To the Graduate Council:

I am submitting herewith a dissertation written by James Michael Stoots entitled "Determination of Demographic and Motivational Characteristics of Red Cross Volunteers and the Development of Suggested Strategies for Volunteer Recruitment and Retention for the Johnson City/Washington County Tennessee Chapter of the American Red Cross". I have examined the final copy of this dissertation for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Doctor of Education, with a major in Health Education.

Robert H. Kirk, Major Professor

We have read this dissertation
and recommend its acceptance:

Accepted for the Council:

Interim Vice Provost and
Dean of The Graduate School

DETERMINATION OF DEMOGRAPHIC AND MOTIVATIONAL CHARACTERISTICS OF RED CROSS VOLUNTEERS AND THE DEVELOPMENT OF SUGGESTED STRATEGIES FOR VOLUNTEER RECRUITMENT AND RETENTION FOR THE JOHNSON CITY/WASHINGTON COUNTY, TENNESSEE CHAPTER OF THE AMERICAN RED CROSS

A DISSERTATION PRESENTED

FOR THE

DOCTOR OF EDUCATION DEGREE

THE UNIVERSITY OF TENNESSEE, KNOXVILLE

JAMES MICHAEL STOOTS

MAY 2001

DEDICATION

This study is dedicated to Connie for her patience, support, and love.

ACKNOWLEDGMENTS

The author offers his deepest appreciation to a great number of friends and colleagues for their support, guidance, and assistance in conducting this study. To list all would be impossible; however, special appreciation is expressed to the following:

The committee members, Dr. Robert Kirk, Chairperson; Dr. Buck Jones; Dr. Jack Ellison; Dr. Jack Pursley; Dr. Bill Wallace; for their direction and leadership;

The leadership and volunteers of the Johnson City/Washington County Chapter of the American Red Cross who participated in the study;

The Tennessee American Red Cross Chapter directors who participated in the study and Maria Smith of the American Red Cross;

Dr. Richard Wissell, former Chair and Dr. Joanne Walker-Shields, Chair of the Department of Public Health at East Tennessee State University for their support of this project;

Robin Elolia for suggestions and guidance with the statistics used in the study;

Aimee Rowe for typing and formatting assistance with the document;

The faculty and staff of the Department of Public Health at East Tennessee State University for their continued encouragement and support.

ABSTRACT

In this study suggested strategies for improving the volunteer recruitment and retention program for the Johnson City/Washington County Chapter of the American Red Cross were developed. Previous recruitment and retention efforts by this Red Cross Chapter were based on historical methods with limited theoretical foundation. These new strategies are based on demographic and motivational profiles of chapter volunteers, survey of the Tennessee American Red Cross management's perception of their recruitment and retention programs. The combination of these data yielded a recruitment and retention format and nine suggested strategies. The format consists of three levels, recruitment and retention communication, recruitment and retention involvement, and recruitment and retention structure. Communication of the chapter's missions, goals and objectives is the key to recruitment and retention communication. The second level, recruitment and retention involvement involves the creation of databases to allow the matching of volunteer goals and objectives with appropriate projects. Recruitment and retention structure requires the creation of a recruitment and retention committee consisting of volunteers. This committee assumes all activities of the first two levels and sponsors and/or organizes events/programs incorporating both volunteer and chapter goals. The nine suggested strategies represent such events or programs. Compared to other methods of recruitment and retention employed by Johnson City/Washington County Chapter of the American Red Cross Chapters these strategies offer methodologies based on data form their volunteers and attempt to combine the goals of the volunteers and the chapter.

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CHAPTER I

INTRODUCTION

The purpose of this chapter was to introduce and provide an overview of this study. The chapter was divided into the following sections: introduction, purpose of the study, statement of the problem, hypotheses, the need for the study, basic assumptions, delimitations and limitations, definitions of terms, summary and organization of the study.

In a time of need many individuals will step forward to help. This is after all the American way, neighbor-helping-neighbor. After any major disaster the national media is inundated with images of crowds passing sandbags or townspeople aiding one another. This type of spontaneous help is unquestionably one of human kind's greatest attributes. But what about the calculated aid, those individuals who plan to help before the emergency? This type of volunteering is very different from spontaneous volunteering. Clary and Snyder (1991) suggest this type of volunteering provides time for the helpers to decide whether and how to help, and in some cases, seek out opportunities to help. It also frequently occurs over an extended time period, making it far different from one time spontaneous help (Benson 1980). These actions are premeditated, not some instinctual response.

One agency that depends on these premeditating volunteers is the American Red Cross. The American Red Cross provides disaster services, services to military families, health and safety education, blood services and nursing services to the entire United States, as well as international aid efforts. These efforts require over a million

volunteers. In 1988, the American Red Cross conducted the Volunteer 2000 Study, generating data to steer their organization into the twenty-first century. The definition of volunteers from the Volunteer 2000 Study sets the stage for this research, "volunteers are individuals who reach out beyond the confines of their paid employment and their normal responsibilities to contribute time and service to a not-for-profit cause in the belief that their activity is beneficial to others as well as satisfying to themselves" (American Red Cross 1988). This definition conveys the emphasis placed on the volunteers by the American Red Cross and the importance of better serving these individuals. Strengthening the relationship between the American Red Cross and its volunteers will enable the organization to better serve its goals.

The Volunteer 2000 Study used a macro approach covering the national organization. The national office of the American Red Cross is located in Washington D.C., with three operational headquarters. The organization is divided into regions not unlike other volunteer or corporate entities. This study uses a micro approach investigating the volunteers of a single American Red Cross Chapter, the Johnson City/ Washington County Chapter. On the local level, this organization differs from other voluntary organizations. Over one million volunteers serve the local chapters of the American Red Cross. The mission of the American Red Cross' national organization is to provide leadership and support for the local chapters. As with the Volunteer 2000 Study, national efforts provide broad guidelines. Supporting this national study with local studies of greater detail and focus may provide the much-needed assistance to local chapters in their individual efforts to recruit and retain volunteers.

Porter (1994) investigated the demographic and motivational profiles of the Chestnut Ridge Chapter of the American Red Cross. The Chestnut Ridge study produced valuable data on why individuals volunteer. This study of the Johnson City/Washington County Chapter intends to add to the data initiated by Porter's Chestnut Ridge project, allowing for more targeted efforts by the American Red Cross Chapters in their recruitment and retention of volunteers. This type of approach is supported by Smith's Sequential Specificity Model (1972) which suggests an individual's social background and specific attitudes are relevant to volunteering behaviors. Smith's model is discussed in greater detail in the review of literature.

PURPOSE OF THE STUDY

The primary purpose of the study was to determine the demographic and motivational profiles of the volunteers who serve the Johnson City/Washington County Chapter of the American Red Cross. The second purpose of the study was to develop suggested strategies for improving the volunteer recruitment and retention program for the Johnson City/Washington County Chapter of the American Red Cross based on the profiles of volunteers and a survey of the Tennessee American Red Cross management's perception of their recruitment and retention programs.

In order to address the purpose of this study, the following research questions and hypotheses were addressed:

1. Do the demographic characteristics of the volunteers affect their motivational profiles as determined by the Volunteer Functions Inventory toward volunteering services?

2. What factors motivated persons to volunteer?

3. What are the Tennessee American Red Cross management's perceptions of volunteer recruitment and retention.

4. What major factors are essential to consider in developing a volunteer recruitment and retention program, as determined by the findings, from the primary purpose?

Research Hypotheses

1. There are no statistical significant differences in the volunteers' motivational profile between the Johnson City/Washington County Chapter's volunteers based on length of service.

2. There are no statistical significant differences in the volunteers' motivational profile between the Johnson City/Washington County Chapter's male and female volunteers.

3. There are no statistical significant differences in the volunteers' motivational profile between Johnson City/Washington County Chapter's volunteers based on the age of the volunteer.

4. There are no statistical significant differences in the volunteers' motivational profile between the Johnson City/Washington County Chapter's volunteers employed outside the home and those not employed outside the home or retired.

5. There are no statistical significant differences in the volunteers' motivational profile among the following groups of the Johnson City/Washington County Chapter that are categorized by financial contribution: no contribution; a one-time or sporadic contribution(s); regular (at least annual) contributions.

