. It was anticipated that many of the agencies would have volunteer programs. However, agencies that did not have volunteer programs were included in the research population. It was possible that certain characteristics of agencies might predispose administrators to develop volunteer programs. Thus, two sub-populations, agencies using volunteers and agencies not using volunteers, might provide insight into the relationship between these characteristics and the subsequent decision to use volunteers.

The survey of the literature is developed in Chapter II. The research focus, data collection procedures and limitations of the study are discussed at length in Chapter III, Research Design and Methodology. Chapter IV is devoted to the analysis of data and discussion of the findings while Chapter V presents Summary, Conclusions, Implications and Recommendations.

CHAPTER II

REVIEW OF THE LITERATURE

The review of the literature is primarily devoted to an examination of the relevant literature on volunteers in corrections in order to substantiate the basic assumption that volunteers are valuable to corrections. The literature is presented from three perspectives:

1) the importance of volunteers to the rehabilitative process
2) the importance of volunteers as they relate to the community
3) the importance of volunteers in terms of costs to corrections.

Additionally, a brief historical perspective of the role volunteers have played in corrections is developed.

Finally, since the primary focus of this research project is concerned with the planning aspects of volunteer programs in corrections, literature that reflects the attitudes of administrators towards the use of volunteers in corrections is explored. The attitudes of administrators towards the use of volunteers might ultimately influence the agency decision whether to

implement, expand or terminate a volunteer program.

History of Volunteers in Corrections

Volunteers in corrections have had an impressive background. While the recent volunteer movement of the past decade in corrections continues to gain strength, volunteers are not a recent phenomenon to corrections. In fact many of the early correctional personnel were volunteers.

The oldest voluntary correctional agency, the Pennsylvania Prison Society, established in 1787, is "generally credited with initiating organized citizen participation with inmates and ex-inmates in correctional institutions."[6]

The use of volunteers in probation services appears to have come full circle. John Augustus,[7] in 1841, as a spectator in the Boston Police Court, asked the presiding judge to permit him to act as a sponsor for a convicted offender about to be imprisoned. By the judge's decision, John Augustus became the first probation officer in North America, and since he was a volunteer, the first volunteer probation officer.

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[6]Elmer Hubert Johnson, Crime, Corrections and Society (Homewood, Illinois: The Dorsey Press, 1974), p. 564.

[7]Ibid., p. 541.

Following this initial attempt at volunteerism, Augustus, during a period of eighteen subsequent years, "worked with approximately 2,000 misdemeanants, such as alcoholics, petty thieves and prostitutes."[8]

The philosophy underlying volunteerism in North America:

> ...had its roots in the early rural, family-centred society and the Judeo-Christian ethic which placed responsibility upon the individual for shaping his environment and serving his fellow man. During the middle decades of the 19th Century, volunteerism permeated all areas of society including public welfare, mental health and corrections.[9]

As society became interested in the causes and prevention of crime, coupled with the "development in social sciences of theory, training and professional practice,"[10] volunteers became relegated to boards, councils and fund-raising activities, leaving the direct service functions to professional correctional personnel. As correctional agencies developed and more correctional personnel were employed, volunteers continued to be excluded from correctional agency programs or were made.

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[8]Kiessling and Meyer, The Ottawa Juvenile Court Volunteer Program, p. 1.

[9]Ibid.

[10]Jewel Goddard and Gerald D. Jacobson, "Volunteer Services in Juvenile Court," Crime and Delinquency 13(2) (April 1967):337.

"an appendage to them and excluded from the mainstream of agency activities."[11]

However, correctional agencies were still considered to be understaffed and correctional personnel underpaid and overworked. As such, they were thought to be "unintentionally undermining the rehabilitative efforts of courts and correctional agencies."[12] Volunteers, once again, became considered not as the panacea to corrections but at least a new source of manpower to augment existing services and provide more adequate services to the offender. The most noticeable of the correctional agencies to use volunteers has been probation services.[13] In 1960, the use of volunteers in probation was reintroduced. Judge Keith J. Leenhouts of the Municipal and District Court of Royal Oak, Michigan developed a volunteer program starting with eight interested citizens.[14]

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[11] Ibid., p. 339.

[12] Ivan Scheier and Leroy Goter, Volunteers in Court: A Manual. (Published by U.S. Department of Health, Education and Welfare, Social and Rehabilitation Service, Youth Development and Delinquency Administration, 1971), p. 1.

[13] Probation services in North America have had the most publicity and have been the most vocal of the correctional agencies using volunteers. This, however, does not mean that volunteers have not been used to a greater or lesser extent in other correctional agencies, institutions or programs.

[14] Keith J. Leenhouts, "Royal Oak's Experience with Professionals and Volunteers in Probation," Federal Probation 33(4) (December 1970):45.

In quick succession, the Denver County Misdemeanant Court and the Juvenile Court in Boulder, Colorado developed volunteer programs. "These three courts have been generally credited with the revitalization of volunteer movement."[15]

Nevertheless, even after these initial attempts to develop volunteer programs in order to provide more comprehensive services to offenders, there was still considerable resistance to using volunteers. However, by 1967 the volunteer movement in probation was becoming recognized and by 1970 there were approximately 50,000 citizens[16] in the United States alone acting as volunteers in probation. The volunteer movement continued to gain impetus throughout many correctional agencies, institutions and programs. By 1971, there were between "150,000-200,000 volunteer citizens involved in 2,000 courts and institutions in the United States."[17]

In Canada, the volunteer movement received its direction and impetus from its American counterpart. One

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[15]Kiessling and Meyer, The Ottawa Juvenile Court Volunteer Program, p. 1.

[16]Ivan H. Scheier, "The Professional and the Volunteer in Probation: An Emerging Relationship," Federal Probation 34(6) (June 1970):13.

[17]Kiessling and Meyer, The Ottawa Juvenile Court Volunteer Program, p. 2.

of the earliest projects[18] involving the extensive use of volunteers working in direct service capacities with offenders was begun in 1966 in Toronto by Mr. Robert Fox, Supervising Probation Officer.

In summary, it is interesting to note that the volunteer movement in corrections during the past decade began "not with the clear understanding of the importance of involving the community in the correctional process but rather from a lack of correctional personnel."[19]

Consequently, what originated as a "stopgap measure now has grown to a movement which can be justified on its own terms"[20] as will be evident from the remainder of this chapter.

Value of Volunteers to Corrections

While a survey of the existing literature on the use of volunteers in corrections is limited, the researcher contends that there is substantial evidence to support the importance of volunteers to corrections. The totality of the evidence to support the validation of this basic assumption, that volunteers are important to corrections,

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[18] Ibid.

[19] Ibid., p. 1.

[20] Ibid.

is presented from three perspectives:

1) the importance of volunteers to the rehabilitative process
2) the importance of volunteers as they relate to the community
3) the importance of volunteers in terms of costs to corrections.

Importance of Volunteers to the Rehabilitative Process

The volunteer movement initially evolved from the apparent lack of adequately trained personnel in corrections. Volunteers were initially used to augment existing services to the offender. However, volunteers, whether they are involved in providing recreational opportunities for offenders or acting as volunteer probation officers, have the opportunity to enhance the rehabilitation process without posing serious threats to the expenditure of correctional personnel's time and money.

It is the contention of this researcher that volunteers, when appropriately selected, trained and supervised, are able to positively influence the offender and thereby enhance the rehabilitative process. While evaluative research of this nature is quite limited, evidence will be presented to support the view that volunteers are able to influence the rehabilitative process. Four main areas will be explored in support

of the foregoing:

a) service offered by the volunteer

b) volunteer's influence on the offender

c) recidivism rates when offenders matched with volunteers

d) reliability of the volunteer.

Service offered by volunteer

Volunteers engaged in offering direct service to offenders have the potential for "individualizing the client"[21] and providing an "amplification of services."[22] Traditionally, there has been a shortage of professional manpower in corrections. Similarly, caseloads in corrections have frequently been overwhelming, if not limiting the service being offered, certainly restricting the frequency of contact with the offender. The staffing inadequacies to some extent might eventually be overcome by the acquisition of additional correctional personnel. However, it is unlikely that there will be sufficient correctional manpower to adequately meet the needs of the offender due to budgetary restrictions.

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[21] Goddard and Jacobson, "Volunteer Services in a Juvenile Court," p. 339.

[22] Scheier, "The Professional and the Volunteer in Probation," p. 66.

Routh argues that volunteers are necessary to enhance the services offered:

> Innumerable people have unmet needs which cannot be met by existing agencies because these agencies are unable to hire the staff necessary to conduct vastly extended outreach programs. It becomes necessary, then, to arrive at some solution to this problem. The answer seems to lie in the more intelligent use of carefully selected and well-trained volunteers.[23]

Opportunities for increased contact between the volunteer and the offender is exemplified through probation services. Volunteers in probation offer a unique and innovative contribution to corrections as a result of their "intensity and level of interaction."[24] In most settings, volunteers are matched with probationers in a one-to-one relationship. Whereas the professional probation officer may have been limited to one hour a month with a probationer, the volunteer would be able to spend several hours with the probationer during the same period of time. For example, the Ottawa Juvenile Court Probation Program,[25] in its assessment of the program, observed that volunteers "saw their clients approximately three to four

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[23]Thomas A. Routh, The Volunteer and Community Agencies (Springfield, Illinois: Charles C. Thomas, 1972), p. 3.

[24]Mounsey, "Resistance to the Use of Volunteers in a Probation Setting," p. 53.

[25]Involved in the study between May 11, 1970 and March 31, 1972 were 47 volunteers matched with 55 probationers and 15 probation officers handling 59 probationers.

times as often as probation officers."[26]

Further examination of this project reveals that volunteers had "four times as many collateral contacts"[27] with their clients as did probation officers.

Thus, the fact that volunteers have more collateral contact on behalf of their clients tends to reinforce the level of intensity volunteers gave in their involvement with the probationers.

The volunteer, since he might become one of the most significant adults in the probationer's environment, could assume an advocacy role on behalf of the probationer. This might include assisting the probationer in obtaining employment or interceding with a teacher concerning a major disagreement in class.

Not only are volunteers able to have more frequent contact with their clients, but also volunteers are able to spend more time with their clients. From the assessment of the Ottawa Juvenile Court Volunteer Program, it was ascertained that volunteers were able "to spend over eight times as much time"[28] with their clients as were the professional probation officers.

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[26] Kiessling and Meyer, The Ottawa Juvenile Court Volunteer Program, p. 16.

[27] Ibid.

[28] Ibid.

Similarly, Mounsey found in a study of volunteers and probation officers under his jurisdiction, that "many well-qualified volunteers were able to spend from four to eight hours per week in activities with probationers."[29]

Volunteer's influence on the offender

The researcher contends that volunteers have a unique opportunity to have a positive influence on the offender. Evidence to support this premise would assist in demonstrating the importance of volunteers to the rehabilitative process. However, the view that volunteers can affect positive attitudinal changes with offenders has been documented more through practical examples in the literature than from actual research. Thus, the strength of this evidence is somewhat limited.

The volunteer first of all is a friend who is sincerely interested in the plans, problems and needs of the offender. The volunteer has an actual advantage in the relationship with the offender. While the professional correctional officer has a strong authoritative aspect to his role and might be associated with the court, authority and, in the case of a probation officer, the potential of re-arrest, the volunteer directly has none

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[29]Mounsey, "Resistance to the Use of Volunteers in a Probation Setting," p. 53.

of these associations. The volunteer is a concerned citizen who is prepared to invest a considerable amount of time and energy in the relationship with the offender. The offender is probably aware that the volunteer enters the relationship without the incentive of a salary unlike the professional. Consequently, the volunteer in his relationship with the offender has the potential to promote beneficial attitudinal changes in the offender. In one study,[30] noticeable differences in attitudes were found between offenders placed on probation to volunteers and offenders placed on probation to probation officers. Probationers assigned to volunteers were found to be "less hostile and anti-social during probation"[31] while probationers not assigned to volunteers but remaining on regular caseloads became more hostile during the probationary period. The results of this research, although certainly not conclusive, tend to reinforce the importance of volunteers to probation in that the levels of hostility and beligerance in this particular study were reduced.

One final point with respect to the volunteer's influence. Generally, volunteers have increased

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[30]Joe Alex Morris, First Offender: A Volunteer Program for Youth in Trouble with the Law (New York: Funk & Wagnalls, 1970), p. 196.

[31]Ibid.

opportunities for collateral contacts with the offender's family, school and significant others. Nevertheless, Mounsey indicates with respect to juvenile offenders that the volunteer has been "actively discouraged from working with the family [of the offender]."[32] Yet, in a recent study by Gandy, et al.,[33] in a Canadian juvenile probation setting, it was ascertained that most parents perceived "volunteer probation officers as warm, friendly persons who demonstrated an interest in their children who were on probation."[34] While certainly not conclusive, this research does indicate that volunteers in this study had influence on the parents of probationers to the extent that the parents viewed volunteers in a positive fashion. However, the volunteer's role with the family lacks the clarity that the role the volunteer has with the probationer.

Gandy, et al., maintain that the volunteer's role with parents did not follow specific general rules outlining the parameters of the relationship. Consequently, they

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[32]Mounsey, "Resistance to the Use of Volunteers in a Probation Setting," p. 54.

[33]Gandy, et al., "Parent's Perceptions of the Effect of Volunteer Probation Officers on Juvenile Probationers," Canadian Journal of Criminology and Corrections 17(1) (January 1975):4-17.

[34]Ibid., p. 14.

concluded that:

> An obvious implication of our findings is the need for greater emphasis on family dynamics in the orientation and in-service training programs for volunteers. The material on family dynamics should include information and case material on the reality factors that determine the "life style" of low income families in an affluent society such as ours.[35]

Recidivism rates when offenders matched with volunteers

When consideration is given to assessing any correctional program, one variable, that of recidivism, is important. Whether the finding of a reduced recidivism rate is considered a significant criteria of success, "it still does provide one basic factor among many in the determination of the effectiveness of volunteers."[36] Thus, examination of the recidivism rate of offenders involved with volunteers in various correctional settings would contribute toward an understanding of the effectiveness of using volunteers.

For example, in a volunteer probation program[37] in Royal Oak, Michigan, only a seven percent recidivism

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[35] Ibid., p. 15.

[36] Kiessling and Meyer, The Ottawa Juvenile Court Program, p. 9.

[37] Leenhouts, "Royal Oak's Experience with Professionals and Volunteers in Probation," p. 45.

rate was ascertained with juveniles who had been placed on probation to volunteers. This recidivism rate was established from the average recidivism rate yearly, taken over a nine-year period. For the purpose of this study, recidivism was defined as those probationers who "were found guilty of a subsequent crime or left the state without permission while under supervision."[38]

Generally speaking a probation program with a recidivism rate of twenty-five percent is evidence of an effective program. However, the Michigan research project did not make use of a control group for comparison purposes. Similarly, there was no indication of the matching process for volunteers and probationers. For example, in some probation settings there has been a tendency for volunteers to be assigned clients with whom there is some degree of expectation for rehabilitation and therefore one might expect a lower recidivism rate.

In a Canadian study,[39] there was no indication of significant differences between probationers on probation to either professional probation officers or volunteers with respect to committing a subsequent offense. Thus,

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[38]Keith J. Leenhouts, "The Volunteer's Role in Municipal Court Probation," Crime and Delinquency 11(1) (January 1964):33.

[39]Kiessling and Meyer, The Ottawa Juvenile Court Volunteer Program, p. 17.

in this study, the use of volunteers did not reduce recidivism rates.

The success of any program would be to do what the program intends it to do. The effects of using volunteers in other situations has also been documented. In Longmont, Colorado volunteer probation officers undertook "academic tutoring"[40] as part of their responsibilities in the relationship with juvenile offenders. Two groups were established for examination for a period of one year. One group was composed of probationers matched with volunteers who provided several hours of tutoring per week throughout the academic year. The second group was composed of probationers matched with volunteers who did not provide tutoring. Over a school semester, "the non-tutored probationers' grade point average went from 1.35 to 1.31, no significant change. During the same period the volunteer-tutored probationers' grade point average advanced from 1.20 to 1.44."[41]

Reliability of the Volunteer

One of the major criticisms frequently directed

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[40]George P. Taylor, et al., "Volunteer Tutors in Court Probation Programs," Volunteers in Court: Collected Papers. (U.S. Department of Health, Education and Welfare, Social and Rehabilitation Service, Youth Development and Delinquency Prevention Administration, 1970), p. 114.

[41]Ibid., p. 118.

towards volunteers has been their unreliability and resulting premature withdrawal of their services to correctional programs. A tendency for volunteers to be unreliable would have detrimental repercussions in the relationship between the offender and the volunteer and would certainly influence an administrator's decision to use volunteers. While research in the area of volunteer reliability is not conclusive, there is some evidence that appears to optimistically support the notion that volunteers are reliable. In the Royal Oak, Michigan[42] project, except for volunteers who moved away from the area, the turnover rate for volunteers was encouragingly low. Similarly, in a study of a volunteer probation service in Boulder, Colorado,[43] there was a definite tendency for volunteers to be reliable and committed with eight percent of the volunteers returning the next year. Additionally, the greatest dropout period was found to be between three and six months.

However, there are less impressive figures. In studies reported in Volunteers in Court: A Manual,[44]

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[42]Leenhouts, "Royal Oak's Experience with Professionals and Volunteers in Probation," pp. 45-51.

[43]Scheier, "The Professional and the Volunteer in Probation," pp. 12-18.

[44]Scheier and Goter, Volunteers in Court: A Manual, p. 145.

involving 118 Cook County Chicago Child Welfare Volunteers, 183 Boulder, Colorado non-college probation volunteers and 16 Lincoln, Nebraska college probation volunteers, the average length of service was from eight to ten months with an accompanying turnover rate of 40 to 60 percent yearly.

Substantial increases in termination of service by volunteers would definitely affect the viability of the volunteer program.

> ...Where turnover rate rises to 60-70 percent, and where average length of service drops to 3 or 4 months, the court is obviously in trouble. One can scarcely get a volunteer oriented in this time. Moreover, significant changes in a probationer usually require far more than a few months of a volunteer's time.[45]

Volunteers become discouraged and terminate service for a variety of reasons. However, when volunteers have been considered unsatisfactory, then the decision to terminate the services of the volunteer rests with the coordinator or administrator. Extensive turnover might reflect the inadequacies in the screening process and at the same time be another reflection on the reliability of a volunteer.

Scheier and Goter maintain that terminating the services of a volunteer is rare:

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[45] Ibid., p. 151.

> Of some 600 volunteers who have worked in Boulder County Juvenile Court over the past 7 years, it has been necessary to fire only about a dozen. A similar number have resigned due to criticism and discouragement by staff; always for reasons varying between serious and decisive (for example, the volunteer was himself flirting with law violation).[46]

Importance of Volunteers to the Community

While the major goal of most correctional programs would be directed towards the rehabilitation of the offender, secondary goals might also exist. The facilitation of community understanding and involvement with corrections might be an explicit or implicit secondary goal. Traditionally, the community has been made aware of statistical data relating to corrections from the media and by public relations personnel employed by correctional agencies.

However, the researcher contends that the previously mentioned secondary goal might be further attained through the use of volunteers in corrections.

Harris maintains that:

> ...corrections has failed to convince the community that it is an essential public service. It [corrections] has done very little to let the people know about the problems and its successes. But the enthusiastic volunteer who does understand these things from his experience with offenders can bring home to his friends

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[46] Ibid., p. 146.

and the community at large what corrections is and does.[47]

There has generally been a tendency for correctional personnel to be "silent, inarticulate or defensive,"[48] about the correctional process. Furthermore, "corrections has too long been isolated from the mainstream of community activity."[49] However, volunteers are residents of the community and, as such, serve as a link between the correctional process and the community. Volunteers, through their interaction with other members of their community, provide opportunities for further public understanding of corrections. Volunteers, through their involvement in correctional programs, have personal experiences with the offender and his position in the correctional process and with correctional personnel employed by correctional agencies. The awareness of the complex needs of the offender, the nature of the correctional program, and the role of the correctional worker might be interpreted by the volunteer to the community. Thus, the volunteer might assist in

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[47]Louis Harris and Associates, Volunteers Look at Corrections. Joint Commission on Correctional Manpower and Training (Washington, D.C., 1969), p. 28.

[48]Mounsey, "Resistance to the Use of Volunteers in a Probation Setting," p. 54.

[49]Harris, Volunteers Look at Corrections, p. 28.

"breaking down the barriers which exist between corrections and the community."[50] Similarly, a more extensive appreciation and understanding of the offender's needs by the community would assist in reducing the "biases and prejudices" against the offender.[51]

Harris maintains that:

> ...it is not enough simply to increase public understanding of corrections through programs of public education. Rather, intimate personal experience with the offender has the capacity to make the volunteer an important participant in correctional work and a supporter of correctional effort.[52]

A more profound understanding of the offender and the correctional process by the community has immense value. The goal of any correctional program is directed toward the successful reintegration of the offender into society. Consequently, community understanding and support of corrections might facilitate the transition of the offender from the correctional process to community life. The Report of the Canadian Committee on Corrections of 1969 reiterates this contention that increased "participation of the public is a requisite to success in the

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[50]Mounsey, "Resistance to the Use of Volunteers in a Probation Setting," p. 54.

[51]Ibid.

[52]Harris, Volunteers Look at Corrections, p. 28.

rehabilitative process."[53]

Gorlich maintains that similarly volunteers have been found beneficial in institutions as a link with the community:

> A volunteer familiar with an institution's programs and problems can be a more effective spokesman for the institution than anyone on the paid staff, for he is less suspected of self-interest.[54]

In Bucks County, Pennsylvania, volunteers are an integral part of the total correctional and rehabilitation program for the entire county. Case and Henderson, from their observations of this encompassing program, assert that participation of volunteers is essential:

> We believe that citizen involvement in the correctional process is necessary for short-term treatment needs, public understanding of the crime problem and for an objective viewpoint about penal reform.[55]

One further residual aspect of a volunteer program within the correctional process is that the program provides a community avenue for volunteers to enter the

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[53]Roger Ouimet, et al., Report of the Canadian Committee on Corrections (Ottawa, Canada: The Queen's Printer, 1969), p. 31.

[54]Elizabeth H. Gorlich, Volunteers in Institutions for Delinquent Children 14(1) (July-August 1967):148.

[55]John D. Case and James F. Henderson, "Correctional Volunteers in Bucks County," American Journal of Corrections 35(1) (January-February 1973):45.

professional employment fields of corrections. In a profession that has been traditionally plagued by manpower shortages, opportunities for additional sources of manpower would be important to corrections. Thus, a volunteer program might become a training ground and a selection agent for those volunteers who might eventually seek a career in corrections. For example, a study[56] in Boulder, Colorado ascertained that a number of volunteer probation officers through further training, eventually became employed as professional probation officers or sought employment in closely related fields.

Similarly, several volunteer probation officers in the Volunteer Probation project in Kingston, Ontario were law students at Queen's University. While the students had various motivational incentives for becoming involved in the program, additionally they perceived the project as an opportunity to become familiarized with various aspects of corrections with the knowledge that they eventually would be representing offenders in court. As volunteer probation officers, they would not only become acquainted with the life-style of the offender but also various community resources. This increased sensitivity to the offender might assist in later representation of a potential offender in court.

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[56]Scheier, "The Professional and the Volunteer in Probation," p. 67.

The Importance of Volunteers in Terms of Costs to Corrections

One final area supporting the premise that volunteers are important to corrections concerns the costs inherent in implementing and maintaining a volunteer program and the concomitant savings to the community.

Volunteers are able to provide a wider range and diversification of service to clients in corrections. Nevertheless, the accompanying cost of this increased delivery of service is minimal; certainly not as expensive as offering equivalent service with increased use of professional staff. For example, the total volunteer program initiated by the Boulder, Colorado Juvenile Court in 1966 had two hundred volunteers offering service in thirty-five different job categories for the year. Barker, et al., maintained at that time that "conservatively, the dollar value is $40,000 in 1966 and expected to rise to $55,000 in 1967"[57] for costs of professional staff to assume the same responsibilities as volunteers.

Similarly, Leenhouts' program in Royal Oak, Michigan was able to provide increased services with

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[57] Gordon Barker, et al., A Volunteer Probation Manual. Volunteers in Court: Collected Papers (Washington, D.C.: U.S. Department of Health, Education and Welfare, Social and Rehabilitative Service, Youth Development and Delinquency Prevention Administration, 1970), p. 74.

minimal increase in costs to the total budget of the probation service:

> At present [1964] the annual budget for our entire operation is $13,000 which provides about 12,000 hours of counseling a year. We estimate if purchased at the going rate, these hours would cost about $100,000 (the psychiatric services alone would come to over $25,000).[58]

While volunteers do provide a greater range of services without significant additional costs, there still exists, to some extent, the impression that volunteers "create more work than they are able to return in service."[59] This view would then imply that professional staff would be involved supervising volunteers at the possible expense of their clients and administrative duties inherent in the correctional agency. In the Ottawa Juvenile Court Volunteer Program,[60] this view has been refuted in the assessment of the program. During the period May 11, 1970 to March 31, 1972, volunteers offered 4,492 hours of service with their clients. Similarly, during the same period of time, probation officers worked a total of 490 hours supervising the volunteers. Consequently, "volunteers returned a total of 4,492 hours of work for

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[58] Leenhouts, The Volunteer's Role in Municipal Court Probation, p. 32.

[59] Mounsey, "Resistance to the Use of Volunteers in a Probation Setting," p. 51.

[60] Kiessling and Meyer, The Ottawa Juvenile Court Volunteer Program, p. 15.

490 hours of supervisor time, or a return of 9 hours for every one invested."[61]

Furthermore, the evaluation of the program confirmed that "there was no significant time cost to the professional staff in the supervision of about three volunteers each."[62]

> ...the average hours per month each control case was seen by professionals was 1.5. On the other hand, the average amount of time spent supervising one volunteer was also 1.5 hours (490 hours total divided by the 334 man-months the volunteers actually worked).[63]

Kiessling and Meyer supply an additional comment on how volunteers increase service without significant accompanying costs for the service.

> ...it has been shown by experience in the United States that for every hour of paid professional time involved in a volunteer program, volunteers provide between 20 and 25 hours of service. In economic terms it was estimated that in 1969 the volunteers in the United States contributed $10 million worth of services to the courts. This figure is a very conservative one; it reflects only the time spent in direct service to clients, and does not consider the added community resource made available to courts through these programs, the increased public awareness of the correctional

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[61] Ibid., p. 16.

[62] Ibid.

[63] Ibid.

> process, and the growing number of professional and correctional officers who have been hired directly from the ranks of volunteer workers.[64]

Attitudes Towards the Use of Volunteers

Administrators, correctional staff, volunteers and clients all have certain attitudes and expectations of volunteers and their appropriate role in corrections. The researcher would like to delineate some concepts from the literature which could affect in particular administrative attitudes toward the use of volunteers in corrections. While the attitudes of all of the foregoing might be important in the success of a volunteer program, the attitudes of correctional personnel, and in particular administrators, would ultimately influence any final decision whether to implement, expand or terminate a volunteer program.

Two concepts, motivation of volunteers and the relationship of the volunteer to the professional staff, will be explored in terms of the attitudes toward volunteers that are created by these concepts.

Motivation of Volunteers

Mounsey contends that some correctional administrators might be reluctant to use volunteers because volunteers

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[64] Ibid., p. 2.

might be thought of as being "motivated by the vicarious gratifications they get from contacts with their clients."[65] Similarly, Schwartz contends that reluctance on the part of professional staff to accept volunteers might stem from the perception that volunteers "may meet their own needs at the expense of the client."[66] In other words, the needs of clients become secondary to the needs of volunteers.

However, in a survey conducted by Louis Harris and Associates,[67] involving 541 volunteers as respondents, volunteers indicated four major reasons why they became volunteers:

1) I find the work very interesting (79 percent).
2) I feel a real need to help other people (72 percent).
3) I like being with other people (61 percent).
4) My volunteer work will help to make this a better community (57 percent).[68]

Correctional personnel who feel skeptical about the motivation of volunteers might implement a formalized

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[65]Mounsey, "Resistance to the Use of Volunteers in a Probation Setting," p. 51.

[66]Ira Schwartz, "Volunteers in Direct Service Workshop," American Correctional Association, 1969, p. 53.

[67]Louis Harris and Associates, Volunteers Look at Corrections, p. 11.

[68]Respondents were asked why they became volunteers. The most frequently mentioned reasons are indicated with some respondents answering more than once. Thus, the percentages total over 100.

and rigorous method for the screening, selection and training of potential volunteers as opposed to openly rejecting the notion of developing a volunteer program.

The selection of volunteers might optimally occur during a two-stage process;[69] although there are variations to this, such as no mandatory training component. The volunteer coordinator, administrator or agency supervisor schedules individual interviews with potential volunteers. The initial interview should provide basic information about the program, commitment required, responsibilities and obligations. Additionally, the interview would provide an opportunity for informal and confidential discussion about the prospective volunteer's motivation, interests, attitudes towards offenders and expectations of the correctional program. The interview should provide ample opportunity for the volunteer to disqualify himself at this stage. Most often it was found in the Kingston Probation project that the initial interview provided opportunity for self-reflection and early withdrawal from the project by prospective volunteers who did not feel appropriate for the project.

After an assessment of the initial contact between

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[69] The literature on volunteers suggests that a two-phase process for selection of volunteers is most reliable. The selection process is initiated by a personal interview and is completed by an obligatory training session.

coordinator and potential volunteer, a mutual decision must be reached between these two as to whether to proceed into stage two of the selection process. Thus, the second stage of the selection process could also be considered a training program. The combination of selection and training relies on the assumption that most volunteers who have progressed to the training sessions would appear to be of benefit to the program and while a minority might withdraw or be rejected during this stage, training could also occur. Naturally, the training program would depend on the nature of the job undertaken by the volunteer.

Relationship of Volunteers to Staff

Even with the impetus towards the volunteer movement of the past decade, frequent resistance from correctional personnel periodically restricts the utilization of volunteers in corrections. Initially, the resistance[70] would appear to stem from the failure of the correctional staff to understand the rationale for developing a volunteer program. For example, some probation officers appear to be threatened by the use of volunteers, even to the degree that some correctional staff might consciously fear losing their jobs to volunteers.[71]

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[70]Mounsey, "Resistance to the Use of Volunteers in a Probation Setting," p. 50.

[71]Scheier, "The Professional and the Volunteer in Probation," p. 66.

Furthermore, in probation services, to some extent, there has also been the perception by professional probation officers that when volunteers can adequately supervise a probationer with the same degree of effectiveness as the professional staff, then the probation officer might encounter role degradation.

Similarly, there has been one further area of discontent expressed by probation officers that could significantly affect their morale. Volunteers might be assigned individuals with whom there is some degree of expectation for rehabilitation. Probation officers, conversely, might find their active caseload concentrated on a select group of difficult probationers. Having to supervise this group could increase job dissatisfaction and disenchantment with probation and might contribute to the reluctance of probation services to use volunteers.

Mounsey maintains that before consideration is given to establishing a volunteer program, orientation sessions for professional probation officers are an essential step. During these orientation sessions, "stress should be laid upon the concept that volunteers are partners in the team, that they are people who can improve the quality of the total service."[72]

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[72]Mounsey, "Resistance to the Use of Volunteers in a Probation Setting," p. 53.

Schwartz maintains that even though volunteers may be able to improve the service offered by the correctional agency, the volunteer is not a replacement for the correctional staff member.

> ...on the contrary, the role of the paid professional becomes even more important because it is he who must harness this valuable resource, provide adequate training and supervision and assign responsibilities which will yield the greatest benefits.[73]

One of the ways found to make a volunteer program more receptive to correctional personnel would be to emphasize the new supervisory responsibilities of the staff. According to Mounsey, this new

> ...approach changes the role of the professional from the individual who provides direct services, to that of a consultant working in partnership with a volunteer who will seek direction and assistance in the handling of the case. This new role will give the professional some management experience, which is not readily available to the average front-line worker.[74]

Thus, while it becomes evident that resistance between staff and volunteers may develop, moderating this resistance through some of the means discussed might permit volunteers and professional staff to work

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[73]Ira Schwartz, "Volunteers and Professionals: A Team in the Correctional Process," Federal Probation 55(3) (September 1971):47.

[74]Mounsey, "Resistance to the Use of Volunteers in a Probation Setting," p. 53.

together towards the common interests of clients.