NEED FOR THE STUDY

The increased demand for American Red Cross services is apparent in several areas. One American Red Cross area of service, disaster relief, has been in great demand. The Midwestern floods of 1993, blizzards of 1996, hurricanes, and tornadoes of 1999 are

only a few of the recent disasters in the United States which increased the demand for American Red Cross volunteers. The addition of new areas of training and education, such as childcare instruction for teens and HIV/AIDS education for the general public, has greatly increased the American Red Cross' need for volunteers over the past decade. The Volunteer 2000 Study conducted by the American Red Cross in 1988 yielded comprehensive data of its volunteers. The study emphasized that the American Red Cross was directed and staffed entirely by volunteers during its first decades (American Red Cross 1988). One hundred years later the ratio of volunteers to paid staff is fifty-to-one. For an organization that provides services at no cost to its various publics, the need for reduced labor costs is all too apparent. For the Red Cross to continue its growth in this new millennium, the volunteer must be highly regarded in strategic planning, recruiting, organization, and policy development.

Recommendations from Porter (1994) stated that other American Red Cross Chapters should be investigated, allowing for better recruiting and retention. The differences of demographics and local settings from one chapter to another make generalizing somewhat limited, thus requiring a detailed investigation of individual chapters.

Van Til (1985), in another study of volunteers, presented four separate areas of study to better serve both volunteer and organizational goals. Van Til's four areas of investigation were: 1) a need to know more about the lives of extraordinary volunteers, 2) a need to learn from those who have successfully built effective volunteer communities and organizations while meeting organizational needs, 3) the need to develop systems to identify the needs and aspirations of those who volunteer and relay this information to

their volunteer organizations, and 4) the need to focus on developing a society with active volunteers.

Van Til's (1985) work stressed organizational goals could be obtained by better meeting individual needs. This focus on the individual provided support for the current research. A better understanding of the individual volunteers will create a superior voluntary organization.

The Volunteer 2000 Study established ten principles of volunteerism. These principles coincide with Van Til's and Porter's suggestions on the need to further investigate volunteers and their various roles relative to volunteering. The key finding from the Volunteer 2000 Study relating to this investigation states:

> "When recruiting volunteers, it is more important to place the right person in the right job than to attract volunteers at random."

To apply this principle, a greater understanding of the volunteers and what is motivating them to volunteer must be acquired. This study attempts to provide a greater understanding of volunteers' motivations within the Johnson City/Washington County Chapter of the American Red Cross. The following section demonstrates a local need for better recruitment and retention Red Cross volunteers.

Northeast Tennessee's Need for a Recruitment and Retention Program

Administrators from Northeast Tennessee Chapters of the American Red Cross were interviewed on March 7, 2000, to determine if there was a need for a recruitment and retention program. The comments from the directors are presented and subdivided by the different American Red Cross chapters.

Greeneville County Chapter of the American Red Cross

Linda Seaton, director of the Greeneville County Chapter of the American Red Cross, stated their chapter must always work on recruiting and retaining volunteers. She further explained the chapter has volunteers with service histories of twenty years, but new volunteers are always needed to meet new needs.

Seaton gave various reasons for volunteers donating their time. These reasons included a better feeling of one's self, the need or desire to help others, and the sense of accomplishment and self-worth they experience. The Greeneville County Chapter uses no formal methods of recruitment. The default method of recruitment appears to be recruitment through the current volunteers. Whenever a need arises the current volunteers are asked if they know of anyone who could possibly fit the current need.

In retention, the Greeneville County Chapter had no formal policy. The recognition of volunteers was used for retention, as in other Northeast Tennessee Chapters. Seaton stated the need for volunteer input as an important element for volunteer satisfaction in positions or placements; adding, this input needs to be in all aspects of the volunteer service. The Director stated that a need did indeed exist for a recruitment and retention program, and requested to review the program upon its completion.

Johnson City /Washington County Chapter of the American Red Cross

Director Pamela Hale stated the recruitment and retention of Red Cross volunteers was always an issue with the Johnson City/Washington County Chapter. Volunteers were not being trained properly due to the shortage of staff time. The demands from the

national office on local chapters had grown and were overshadowing local needs, including the recruitment and retention of volunteers. This additional pressure further emphasized a need for more efficient ways of recruiting and retaining volunteers.

For the Johnson City/Washington County Chapter, the ability to keep volunteers interested and happy plays a large role in this latter issue of retention. To this end, Hale has attempted ways to show appreciation toward the various personalities. The difficulty that she has encountered in this pursuit only increases her interest in reviewing a program for both retention and recruitment.

Mountain Empire Chapter of the American Red Cross

Patty Tauscher, Director of Emergency Services, stated there was a need for a recruitment and retention program for volunteers in the local chapter. Tauscher sited the obstacle of limited availability of paid staff to properly train and supervise volunteers. Because of this time limitation, she felt that a more effective way to recruit and place volunteers might better serve both parties.

Overall recruitment for the chapter was reported to be lower, due to an increased number of individuals working longer hours, along with dual career households. Such problems in recruitment place a greater emphasis on better retention.

Volunteers of the Mountain Empire Chapter also volunteer at other voluntary organizations. The director attributes this behavior to individuals who believe volunteering is important to improve their community.

Tauscher stated there certainly was a need for a recruitment and retention program. Based on this observation, the Mountain Empire Chapter director wanted to review such an instrument.

Kingsport/Sullivan County Chapter of the American Red Cross

As director of the Kingsport/Sullivan County Chapter, Jane Harris stated the recruitment and retention of volunteers was her major focus. As a result, the volunteers of the Kingsport/Sullivan County Chapter receive much consideration and respect from the director.

Regarding recruitment, Harris stated that during their initial interview with herself as Director of Volunteers, individuals are questioned about specific interests. This information is informally used to place individuals in volunteer roles. The idea of a more formal method of placing individuals was appealing to the Kingsport Chapter Director.

Harris claimed that some individuals come to the Red Cross to volunteer with no certain task in mind. A program that may provide some clarity for both the individual and the chapter could prove very useful. Examples of why individuals volunteer at the Kingsport/Sullivan County Chapter were given as seeking career enhancing skills, social outlets, or the desire to help others. These types of reasons are consistent with the volunteer literature.

Harris believed the retention of volunteers was just as important as recruitment. The Kingsport Chapter used various methods of recognition to promote retention of volunteers, attempting to match forms of recognition to individuals' characteristics. Harris used the example of sending a power-seeking volunteer to a recognition breakfast with city leaders. According to Harris, this type of recognition could be greatly enhanced by a program that identifies the underlying motivations of volunteers. The Director stated that a need did exist for a recruitment and retention program, and requested to review the program upon its completion.

Meeting the volunteer needs of the Red Cross in this new millennium will require greater efforts than ever before. This is true for all organizations that depend on volunteers. Numerous reasons have been given for the decreasing number of volunteers. These reasons cover the gamut from longer workdays to single parenting. Even when the raw numbers of volunteers can be met, the greater challenge lies in placing the ideal volunteer in the correct organizational position. If volunteers are not recruited and used wisely, the Red Cross and other volunteer organizations may be limited in their ability to provide their much-needed services; therefore, further investigation is important to ensure better recruitment and retention of volunteers.

BASIC ASSUMPTIONS

The basic assumptions made relative to this study were as follows:

1. Responses to the instrument used to survey the Johnson City/Washington County American Red Cross Chapter and the Tennessee American Red Cross directors were honest and accurate.
2. The instruments employed in this study were valid and reliable.
3. Volunteerism could be defined and measured.

DELIMITATIONS

For the purpose of this investigation the following delimitations were made:

1. The data from the Volunteer Functions Inventory were collected from health and safety, disaster, military and nursing service volunteers of the

Johnson City/Washington County Chapter of the American Red Cross during the summer of 2000.

2. The data from the Survey of Paid Chapter Leadership were collected from the directors of the Tennessee Chapters of the American Red Cross during the summer of 2000.

LIMITATIONS

The following limited the study:

1. The study was limited in its generalizability of results to the Johnson City/Washington County Chapter of the American Red Cross.

2. There were no controls over any factors that may have prompted or caused an individual to become a Red Cross volunteer.

DEFINITIONS OF TERMS

Terms operationally defined for the purposes of this study are as follows:

Demographic Profile – A description of characteristics of a particular group of volunteers as measured by a valid instrument with proven reliability which was included with the Volunteer Functions Inventory.

Motivational Profile – A description of the motivating factors given by a particular group of volunteers for volunteering based upon their responses to the Volunteer Functions Inventory.

Suggested Strategies for a Recruitment and Retention Program - Methods designed to increase and improve the recruitment and retention of American Red Cross Volunteers.