Summary

The volunteer movement of the past decade has demonstrated to administrators that volunteers can definitely augment manpower shortages in correctional agencies. However, there is growing evidence to suggest that volunteers can improve the services being offered by correctional agencies. Thus, the volunteer movement has become more than a temporary measure in an effort to more adequately meet the needs of clientele.

While some of the literature represents opinions and assumptions there was evidence to support the value of volunteers to corrections. Nevertheless, there is increasing need for more evaluative research.

CHAPTER III

RESEARCH DESIGN AND METHODOLOGY

The formulation of a research design, when conducting a scientific inquiry or research investigation, is one of the most important aspects of the study. The research design constitutes the "blueprint for the collection, measurement and analysis of data."[75] Since the nature of the design influences these steps, the clarity of the design attempts to resolve many of the major issues confronting the researcher. The nature of the design employed would vary according to three interrelated variables. First, the purpose of the research endeavour, second the type of question the research anticipates to answer, and third, the degree of accuracy entailed in the research. Another factor, the state of knowledge available on the subject further influences the above three variables.

Classification

A more profound understanding of the design employed would be ascertained by classifying research

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[75]Bernard S. Phillips, Social Research Strategy and Tactics (New York: MacMillan Company, 1966), p. 77.

designs according to purpose of the research.[76]

This particular research project was classified as exploratory. The use of volunteers in corrections was a relatively recent occurrence and, as such research in this area has been limited, relegated mainly to the use of volunteers in probation services. Similarly, there was little previous research on the factors involved in the administrative decision to use volunteers in corrections, the focus of this research project. Consequently, the state of available knowledge on the topic did not permit a more refined type of design. The major emphasis in this research project was on the discovery of ideas and insights, hence the research design was sufficiently flexible "to permit the consideration of many different aspects of a phenomenon."[77]

Kahn has elaborated on the nature of exploratory studies:

> The objective is the identification of sound questions, promising concepts and preliminary hypothesis in a field which as yet has had limited development and, therefore, is not prepared for elaborate experimental designs to test complex, abstract hypothesis.[78]

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[76]For discussion on this topic, please refer to: Claire Selltiz, et al., Research Methods in Social Relations (New York: Holt, Rinehart & Winston, 1965), pp. 50-78.

[77]Ibid., p. 51.

[78]Alfred J. Kahn, "The Design of Research," Social Work Research, ed. Norman A. Polansky (Chicago: University of Chicago Press, 1960), p. 51.

The design further permitted designation of a particular sub-type of exploratory design, namely, combined exploratory-descriptive. The decision to use this sub-type, and not a variable relation sub-type under a quantitative-descriptive design, was influenced by the limited amount of information concerning volunteers in corrections and the fact that no relevant studies could be found that explored the planning aspects of volunteer use in corrections.

The combined exploratory-descriptive sub-type was "intended to serve as a transition between quantitative-descriptive and exploratory studies"[79] and anticipated to "refine and develop concepts and hypotheses."[80]

Assumptions

In research, assumptions provide a framework without which the research project would lack direction and purpose. Ripple maintains that:

> An assumption is a proposition that is taken as given in the particular investigation. Three major types of assumptions which have different implications in relation to problem formulation are...those concerning values, those concerning variables of a general nature not particular to the specific investigation,

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[79] T. Tripodi; P. Fellin; and H. Meyer, The Assessment of Social Research (Itasca, Illinois: F. E. Peacock, 1969), p. 45.

[80] Ibid.

> and those concerning variables germane to the subject matter of the particular investigation.[81]

One major assumption, that the use of volunteers was important to corrections, has been examined in Chapter II. However, one further assumption germane to this study should be mentioned. When consideration was given by administrators to the implementation of a volunteer program in corrections, some deliberation must have occurred. The use of volunteers might have been a carefully planned, purposeful decision based on factors related to the purpose of the agency or the advantages of using volunteers. Similarly, the decision to use volunteers might have resulted from only minimal planning. Therefore, some planning must have permitted the implementation of a volunteer program. Thus, the assumption that some planning occurred, either explicit or implicit, underlies the focus of this research endeavour.

The Focus

The focus of this research project was concerned with the factors that might influence an administrative decision whether or not to use volunteers in a correctional setting.

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[81] Lillian Ripple, "Problem Identification and Formulation," Social Work Research, ed. Norman A. Polansky (Chicago: University of Chicago Press, 1960), p. 35.

While volunteers were not considered the panacea of corrections, they were viewed as an important new source of manpower. Nevertheless, from both personal experiences in a volunteer probation program and from an extensive survey of the literature, it appeared that volunteer programs in corrections have been met with acceptance, rejection, uncertainty and resistance on the part of administrators and professional staff.

As can be seen from the previous chapter, the literature on the use of volunteers in corrections is limited. Nevertheless, there was substantial evidence to support the importance of volunteers to corrections. Thus, based on this assumption, that volunteers were important to corrections, this research project was devoted to exploring the various factors that might influence an administrative decision with respect to volunteer use in a correctional setting.

It was anticipated that several questions with respect to the use of volunteers in corrections in Windsor would be answered:

1) To what extent were volunteers used in correctional agencies?
2) In what capacities were volunteers used by correctional agencies?
3) What were the attitudes of

administrative personnel towards the use of volunteers in correctional agencies?

4) What factors were involved in the administrative decision to use volunteers in correctional agencies?

The Setting

The setting for this research project was the City of Windsor. This city, with a total of 205,000 inhabitants, is situated in Southwestern Ontario on the Detroit River. Windsor is one of Canada's large industrial cities, noted for its automobile and liquor industries.

Windsor offers a diversity of services in corrections-related agencies, programs, residences and institutions. Some of these are privately controlled while others are under the jurisdiction of the Provincial and Federal Governments.

Population

The population being studied in this research project was inclusive. The respondents were the administrators or executive directors of correctional agencies, programs, residences and institutions in the City of Windsor and the immediate area. Consequently, no sampling procedures were involved. This decision to

proceed in this way was necessary as an additional measure to ensure that the data would reflect the variety of uses for volunteers in corrections. For example, an inclusive population would provide one variable, the nature of the correctional setting, to be examined in all aspects as it relates to the administrative decision to use volunteers. Sampling procedures might have excluded the opportunities to examine this variable as some agencies might not have been included in the sample. For example, the Regional Detention Centre was the only short-term adult institution in the research population. The fact that this institution accommodated offenders serving short-term sentences, usually up to three months, might have had some influence on the decision to use volunteers. Since the total population was already small in number, a sample taken from this population might have excluded this particular institution or another agency.

Some consideration was given to expanding the total population to include all correctional agencies in Essex County. However, this decision would have had little bearing on the possibility of increasing the size of the population or permit the use of sampling procedures. Most correctional agencies within the county had their basic unit located in the City of Windsor. Secondly, many of the agencies were under the jurisdiction of the

Provincial Government and, as such, most services originated from Toronto. In many cases where a correctional facility existed in the county, it was supervised by the same administrator who directed the urban correctional counterpart.

Definitions

There were several important definitions employed throughout this research project. The first was not so much a definition but a clarification of a term. For the purposes of this research project, volunteers considered were only those that were involved directly with the offender and excluded the professional volunteer, that is, the individual who was involved primarily in policy formulation and administrative duties inherent in being a member of a board of directors.

> Thus, a volunteer was defined as: a member of the community who has offered his services to the correctional agency without payment other than minimal reimbursement for out-of-pocket expenses and who has a direct relationship with the client.

Another important term relevant to this research project was correctional agency. For the purposes of

this research project, a liberal definition for correctional agency was developed.

> Correctional agency referred to: those agencies, programs, residences and institutions in the City of Windsor and the immediate area that provided alternative forms of treatment for a client, either adult or juvenile primarily in the areas of law enforcement, predisposition and post disposition stages (See Appendix C for a complete list of agencies involved in the research project).

Data Collection Procedures

Data collection methods involved the use of an interview schedule. This data collection instrument was considered more favourable than a questionnaire. The interview provided flexibility. The use of volunteers was a relatively recent phenomena and therefore considerable ambiguity and vagueness surrounded some of the terms and concepts inherent in the use of volunteers. With an interview, there was the possibility of repeating or rephrasing a question in order to clarify the meaning or intent of a particular response. This flexibility appeared to make the interview a far superior technique for the exploration of relatively new areas.

The use of the interview was employed to enhance reliability. The researcher had the opportunity to follow up contradictory or ambiguous statements and even "directly challenge the subject's report in order to see how consistent his answers [would] be."[82] The researcher had the discretion to use non-directive probes such as "Won't you tell me more?". However, the questions in the interview were standardized throughout each interview to ensure the comparability of the responses. Consequently, while the researcher probed certain responses, he did not have the freedom to raise new questions.

As a data collection instrument, the researcher was aware of the respondents expressing incomplete or vague responses. Consequently, it was necessary to "understand fully the over-all objective of each question; the precise thing it [was] trying to measure."[83] In more extensive research projects involving the use of an interview schedule, several interviewers have been used. This would create another possible bias in the research project, namely, the differences in styles and sensitivity among interviewers. However, in this research project, all interviews were conducted by one person, thereby

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[82]Claire Selltiz, et al., Research Methods in Social Relations, p. 242.

[83]Ibid.

eliminating the above bias.

The interviews were relatively structured, developed around a core of structured questions through which the interviewer wanted to explore in further depth by probing for underlying factors or relationships which might have been too complex or elusive to encompass in more straight-forward questions. Some of the questions were open-ended. Research conducted on a relatively new area, volunteers in corrections, necessitated open-ended questions when the responses to some questions "cannot be anticipated in advance."[84] Similarly, open-ended questions permitted flexibility and provided opportunities for the researcher to further clarify or probe statements.

The respondents interviewed were the administrators or directors of correctional agencies in the City of Windsor and the immediate area. The list of agencies included all those that would be accommodated by the previous definition of correctional agency. These agencies were ascertained through a perusal of the Director of Services for Greater Windsor compiled by the Community Information Service and from consultation with Prof. B. J. Kroeker, Director of the School of

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[84]William J. Goode and Paul K. Hatt, Methods in Social Research (New York: McGraw-Hill Book Company, 1952), p. 133.

Social Work and a member of the Community Corrections Council.

A letter (See Appendix A) which introduced the focus of the research project and asked the administrator's cooperation was sent to each agency. Respondents were either the administrator or director of each agency agreeing to participate. All respondents in the population were contacted by telephone at a later date to arrange appropriate time and place for the actual interviews.

Prior to the interviews, the interview schedule was pretested in order to make appropriate additions, deletions and modifications to the data collection instrument. Initially, the interview schedule was examined by colleagues at the School of Social Work. The interview schedule was further scrutinized by Professor Forrest C. Hansen, Research Coordinator at the School of Social Work and Chairman of this research project. The interview schedule was then shortened somewhat and when completed consisted of twenty-two questions.

The final pretest was made with the executive director of a Windsor agency that maintained an extensive volunteer program. After being pretested by Mr. T. McFadden, Executive Director of the Essex County Lung Association, only minor changes in the final

phrasing of some statements occurred.

Data Analysis

The coded responses to the question on the interview schedule were prepared for use with the computer at the University of Windsor. Each interview schedule was carefully checked and the information was key-punched on the computer cards. The Statistical Package for Social Sciences[85] was used for the computer run.

Since there were no sampling procedures, there were no statistical tests on the significance of the finding. Thus, only descriptive statistics were used to summarize and cross-tabulate the data obtained.

The data analysis consisted of two levels of operations. The first was the tabulation of frequency distribution of the responses with respect to the characteristics of the agencies, and characteristics of volunteer programs, factors involved in planning volunteer programs and administrative attitudes towards the use of volunteers. The second level of analysis was concerned with seeking variable relationships. The relationship of one variable, the decision to use volunteers was cross-tabulated with variables reflecting

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[85] N. H. Nie; D. H. Bent and C. H. Hall, Statistical Package for the Social Sciences (Toronto: McGraw-Hill, 1970).

the characteristics of the agencies, attitudes towards the use of volunteers and previous participation in volunteer programs.

All of the variables involved in the interview schedule were delineated on nominal, ordinal and interval scales. Appropriate statistical tests[86] were completed.

Finally, since the research project was exploratory in nature, data analysis included qualitative data. According to Selltiz, et al., the use of raw data

> ...in the course of analysis fulfills two distinct functions: to illustrate the range of meaning attached to any one category and to stimulate new insights.[87]

Limitations

There were two major limitations with respect to the research design of this research project. Exploratory research, designed to elicit new ideas and insights, might not provide sufficient depth and detail in the relationship among the variables and the decision to use volunteers. Certainly, exploratory research only described association between variables and was not rigorous enough to permit the testing of a causal relationship.

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[86]For a further understanding of the various tests describing association between two variables see: Linton C. Freeman, Elementary Applied Statistics for Students in Behavioral Science (New York: John Wiley & Sons, Inc., 1965), pp. 68-141.

[87]Selltiz, et al., Research Methods in Social Relations, p. 433.

A second limitation was experienced by the size of the research population being studied. Since primary interest was in the planning aspects of volunteer programs, either extensive use of volunteers by many of the agencies or limited use by many of the agencies threatened the reliability of the results of the cross-tabulations. For example, since the two sub-populations, agencies having volunteer programs and agencies not having volunteer programs, were not relatively equal in size, the influence of one variable on the decision to use volunteers might be misunderstood.

Summary

Discussed in this chapter were the rationale for the various aspects of this research project. The discussion examined the following components of the research design and methodology: classification, assumptions, definitions, the focus, the setting, population definitions, data collection procedures, data analysis procedures and limitations of the study.

The research project was carried out according to the design described. In the following chapter, the data obtained will be presented and analyzed.

CHAPTER IV

ANALYSIS OF DATA

This chapter is concerned with the analysis of data secured through structured interviews as previously described in Chapter III.

To reiterate, the focus of this research project pertains to the factors in planning that influence an administrative decision whether or not to use volunteers in a correctional setting. Furthermore, it was anticipated that several questions with respect to the use of volunteers in corrections in Windsor would be answered.

1) To what extent were volunteers used in correctional agencies?
2) In what capacities were volunteers used by correctional agencies?
3) What were the attitudes of administrative personnel towards the use of volunteers in correctional agencies?
4) What factors were involved in the administrative decision to use volunteers in correctional agencies?

Initially, twenty respondents from various corrections-related agencies in Windsor were contacted by letter describing the research project and soliciting their cooperation. These twenty respondents comprised the entire research population. Of this group, eighteen of the respondents agreed to participate in the research project. Cooperation could not be elicited from two respondents due to previous commitments and illness, respectively. Consequently, the final group of respondents totalled eighteen and hereafter is referred to as the sample.

Data was collected through the interview schedule from seventeen of the respondents. The eighteenth respondent was unable to be interviewed because of a busy work schedule but was sufficiently motivated to participate in the research project. Thus, the interview schedule was treated as a questionnaire and completed without the formal interview. The researcher was able to gain a brief interview with this respondent when collecting the interview schedule.

All the necessary interviews took place over a period of three weeks during the end of May and the beginning of June, 1975.

The interviews were conducted primarily[88] with

[88]Three of the respondents were not administrative heads of agencies but had extensive familiarity with the agency and volunteer program.

the administrative head of each agency, program, institution or residence (hereafter each setting in the sample will be referred to as an agency). The interviews each lasted approximately sixty minutes. Three interviews were conducted jointly with the administrative head of the agency and the coordinator of the respective volunteer program. Some administrators felt that they lacked familiarity with all aspects of the volunteer program, thereby necessitating the participation of the volunteer coordinator when answering questions germane to the volunteer program.[89] However, most of the questions pertinent to the volunteer program were answered directly by the administrator or following brief consultation with the respective coordinator. Thus, the only exception occurred when answering question twenty-two, "attitudes toward volunteers." This question was in each instance answered separately by both administrators and volunteer coordinators but only the administrators' responses were considered for the data analysis. As previously stated, the researcher contended that administrative attitudes toward the use of volunteers in corrections would be reflected in the decision whether or not to develop a volunteer program. Consequently, only the attitudes held by administrators towards volunteers and not those

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[89]Even though two individuals were interviewed at three of the agencies, this accounted for only one respondent at each of the agencies.

held by coordinators were relevant with respect to the focus of this research project.

In general, the respondents were most cooperative and quite enthusiastic about the research project. Several respondents acknowledged that volunteer use was an area of the Canadian criminal justice system that was relatively deficient in research.

Most respondents indicated that the interview schedule was relatively clear and concise. However, one question generally needed further interpretation. Several respondents wanted clarification of some of the terms in question twenty-two such as "nature of client group," "frequency of contact" and "possible resistance." Generally, respondents answered most questions with minimal probing, clarification or repetition on the part of the researcher.

The data will be presented in the following format: Section I, Description of the Sample; Section II, Factors Relating to the Decision to Use Volunteers; Section III, Characteristics of Volunteer Programs; Section IV, Factors Relating to the Planning of Volunteer Programs, and Section V, Discussion of Findings.

Section I: Description of the Sample

Questions one through seven of the interview schedule yielded data that described the sample in terms of purposes

of the agency, length of agency existence, number of direct service staff, number of staff not in direct service, educational backgrounds of direct service staff, specific client group served by the agency, frequency of contact between agency staff and clients and residence of clients.

Purposes of the Agency

Table 1 indicates the distribution of the sample by the general purposes of the agencies.

TABLE 1

PURPOSES OF THE AGENCY

Purposes	Number of Agencies	Percentage
Modification of behaviour and attitudes through community based residences	6	35.3
Modification of behaviour and attitudes through community based corrections	4	23.5
Providing law enforcement	3	17.6
Modification of behaviour and attitudes through spiritual counselling	1	5.9
Modification of behaviour and attitudes through incarceration	1	5.9
Providing consultation for community based residences	1	5.9
Assisting unemployed to seek employment	1	5.9
Total	17*	100.0

*One missing value. Due to the nature of our particular agency, one respondent could not answer Question One to Question Five.

There was an extensive distribution of agency purposes in the sample. The most frequent purpose (35.3 percent) was the modification of behaviour and attitudes through community based residences.[90] The majority of the agencies (58.8 percent) were directed towards the modification of attitudes and behaviour of clients through the use of community based residences and community based corrections.[91] The provision of law enforcement was the main purpose of 17.6 percent of the sample.

Length of Agency Existence

Table 2 indicates the distribution of the sample by the length of agency existence.

TABLE 2

AGENCY LENGTH OF EXISTENCE

Length in Years	Number of Agencies	Percentage
20 and above	6	35.3
15-19	2	11.8
10-14	1	5.9
5-9	5	29.4
1-4	2	11.8
Less than 1	1	5.9
Total	17*	100.1

*One missing value

[90]This term includes half-way houses, treatment and holding facilities in the community.

[91]This term includes services in probation, parole and after-care. For a further understanding of how community-based programs relate to the correctional process, see Hartinger, W., Eldefonso, E., and Coffey, A., Corrections: A Component of the Criminal Justice System (California: Goodyear Publishing Co., 1973), pp. 47-56.

Agencies in the sample appeared to be of two somewhat distinct groups with respect to the agency length of existence. It was apparent that 41.2 percent of the agencies were relatively new having been in existence under nine years. Conversely, 35.3 percent of the agencies in the sample were well established having been in existence for over twenty years.

Direct Service Staff

Table 3 represents the distribution of the sample by the number of staff employed in direct service capacities.

TABLE 3

NUMBER OF DIRECT SERVICE STAFF

Number of Paid Full-time Direct Service Staff	Number of Agencies	Percentage
15 and over	4	23.5
10-14	3	17.6
5-9	6	35.3
1-4	4	23.5
Total	17*	99.9

*One missing value

Six of the agencies had direct service staff consisting of five to nine people. However, the majority of the sample, 58.8 percent, employed nine people or less working in direct service capacities. Four of the agencies

had relatively large direct service components in their staff complement.

The researcher had been initially interested in a functional classification system, detailing the number of staff members employed in various capacities such as professional, secretarial, recreational and maintenance. However, at the outset, there was little consensus among respondents with respect to this classification system. Each agency appeared to have its own definition for what constituted professional staff. Similarly, some respondents indicated that staff members, in some cases, could be classified in both recreational and professional capacities. In order to maintain the reliability of this particular question pertaining to staff complement, the researcher made the distinction between staff employed in direct service capacities and staff not employed in direct service capacities. This distinction was more readily discernible within agencies.

Direct service staff held a variety of positions, such as probation officers, parole officers, custodial officers, peace officers, child-care workers, resident counsellors, social workers, and, where applicable, supervisors and administrators. Staff holding positions not in direct service capacities were found to be secretarial and clerical staff, maintenance staff, and, in some cases, supervisory and administrative staff.

Number of Staff Not in Direct Service

Table 4 represents the distribution of the agencies by the number of staff not employed in direct service capacities.

TABLE 4

NUMBER OF STAFF NOT IN DIRECT SERVICE

Number of Paid Full-time Staff Not in Direct Service	Number of Agencies	Percentage
15 and over	1	5.9
10-14	1	5.9
5-9	2	11.8
1-4	13	76.5
Total	17*	100.1

*One missing value

It was evident that the majority of the agencies (76.5 percent) in the sample had a relatively small work force involved in other than direct service capacities. Generally, these individuals held clerical, secretarial or maintenance responsibilities within the agencies. Only 11.8 percent of the sample were sufficiently large to have ten members or more employed not in direct service capacities.

Educational Backgrounds of Direct Service Staff

Table 5 represents the distribution of the number of direct service staff with only high school education employed

by the agencies in the sample.

TABLE 5

DIRECT SERVICE STAFF WITH HIGH SCHOOL EDUCATION

Number of Direct Service Staff with High School Education	Number of Agencies	Percentage
16 and over	4	23.5
12-15	0	0.0
8-11	0	0.0
4-7	0	0.0
1-3	2	11.8
0	11	64.7
Total	17*	100.0

*One missing value

It was evident from Table 5 that the majority of the agencies (64.7 percent) had no direct service staff with only high school education. A minority of agencies (23.5 percent) had direct service staff with only high school education. However, the total number of staff with high school education employed in direct service capacities is conspicuously large as all four agencies have relatively large staff complements.

Table 6 indicates the distribution of the number of direct service staff with community college education employed by the agencies in the sample.

The majority of the agencies (58.8 percent) employed community college graduates in direct service capacities.

Conversely, 41.2 percent of the agencies did not employ community college graduates in direct service capacities, while 29.4 percent only employed relatively small numbers (between one and three).

TABLE 6

DIRECT SERVICE STAFF WITH COMMUNITY COLLEGE EDUCATION

Number of Direct Service Staff with Community College Education	Number of Agencies	Percentage
16 and over	1	5.9
12-15	0	0.0
8-11	1	5.9
4-7	3	17.6
1-3	5	29.4
0	7	41.2
Total	17*	100.0

*One missing value

The researcher discerned that most of the community college graduates were employed as child-care workers or residence counsellors in the various agencies.

Table 7 represents the distribution of the number of direct service staff with university education employed by the agencies in the sample.

All of the agencies in the sample employed staff with university education in direct service capacities.

TABLE 7

DIRECT SERVICE STAFF WITH UNIVERSITY EDUCATION

Number of Direct Service Staff with University Education	Number of Agencies	Percentage
16 and over	0	0.0
12-15	0	0.0
8-11	4	23.5
4-7	8	47.1
1-3	5	29.4
0	0	0.0
Total	17*	100.0

*One missing value

Eight of the agencies (47.1 percent) had the most frequent number of direct service staff with college education, between four and seven.

One concluding aspect of direct service staff should also be mentioned. As indicated previously, the researcher discovered that many of the administrators held direct service responsibilities. Similarly, many of the administrators were university graduates. Some administrators held reduced caseloads of four or five clients in agencies that had specific caseloads. For administrators in community based residences, direct service responsibilities with the residents was concomitant with day-to-day involvement with the residence. For some of the administrators, direct service responsibilities were inherent in the administrative

position. However, some administrators indicated that these responsibilities were by choice. Many indicated that to maintain a thorough understanding of the complex needs of their clients, some direct service responsibilities were a necessity. Similarly, some administrators wanted to be more cognizant of not only the needs of clients but also the frustrations and concerns of agency staff.

Client Group Served by Agency

Table 8 indicates the distribution by agency of the type of client group served.

TABLE 8

CLIENT GROUP SERVED BY AGENCY

Client Group Served by Agency	Number of Agencies	Percentage
Services primarily to juvenile offender	4	33.3
Services primarily to adult and juvenile offender	4	33.3
Services primarily to adult offender	3	25.0
Services primarily to ex-offender	1	8.3
Total	12*	99.9

*Five of the agencies offered diverse services to no specific client group. For example, agencies providing law enforcement had no specific client group. In addition, one missing value as previously mentioned complete the total of six respondents that could not answer this question.

Of the twelve agencies in the sample that indicated having a specific client group, 33.3 percent provided services primarily to juvenile offenders, 25.0 percent to primarily adult offenders, 33.3 percent to both juvenile and adult offenders and 8.6 percent primarily to ex-offenders.

Frequency of Client Contact

Table 9 indicates the distribution by agency of the frequency of contact that exists between agency staff and clients of the agency.

TABLE 9

FREQUENCY OF CLIENT CONTACT

Frequency of Contact Between Agency and Client	Number of Agencies	Percentage
Daily	8	61.5
Once a week	2	15.4
Once every 2 weeks	1	7.7
Once every 3 weeks	1	7.7
Once a month	1	7.7
Total	13*	100.0

*Five of the agencies that had no specific client group could not judge the frequency of contact between agency and clients.

As might be anticipated, the eight agencies having the most frequent contact between staff and clients were community-based residences. The other five agencies

that could answer this particular question had contacts with clients that varied generally between one extreme of weekly contact to monthly contact.

The researcher was impressed with the fact that even with somewhat large caseloads, contact with clients was at the outside monthly, and in many cases much more frequent.

Residence of Clients

Table 10 indicates the distribution by agency of the residence of clients in the sample.

TABLE 10

RESIDENCE OF CLIENTS

Residence	Number of Agencies	Percentage
Community-based residence	6	46.2
Own homes	6	46.2
Institution	1	7.7
Total	13*	100.1

*Five of the agencies had no specific client group and could not answer Question 7 of the interview schedule.

Two main distinctions are noticeable; 46.2 percent of the agencies had clients that reside in community-based residences while 46.2 percent served clients that resided primarily in their own homes.

Section II: Factors Relating to the Decision to Use Volunteers

Since the researcher was interested in the planning aspects of volunteer programs, the relationship between the characteristics of the agencies and their preference to use volunteers was explored. Consequently, each of the foregoing characteristics were cross-tabulated with Question 8 of the interview schedule. The degree of association between each characteristic, the independent variable and the decision to use volunteers, the dependent variable was ascertained. Thus, the association of each characteristic to the decision to use volunteers would be ascertained.

Only one significant association was detected. The cross-tabulation between the purposes of the agencies and the decision to use volunteers yielded substantial association (lamba asymetrical = .50).

Table 11 represents the cross-tabulation between the use of volunteers and purposes of the agencies.

Further cross-tabulations between the other seven characteristics, length of agency existence, direct service staff, staff not in direct service, education of direct service staff, client group served by the agency, frequency of contact between staff and clients and residence of clients and the decision to use volunteers yielded associations that were not significant.

TABLE 11

CROSS-TABULATION OF USE OF VOLUNTEERS BY PURPOSE OF AGENCIES

Main Purpose of Agencies	Use of Volunteers		
	Use	Non Use	Total
Community-based residences	5	1	6
Community-based corrections	4	0	4
Law enforcement	2	1	3
Incarceration	1	0	1
Spiritual counselling	1	0	1
Employment	0	1	1
Consultation	0	1	1
Total	13	4	17*

*One missing value

$\alpha = .50$

Section III: Characteristics of Volunteer Programs

Questions eight to eighteen of the interview schedule furnished data which described the volunteer programs of the agencies in the sample.

Of the eighteen agencies in the sample, thirteen[92] (72.2 percent) used volunteers while five (27.8) percent) of the agencies did not use volunteers. Volunteer programs varied considerably ranging from relatively unstructured

[92]Two of the agencies were in the final stages of planning volunteer programs. Both programs were to be operational two months after the interviews were conducted. Since both agencies had done considerable planning, they were included in the thirteen agencies that had volunteer programs.

volunteer programs to more formalized and structured volunteer programs.

Size of Volunteer Programs

Table 12 represents the distribution of agencies using volunteer programs by the number of volunteers in the programs.

TABLE 12

SIZE OF VOLUNTEER PROGRAMS

Number of Volunteers	Number of Agencies	Percentage
21 and above	3	23.1
16-20	2	15.4
11-15	1	7.7
6-10	3	23.1
1-5	4	30.8
Total	13*	100.1

*Two of these agencies could only give a projected number of volunteers as their programs had not gone beyond initial recruitment although many other areas had received planning attention.

It was apparent that a wide variation existed in the size of the volunteer programs. While 30.8 percent of the agencies used only a few volunteers (between one and five), 23.1 percent of the agencies maintained volunteer programs comprising twenty-one volunteers or more.[93]

[93] One agency indicated that it was presently supervising seventy-two volunteers performing a variety of tasks within the agency.

It was further ascertained that generally, respondents were in consensus as to the definition of a direct service volunteer. Some respondents felt that volunteers could be an integral part of the agency program while others perceived volunteers as an adjunct to the program. Some respondents indicated that with the former, volunteers were regularly[94] involved with the agency while with the latter, the services the volunteer provided must have been relatively brief.

Purposes of Volunteer Programs

Table 13 indicates distribution of agencies by the purposes of the respective volunteer programs.

TABLE 13

PURPOSE OF VOLUNTEER PROGRAMS

Purposes	Number of Agencies	Percentage
Supplement duties of agency staff	6	46.2
Develop supportive relationships	5	38.5
Increase frequency of contact between staff and clients	1	7.7
Promote community awareness of agency functions	1	7.7
Total	13	100.1

[94]Some respondents indicated that the length of service the volunteer is required to offer to the agency is an expectation conveyed to the volunteer at the time of recruitment.

The purposes of the volunteer programs in the sample appeared to be generally directed towards supplementing the duties of paid staff (46.2 percent) and developing a supportive relationship with clients of the agency (38.5 percent). The two remaining objectives, increasing the frequency of contact between agency staff and clients and promoting community awareness of the goals of the agency were considered as purposes for only 7.7 percent of the thirteen agencies.

Several respondents indicated that volunteer programs had several purposes, many being interrelated, some being more significant than others. However, respondents during the interviews generally concluded that one encompassing purpose was apparent, as has been indicated by Table 13.

Several administrators made mention of the concept of promoting community awareness of not only the goals of their agency but also corrections in general. However, only one respondent perceived the promotion of community awareness of the agency to be the prime purpose of the volunteer program. Most respondents acknowledged that volunteers were citizens of the community and, as such, were able to disseminate information about agency programs and corrections to the community. Thus, opportunities for increasing community awareness became a residual benefit of using volunteers.

Similarly, several respondents indicated that using volunteers would increase the frequency of contact between agency staff and clients. However, this facet too was considered a residual benefit by most respondents. One respondent maintained that increases in the frequency of contact were based on the assumption that quantitative increases would be reflected in qualitative increases.

Volunteer Program Length of Existence

Table 14 indicates the distribution of agencies by the length of existence of volunteer programs.

TABLE 14

VOLUNTEER PROGRAM LENGTH OF EXISTENCE

Length in Years	Number of Agencies	Percentage
20 and above	1	8.3
15-19	2	16.7
10-14	0	0.0
5-9	3	25.0
1-4	2	16.7
Less than 1	4	33.3
Total	12*	100.0

*Of the two agencies that were in the planning stages, one respondent indicated that it would not be justifiable to maintain that the program had in fact been in existence until such times as volunteers had been assigned specific tasks within the agency.

The majority of the agencies (75.0 percent) have implemented volunteer programs within the past nine years.

This fact coincides with the volunteer movement of the past decade in North America as indicated in the review of the literature. A minority of the agencies (33.3 percent) have only developed volunteer programs within the past year. However, clearly 25.0 percent of the agencies in the sample that use volunteers have had volunteer programs for over fifteen years.

Some respondents maintained that volunteer programs had been in existence as long as the agency. Evidently, some agencies were organized by groups of volunteers or volunteers and a few paid staff. Thus, these agencies have been using volunteers since their inception.

Volunteer's Role

Table 15 indicates the distribution of the agencies by the primary focus of the volunteer's role.