Voluntary Association - For the purpose of this study a voluntary organization is defined as an organized group of people, 1) that is formed in order to further some common interest, 2) in which membership is voluntary in the sense that it is neither mandatory nor acquired by birth, and 3) that exists independently of the state (Sills 1980).

Volunteerism - A behavior relating to volunteers or volunteer participation regardless of setting or the absence of funding, thus being a condition which calls for action with no materialistic return. For the purpose of this study, volunteerism was analyzed using the volunteer Functions Inventory.

Volunteer - are individuals who reach out beyond the confines of their paid employment and of their normal responsibilities to contribute time and service to a not-for-profit cause in the belief that their activity is beneficial to others as well as satisfying to themselves. (American Red Cross 1988)

SUMMARY

Chapter one presented the purpose of the study and three research questions. The primary purpose of the study was to determine the demographic and motivational profiles of the volunteers of the Johnson City/Washington County Chapter of the American Red Cross. The second purpose of the study was to develop suggested strategies for improving the volunteer recruitment and retention program for the Johnson City/Washington County Chapter of the American Red Cross based on the profiles of volunteers and a survey of the American Red Cross management's perception of their

recruitment and retention programs. The basic assumptions follow, along with delimitations, limitations, and definitions of terms.

ORGANIZATION OF THE STUDY

The research study is divided into seven chapters. Chapter I includes an introduction, purpose of the study, research questions, need for the study, basic assumptions, delimitations, limitations, and definition of terms. Chapter II consists of the review of related literature. This literature review is divided into three sections: literature related in content, literature related in methodology and content, and literature related in methodology. Chapter III describes the methodology of data collection. The data analysis is presented in Chapter IV, and Chapter V includes the findings, conclusions and recommendations. Chapter VI presents the suggested strategies for the recruitment and retention of volunteers for the Johnson City/Washington County Chapter of the American Red Cross, and Chapter VII presents the study in retrospect.

CHAPTER II

REVIEW OF RELATED LITERATURE

INTRODUCTION

The review of literature is divided into four sections. These sections are literature related in content, literature related in content and methodology, literature related to the development of volunteer recruitment and retention programs, and literature related in methodology.

The literature related in content allows for a more complete understanding of volunteering. This section provides an overview of the evolution of defining volunteers. Since this study occurred in the United States, the various definitions of a volunteer reflect societal developments affecting this phenomenon. The future need of appropriately placed volunteers is also addressed within this section. The literature related in content also investigates the association made between the volunteers and the organization to which they provided services revealing more details of volunteering. The organizational approach to volunteerism is presented, followed by a statewide focus of volunteering. A brief example of how colleges have incorporated volunteering into their curriculum is explained, followed by theoretical foundations for volunteerism.

The second section provides an overview of studies with like content and methodologies. An American Red Cross study is reviewed followed by the validation of the Volunteer Functions Inventory and the Survey of Chapter Paid Leadership.

Literature related in the development of recruitment and retention programs follows, and includes models of other recruitment and retention programs. The final section explores like methodologies, such as self-administered questionnaires and mail surveys.

LITERATURE RELATED IN CONTENT

Volunteers provide valuable services from little league fields to natural disaster sites. America has a long history of volunteering, and the call by its leaders of the nineties to citizens for a resurgence of this noble and much needed act reinforces the need for volunteers in the new millennium.

In May 1997, the President of the United States held a summit meeting to aid in focusing volunteers in the areas of mentoring, healthy start, employable skills, safe environment, and opportunities for youth to serve others (Ellis 1997). This summit meeting created an opportunity for national publicity focusing on volunteerism.

The national call for volunteering from the highest elected office in the country reinforced the great need for volunteers. The meetings in Washington D.C. produced a new focus and direction for the American people to help their neighbors and at the same time help themselves.

Volunteer

A volunteer has been defined as someone who gives of his or her own time. Most organizations have defined volunteering uniquely to their situation. The Volunteer Center of Hamilton and District, Canada (1997) defined a volunteer as someone who has chosen to act in recognition of a need, with an attitude of social responsibility and without concern for monetary profit. This definition of volunteering was not task specific, but encompassed certain criterion of all general volunteering.

The evolution of defining a volunteer provided insight to the modern volunteer and how they were regarded. Early volunteers in the United States were explained as those acting on emotional commitment rather than rational consideration of choices (Illsley 1990). The early twentieth century saw volunteering through the Progressive

Movement, with the idea of pragmatism filtering social institutions. Dewey (1916) saw volunteering as an expression of commitment to pragmatic concerns. History often viewed volunteers linked to some type of missionary service motivated by a blend of dedication to a religion and compassion for nonbelievers (Illsley 1990).

Smith (1972) defined service volunteers as individuals who donate their time to help other people directly, in the realms of health, welfare, housing, education, recreation, rehabilitation, and so forth. Introducing a new concept in volunteering, Smith continued that these individuals are not compensated monetarily for their labor, but that they may receive partial, subsistence remuneration and/or reimbursement for out-of pocket-expenses.

This concept of reimbursement of expenses had drawn little attention in the defining of volunteers and volunteer actions. This was attributed to the fact that volunteers gained no more than they started with. The agency/organization that provided the reimbursement assumed the role of only enabling the individual to volunteer with less personal cost.

Modern era theorists cited intrinsic ideas for why people volunteer. Karl (1983) stated that listing the opposite of a volunteer, best defined a volunteer. Volunteering had been defined as good, so by contrasting it with bad and other such opposite comparisons, the idea of volunteering was best represented. Karl claimed voluntary action was an acknowledgement of the perpetual nature of the need for service and that there would always be the poor and the sick to tend to as effectively and systematically as possible.

Schattsschneider (1984) described volunteer tasks such as barn raisings or bucket brigades as a common picture of volunteers in early rural America. These were events in which individuals gave time and service in response to a known individual or community need.

The American Red Cross in its Volunteer 2000 Study, (American Red Cross 1988) referred to a volunteer as one who, uncoerced, gave time to a cause or to help others for no remuneration. Formal volunteering was defined by the American Red Cross as a specified amount of time donated to organizations such as hospitals, agencies, churches, or schools. Informal volunteering was defined as work outside an organization, on an ad hoc basis without regular commitment.

Upon reviewing the chronological development of defining a volunteer and the American Red Cross' definition, Porter's (1994) definition clearly captured the American Red Cross volunteer. The sociologically based definition of a volunteer used in 1994 by Porter states, "individuals who reach out beyond the confines of paid employment and normal responsibilities to contribute time and service to a voluntary organization". The current study used the American Red Cross' definition to define volunteers as individuals who reach out beyond the confines of their paid employment and of their normal responsibilities to contribute time and service to a not-for-profit cause in the belief that their activity is beneficial to others as well as satisfying to themselves. This giving was with the understanding of no remuneration rendered as an exchange for time or effort. This captured the essence of the volunteer as demonstrated by this study.

Voluntary Association

Scott (1948) defined a voluntary association as a group of persons relatively freely organized to pursue mutual and personal interests or to achieve common goals, usually non-profit in nature. Voluntary associations of pioneers, who settled and developed areas of the continent, provide examples of the early influences of this institution upon American life (Scott 1948). Scott described the importance of voluntary association in the shaping of the societal infrastructure of the United States. These claims were divided into the five areas stated below:

> The proliferation of voluntary association has been ascribed to: 1) the change of function of the family, church, and state and the relative loss of control of these major institutions over the person, 2) the democratic and protestant principle of the freedom of individual choice, 3) the articulation of minority groups, 4) the increased division of labor, and 5) secularization.

Scott's early work can be seen in Sill's (1980) approach to voluntary associations. Sills' understanding of voluntary associations represented both the societal and individual aspects of volunteering.

> Volunteer association is "an organized group of people: (1) that is formed in order to further some common interest, (2) in which membership is voluntary in the sense that it is neither mandatory nor acquired by birth, and (3) that exists independently of the state".