TABLE 15

PRIMARY FOCUS OF THE VOLUNTEER'S ROLE

Role of Volunteer	Number of Agencies	Percentage
Social	9	69.2
Administrative	2	15.4
Recreational	1	7.7
Spiritual	1	7.7
Vocational	0	0.0
Educational	0	0.0
Total	13	100.0

The majority of agencies (69.2 percent) asserted that the primary role of the volunteer was social. Several respondents, and, where applicable, the coordinator of the volunteer programs, were quite enthusiastic about the specific functions volunteers accepted within the agencies. Discussions alluded to the need for "supportive relationships," allowing clients "to have experiences with others outside of corrections," and volunteers being used as "a friend" or "a big brother." All of these specific capacities defined the volunteer's primary role as being "social" with clients of the agency.

A small percentage of the respondents (15.4 percent) perceived the volunteer's primary role with clients as being administrative, mainly "supplementing the duties of the professional staff when the need arose."

None of the respondents maintained that the primary focus of the volunteer was either vocational or educational. Several administrators indicated that vocational and educational assistance for clients was obtained from a variety of sources peripheral to the agencies in the sample. For example, vocational assistance could be obtained through agencies whose purpose was employment preparation and assistance. Moreover, school-age clients were already enrolled in various educational programs in Windsor. Further assistance in the form of tutoring could sometimes be obtained through some of the educational programs.

However, some respondents did indicate that, at times, volunteers had become minimally involved in vocational and educational areas in their relationships with clients. For example, some volunteers were tutoring school-age clients in addition to the other aspects of their involvement. Similarly, several volunteers had been performing advocacy roles attempting to assist clients in securing employment.

While the majority of respondents indicated the primary focus of the volunteer's role was social, involvement with clients did not preclude at times providing various services that might be designated as recreational, vocational, spiritual, administrative, or educational.

Table 16 represents the distribution of the agencies by the secondary focus of the volunteer's role with clients of the agency.

TABLE 16

SECONDARY FOCUS OF THE VOLUNTEER'S ROLE

Role of Volunteer	Number of Agencies	Percentage
Recreational	9	75.0
Social	2	16.7
Administrative	1	8.3
Spiritual	0	0.0
Vocational	0	0.0
Educational	0	0.0
Total	12*	100.0

*One respondent maintained that only a primary focus existed and therefore was not included in the table.

The secondary focus of the volunteer's role with the clients in the majority of the agencies (75.0 percent) was viewed as recreational. Conversely, only 16.7 percent maintained that the secondary focus of the volunteer's role was social.

Respondents indicated that volunteers engaged in various recreational activities not only within the framework of the agency, but also externally. For example, some volunteers assisted in sporting activities while other volunteers took clients to movies.

A comparison of both Table 14 and Table 15 revealed that respondents generally contend that the volunteer's role was a combination of social and recreational functions within the agency.

Recruitment of Volunteers

Table 17 represents the various methods of recruitment of volunteers by the relative importance of each method.

The most frequently used method to recruit volunteers involved the use of agency staff to recruit volunteers. All thirteen of the agencies (100.0 percent) gained volunteers through their own staff. Respondents indicated that staff members would recommend friends or colleagues as potential volunteers. Similarly, potential volunteers would contact the administrator or volunteer coordinator after receiving

TABLE 17

RECRUITMENT OF VOLUNTEERS

Method of Recruitment	Very Important		Of Some Importance		Of Little Importance		Total N=13	
	No.	Per-centage	No.	Per-centage	No.	Per-centage	No.	Per-centage
Contact with agency staff	10	76.9	1	7.7	2	15.4	13	100.0
Contact with other volunteers	6	54.4	2	18.2	3	27.3	11	84.6
Recruitment through media	1	12.5	2	25.0	5	62.5	8	61.5
Recruitment through churches	1	12.5	4	50.0	3	37.5	8	61.5
Recruitment through service organizations	2	25.0	3	37.5	3	37.5	8	61.5
Recruitment through a volunteer bureau	5	71.4	2	28.6	0	0.0	7	53.8
Recruitment through unions	1	50.0	1	50.0	0	0.0	2	15.3
Recruitment through police	0	0.0	1	100.0	0	0.0	1	7.6

a basic understanding of the agency and the volunteer program from a staff member.

Not only did all respondents indicate the use of agency staff in securing potential volunteers, but also ten (76.9 percent) gave this method of recruitment the highest rating, "very important," with respect to its importance to the volunteer program.

The second most frequently used method to recruit volunteers was through contact with other volunteers in the volunteer program. Respondents indicated that eleven agencies (84.6 percent) gained new volunteers from volunteers presently in the program. Volunteers through their association with friends, relatives and colleagues in school and employment were able to encourage other citizens in the community to become volunteers. Not only was this method of recruitment extensively used, but also it rated as "very important" to six of the agencies (54.9 percent) that used recruitment by contact with other volunteers.

Three of the more formalized methods of recruitment, through the media, churches and service organizations, were all used by eight of the agencies (61.5 percent) respectively. Respondents indicated that, on occasion, administrators, volunteer coordinators or designated staff members had spoken to church groups or local service organizations generally about the agency program or more

specifically about the volunteer program. Similarly, agencies had made formal appeals through the media and churches in an effort to recruit more volunteers.

Evidently none of these methods were extensively used by the agencies as respondents generally perceived them to be "of some importance" or "of little importance" in relation to their volunteer program. Only two of the eight agencies (25.0 percent) considered recruitment through service organizations to be "very important" as a means of gaining potential volunteers. Similarly, only one respondent each indicated that recruitment through the media and recruitment through churches were considered "very important" to the respective volunteer program.

Recruitment by means of a volunteer bureau was perceived as being valuable to seven of the thirteen agencies (53.8 percent). Nevertheless, of those agencies that did utilize a volunteer bureau, the responses indicated that 71.4 percent considered this vehicle of recruitment as being "very important" to the respective volunteer program.

Recruitment through various unions was used by only two of the agencies (15.3 percent). In a city with such a pronounced industrial component, the researcher wondered that making more extensive use of unions to recruit volunteers might be an innovative and rewarding approach to enlisting more volunteers.

Screening of Volunteers

Table 18 represents the various criteria used in the screening of volunteers by the relative importance of each criterion.

The screening procedure was defined as the evaluation and selection process utilized by an agency in the selection of volunteers from an initial group of potential volunteers.

Respondents indicated that twelve of the thirteen agencies (92.3 percent) that had volunteer programs had made use of various screening procedures in the selection of volunteers. However, one respondent acknowledged that the agency did not have a screening procedure.

Respondents indicated that a personal interview and a recommendation by a staff member were the most extensively used criteria in the screening process. A total of twelve agencies (92.3 percent) used both methods to assist in the evaluation and eventual selection of volunteers.

Of the two criteria, the personal interview was considered "very important" in eleven of the agencies (91.7 percent) using this criteria. However, in only eight agencies (66.7 percent) the recommendation of staff members to assist in the screening of potential volunteers attained a similar rating. Respondents acknowledged that the importance of the personal interview

TABLE 18

SCREENING OF VOLUNTEERS

Criteria in Screening	Very Important		Of Some Importance		Of Little Importance		Total N=12*	
	No.	Per-centage	No.	Per-centage	No.	Per-centage	No.	Per-centage
Personal interview	11	91.7	0	0.0	1	8.3	12	92.3
Recommendation by a staff member	8	66.7	3	25.0	1	8.3	12	92.3
Reference letters	5	55.6	2	22.2	2	22.2	9	69.2
Completion of an application	6	75.0	2	25.1	0	0.0	8	61.5
Training program	1	20.0	1	20.0	3	60.0	5	38.4
Group interview	1	20.0	1	20.0	3	60.0	5	38.4
Police check	3	75.0	1	25.0	0	0.0	4	30.7
Use of probation-ary period	2	100.0	0	0.0	0	0.0	2	15.3

*One missing value

should not be disregarded in the screening process. While several respondents maintained that the personal interview could probe critical areas such as motivation of the volunteer, attitudes towards corrections and expectations of the agency program, in addition, the interview could provide opportunities for a thorough explanation of the volunteer program. The personal interview also allowed the volunteer ample time to decide for himself whether to withdraw from the program, thus relieving the agency of some of the responsibility of deciding whether or not to reject an unsatisfactory volunteer.

The fact that generally agencies relied on agency staff in the screening and eventual selection of the volunteer was consistent with the fact mentioned previously in Table 17, that the most frequently used method to recruit volunteers was through agency staff.

Nine agencies (69.2 percent) made use of reference letters as a criteria in the screening of volunteers. Five of the respondents (55.6 percent) rated the use of reference letters as "very important" with respect to the particular volunteer program. Several respondents admitted that, although they preferred to receive letters of reference, they have on occasion contacted referees by telephone.

The completion of an application was used by eight of the agencies (61.5 percent) to assist in the screening of volunteers. Six of the eight respondents

(75.0 percent) using this as a component in the screening process maintained that it was "very important" to their program. Furthermore, respondents maintained that the application could assist extensively in exploring motivation, attitudes toward volunteering and corrections, family background, education, employment records and expectations of the volunteer program. In addition, some respondents admitted that the application was used more for the purposes of maintaining basic factual data about the volunteer than as an essential component in the screening of potential volunteers.

A group interview and the successful completion of a training program were used by five agencies (38.4 percent) respectively as a component in the total process of screening, evaluation and final selection of the volunteer. Three respondents stated that a group interview was "of little importance" to their volunteer program in the screening of volunteers. Some respondents maintained that the group interview served more as an opportunity to provide an explanation of the volunteer program than as a screening agent. However, the fact that some volunteers withdrew their services after the group interviews suggested that the group interview still provided a screening element. Similarly, three respondents (60.0 percent) indicated that the successful completion of a training program was only minimally used in the screening

process and therefore received a rating "of little importance" with respect to the volunteer program. This could be accounted for by the fact that some respondents maintained that the successful completion of a training program was not a necessary condition in the final selection of the volunteer. In some cases, the screening process had been concluded when the training program was initiated. However, some respondents acknowledged that even during the training program, some volunteers withdrew from the volunteer program.

Finally, four of the agencies (30.7 percent) made use of a police check as a component in the screening process while two of the agencies (15.3 percent) maintained a probationary period for the volunteer.

Supervision of Volunteers

Table 19 indicates the various methods of supervision by the relative importance of each method.

Volunteers served a variety of functions within agency programs. As with other staff members, volunteers must receive guidance, direction and support from agency staff or other volunteers in order to provide optimal service for both the agency and clients. The extent and quality of the supervision might vary considerably and might be contingent on a number of variables including the volunteer's role, the length of time as a volunteer, super-

TABLE 19

SUPERVISION OF VOLUNTEERS

Methods of Supervision	Very Important		Of Some Importance		Of Little Importance		Total N=13	
	No.	Per-centage	No.	Per-centage	No.	Per-centage	No.	Per-centage
Designated staff member	6	60.0	1	10.0	3	30.0	10	76.9
Director of agency	1	16.7	2	33.3	3	50.0	6	46.1
Volunteer co-ordinator (paid)	4	80.0	0	0.0	1	20.0	5	38.4
Volunteer co-ordinator (volunteer)	0	0.0	0	0.0	2	100.0	2	15.3
Peer super-vision	1	50.0	1	50.0	0	0.0	2	15.3
Personal assessment	0	0.0	1	100.0	0	0.0	1	7.6

visory potential within the agency and the number of volunteers in the total program.

In the sample, all thirteen agencies that used volunteers provided some opportunity for the supervision of volunteers. Supervision occurred in the form of any one or combination of the methods of supervision as has been indicated by Table 19.

Ten agencies (76.9 percent) indicated that a designated staff member within the agency assumed some responsibility for the supervision of volunteers. Furthermore, sixty percent of the respondents who acknowledged this form of supervision rated it "very important" to the functioning of the respective volunteer program. Some respondents indicated that due to shortages in staff, limited funds for employing a paid volunteer coordinator and the limited size of volunteer programs, one or two staff members had at times assumed responsibility for the supervision of volunteers. In addition, a few respondents maintained that they themselves had supervisory functions, but due to other pressing commitments, in their absence delegated supervisory responsibilities to designated staff members within the agency.

The next most frequently used method of supervision involved the director or administrative chief of the agency assuming supervisory responsibility. Six of the respondents (46.1 percent) indicated that the director

performed some supervisory functions in relation to volunteers. However, as mentioned previously, the responsibilities were somewhat limited as indicated by the fact that fifty percent of the respondents rated the director's supervisory functions with respect to volunteers as being relatively low, that is, "of little importance" to the volunteer program, inferring that the directors had only minimal supervisory responsibilities.

Five of the agencies (38.4 percent) employed a paid volunteer coordinator who, along with other related responsibilities, performed supervisory functions with respect to volunteers in the program. One would anticipate that, as a volunteer program developed and the need for more volunteers became evident, more structure would become necessary for recruitment, screening supervision and training of volunteers in order to maintain the viability of the volunteer program. Some respondents maintained that more structure in the programs was necessary to maintain a satisfactory volunteer program, thereby necessitating the hiring of a volunteer coordinator. Previously, individual staff members had assumed some responsibility for the volunteer program but as the program developed, a paid volunteer coordinator was delegated responsibility for the program as opposed to fragmentation of these responsibilities throughout the agency.

Four out of five of the respondents (80.0 percent)

that employed a paid volunteer coordinator, rated this method as "very important" with respect to the supervision of volunteers within the agency program.

Only two of the thirteen agencies (15.3 percent) made use of a volunteer coordinating other volunteers. In both cases, respondents rated their supervisory value lowest with respect to the supervision of volunteers in the agency program. One respondent indicated that, at present, one volunteer assumed responsibility for contacting a group of volunteers to ensure their participation in training programs. This particular volunteer was primarily involved in joint supervision receiving assistance from the paid volunteer coordinator. However, several respondents indicated that, as the volunteer programs developed, the concept of using a volunteer in supervisory capacities with other volunteers would receive close scrutiny and might be implemented on a trial basis.

Two of the agencies (15.3 percent) used peer supervision as a form of supervising volunteers. For example, in the absence of a staff member or the volunteer coordinator, a group of volunteers could meet informally or formally to discuss a case or situation that might have been a worthwhile learning experience for all volunteers.

Finally, one agency (7.6 percent) used a form of

personal assessment as a component of the supervisory structure in the volunteer program. The volunteer, through reflection and reassessment, examined his own role and responsibilities as a volunteer. However, the researcher contended that self-reflection and reassessment should be an integral part of any supervisory process occurring both within and outside the supervisory setting.

Training of Volunteers

Table 20 indicates the various methods of training volunteers by the relative importance of each method.

In the sample, all thirteen agencies (100.0 percent) that maintained a volunteer program provided opportunities for further training after the volunteer had been selected for the program. The training consisted of one or an integration of several methods as portrayed by Table 20.

The most frequently used method (100.0 percent) to provide further training consisted of individual sessions. Several respondents indicated that this method was used in conjunction with other forms of further training. This might account for the fact that seven of the respondents (53.8 percent) rated the use of individual sessions as "of little importance" to volunteer programs, thereby suggesting that agencies limit its use. Furthermore, the distinction, although somewhat fine, was made

TABLE 20

METHOD OF TRAINING VOLUNTEERS

Method of Training	Very Important		Of Some Importance		Of Little Importance		Total N=13	
	No.	Per-centage	No.	Per-centage	No.	Per-centage	No.	Per-centage
Individual sessions	5	38.5	1	7.7	7	53.8	13	100.0
Group sessions	4	50.0	1	12.5	3	16.7	8	61.5
Workshops and seminars	5	83.0	0	0.0	1	16.7	6	46.1
Visits to volunteer programs, courts, institutions	1	50.0	0	0.0	1	50.0	2	15.3
Newsletter	0	0.0	0	0.0	1	100.0	1	7.6

between further training and supervision for the purposes of this project. Generally, respondents indicated that supervision was usually regular, more germane to the particular situation or case within which the volunteer was involved and usually engaged the same staff member and volunteer in the session. Conversely, further training might occur on an irregular basis, might not be germane to the particular situation with which the volunteer was concerned and might be promoted by any staff member. For example, a staff member might spend a few minutes with a volunteer who had violated a rule of the agency. This constituted further training as opposed to supervision.

Eight of the agencies (61.5 percent) used group sessions to provide further training. Four of the respondents (50.0 percent) who relied on this method of further training indicated that they perceived this method as being "very important" to their respective volunteer program. Respondents generally considered group sessions as not only opportunities for further training but also for exploration of concerns of volunteers, their frustrations and expectations in an effort to strengthen motivation and maintain morale.

Six of the agencies (46.1 percent) used workshops and seminars as an integral part of their training program. However, five of the respondents (83.0 percent) that employed this method rated it as being "very important" with

respect to their program. Respondents indicated that these training sessions were usually formalized, employed outside resources and provided opportunities for volunteers to meet informally.

Only two of the agencies (19.3 percent) made use of visits to other volunteer programs, courts or institutions while only one agency (7.6 percent) utilized a newsletter. The latter method only occurred where there were agency staff and volunteers to develop the newsletter. Several respondents indicated that if their volunteer programs expanded sufficiently, they might consider using a newsletter. Generally, the researcher sensed a positive attitude by respondents towards the use of a newsletter in that its use would be definitely advantageous to the volunteer program.

Decision to Select Volunteers

Table 21 indicates the distribution of the agencies by the agency staff who make the final decision to select a volunteer.

Of the thirteen agencies having volunteer programs, the final decision to accept or reject a volunteer rested with the administrator in seven agencies (53.8 percent). In three of the agencies (23.1 percent), the decision was a joint one, involving the administrator and the coordinator of the volunteer program. Some respondents indicated that

they found it more advantageous to use a team approach to the selection of volunteers.

TABLE 21

DECISION TO SELECT VOLUNTEERS

Decision Maker	Number of Agencies	Percentage
Administrator	7	53.8
Administrator and coordinator	3	23.1
Coordinator of volunteer program	2	15.4
All staff members	1	7.7
Total	13	100.0

In only two agencies (15.4 percent) did this decision rest solely with the volunteer coordinator, while in one agency (7.7 percent) only, the decision was reached with input from all staff members. However, this agency was relatively small and fostered cooperation among staff members, so there were no unnecessary constraints on the opportunities to select a volunteer.

Section IV: Factors Relating to the Planning of Volunteer Programs

It was the researcher's assumption that some element of planning precipitated the development and implementation of a volunteer program. However, it was realized that the extent of the planning might vary considerably from a minimum of discussion and consideration to more complex and

exhaustive discussion and consideration. The extent of the planning might be a reflection of the attention given to a number of factors related to agency, clients and community. In addition, the attitudes of administrators in agencies might have had some influence on whether the agency used volunteers. Thus, this section of the analysis of data focused on two main areas:

1) the nature of the planning as indicated by Question 21;
2) the administrative attitudes towards the use of volunteers which might have some influence on the planning.

Planning

The respondents who indicated that they had volunteer programs were presented with a number of possible factors that might have had some bearing in the planning stages of a volunteer program. The respondents were asked to rate each factor in terms of its relative importance to their volunteer program on a scale of one to five, where one was "extremely unimportant," two "mildly unimportant," three "undecided," four "mildly important," and five "extremely important." Table 22 is a presentation of the respondents' ratings to each factor. In addition, the mean value was given for each factor.

TABLE 22

PLANNING A VOLUNTEER PROGRAM

Factors Considered	Extremely Important	Mildly Important	Un-decided	Mildly Unimportant	Extremely Unimportant	Total	Mean
Goals of the agency	6	4	3	0	0	13	4.231
Nature of client group served by agency	4	4	2	1	0	11*	4.000
Number of staff	2	6	1	4	0	13	3.462
Length of agency existence	3	4	3	0	3	13	3.308
Frequency of contact with clients	2	4	1	1	3	11*	3.091
Educational backgrounds of staff	1	3	3	6	0	13	2.923
Possible re-sistance from agency staff	2	2	1	6	2	13	2.692
Residence of clients	0	2	2	3	4	11*	2.182

*Two missing values

Generally, the researcher was impressed with the thought, consideration and discussion that had evidently occurred prior to the implementation of the volunteer programs. Similarly, the fact that respondents during the interviews were able to critically examine certain aspects of their volunteer programs suggested that planning was a continuous process.

The goals of the agency had a mean value of 4.231. Consequently, this was the most important of the factors given consideration in the planning stages of the volunteer program by agencies in the sample which had volunteer programs. Some respondents indicated that the goals became a "guiding philosophy" for the subsequent organization and development of the volunteer program. For some respondents, the "modification of behaviour and attitudes" could be assisted with increased manpower through the extensive use of volunteers, permitting more frequent and personal contact. Some respondents initially indicated some reluctance to develop a volunteer program because they had reservations as to whether "increases in quantity" would be reflected in "increases in quality." However, generally all respondents felt that the use of a volunteer program improved the service being offered by the agency.

One factor, the nature of the client group served by the agency, was generally considered important in the planning aspects. This factor attained a mean value of

4.000. Some respondents indicated that since their clients were juveniles or in some cases young adults, they seemed to be more in need of the personal supportive relationships that could be attained more favourably through the use of volunteers as opposed to professional staff. The demands of the professional staff were such that time would not permit the extensive and continuous contact that was deemed necessary to develop supportive relationships. Several respondents indicated that their clients were a "product of unsatisfactory family experiences." Volunteers were able to "enrich" the lives of some of these clients by being able to act as behavioural models, provide a new range of social, recreational and educational experiences for the client and offer more typical family experiences that might not have been previously afforded.

The number of staff employed by the agency appeared to be one factor that was fairly prominent in the planning stages of a volunteer program. This factor obtained a mean value of 3.462. Several respondents indicated that one major consideration in developing the volunteer program was the apparent "manpower shortages" in many agencies, coupled with the pessimistic outlook for substantial staff increases. Some respondents indicated that where the need arose for more manpower, volunteers then assumed an integral part in the activities of the agency. Similarly, some respondents again indicated that increases

in manpower provided further opportunities for volunteers to develop personal supportive relationships with clients at the agency.

The length of agency existence was one factor intially considered by the researcher to have limited merit in the planning of a volunteer program. However, this factor attained a mean value of 3.308. Evidently, as indicated by some of the respondents, several of the more recently established agencies during their embryonic stages of development relied extensively on volunteers to assume a variety of tasks since there was not sufficient staff for the agency to function adequately. Thus, the volunteer program for these few agencies was crucial and would have significantly affected the viability of the agency itself.

Frequency of contact with clients was one factor that seemed to be of some importance in the planning stages of a volunteer program. This factor obtained a mean value of 3.091. This factor was definitely interrelated with the previously discussed factor, the number of staff. Volunteers were thought of as an opportunity to increase the frequency of contact between representatives of the agency and clients served by the agency.

Three factors, educational backgrounds of staff, possible resistance from agency staff, and residence of clients, each attained mean values of 2.923, 2.692 and

2.182 respectively and evidently were of lesser importance in the planning of volunteer programs in the sample. Several respondents commented on the "potential for resistance" from agency staff. Some respondents admitted that, in the past, from previous experiences and, at times, feedback from staff, that there might have been resistance from agency staff towards implementing a volunteer program. However, these respondents felt that this resistance would not be insurmountable and definitely could be minimized through providing staff with the rationale for developing a volunteer program. A few respondents indicated that at the time of planning, the idea of staff resistance was really never considered. These respondents indicated surprise at the extent of the initial resistance when the volunteer program was developed.

Finally, when each of the respondents was asked if other factors were taken into consideration, three factors were mentioned. These three factors, financing the volunteer program, promotion of community awareness of the agency, and the clients' views on the proposed volunteer program, received minimal attention with respect to planning volunteer programs. However, one of these factors warranted further discussion. Six respondents indicated that the promotion of community awareness of the agency program was given consideration in the planning stages of the respective volunteer program. Some of these respondents

maintained that a substantial residual benefit of a volunteer program was the "citizen participation element." Volunteers as representatives of the community were thought to act in public relations capacities interpreting the goals of the agency and corrections, the complex needs of clients, and the demands of corrections to their friends in the community.

Administrative Attitudes Towards Volunteers

Administrators, correctional staff and clients all held certain attitudes and expectations of volunteers and their appropriate role in corrections. While the attitudes of all of the foregoing were important in the success of a volunteer program, the attitudes of correctional personnel, in particular administrators, would ultimately influence any decision whether to implement, expand, or terminate a volunteer program. Thus, this section of the data analysis might provide a further understanding of the planning aspects of a volunteer program in its relationship to the attitudes of administrative personnel towards the use of volunteers.

Seventeen of the respondents[95] were presented with a series of statements concerning volunteers in corrections. Respondents were asked from their experience to rate each

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[95]One respondent had no previous experience with volunteers and preferred not to answer Question 22.

statement on a scale of one to five, where one was "strongly disagree," two "mildly disagree," three "undecided," four "mildly agree," and five "strongly agree." Table 23 indicates the respondents' ratings of each statement.

Generally, respondents indicated positive attitudes towards volunteers in corrections.

Respondents agreed that volunteers were able to interpret the goals of the agency to the community. This statement attained a mean value of 4.353. Several respondents maintained that "citizen participation" was a valuable residual aspect of using volunteers. Similarly, some respondents perceived the community awareness aspect as being one of the purposes of developing a volunteer program.

Fifteen respondents agreed with the statement that volunteers were able to improve the services offered by the agency. This statement attained a mean value of 4.294. The question as to whether quantitative increases in personnel through the use of volunteers were reflected by qualitative increases were raised by some respondents. Nevertheless, respondents generally concluded that quantitative increases in personnel through the use of volunteers would improve the range of services being offered by the agency. One respondent cited an example of how volunteers were able to improve the services of

TABLE 23

ADMINISTRATIVE ATTITUDES TOWARD VOLUNTEERS

Statement	Strongly Agree	Mildly Agree	Un-decided	Mildly Disagree	Strongly Disagree	Total	Mean
1) Volunteers interpret the goals of the agency to the community	9	6	1	1	0	17	4.353
2) Volunteers improve the service offered by the agency	8	7	1	1	0	17	4.294
3) Volunteers permit more contact with clients	7	5	0	3	2	17	3.813
4) Volunteers are not associated with authority	6	3	3	2	3	17	3.412
5) Volunteers alleviate routine duties of agency staff	1	8	1	5	2	17	3.059

TABLE 23 - Continued

Statement	Strongly Agree	Mildly Agree	Un-decided	Mildly Disagree	Strongly Disagree	Total	Mean
6) Volunteers generally overreact to clients	1	6	1	7	2	17	2.824
7) Volunteers frequently are critical of the agency	0	5	4	6	2	17	2.706
8) Volunteers meet resistance from agency staff	0	7	0	8	2	17	2.706
9) Volunteers may be too judgemental	1	3	4	7	2	17	2.647
10) Volunteers do not maintain confidentiality	1	3	3	8	2	17	2.588
11) Volunteers are generally unreliable	1	3	1	9	3	17	2.412
12) Volunteers create more work than they are able to return in service	0	2	2	5	8	17	1.882

the agency. Volunteers were being used as follow-up for individuals who were no longer residents of the community-based residence. The volunteer's role was one of providing support and guidance to the individual, helping him through this new period of readjustment in returning to his family or permitting him to cope more effectively living alone in the community. The rationale for follow-up was based on the assumption that volunteers could assume supportive roles with clients during the return to family or community thus circumventing a possible return to the community-based residence.

The statement that volunteers were able to permit more frequent contact with clients of the agency acquired a mean value of 3.813. Respondents maintained that volunteers were able to offer more extensive contact with clients than could be provided by agency staff. One respondent maintained that many clients were "a crisis-prone group" and as such were constantly in need of support and guidance. Agency staff generally were assigned large caseloads and were involved in various administrative duties. Thus, the volunteer would be more easily accessible to provide assistance to clients who encountered crises.

The statement that volunteers were not associated with authority attained a mean value of 3.412. However, as indicated by Table 23, there was considerable variation in ratings. Some respondents were definitely in strong

agreement to this statement. Similarly, other respondents disagreed with the statement. In addition, some respondents felt that "directly" the volunteers were not associated with authority but "indirectly" they were.

The statement that volunteers were able to alleviate routine duties of agency staff attained a mean value of 3.059. Some respondents maintained that while they agreed with this statement, they cautioned that the volunteer program was not developed with this in view. To these respondents, relieving agency staff of routine duties was a residual benefit of using volunteers. Specifically, respondents mentioned assisting with transportation, organizing meetings, arranging medical and dental appointments for clients as examples of how volunteers were able to alleviate routine duties of staff.

The statement that volunteers generally overreacted to clients attained a mean value of 2.824. Some respondents indicated that often volunteers overidentified with clients and thus would overreact to their situation. However, some respondents mentioned that the problem of overreaction was also a difficulty encountered by staff. Respondents indicated that through orientation sessions, supervision and training, volunteers were exposed to ways of coping with their own feelings in relation to the client's situation.

The statement that volunteers were frequently

critical of the agency attained a mean value of 2.706. Respondents maintained that the fact that volunteers were critical of the agency could be of benefit to the agency. For example, in one agency, volunteers had suggested alternative ways of recruiting new volunteers.

The remaining statements, eight through twelve, each attained mean values of 2.706, 2.647, 2.588, 2.412 and 1.882 respectively.

Findings of Cross-tabulations

Each of the ratings of the preceding twelve statements was cross-tabulated with Question 8, does the agency use volunteers?. It was anticipated that cross-tabulations might reveal the degree of association between the administrative attitudes towards volunteers and the decision to use volunteers in the agencies.

Two of the cross-tabulations yielded slight relationships. Seven cross-tabulations resulted in low correlations which indicated definite but small association between the ratings and the decision to use volunteers. However, three cross-tabulations yielded moderate correlations, which indicated substantial association between each of the ratings and the administrator's preference to use volunteers. These three cross-tabulations were examined in further detail.

One further aspect of the cross-tabulation should

be mentioned. Since the two sub-populations, agencies that used volunteers and agencies that did not use volunteers, were not equal[96] in size, then the levels of reliability of the cross-tabulations might be reduced.

However, as this research project was exploratory in nature, these findings should be included. Exploratory research should provide opportunities to gain new insights, develop hypotheses and promote future research in the area.

Table 24 indicates the cross-tabulation of the use of volunteers by the rating of the statement, volunteers create more work than they are able to return in service.

From this table it was apparent that increasing disagreement of this statement was moderately associated with the preference to use volunteers. Thus, respondents in the sample who felt that volunteers did not create more work than they were able to return in service were definitely more likely to use volunteers in their agencies.

Table 25 indicates the cross-tabulation of the use of volunteers by the rating for the statement, volunteers permit more contact with clients.

This table indicated that there was a moderate association between those respondents who felt that volunteers increased the frequency of contact between agency staff and the decision of the agency to use volunteers.

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[96]Of the eighteen agencies, thirteen had volunteer programs, while five did not use volunteers.

TABLE 24

CROSS-TABULATION OF USE OF VOLUNTEERS BY STATEMENT: VOLUNTEERS CREATE MORE WORK THAN THEY ARE ABLE TO RETURN IN SERVICE

Use of Volunteers	Statement Rating					
	Strongly Agree	Mildly Agree	Undecided	Mildly Disagree	Strongly Disagree	Total
Use	0	0	1	5	7	13
Non Use	0	2	1	0	1	4
Total	0	2	2	5	8	17*

eta = 0.55

*One respondent could not answer Question 22

TABLE 25

CROSS-TABULATION OF USE OF VOLUNTEERS BY STATEMENT: VOLUNTEERS PERMIT MORE CONTACT WITH CLIENTS

Use of Volunteers	Statement Rating					
	Strongly Agree	Mildly Agree	Undecided	Mildly Disagree	Strongly Disagree	Total
Use	5	5	0	1	2	13
Non Use	2	0	0	2	0	4
Total	7	5	0	3	2	17*

eta = 0.52

*One missing value

Thus, respondents in the sample also felt that the use of volunteers increased the frequency of contact between staff and clients and would be more likely to use volunteers in their agencies.

Table 26 indicates the cross-tabulation of the use of volunteers by the rating for the statement, volunteers improve the service offered by the agency.

This table indicated that there was a moderate association between those respondents who maintained that volunteers improved the service offered by the agency and the tendency of the agencies to use volunteers.