Volunteer Recruitment at the State Level

At the state level, Texas had come to the forefront on leading volunteer recruitment. In November 1996, Texas created the Texas Commission on Volunteerism and Community Service, TxCVCS. "The commission serves as liaison to the Corporation for National Service to ensure that Texas receives maximum federal funding available under the National and Community Service Trust Act of 1993" (Texas Commission on Volunteerism & Community Service 1997). TxCVCS oversaw initiatives designed to support Texas' volunteer and community sectors. The commission was also responsible for working with other agencies such as United Way, universities, volunteer centers, corporations and associations. TxCVCS took a direct role in supporting and recognizing volunteer efforts across the state through Governor's awards for volunteer service and administration as well as the Governor's Volunteer Leadership Conference. In collaboration with The Presidents' Summit for America's Future, the TxCVCS advised communities on local volunteer summit events (Texas Commission on

Volunteerism & Community Service 1997). Texas had taken their recruitment of volunteers a step further through the work of TxServe, a subsidiary of TxCVCS. TxServe was created in response to the need for volunteer support and community engagement. TxServe's goal was to serve those who served others through the leadership of volunteers. They also planned to develop the field of volunteer and community service administration. TxServe sought to help leaders mobilize concerned citizens by providing:

- tools and techniques for working effectively with volunteers
- important community connections designed to link schools, corporations, public and nonprofit organizations, and civic groups with each other to address common mutual goals and interests
- descriptions of model programs and best practices in public engagement
- annotated links to outstanding internal resources; and opportunities for online networking (Texas Commission on Volunteerism & Community Service 1997).

Not only were local and state governments becoming involved in the recruitment of volunteers; but bureaus were developing nationally to aid in their recruitment. The National Association of Voluntary Bureaus had membership bureaus in various countries. Within the United Kingdom there were around 400 volunteer bureaus that were working to support people who wished to get involved in voluntary work in their local communities (National Association of Volunteer Bureaus, 1994).

Volunteering and College

Dey, Astin and Korn (1991) concluded over the past twenty years, first year college students reported a declining interest in arriving at a meaningful philosophy of life, participating in their communities, and advocating for the well being of the

disadvantaged. The same students reported a growing interest in becoming financially successful and gaining recognition. A society of individualists with little or no concern for the well being of the society as a whole would have a negative effect on future generations.

With the increased interest in self, volunteer recruitment had taken on new directions. No longer was it accepted that the average individual possessed the innate characteristics to volunteer of their time and/or resources. Approaches to recruit volunteers range from educational endeavors to psychosocial studies, tying different aspects of individual's lives to volunteering. The key question for every organization that used volunteers was, why do people volunteer?

Beginning with the fall semester of 1990, the Southern University System of Louisiana became the first public institution of that state to require its students to perform sixty hours of community volunteerism for graduation (Carpenter and Jacobs 1994). The program hoped to increase the graduate's sensitivity toward the needs of humanity. It also hoped to facilitate students' realizations that volunteering was a partial answer to humanity's needs. This idea was not a new one; Rose (1954) stated voluntary association was a contributing factor to the development and maintenance of democratic societies.

To further the growth of volunteerism, not only were the habits and awareness of volunteering being fostered, but the psychosocial aspects of volunteering were being investigated and used to develop campaigns to entice potential volunteers.

This evolution of re-defining volunteers may have prepared them and their organizations for the new century, but new issues and social concerns along with

greater demands, would require constant adaptation for both the volunteers and the organizations they served.

Theoretical Foundations

Smith's Sequential Specificity Model provided rationale for investigating individual motivation toward volunteering. Smith's (1972) model is represented in Table 1 followed by a brief explanation.

Smith's model was divided into three areas: contextual factors, personal factors, and situational factors. Together these three areas aided in the development of how the individual made the decision to volunteer personal services to an organization.

1. Contextual Factors
   These factors were cultural elements, building values and morals, which led to the development of ethical standings. Included among these factors were culture, subculture, social structure, population and the biophysical environment.
2. Personal Factors
   Personal factors were sub-divided into four distinct areas: social background and role factors, personality and capacity factors, general attitude factors, and specific attitude factors.

   A. Social Background and Role Factors
      Social background and role factors included social positions, roles and experiences. Demographic characteristics which ranged from age to socio-economic status were included as factors. These factors aided in establishing role parameters of the individual and formal voluntary organizations.

Table 1. Summary of Smith's Sequential Specificity Model

Contextual Factors	Historical Factors Affecting Recent Past: Culture And Special Subcultures Social Structure At Various Levels Nature Of The Bio-Physical Environment Nature Of The Human Population
Personal Factors	Structure And Operation Of Particular Voluntary Groups/Programs Social Background And Social Roles Personality And Capacities Of Individual
Situational Factor(s)	General Attitudes Of The Individual Relevant To Voluntary Action
Dependent Variable(s)	Specific Situational Stimuli Perceptions Relevant To Individual Action Individual Activity

B. Personality and Capacity Factors
Factors included were the dispositions the individuals had of themselves and others in a real or imagined environment. How the individual related socially, introverted or extroverted was found here.

C. General Attitude Factors
The general attitude factor was self explanatory, for this was the individual's attitude toward volunteering in general.

D. Specific Attitude Factors
Specific attitude factors explored attitudes toward certain voluntary organizations as compared to volunteering in general.

3. Situational Factors
   The time immediately before and during voluntary action was dealt with by the situational factors.

Two components of one category from the Smith Model were focused on in this study. Personal factors was the chosen category and the two components were the individual's social background and roles and the individual's general attitude factors. The social background and role factor area of the model dealt with demographics ranging from age to socio-economic status. The factors established the boundaries for the individual and volunteering. The general attitude factors were the ways in which an individual viewed volunteering in general.

LITERATURE RELATED IN CONTENT AND METHODOLOGY

Nelson (1997) studied the individuals who volunteered for church-related activities. The purpose of the study was to examine the selected factors that influenced volunteer commitment in church related services. The theoretical basis for this approach was the exchange theory, which focused on costs and rewards and the reasons for certain behaviors.

The study used a mail survey designed to gather data from active Baptist church members who had been involved in volunteer activities. A demographic section included variables of income, education, age, ethnicity, marital status, gender and length of time as a volunteer. The rewards, which corresponded to the motivational profiles of the current study, were transpersonal, personalistic-social fulfillment, personal fulfillment, material, interactional-self-role congruence, relations with staff, relations with clients and other

volunteers, and organizational climate. Cost was defined for the study as environmental or personal. The conclusion of the fit between the person and the volunteer role, transpersonal (altruistic and religious) rewards, and personal fulfillment in the role related directly to their level of commitment. The opposite was found true for material rewards. Material rewards were negatively correlated with commitment; volunteers held material rewards less important. These findings suggested that volunteering motivations were internally rather than extrinsically motivated, and that finding volunteering roles, which fulfilled these internal motivations, would aid in the recruitment and retention of volunteers.

American Red Cross Study: Local to National

Studies of American Red Cross Chapters designed to increase their volunteer rolls have become very important. The longer workday of corporate America along with the proliferation of single parent families have reduced the number of the once plentiful volunteer. Much attention has been placed on the national level with studies such as the American Red Cross' Volunteer 2000 Study.

The Volunteer 2000 Study conducted by the American Red Cross in 1988 yielded a comprehensive study of its chapters and volunteers. The Volunteer 2000 Study also produced vital information to guide the American Red Cross into the future. For the American Red Cross to continue its growth into the next millennium, the volunteer must be held in high esteem regarding recruitment, organization, and policy development. The Volunteer 2000 Study established the following ten principles of volunteerism:

1. We can broaden our nation's volunteer force by removing barriers to volunteering.
2. Volunteers are not "free."

3. Volunteers contribute more than meets the eye.

4. "Volunteer" does not mean "amateur."

5. Volunteers and the organizations they serve must meet each other's expectations.

6. Volunteers must never be exploited.

7. Volunteers make excellent middle and senior managers.

8. When recruiting volunteers, it is more important to place the right person in the right job than to attract volunteers at random.

9. The American Red Cross can help shape government policies on volunteerism.

10. Everyone benefits when nonprofit organizations collaborate.

More attention needed to be focused on what motivates the American Red Cross volunteer. Porter (1994) conducted a study to investigate the motivational profile of the volunteers who served one local American Red Cross Chapter. He utilized the Chestnut Ridge Chapter, located in Latrobe, Pennsylvania. The instrument used by Porter to investigate the Chestnut Ridge Chapter was the Volunteer Functions Inventory (VFI), which was created by Clary, et al., in 1992. The results and conclusions from the Porter study led to the selection of the VFI as the instrument employed for this study. The following section reviews the creation and validation of that instrument.

Volunteer Functions Inventory

The Volunteer Function Inventory (VFI) consists of thirty items divided into six areas (Appendix B1). The VFI applies a functionalist theory in an attempt to determine the underlying motivations of volunteerism. The instrument uses six areas/functions that

are served by the act of volunteering. These areas are not limited to any one type of volunteering, but served as generic categories of motivation for all.