The section on attitudes of administrators toward volunteers concluded with one further cross-tabulation. The researcher was interested to see if previous participation in any capacity of a volunteer program might influence present use of volunteers. Thus, Question 20, the rating of previous participation in a volunteer program, was cross-tabulated with Question 8, whether or not the agency used volunteers. As indicated in Table 27, there was a moderate association between the rating of previous participation and whether the agency used volunteers.

Thus, those respondents who indicated relative success in previous volunteer programs were significantly more inclined to use volunteers in their own agencies.

TABLE 26

CROSS-TABULATION OF USE OF VOLUNTEERS BY STATEMENT: VOLUNTEERS IMPROVE THE SERVICE OFFERED BY THE AGENCY

Use of Volunteers	Statement Rating					
	Strongly Agree	Mildly Agree	Undecided	Mildly Disagree	Strongly Disagree	Total
Use	6	7	0	0	0	13
Non Use	2	0	1	1	0	4
Total	8	7	1	1	0	17*

eta = 0.51

*One missing value

TABLE 27

CROSS-TABULATION OF USE OF VOLUNTEERS BY RATING OF PREVIOUS PARTICIPATION IN VOLUNTEER PROGRAMS

Use of Volunteers	Program Rating					
	Extremely Successful	Mildly Successful	Undecided	Mildly Unsuccessful	Extremely Unsuccessful	Total
Use	5	6	0	0	0	11
Non Use	1	1	1	1	0	4
Total	6	7	1	1	0	15

eta = 0.42

Section V: Discussion of Findings

The concluding section of this chapter examined some of the findings in relation to the relevant literature on volunteers. However, much of the literature represented expression of opinions and beliefs as opposed to more precise qualitative research. More evaluative research and further testing of many of the opinions is necessary in order to substantiate or refute many of the assumptions about volunteers in corrections.

The focus of this research project has been concerned with the planning aspects of volunteer programs. Thus, the following components of volunteer programs warrant discussion in the concluding section of this chapter: purposes of volunteer programs, recruitment, screening, supervision and training of volunteers, planning aspects of volunteer programs and attitudes toward volunteers.

Purposes

It was ascertained that generally there were two predominate purposes of volunteer programs included in the sample. These purposes were: (1) to supplement duties of agency staff, and (2) to develop supportive relationships with clients.

These purposes compare favourably with the findings of other studies. Goddard and Jacobson maintained that

volunteers had the potential for "individualizing the client."[97] Similarly, Scheier contended that volunteers provided "an amplification of services"[98] that might not have been possible with present manpower shortages. These statements were further substantiated by the Ottawa Juvenile Court Probation Program. In its assessment of the program, it was observed that volunteers were able to not only "spend over eight times as much time"[99] with clients, but also saw "their clients approximately three to four times as often"[100] as were the professional probation officers.

Recruitment

The researcher found that the most important methods used to recruit volunteers were: 1) contact with agency staff, 2) contact with other volunteers, 3) recruitment through the media, 4) recruitment through churches, and 5) recruitment through service organizations.

The latter three were considered the more formalized methods of recruitment. While their use was evident (61.5

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[97] Goddard and Jacobson, "Volunteer Services in a Juvenile Court," p. 339.

[98] Scheier, "The Professional and the Volunteer in Probation," p. 66.

[99] Kiessling and Meyer, The Ottawa Juvenile Court Volunteer Program, p. 16.

[100] Ibid.

percent) in the agencies, the extent and importance of their use was somewhat limited.[101]

Generally, a perusal of the existing literature suggested two[102] main approaches to the recruitment of volunteers. The first proposed that once the needs of the agency were ascertained and translated into appropriate manpower, then through target recruitment of those volunteers who had skills and expertise to meet these needs, appropriate volunteers were selectively recruited. The second approach was achieved through recruiting volunteers and then fitting the needs of the agency to the volunteers.

All of the agencies in the sample appeared to use both approaches. However, agencies that relied extensively on their own staff and volunteers to recruit other volunteers would favour target recruitment, finding the appropriate individual to meet the needs of the agency or volunteer program. Agencies that relied on more formalized methods of recruitment would generally ahdere to the latter of the two approaches.

Research in the area of recruitment of volunteers was examined with respect to the foregoing research findings. In a study[103] in Boulder, Colorado, of 137 community

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[101] While these three methods of recruitment were used, they rated "of some importance" or "of little importance" to the volunteer program which suggested somewhat limited use.

[102] Scheier and Goter, Volunteers in Court: A Manual, p. 23.

[103] Ibid., p. 42.

volunteers, forty-four percent indicated that they had heard about the program through friends, sixteen percent were recruited through agency staff and the media respectively, and seven percent were recruited through churches. In another study[104] in Cooks County, Illinois, involving 450 volunteers, thirty percent were recruited by agency staff, while only seven percent were recruited by volunteers.

Thus, while methods of recruitment used by the sample in Windsor varied considerably, there were noticeable similarities in methods of recruitment between the sample and the reported studies.

Screening

It was ascertained that the most important criteria used by the sample in the screening of volunteers were: 1) personal interview, 2) recommendation by a staff member, 3) reference letters, and 4) completion of an application.

In the sample, the screening of potential volunteers varied along a continuum from an extreme of permissiveness to more stringent measures. Screening should be an integral part of any volunteer program irrespective of size and purposes of the program. The rationale for the screening of potential volunteers was basically founded on two beliefs. Firstly, a screening procedure ensured "suitability, appropriateness and quality control"[105] with respect to

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[104] Ibid., p. 44.

[105] Ibid., p. 46.

volunteers. Secondly,[106] screening procedures were thought to separate ineffective and inappropriate volunteers, without which both staff and volunteer morale would suffer seriously, affecting turnover and performance.

Information on the extent of screening procedures in the selection of volunteers has received little attention in the available literature on volunteers. However, in Volunteers in Court: A Manual, screening was said to "coincide almost perfectly with those [methods] traditionally used for paid personnel, although selection of volunteers is unlikely to be as intensive."[107] Moreover, screening criteria[108] might include the following: 1) letters of work or character reference, 2) interviews with people who know the volunteer in some capacity, 3) college transcripts or comparable objective records of occupational performance, and 4) a check of local police records.

Furthermore, in a survey by Harris, et al.,[109] in Volunteers Look at Corrections, it was found that only forty-one percent of the volunteers had received a personal interview, twenty-five percent had been asked to give

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[106] Ibid., p. 47.

[107] Ibid., p. 52.

[108] Ibid., p. 53.

[109] Louis Harris and Associates, Volunteers Look at Corrections, p. 15.

written information about themselves while eighteen percent had been requested to give references.

Scheier and Goter contended that the "two main media of screening information are interviews and background data."[110]

The researcher was favourably impressed with the criteria employed by the sample in the screening of volunteers. The sample generally concurred with the previous statement that the personal interview was the main component of the screening process. The fact that 92.3 percent of the sample relied extensively on the recommendation of a staff member to assist in the screening process might have had residual benefits. The potential for resistance between staff and volunteers was an established concern. Efforts to involve staff in the volunteer program by methods such as recommending potential volunteers might lessen the alienation of staff from volunteers. Thus, staff involvement might reduce the potential for resistance between these two parties.

Supervision

It was ascertained that the most important methods of supervising volunteers in the agencies in the sample were: 1) supervision by a designated staff member, 2) supervision by the director of the agency, and 3) supervision by a

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[110] Scheier and Goter, Volunteers in Court: A Manual, p. 52.

volunteer coordinator.

The fact that 76.9 percent of the agencies employed a designated staff member (other than the director or volunteer coordinator) to supervise volunteers warranted further discussion. The use of staff to supervise volunteers might be advantageous to the agency. Staff through supervisory function might become more aware of both the volunteer program and volunteers. Thus, the potential for resistance between staff and volunteers might be reduced, therefore strengthening the morale and performance of both staff and volunteers. However, the converse might also be true. Staff involved in supervisory functions might resent the additional responsibilities. Thus, the potential for resistance and antagonism between staff and volunteers might be intensified. The research project did not include exploration of this aspect. Similarly, additional staff and volunteers were not interviewed, thus only the administrator's perceptions would be ascertained.

Training

Usually volunteer programs provided opportunities for further training of volunteers after their selection and in addition to supervisory sessions. Individuals with expertise in particular areas such as drug abuse, a relevant community program or interviewing techniques, might lead a discussion with a small group of volunteers.

Similarly, groups of volunteers, either formally or informally, might discuss concerns germane to the volunteer program or typical difficulties or frustrations encountered by volunteers. These sessions would provide not only a form of further training for volunteers but also opportunities for sharing concerns, alleviating frustrations, and receiving appropriate feedback. The morale of the volunteer is extremely important for his continued interest in serving the volunteer program. Opportunities to strengthen, motivate and maintain morale should be encouraged.

It was found that all of the agencies in the sample provided some form of further training of volunteers in addition to regular supervision. The most important methods of further training were: 1) individual sessions, 2) group sessions, and 3) workshops and seminars.

The extent to which the training of volunteers occurred might depend upon the nature of the volunteer's role in the agency and the availability of agency staff to provide the training. The fact that all agencies in the sample employed further training to some extent, reflected the importance to the sample of the provision for training opportunities for volunteers. This finding compared most favourably with a survey conducted by Harris, et al.,[111] in which only fifty percent of the volunteers

[111] Louis Harris and Associates, Volunteers Look at Corrections, p. 17.

indicated that they had received further training.[112]

The actual method of training might not be as significant as the fact that all agencies considered training of volunteers as an integral part of the volunteer program. However, group sessions, seminars and workshops would permit a sharing of concerns, ideas and experiences that could only be gained through individual sessions. For example, in a survey of seventy-two volunteers in Boulder, Colorado, "30 percent said they wanted more opportunity to meet in small groups and discuss common problems."[113]

Morale of the volunteers was essential for the viability of the volunteer program. Morale might be strengthened through the sharing, discussion, and feedback that could be obtained through various group sessions.

Planning a Volunteer Program

The planning aspects of volunteer programs have received limited attention in the available literature on volunteers. A perusal of the literature did, however, indicate that the most important factor considered in the planning and development of volunteer programs was the

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[112] It was realized that different groups of respondents (this research project used administrators while Harris, et al. used volunteers) were used. Thus, differences in findings might be a reflection of dissimilar respondents.

[113] Scheier and Goter, Volunteers in Court: A Manual, p. 87.

guiding philosophy, "the general framework within which a given program will operate and the direction such program will ultimately take."[114] Thus, the guiding philosophy was somewhat general in nature and undoubtedly included to a greater or lesser extent several of the factors included in the interview schedule that might have some importance in developing a volunteer program.

It was ascertained from the sample that the following factors were considered important to the planning of volunteer programs: 1) the goals of the agency, 2) the nature of the client group served by the agency, 3) staff complement, 4) length of agency existence, and 5) frequency of contact between staff and clients.

Administrative Attitudes Toward Volunteers

The planning of a volunteer program might be influenced by an administrator's attitude towards the use of volunteers in corrections.

Generally, it was ascertained in this research project that positive attitudes of respondents existed towards volunteers in corrections. When each of the ratings of the statements was further cross-tabulated with the agency's decision to use volunteers, the cross-tabulations yielded moderate correlations between three

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[114] Ibid., p. 7.

statements and the preference to use volunteers, which indicated substantial association.

Both the respondents' ratings of statements and the results of cross-tabulations appeared to contradict opinions expressed by Mounsey, Schwartz and others[115] on popular objections to using volunteers in correctional settings. Not only did the researcher find support for volunteers among respondents, but also that this support was more evident among respondents using volunteers than respondents not using volunteers. Contrary to Mounsey, respondents generally were enthusiastic and, in several cases, committed to the volunteer concept and not providing a "lip service to the volunteer concept."[116]

Finally, it was found that respondents who had previously participated in volunteer programs were more inclined to favour the use of volunteers in their agencies. Thus, it would appear that the attitudes of administrators towards the use of volunteers in corrections had influence on the decision to use volunteers.

What could account for the differences between these findings and the statements of Mounsey, Schwartz and

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[115] S. C. Mounsey, "Resistance to the Use of Volunteers in a Probation Setting: Some Practical Issues Discussed," pp. 50-58. Ira M. Schwartz, "Volunteers in Direct Service Workshop," American Correctional Association, Ninety-ninth Annual Congress of Correction, Washington, D.C., 1969, pp. 52-56.

[116] Mounsey, "Resistance to the Use of Volunteers in a Probation Setting: Some Practical Issues Discussed," p. 50.

others? First, these authors' statements were the result of subjective opinions acquired through practical experience in working with volunteers and administrators. Thus, differences between the findings and the statements might be a reflection of overreaction on the part of the authors. Similarly, differences might be obtained because of a lack of qualitative research on the part of the authors. Their statements about the attitudes of administrators towards the use of volunteers were only opinions.

Secondly, differences might be a reflection of the passing of time. More favourable attitudes towards volunteers might be an outcome to the volunteer movement of the past decade as it continues to gain strength.

Summary

The analysis of data consisted primarily of two levels of operations. The first was the tabulation of the frequency distributions of the responses that provided a description of the sample, and the characteristics of volunteer programs. The second level of operation was concerned with seeking variable relationships. The various cross-tabulations yielded data relating to the decision to use volunteers. Factors relating to the planning of volunteer programs were summarized through both frequency distribution and the various cross-tabulations.

CHAPTER V

SUMMARY, CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

This research project was devoted to exploring the planning aspects of volunteer programs in corrections. It was thought that an increased awareness of not only various components of volunteer programs but also the factors involved in the decision-making process by administrators with respect to volunteer utilization, might be advantageous to other administrators giving consideration to expanding present volunteer programs or developing new volunteer programs.

A survey of the existing literature was conducted to gain support of a basic assumption germane to the research project, that volunteers were valuable to correctional agencies. While the evidence was not entirely conclusive, there was a growing indication that volunteers were valuable to corrections. A considerable amount of the literature represented expression of opinions and beliefs as opposed to evaluative research.

Data was collected by means of a structured interview schedule. The sample comprised eighteen respondents, most of whom were administrators in correctional settings

in Windsor and the immediate area.

The research project focussed on the following questions:

1) To what extent were volunteers used in correctional agencies in Windsor?
2) In what capacities were volunteers used by correctional agencies in Windsor?
3) What were the attitudes of administrative personnel towards the use of volunteers in correctional agencies?
4) What factors were involved in the administrative decision to use volunteers in correctional agencies?

The Major Findings

The major findings of this research project were as follows:

1) The majority (72.2 percent) of the eighteen agencies in the sample maintained volunteer programs.
2) Generally, the purposes of the volunteer programs were to: (a) supplement duties of agency staff, and (b) develop personal supportive relationships with clients.

3) The majority (75.0 percent) of the volunteer programs were relatively new, having been developed within the past nine years, and relatively small in size, comprising fifteen or less volunteers.

4) The volunteer's role was considered to be a combination of social and recreational functions with major emphasis on the social role.

5) All volunteer programs maintained a recruitment component. The most important methods of recruitment in the following descending order of importance were: (a) recruitment through contact with agency staff, (b) recruitment through contact with other volunteers, (c) recruitment through the media, churches and service organizations.

6) All volunteer programs, except one, provided screening procedures in the selection of volunteers with the most important criteria used in screening being: (a) personal interview, (b) recommendation by a

staff member, (c) reference letters, and (d) completion of an application.

7) All volunteer programs provided volunteers with opportunities for supervision. The most frequently used methods of supervision were: (a) supervision from a designated staff member, (b) supervision from the director of the agency, and (c) supervision from a volunteer co-ordinator.

8) All administrators were cognizant of the need for further training of volunteers as all agencies provided opportunities for this aspect of volunteer programs. The most important methods of further training were: (a) individual sessions, (b) group sessions, and (c) workshops and seminars.

9) Generally, the final decision to select the volunteer was made solely by the administrator or jointly by the administrator and volunteer coordinator.

10) It was very clear that considerable

planning was involved in the development and implementation of volunteer programs. The most important planning factors given consideration by administrators were: (a) goals of the agency, (b) nature of the client group served by the agency, and (c) staff complement. Additionally it was evident that planning with respect to volunteer programs was a continuous process.

11) Fifteen of the respondents each perceived volunteers as being able to interpret the goals of the agency to the community and improve the services offered by the agency.

12) Generally, respondents indicated positive attitudes towards volunteers in corrections. Moreover, there was a tendency among respondents whose agencies were maintaining volunteer programs to be more positive towards volunteers than respondents whose agencies did not maintain volunteer programs.

13) A moderate association was ascertained between respondents' previous participation in volunteer programs and their present preference to use volunteers in their agencies.

Implications of the Findings

Implications for the Agencies

Respondents clearly indicated by their responses to the questions in the interview schedule and their additional comments to the researcher that the planning of a volunteer program represented more than the initial stages of development and implementation, but rather a continuous process. This fact, coupled with the apparent interest in expanding volunteer programs, suggests that agencies with existing volunteer programs might be receptive to further examination and evaluation of various components of volunteer programs, such as methods of recruitment, screening, supervision, orientation and training of volunteers.

Since all of the agencies employed a variety of methods in the foregoing components of volunteer programs, opportunities for sharing various approaches to recruitment, screening, supervision, orientation and training of volunteers might be advantageous. For example, one of the agencies in the sample was interested in exploring

the possibility of using senior citizens as volunteers. The success of this venture might provide a valuable recruitment resource for other volunteer programs. Similarly, methods of recruitment used by an agency having an established volunteer program might prove of valuable assistance to an agency encountering difficulties in the recruitment of volunteers.

Thus, efforts to facilitate the sharing of information among volunteer programs might assist in the development, implementation and expansion of present volunteer programs.

The researcher noted that, generally, agencies had little opportunity to share information.

Thus, the researcher proposes that a committee of interested individuals involved in volunteer programs be established to: (1) provide expertise and consultation for recently developed volunteer programs, (2) supply expertise to agencies developing volunteer programs, and (3) coordinate and arrange periodic workshops for volunteers in correctional agencies in Windsor. These workshops would facilitate the sharing of various aspects of volunteer programs and would supplement the training programs already being used by some of the agencies in the sample.

A few of the correctional agencies comprising the sample were under the jurisdiction of the Ministry of Correctional Services. This Ministry has a Volunteer

Programmes Branch which provides assistance and consultation to member agencies developing volunteer programs and the expansion of existing programs. Thus, for some agencies in the sample, it might appear redundant to establish the previously mentioned committee.

However, the committee and the Volunteer Programmes Branch would not provide a duplication of services.

Rather, the committee would provide expertise and consultation only to local agencies. For example, the recruitment of volunteers has been cited as a problematic area to some of the agencies. The members of the committee would be cognizant of problems associated with recruitment in this area and thus might be able to lend their expertise as to how agencies might improve recruitment methods.

Similarly, a local agency interested in developing a volunteer program would be able to receive assistance from the committee in planning and implementing a volunteer program. For example, the committee and the agency representatives together could explore the proposed goals of the volunteer program in relation to the functions of the agency and the various methods of recruitment, screening, supervision and training of volunteers that might be appropriate to the needs of the agency.

It would be suggested that initially the committee should be relatively small in size and be composed of local individuals who have experience and expertise in

volunteer programs in correctional agencies.

Furthermore, the responsibility to organize such a committee should be undertaken by one of the more established agencies. At an initial meeting directed by a representative from one of the established agencies and comprising representatives from agencies having volunteer programs, the committee could be formed and goals developed.

As has been mentioned previously, the Canadian Criminology and Corrections Association is organizing an Information Center for Volunteers in Criminal Justice. Agencies should be prepared to support the activities of this Center by sending documentation of the volunteer program or an aspect of it to the Center.

Finally, representatives of some agencies in the sample expressed concern with difficulties in recruitment of volunteers. It is suggested that agencies try new and innovative approaches to recruitment of volunteers. Two suggestions have already been made, namely, unions and senior citizens.

In summary, the three main implications for the agencies gained from this research project are: (1) the organization of a committee to assist in planning, developing and expanding volunteer programs; (2) local agencies through documentation of various aspects of volunteer programs support the recently established

Information Center for Volunteers in Criminal Justice; and (3) agencies should explore new methods for the recruitment of volunteers.

Implications for Profession of Social Work

The available literature on volunteers in corrections was conspicuously limited in evaluative research. Predominant were beliefs, opinions and assumptions about the relationship of volunteers to corrections. Thus, further evaluative research is necessary to substantiate or refute these beliefs, opinions and assumptions about volunteers in corrections.

The recent decision by the Canadian Criminology and Corrections Association to organize an Information Center for Volunteers in Criminal Justice may be a progressive step toward coordinating existing research and literature on volunteers in corrections and providing consultation in the planning of new volunteer programs. Thus, information on existing Canadian volunteer programs should be sent to this Center for more comprehensive planning of volunteer programs in Canada.

The fact that correctional agencies have begun to accept volunteers as an integral part of agency functions suggests that social workers might assume more responsibility in developing, supervising and evaluating volunteers in direct service capacities. Thus, social workers should become more familiar with the complexities of volunteer

programs.

There are both similarities and differences between social workers and volunteers working in direct service capacities. Social workers should examine the work of the volunteer in view of their own roles. For example, clients in corrections are generally considered to be a "crisis-prone group." Thus, social workers having responsibilities in the training of volunteers should incorporate crisis theory in the training of volunteers.

Implications for Further Research

There is an obvious need for more conclusive, evaluative research on most aspects of volunteer use in corrections. From the survey of the literature and the findings of this research project, several areas of further research might be considered.

1) A follow-up study could be undertaken that would further examine variable relationships between characteristics of agencies and the decision to use volunteers. However, to ensure more reliable results the sample should be larger and should comprise equal sub-populations of agencies using volunteers and agencies not using volunteers.

2) A follow-up study could examine in more detail the attitudes of administrators towards the use of volunteers. In this project, it was found that generally

respondents held positive attitudes toward volunteers and that there was a tendency among respondents whose agencies were maintaining volunteer programs to be more positive towards volunteers than respondents whose agencies did not use volunteers. However, the sample used was relatively small and did not have equal sub-populations. Thus, the follow-up study would be with a larger total research population having equal sub-populations.

3) A study could explore the concept of staff resistance as it relates to volunteer use. While it has been documented in the literature, that resistance was a residual aspect of developing a volunteer program, respondents in this project considered resistance to vary greatly. Some respondents even alleged that it did not exist. Thus, future research could determine whether resistance among professional staff existed when volunteers were used and the extent of the resistance.

4) Further research could evaluate the team concept of a volunteer and professional staff working together to the benefit of the client.

5) A study to examine the reliability of volunteers would be advantageous. The literature did mention some studies. However, none seemed to be covered in depth and none of the studies considered the effects on clients.

6) Authors expressed a variety of opinions on

how volunteers promote "a link to the community." Further research could examine this concept to see if, in fact, volunteers are successfully able to interpret the goals of the agency and corrections to the community.

7) Future research could include demonstration projects to further examine the variety of roles volunteers might assume in correctional agencies.

8) Respondents in the project indicated a variety of methods for the recruitment of volunteers and at the same time expressed concern with recruitment. Future research could evaluate the various methods of recruitment that agencies might use.

9) A future research study could examine the various criteria in the screening component of volunteer programs to determine the most reliable criteria.

10) This research project was undertaken from the administrator's perspective. A similar study could examine many of the same areas from the volunteer's point of view. For example, the volunteer's perception of training, supervision, recruitment, and volunteer's attitudes towards corrections could be explored.

11) An interesting area for future research would be the client's attitudes towards and perception of volunteers. Only one respondent mentioned that the volunteer program would be discussed with clients. In the review of the literature, no studies were found that

examined client feelings and attitudes towards being matched with a volunteer. Considerable time and energy is presently being spent selecting, matching, and training volunteers but has much consideration been given to the client in preparing him for the match!

13) Research projects should continue to evaluate volunteer programs.

14) A research project could evaluate the results of using volunteers as follow-up personnel when clients have terminated services from various agencies.

Recommendations

Based on the findings of this research project and the foregoing discussion on the implications of the findings, the following recommendations were made:

1) That agencies should support the development of the Information Center for Volunteers in Criminal Justice being organized by the Canadian Criminology and Corrections Association.
2) That correctional agencies in Windsor should create a committee of interested individuals from volunteer programs to (a) provide expertise and consultation for recently developed volunteer programs,

(b) supply expertise and consultation for agencies giving consideration to developing volunteer programs, and (c) coordinate and arrange periodic workshops for volunteers in correctional agencies in Windsor.

3) That agencies in the sample should explore new areas for the recruitment of volunteers.

APPENDICES

APPENDIX A

UNIVERSITY OF WINDSOR
WINDSOR, ONTARIO

RE: An Exploratory Study on the Use of Volunteers

I am writing to you at this time to request your assistance with a Master of Social Work thesis project.

Mr. Robert Gardner is a graduate student at the School of Social Work. In partial fulfillment for the Master of Social Work Degree he has undertaken a study on the use of direct service volunteers in corrections.

The study is being supervised by a committee of three faculty members of the University of Windsor, Professor F. C. Hansen, Research Coordinator, School of Social Work is the chairman. Professor C. Levy, Faculty of Law and myself are the other members of the committee.

Mr. Gardner is interested specifically in exploring not only the extent to which volunteers are used in corrections, but also the planning aspects of a volunteer program. For the purposes of this study, it would be equally important to include agencies that might not be using volunteers. The term corrections has been given a somewhat liberal definition and hence would include your agency.

Mr. Gardner requests permission to interview you concerning this study. The interview would be relatively brief, lasting approximately forty minutes. Mr. Gardner will be contacting you by telephone in the next few days to discuss the study and arrange an appropriate time for an interview.

All the interviews will remain confidential with no identifying information contained within the final report.

We appreciate your anticipated cooperation and assistance in this study. Upon completion of this study, a report will be made available in the University Library, as well as in the School of Social Work.

Yours sincerely,

B. J. Kroeker, Director
School of Social Work

APPENDIX B

VOLUNTEERS IN CORRECTIONS

INTERVIEW SCHEDULE

Identification Number: 1

1. What are the general purposes of this agency?

2. How long has this agency been in existence?

3. Including yourself, what is the present staff complement of this agency having direct service responsibilities and not in direct service?

4. Generally, what are the respective educational backgrounds of staff having direct contact with clientele?

Numbers

1) high school
2) community college
3) university

5. To what specific client group does your agency provide service?

6. Usually, how often does your direct service staff have contact with clients?

7. Generally, do clients of this agency live in a specific residence?

If yes, where?

8. Does this correctional agency use direct service volunteers?

Yes _____ No _____

9. If yes, how many? _____ (total number)

10. What are the general purposes of the volunteer program?

11. How long has this agency been using volunteers?

12. What is the primary focus of the volunteer's role with clients of your agency?

1) social
2) recreational
3) vocational
4) spiritual
5) administrative
6) educational

13. In what specific capacities are volunteers used by your agency?

14. I have listed several methods of recruitment of volunteers. Please rate each of the following methods of recruitment in terms of importance to your program on a scale of 3 to 1 where 3 is "very important," 2 "of some importance," and 1 "of little importance."

1) recruitment through media _____
2) recruitment through churches _____
3) recruitment through service organization _____
4) contact with other volunteers _____

5) contact with agency staff _____

6) recruitment through a volunteer bureau _____

Are there other methods of recruitment used by your agency?

15. I have listed several criteria used in the screening of volunteers. Please rate each criteria in terms of importance to your program on a scale of 3 to 1 where 3 is "very important," 2 "of some importance," and 1 "of little importance."

1) personal interview _____

2) reference letters _____

3) recommendation by a staff member _____

4) successful completion of a training program _____

5) group interview _____

6) completion of application _____

Are there other criteria used in the screening of volunteers by your agency?

16. I have listed several methods of supervision of volunteers. Please rate each of the methods in terms of importance to your program on a scale of 3 to 1 where 3 is "very important," 2 "of some importance," and 1 "of little importance."

1) volunteer coordinator (paid) _____

2) volunteer coordinator (volunteer) _____

3) director of agency _____

4) designated staff member _____

5) peer supervision _____

Are there other methods of supervision of volunteers used by your agency?

17. I have listed several methods of on-going training of volunteers. Please rate each of the methods in terms of importance to your program on a scale of 3 to 1 where 3 is "very important," 2 "of some importance," and 1 "of little importance."

1) workshops and seminars _____

2) regularly scheduled group sessions _____

3) regularly scheduled individual sessions _____

Are there other methods of on-going training of volunteers used by your agency?

18. What member or members of the agency make the final decision to select a particular volunteer?

19. Have you ever participated in a volunteer program before?

Yes _____. No _____

20. If yes, how would you rate the program?

extremely successful	mildly successful	un-decided	mildly unsuccessful	extremely unsuccessful
5	4	3	2	1

21. I have listed several factors that might be important in the planning stages of a volunteer program. Please rate each of the factors in terms of its importance to the planning of your volunteer program on a scale of 5 to 1 where 5 is "extremely important," 4 "mildly important," 3 "undecided," 2 "mildly unimportant," 1 "extremely unimportant."

1) goals of the agency

5 4 3 2 1

2) length of agency existence

5 4 3 2 1

3) number of staff

5 4 3 2 1

4) educational backgrounds of staff

5 4 3 2 1

5) nature of client group serviced by your agency

5 4 3 2 1

6) frequency of contact with clients

5 4 3 2 1

7) residence of clients

5 4 3 2 1

8) possible resistance from agency staff

5 4 3 2 1

Are there other factors that were considered by your agency when planning a volunteer program?

22. I have listed several comments frequently made about volunteers in corrections. In terms of your experience, how would you rate each of the following statements on a scale of 5 to 1 where 5 is "strongly agree," 4 "mildly agree," 3 "undecided," 2 "mildly disagree," and 1 "strongly disagree."

1) volunteers create more work than they are able to return in service

5 4 3 2 1

2) volunteers frequently are critical of the agency

5 4 3 2 1

3) volunteers are generally unreliable

5 4 3 2 1

4) volunteers permit more contact with clients

5 4 3 2 1

5) volunteers alleviate routine duties of agency staff

5 4 3 2 1

6) volunteers meet resistance from agency staff

5 4 3 2 1

7) volunteers improve the service offered by the agency

5 4 3 2 1

8) volunteers are not associated with authority

5 4 3 2 1

9) volunteers generally overreact to clients

5 4 3 2 1

10) volunteers do not maintain confidentiality

5 4 3 2 1

11) volunteers may be too judgemental

5 4 3 2 1

12) volunteers interpret the goals of the agency to the community

5 4 3 2 1

APPENDIX C

THE AGENCIES INCLUDED IN THE SAMPLE

Course for Orientation and Preparation for Employment
Crossroads
John Howard Society
Millhouse
National Parole Service
New Beginnings
Ontario Provincial Police
Optimist House
Probation and After-Care Services
Probation and Parole Services of Windsor
Provincial Court (Family Division)
Provincial Jail
Royal Canadian Mounted Police
Salvation Army
St. Leonard's House
St. Leonard's Society of Canada
The Inn
Windsor Police Department

APPENDIX D

Dear :

I would like to thank you for participating in the recent study on the use of direct service volunteers in corrections. Your assistance was most helpful in allowing me to gain valuable information concerning your agency and your views on volunteers.

I am presently in the final stages of completing the project. On August 8, 1975 at 2:00 p.m. in Room 7118 on the seventh floor of the Mathematics Building at the School of Social Work, University of Windsor, I will be presenting a seminar on the study. You and any member of your staff that might have an interest in the study or the use of volunteers are welcome to attend.

Once again, your involvement and cooperation were greatly appreciated.

Yours sincerely,

Bob Gardner

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VITA

Robert Gardner was born on January 7, 1945 in Aldershot, England. His secondary school education was completed in 1966 at Brockville Collegiate Institute and Vocational School in Brockville, Ontario.

After studying General Arts at the University of Western Ontario, Mr. Gardner graduated in 1969 with a major in psychology. Following a year of travel throughout Europe, Mr. Gardner accepted a position with Kingston Children's Aid Society in Kingston, Ontario. Mr. Gardner remained there until 1971 when he entered the Bachelor of Social Work program at the Memorial University of Newfoundland in St. John's, Newfoundland, completing this degree in the summer of 1972. In 1972, Mr. Gardner returned to the Kingston Children's Aid Society until the fall of 1974 at which time he entered the Master of Social Work program at the University of Windsor. He expects to graduate in October, 1975.

Mr. Gardner's field placement during the M.S.W. candidate year was with the United Community Services in Windsor.

Mr. Gardner has been a teaching assistant in the School of Social Work and has been a member of the School's Admission Committee in 1975.