The six motivational areas of the VFI are career, enhancement, protective, social, understanding, and value. The career motivation area representes how a volunteer may be motivated by the contributions volunteering provided for their career. The esteem/enhancement area of motivation deals with feelings of being used or the self-fulfillment of altruistic desires. The protective category deals with psychological protection, the shielding of guilt, loneliness, and depression. Social motivation represents the importance that the volunteer placed on family, friends, and other groups to which they belonged. Motivational items of understanding represents the volunteer's interest in the individuals being served. The sixth motivational area, value, relates to how important the individual volunteer found the act of volunteering.

The VFI has been utilized in a number of studies that established content validity and reliability. The following is an outline of five of these studies conducted by Clary, et al., as reported in Understanding and Assessing the Motivations of Volunteers: A Functional Approach (1998).

Study 1: The VFI

This study provided an overview of the VFI. Clary et al., (1998) used the following methods to establish validity of the VFI. The population was 321 females and 144 males (with 2 of unspecified gender) from five volunteer organizations. The average age of the population was 40.9 years, with an average of 68.2 months of volunteer service. Eighty-nine percent of the individuals reported educational experiences beyond

high school, and 60% reported at least an undergraduate degree. The director from each volunteering organization administered the VFI to their volunteers. Clary and Synder's earlier research led to the Volunteer Functions Inventory, an instrument of 30 items, with five items assessing six functions. The volunteers responded to how important or accurate each of the 30 possible reasons for volunteering were for them in doing volunteer work, using a response scale ranging from 1 (not at all important/accurate) to 7 (extremely important/accurate). Averaging the five item scores derived the average scale score.

A principal components analysis identified 6 components with eigenvalues greater than 1.0. The eigenvalues for the first 12 factors resulting from this analysis were, with percent variance accounted for presented in parentheses: 8.26 (28%), 3.29 (39%), 2.47 (47%), 2.14 (54%), 1.40 (59%), 1.20 (63%), 0.88 (65%), 0.84 (68%), 0.77 (71%), 0.70 (73%), 0.65 (75%), and 0.58 (77%).

To confirm the six-factor solution, Clary, et al., (1998) then plotted the eigenvalues revealing a leveling to a straight horizontal line occurring after the sixth eignevalue. Following this procedure was a principal-axis factor analysis with oblique rotation to a pre-selected b-factor solution. This confirmed that the six scales of the VFI stood independent of each other.

To address internal consistency, Cronbach's Alpha coefficients were computed for each scale. The authors found: career, .89; enhancement, .84; social, .83; understanding, .81; protective, .81; and values, .80.

Clary, et al., pointed to the fact that all the respondents used for developing the VFI were active volunteers. This increased the confidence of the instrument related to relevant motivations of general volunteerism.

Study 2: Cross Validation of the VFI

The second study of Clary, et al., attempted to expand the sample to a more diverse group than used in the first study. A group of university students were selected, providing a younger age sample and one with less or no volunteer experience.

The sample consisted of 209 female and 265 male (with 1 of unspecified gender) students at the University of Minnesota, Twin Cities Campus. Students were recruited from introductory psychology courses, with the average age being 21.25 years (SD = 4.99). Three hundred and twenty students reported experience as volunteers, 213 reported never volunteering, while two students did not provide this information.

The VFI was administered in a mass testing session. Students were asked to identify if, where, and how long they had been volunteering. The following instructions were then given to complete the VFI:

> "If you have done volunteer work before or are currently doing volunteer work, then using the 7-point scale below, please indicate how important or accurate each of the following possible reasons for volunteering is for you. If you have not been a volunteer before, then using the 7-point scale below, please indicate how important or accurate each of the following reasons for volunteering would be for you".

As in Study 1, the key issues in Study 2 were factor structure of students' motivations for volunteering. A principal-components analysis, as in Study 1, found six factors. The order of the factors emerged differently from the first study. The

eigenvalues for the first 12 factors, with percent variance accounted for in parentheses were: 9.42 (31%), 3.16 (42%), 2.68 (51%), 1.72 (57%), 1.16 (61%), 1.01 (64%), 0.90 (67%), 0.79 (70%), 0.69 (72%), 0.65 (74%), 0.63 (76%), and 0.59 (78%).

As in Study 1, most items from each scale loaded together, especially on the predicted factor. There were two items that loaded outside their scale, but on the whole, the results were highly consistent with those of the volunteers' responses. Using LISREL, the six-factor solution was confirmed with an oblique model using item pair indicators, with the pattern of loading specified so that items were constrained to load on their specified factor. Clary's group found internal consistency for each scale: career and enhancement, a = .85; understanding, a = .84; social, a = .83, values and protective, a = .83. The average intercorrelation among the six scales was .41.

Study 2 reinforced and expanded the first of Clary, et al., studies by establishing a set of motivations for volunteering in concordance with a functionalist theory using a younger, less volunteer oriented sample than in the first study.

Study 3: Temporal Stability of the VFI

The reliability of the VFI was established using the test-retest method. The sample was 65 students (41 women and 24 men) enrolled in psychology courses at the University of Minnesota, Twin Cities Campus. The group completed the VFI early in the academic quarter and a second time 4 weeks later. The mean age of the sample was 25.34 years (S.D. = 7.16) and included 13 current volunteers, 27 former volunteers, and 25 students with no volunteer experience.

The correlations for the test-retest were:

Values scale = .78
Understanding scale = .77
Enhancement scale = .77
Social scale = .68
Career scale = .68
Protective scale = .64

All ps < .001, stability for all VFI scales were over a one month interval.

Studies 4 and 5 conducted by Clary et al., (1998) were for the validation of the VFI; specifically three aspects of volunteerism were investigated. Clary et al., described issues facing voluntary organizations as: (1) volunteer service organizations were faced with the tasks of recruiting volunteers, (2) promoting satisfying experiences for their volunteers, and (3) fostering longer term commitments to volunteer service. All three of these challenges involved the motivations underlying volunteerism and permitted empirical tests of hypotheses derived from the functional account of volunteerism. The ability to aid volunteer organizations in recruiting, satisfying and retaining their volunteers with proven empirical tests would benefit all voluntary organizations.

Study 4: Matching Motivations With Persuasive Communication

The fourth study conducted by Clary, et al., (1998) attempted to show an essential aspect of functional theorizing, this being the significance of matching the motivations of the individual with the opportunities provided by the environment. The premise of this study was that persuasive messages would be more effective when matched to the motivation deemed important by the individual. The prediction put forth by the study was "when predicting how persuaded participants would be by a particular advertisement,

scores on each VFI scale would be predictive of rating its corresponding advertisement, but the other VFI scale scores would not" (Clary, et al., 1998).

The method of the fourth study included 59 undergraduate students from a University of Minnesota, Twin City Campus undergraduate psychology course. There were 25 men and 34 women who participated in the study. The study was describes to the students as an "Advertising Study". They began by completing a battery of questions that included the VFI along with filler materials. The students then gleaned "advertising brochures" created to promote a university volunteer fair. The students ordered the brochures on a rating scale indicating their overall evaluation of them. Three statements representing a single motivation's functionally based reason for volunteering was on the cover of the different brochures. Inside the brochure "a functionally relevant message advocated volunteerism as a way to satisfy one of the six motivations for volunteering identified by the VFI" (Clary et al. 1998). The other panels were consistent in all brochures, with general information about volunteerism and the volunteer fair.

Regression analysis was performed to determine if the participants' scores on the different VFI scales would best predict evaluations of the persuasiveness of the corresponding brochure. Six separate hierarchical regressions with each evaluation of the different brochures were regressed onto the six VFI scale scores. Four of the six analyses conformed exactly as predicted, matching the persuasiveness of the brochures to the VFI individual scales. Only the social and career brochures had two scales of the VFI contribute to the prediction of perceived persuasiveness. Table 2 summarizes the regression analyses for predicting persuasive appeal of the different brochures.

Table 2. Advertising Brochures and the Six VFI Scales and their Predictive Ability

Persuasive Appeal of Brochure	VFI Scale Significantly Predicting Participants' Evaluation	R Value	F Value	P Value
Enhancement	Enhancement	.51	(1,56) = 19.87	P<.001
Protective	Protective	.39	(1,56) = 9.76	P < .005
Understanding	Understanding	.48	(1,56) = 16.84	P < .001
Values	Values	.35	(1,56) = 8.04	P < .01
Career	Career Understanding		(1,56) = 18.49	P < .001
		.52	(1,56) = 8.76	P< .005
			(2,55) = 10.27	P< .005
Social	None	-	-	-

The researcher also investigated the within-person relations by computing correlations between all VFI scaled scores and all corresponding brochures for each participant individually. The average of all within-person correlations resulted in a statistically significant within-person correlation for the entire sample, $r = .712$, $t(57) = 7.55$, $p < .001$, indicating a strong individual-level match between the pattern of VFI scale scores and the pattern of advertisement evaluations.

The fourth study by Clary et al., (1998) supported the validity of the VFI as a function-oriented instrument to measure the motivations for volunteerism. Using persuasive advertisements, the VFI scale score was found to be the best predictor to match advertising effectiveness and persuasion to individual motivations.

Study 5: Predicting Volunteers' Satisfaction

The fifth study was a field study working with older adult hospital volunteers who identified the functions important to them in volunteering. The hypothesis being tested by the study was as follows: volunteers who received larger amounts of functionally relevant benefits from their service would report greater satisfaction with their volunteerism than those who received less functionally relevant benefits.

The participants for this study were 61 volunteers with a mean age of 70 years, (25 men, and 36 women). They were all volunteers at a west central Indiana community hospital. The average volunteer served 4.5 hours per week and had served an average of 12 weeks.

The participants completed the VFI along with demographic and personality measures. Sixteen weeks later, participants completed a follow-up questionnaire that measured functionally relevant benefits and satisfactions found from volunteering.

From a seven point Likert-type scale, the functional benefit items were summed for the six functions; each scale could score from 3 to 21, with higher scores indicating greater functional benefit. Internal consistencies for the benefits scale ranged from .75 to .89, Cronbach's Alphas. On six additional Likert-type items, the level of satisfaction and personal fulfillment gained from volunteering were reported. These scores were summed with a range from 6 to 42, with higher scores representing greater satisfaction. The internal consistency scale produced was Cronbach's a = .85.

These studies conducted by Clary, Snyder, and Ridge, (the creators of the VFI), and Copeland, Stukas, Haugen, and Miene (1998) provided empirical support for the VFI

as a tool to gather information of why individuals serve as volunteers. The data produced by this instrument provided multiple opportunities for voluntary agencies to better serve their volunteers.

Survey of Chapter Paid Leadership

The Survey of Chapter Paid Leadership consisted of 25 items using Likert-type scales, write in responses, and the ranking of items. The Survey of Chapter Paid Leadership investigated the paid leaderships' length of service, their training, and methods used to recruit and retain volunteers. The instrument was constructed along with other like instruments for the Volunteer 2000 study.

The creation of instrumentation and methodology of the Volunteer 2000 Study consisted of structured interviews, secondary resources compilation, focus groups and mail surveys. The structured interviews were conducted mostly in person with some by telephone. These interviews were in support of the study and involved all levels of American Red Cross personnel and individuals from the private, nonprofit and public sectors specializing in service to or study of volunteerism and volunteer management. The study also used secondary quantitative and qualitative information. This information was collected from external organizations that provided service or studied volunteer management. The organizations included The Association of Volunteer Administrators, The United Way and The Independent Sector. At the 1987 annual American Red Cross convention, more than 400 volunteer and paid staff were involved in focus groups, which concentrated around background demographics, as well as, perceptual and attitudinal

information. Additional information was gathered from many American Red Cross chapters.

The products of this intense compilation of data were the four generic types of instruments, each coordinating with the information and respondent: (1) the fact sheet, which collected objective, factual data about the American Red Cross unit and volunteer participation at the unit from one or more knowledgeable persons; (2) the Survey of Chapter Paid Leadership which collected demographic, perceptual, and attitudinal data from the unit's paid leadership; (3) the Survey of Volunteer Leadership, which collected factual information about their volunteer history with the American Red Cross along with demographic, perceptual, and attitudinal data; and (4) the Survey of Volunteers, which collected background factual information, demographic, perceptual, and attitudinal data.

The Survey of Chapter Paid Leadership was used to investigate volunteer management and the most widely used and successful methods of recruiting and retaining volunteers from the Tennessee American Red Cross Chapter directors. The survey was created with extensive research by the American Red Cross and deemed appropriate for gathering this type of data by a panel of experts including, but not limited to, the following advisory groups:

1. Executive manager, Memphis Area Chapter
2. Senior advisor to the Vice President for Programs and Services, American Red Cross National Headquarters.
3. Chairman, Council of Former Governors, Lafayette, IN.
4. Chairwoman of Volunteers, Pittsburgh-Allegheny County Chapter, Pittsburgh, PA.

5. Vice President, Corporate Communication, American Red Cross National Headquarters.

6. Deputy National Chairman of Nursing, American Red Cross.

7. Chairman of Volunteers Red Cross, Ft. Hood, TX.

8. National Chairman of Nursing, American Red Cross.

LITERATURE RELATED TO THE DEVELOPMENT OF VOLUNTEER RECRUITMENT AND RETENTION PROGRAMS

The literature focusing on the development of retention and recruitment programs primarily emphasized a specific area, occupation, or special interest. The following sections review different suggestions and strategies used to recruit and retain volunteers for various types of volunteer organizations.

Goodale (1995) described how volunteers could be recruited for fund raising events. Her recruitment and retention program was divided into three areas: 1) identification, 2) recruitment, and 3) motivation. These areas were similar to Sirkin and Meister's (1999) areas of focus for recruitment and retention of volunteers: 1) policy making, 2) research, 3) information dissemination and 4) member contact. Ernest (1998) added a third model for recruitment and retention which contained the following areas: 1) create a community that inspires every organization member, 2) effectively communicate the mission of their organization, and 3) demonstrate the importance of paid leadership treating volunteers with kindness, respect, and honesty. These three approaches are described in the following sections.

How to Identify, Recruit and Motivate Volunteers

Goodale (1995) stated, "Fund raisers should constantly look for committed, talented volunteers and strive to keep them in their ranks because they are essential to the success

of any non-profit organization". The first area of Goodale's plan was the identification of volunteers. The use of individuals who are close to the organization was suggested. These individuals may include a developmental committee, last year's event committee, or a group of major donors. The following list was presented as possible individuals to request volunteers from:

- Board members and top donors to other organizations
- Constituents
- Social lists
- Business leaders and other successful people

Goodale suggested that a list of possible volunteers should be prepared and presented to these individuals for review. During one meeting, individuals should be able to review up to 150 names of potential volunteers. This process was enhanced by providing the stated characteristics needed in the volunteers and having the reviewers rank the candidates on a scale of yes, maybe, or no.

Goodale's (1995) second phase was recruitment. In this model, recruitment focused around the right team or person to make the approach, with the peer-to-peer approach having the highest endorsement. The following points were recommended for recruitment:

- Is the prospect known by a board member or other volunteers?
- Is there someone with the organization whose personal prestige will open doors?
- Will the prospect meet with your board chairman and/or executive director out of respect for their role in the organization?

If the prospect had never been involved with the organization, it was recommended to hold a cultivation cocktail party or have the recruiters bring their prospects on a tour. Once the recruiter had an appointment confirmed, a recruiting package should have be made available. A detailed volunteer job description would be of additional benefit.

The final phase of this model was motivation, at which point this model moved from recruitment to retention. The following items were recommended by Goodale (1995) to motivate volunteers after they had joined the organization:

- To keep volunteers excited about the organization's vision, highlight new programs, individual teachers, or breakthroughs during meetings
- Invite volunteers to regularly visit sites where the organization's work can be plainly seen
- Hold retreats for strategic planning and building camaraderie
- Provide clear expectations and thorough training
- Hold training workshops which are both educational and enjoyable
- Provide timely and frequent feedback
- Make volunteer task goals specific, to allow for individual evaluation
- Establish specific terms of job commitment
- Show appreciation and celebrate each volunteer's successes

Volunteer Leadership's Role in Membership Recruitment and Retention

Sirkin and Meister's (1999) model of recruitment and retention emphasized the responsibilities of the volunteer leaders. This model stated that volunteer leaders must be responsible for the following areas: policy setting, research, information dissemination and member contact.

Policy setting determined strategic directions of the association in accordance with member needs, which was described as the most important role for volunteer leaders. The policies stemmed from the basic goals of who and how the volunteers could best serve, and still meet their own needs. In a time of major organizational change, this model stated that strategy determinations by volunteer leaders were critical to an association's competitive position for the recruitment and retention of volunteers.

The research aspects of this model called for the identification of how the volunteer association could best serve its volunteers. The aim was similar to a corporation serving its employees so they in turn could better serve the customers. The volunteer leaders must have ensured that volunteers were represented in discussions from the board level to task forces on specific issues. Volunteer representation could be achieved using calling trees or other activities soliciting opinions from the various areas of volunteers.

Communication was deemed important for any volunteer association, regardless of size and complexity. The volunteer leadership was "to demonstrate and provide tangible evidence of the association's value to its members and prospective members and its industry, cause, or profession" (Sirkin and Meister 1999). The suggestions for this task included the solicitation of leader testimonials for member and perspective member communications, including membership brochures, advertisements in trade publications or professional journals, and new-member information kits.

The final area of this model was member contact. This demonstration of volunteer leadership commitment included making phone calls or personal visits to key members or prospects. Smaller organizations would need to use volunteer leaders in these discussions of the organization's goals and accomplishments. Many organizations used member-get-a-member campaigns and provided incentives and special recognition to their leaders for getting the largest possible number of members involved.

This model emphasized the importance of volunteer leadership being involved in policy setting, research, communication, and member contact. By integrating volunteer leadership into these areas, the volunteer organization would greatly improve its ability to recruit and retain volunteers.

Building A Volunteer Community

Ernest (1998) inspired for an organization of communication in her model of recruitment and retention. This model concentrated on the paid leadership of volunteer organizations. The paid leadership of the organization was encouraged to communicate the mission of their organizations and solicit involvement and feedback from volunteers. This involvement was deemed critical in building a community from which many leaders could emerge. The model stated that by leadership asking others to work toward their visions, they were demonstrating a desire to learn, a desire to serve, and a sense of humility.

The first area of this model focused on communicating a vision. The first step of this process began with focusing the board of directors, committees, and task forces around the organization's mission. All expectations needed to be clearly stated, with all parties understanding their specific roles.

The second area of emphasis centered on a changing volunteer environment. Ernest (1998) stated that people were seeking more meaning in the things they did; they were better educated, had higher expectations, and wanted to have greater influence. The following is a list of what volunteers may bring to any organization:

- Talent and expertise
- Varying perspectives on key issues
- Political influence
- Financial resources
- Influence in the larger community of the organization

Ernest (1998) concluded, stating the importance of paid leadership in treating volunteers with kindness, respect, and honesty. This sentiment was furthered with notes of appreciation, phone calls, special name badges or special recognition in newsletters or at organization functions. This model provided insight into how the treatment of the

individual volunteers and accountability to their individual needs would serve not only the volunteers, but also the volunteer organization.

LITERATURE RELATED IN METHODOLOGY

Several studies of like methodology were reviewed to establish a standard of procedure. The following section outlines these related methodologies.

Instrumentation

Williams (1996), while assessing students' gains from the college experience, used the Third Edition (1990) of the College Student Experiences Questionnaire (CSEQ), which was a standardized instrument providing student information about how their time was spent, type of activities, and the quality of their activities and relationships. In addition, this instrument requested demographic information along with opinions from participants about college and the college environment. The demographic section was consistent with the one employed for the current study. In determining the existing differences between the actual role and ideal role perceptions of instructional supervisors in the public schools in the counties of Tennessee, Afifi (1980) utilized procedures that included a survey instrument using a Likert-type scale. Schrock (1998), Sockwell (1996), and Cowen (1999) also used this same type of instrument.

Survey research was defined by Denzin (1978) as, "A methodological technique that required systemic collections of data from populations of samples through the use of interviews or a self-administered questionnaire."

The use of the VFI is well documented in existing publications. Cowan (1999), in evaluating the influences impacting the amount of science instructional time in elementary schools, used a similar instrument as the Volunteer Functions Inventory employed by the current study. Cowan (1999) used a two-part survey consisting of 15 closed response items and 60 Likert-type scaled items. Descriptive and statistical analysis was used to analyze the data. Seff, et al. (1993) also used similar methodologies in examining the effect of birth order on participation in dangerous sports. The basis of Seff's, et al. (1993) study was to determine why individuals participated in dangerous leisure activities. Eight hundred and forty one members of the United States Parachute Association received a mail survey requesting detailed information on participation in leisure activities, background characteristics, and reasons for parachuting. These types of characteristics were similar to the motivational profiles used in the current study.

Xu (1991) applied a survey research design in studying the relationship between perceptions of academic administration, regarding the leadership behavior of deans, and the relationship between this behavior and job satisfaction of affected department chairpersons. Xu (1991) also described the advantage of a self-administered questionnaire as an efficient means of contact with large numbers of subjects in a relatively short time. A sample of convenience was used for the deans only. A simple random sampling procedure was used for the department chairpersons. The instrumentation used by Xu (1991) was the Leadership Practices Inventory developed by Kouzes and Posner (1987). The inventory had two forms, each containing 30 items, with six items measuring each of five leadership practices. While the VFI had only one form, the number of items and measures were supported by Xu's study.

Data Gathering

Shepherd (1995), during an investigation of comparative characteristic lifestyle approaches of persisters and dropouts in adult high schools in Tennessee, used a mailed survey to assess student subjects. The first follow-up procedure was to send out a second survey after ten days. The same type of follow-up procedure was used in collecting the data for this study.

SUMMARY

This chapter has reviewed the literature relating to this study. The information was divided into four distinct sections: literature related in content, literature related in content and methodology, literature related to the development of volunteer recruitment and retention programs, and literature related in methodology. The first two sections provided the theoretical foundation for the current study, while the third and fourth sections provided support for the instrumentation by illuminating precedents in existing publications.

The review of literature both defined and revealed a great need for volunteers in various settings. Volunteers were defined by the American Red Cross as individuals who reach out beyond the confines of their paid employment and of their normal responsibilities to contribute time and service to a not-for-profit cause in the belief that their activity is beneficial to others as well as satisfying to themselves. This definition is the result of an evolution of volunteerism, starting with individuals participating in some

type of missionary service and ending with psychosocial issues individuals meet by giving of their time and energy. The study of volunteering seeks to find the underlining reason individuals volunteer. The focus supports the framework for the current study that investigates what motivates individuals to volunteer.

In literature related in content and methodology it was found that material rewards were negatively correlated with commitment; volunteers held material rewards less important. These findings suggested that volunteering motivations were internally rather than extrinsically motivated.

The American Red Cross conducted a study of its volunteers, the Volunteer 2000 Study that produced guidelines for future volunteer recruitment and retention. The principle of placing the right volunteer in the right job being more important than attracting volunteers at random supports the development of strategies which attempt to meet both the volunteers' and organization's goal. This joining of goals is the basis for the second purpose of this study.

An established instrument used to study what motivated volunteers was found to be the Volunteer Functions Inventory. This proven instrument uses six motivational areas to identify what motivates volunteers, these areas are career, enhancement, protective, social, understanding, and value. The instrument was selected to collect data from the volunteers who serve the Johnson City/Washington County Chapter of the American Red Cross. In addition, an established instrument used in the Volunteer 2000 study, the Survey of Chapter Paid Leadership, collected data from paid chapter leadership. This instrument was selected to collect data from the directors of the Tennessee Chapters of the American Red Cross.

The investigation of literature relating to the development of volunteer recruitment and retention programs found several studies dealing with general volunteering or specific areas of need. Similar themes ran through many of the recruitment and retention models. One model focused on the communication of the goals and objectives of the organization to the volunteers. Another similarity was the different models consisted of various stages.

Ending the chapter was literature related in methodology. This section presented support for conducting research using instruments which made use of Likert-type scales and self-administered questionnaires. Sampling techniques and data collection methods were investigated in this section.

The information presented in the review of related literature provided evidence for the importance of researching why individuals volunteer and provided direction for that research. The review of recruitment and retention programs revealed valuable insights to the development of such programs. The lack of these types of programs pertaining to American Red Cross chapters indicated a need for further research.

CHAPTER III

METHODS AND PROCEDURES

INTRODUCTION

Outlined in this chapter are the procedures used to achieve the stated purposes of this study project. One purpose of this study was to determine the demographic and motivational profiles of the volunteers who served in the Johnson City/Washington County Chapter of the American Red Cross. Another purpose of the study was to develop suggested strategies for a volunteer recruitment and retention program for the Johnson City/Washington County Chapter of the American Red Cross based on the profiles of volunteers and a survey of the Tennessee American Red Cross management's perception of their recruitment and retention programs.

STUDY POPULATIONS

The populations studied were the 160 volunteers of the Johnson City/Washington County Chapter of the American Red Cross and the 37 directors of the Tennessee Chapters of the American Red Cross. An incidental sample (ergo one of convenience), consisting of the entire population of volunteers and directors, was employed for both populations. Generalizing beyond these populations would involve great risk.

Permission to conduct the study at the Johnson City/ Washington County Chapter was obtained from Ms. Pamela Hale, Executive Director of the Chapter. A meeting was arranged with Ms. Hale to discuss the details of the study. A letter (Appendix A1) was

sent to Ms. Hale explaining the requirements of the Johnson City/Washington County Chapter volunteers to participate in the study. The letter also thanked her for reviewing the proposal.

INSTRUMENTATION

The instruments selected to obtain the data for the current study were the Volunteer Functions Inventory (VFI), a demographic component, and the Survey of Chapter Paid Leadership. Following is a brief explanation of these instruments.

Volunteer Functions Inventory

The instrument was designed to be brief and concise, while ascertaining the required information (Porter 1994). Permission to use the instrument was obtained from the author, Dr. Clary. A letter providing written permission is presented in Appendix A2.

The motivation behind the development of the VFI was the functional analysis perspective of psychology. One aspect of this approach sought to determine what motivates an individual to donate time and effort. Clary et al., (1992) concluded the functional analysis perspective of psychology useful in understanding the motivational underpinnings of volunteerism. This led to the creation of this psychometrically sound instrument measuring a volunteer's motivations.

This approach attempted to look beyond the "bullet statements" as to why people volunteer. The functional analysis approach investigated the values and perceptions of

the individual volunteer. The motivating factors to actions were what the study attempted to examine.

Survey of Paid Leadership

The 37 directors of the Tennessee American Red Cross Chapters were surveyed regarding their recruitment and retention methods. This information was deemed vital to the creation of a recruitment and retention program. The instrument used was the Survey of Chapter Paid Leadership (Appendix B2.). Written permission to use the instrument was obtained from Maria Smith, Volunteer Specialist, Public Policy and Planning, American Red Cross (Appendix A3). The instrument consisted of twenty-five multiple-choice questions, and was developed by the American Red Cross as part of their Volunteer 2000 Study (1988). The following reasons initiated the Volunteer 2000 Study:

1. The absence of a firm, consistent, organization-wide databases on volunteers;

2. The fact that the organization's volunteer work force had never been studied as a whole, but only piecemeal in the context of specific services studies;

3. Current and anticipated changes in the U.S. economic, social, and demographic environment affecting volunteers;

4. Current and anticipated changes in the nature of the nonprofit sector (Executive Summary, Volunteer 2000 Study 1988).

DATA COLLECTION PROCEDURES

Volunteer Functions Inventory

Due to the lack of chapter meetings in which all members of the different divisions would be present, data collection was conducted utilizing a mail out. The data collection instrument, along with a cover letter explaining the study, was mailed first class to all volunteers of the Johnson City/Washington County Chapter of the American Red Cross. Included with the instrument was a return envelope with pre-paid postage. Fourteen days after the original mailing, postcards were mailed out reminding the non-respondents to please respond and thanking the respondents for their participation.

Survey of Chapter Paid Leadership

The data collection instrument, along with a cover letter explaining the study, was mailed first-class to all directors of the Tennessee Chapters of the American Red Cross. Included with the instrument was a return envelope with pre-paid postage. Fourteen days after the original mailing, postcards were mailed out reminding the non-respondents to respond and thanking the respondents for their participation.

TABULATION OF DATA

The results for this study were divided into three sections, based on their origin from the demographic component, Volunteer Functions Inventory, and the Survey of Paid Leadership. The data were organized and analyzed on a personal computer. The

first step was to gather and report the total sample, including descriptive data that were used to describe the univariate distribution of the sample.

The motivational profile of the Johnson City/Washington County volunteers had been described as pertaining to the population as a whole, using the six motivational scales of the VFI. The demographic variables of gender, years of volunteer service, age, employment status, and whether or not the volunteers had given a financial contribution had also been described using the motivational profiles.

A t-test was used to test the relationship of two or more categories within a demographic variable. Correlation coefficients and analysis of variance were used to statistically analyze the motivational profile in cases with three demographic variables. The various demographic groups were tested to determine whether there was a significant difference on the six different profiles within that group. This test was conducted by using six separate 1 x 3 analysis of variance tests and the subsequent post hoc tests (Duncan) were used to pinpoint significant differences.

Specific statistical procedures were employed to address the following research questions and hypotheses.

1. Do the demographic characteristics of the volunteers' affect their motivational profiles as determined by the Voluntary Functions Inventory toward volunteering services? The demographic profiles of the volunteers who serve the Johnson City/Washington County Chapter of the American Red Cross were constructed using descriptive statistics. The descriptive tools used to represent the demographic profile range from measures of central tendency to frequency tables. The following statistical procedures were used to determine the different motivational profiles.

Research Hypotheses

a. There are no statistical significant differences in the volunteers' motivational profile between the Johnson City/Washington County

Chapter's volunteers based on length of service.

b. There are no statistical significant differences in the volunteers' motivational profile between the Johnson City/Washington County Chapter's male and female volunteers.

c. There are no statistical significant differences in the volunteers' motivational profile between Johnson City/Washington County Chapter's volunteers based on the age of the volunteer.

d. There are no statistical significant differences in the volunteers' motivational profile between the Johnson City/Washington County Chapter's volunteers employed outside the home and those not employed outside the home or retired.

e. There are no statistical significant differences in the volunteers' motivational profile among the following groups of the Johnson City/Washington County Chapter that are categorized by financial contribution: no contribution; a one-time or sporadic contribution(s); regular (at least annual) contributions.

f. For further exploration of the data, multiple regression analysis were utilized.

2. What major factors are essential to consider in developing a volunteer recruitment and retention program based on the factors given for volunteering as determined by the primary purpose? The reasons given for volunteering were presented in a distribution table. These included the motivating factors, frequencies and percentages. Where applicable, measures of central tendencies were included.

3. What major factors are essential to consider in developing a volunteer recruitment and retention program based on the motivational profiles and factors given for volunteering and continuing to volunteer as determined by the primary purpose? The reasons given were presented in a frequency distribution table. These included the motivating factors, frequencies and percentages. Where applicable, measures of central tendencies were included.

The data from the Survey of Chapter Paid Leadership were compiled and described using descriptive statistics including percentages, frequency tables and measures of central tendency.

SUMMARY

This chapter has presented the methodology of the study. The studies' populations, the 160 volunteers of the Johnson City/Washington County Chapter of the American Red Cross, and the 37 directors of the Tennessee Chapters of the American Red Cross were described. The two instruments employed by the study were the Volunteer Functions Inventory (VFI), and the Survey of Chapter Paid Leadership. Permission to use the instruments were obtained from their creators, Clary and Snyder and the American Red Cross.

The study's data collection procedures were described. The instrumentation used to reach both populations utilized a mail out. The data collection instrument, along with a cover letter explaining the study, and a return envelope with pre-paid postage were mailed to participants. Fourteen days after the original mailing, a postcard was mailed reminding the non-respondents to please respond and thanking the respondents.

The tabulation of data was presented next in the chapter. The data were organized and analyzed on a personal computer. The motivational profiles of the volunteers of the Johnson City Washington County Chapter of the American Red Cross was described using the six motivational scales of the VFI. The demographic characteristics of the volunteers were tabulated and compared using the motivational profiles. T-tests were used to test the relationships of two or more categories within a demographic variable. Correlation coefficients and analysis of variance were used to analyze the motivational profiles in cases with three demographic variables. The data from the state directors were compiled and described using descriptive statistics.

CHAPTER IV

ANALYSIS AND INTERPRETATION OF THE DATA

INTRODUCTION

The primary purpose of this study was to determine the demographic and motivational profiles of the volunteers who serve the Johnson City/Washington County Chapter of the American Red Cross. The second purpose of the study was to develop suggested strategies for improving the volunteer recruitment and retention program for the Johnson City/Washington County Chapter of the American Red Cross. This was based on the profiles of volunteers and a survey of the Tennessee American Red Cross management's perception of their recruitment and retention programs. This chapter contains the statistical analysis, demographic characteristics, and findings from the data relating to the primary purpose of this study.

There were two instruments used to gather the research data, the Volunteer Functions Inventory and Survey of Chapter Paid Leadership. The data from the Volunteer Functions Inventory are presented first followed by data from the Survey of Chapter Paid Leadership. The data is arranged in a manner consistent with the ease of understanding and interpretation. Each item number is given followed by the question and the data yielded expressed in tabular form. Under each table, the number and percentage of participants who failed to respond to that particular item may be found.

VOLUNTEER FUNCTIONS INVENTORY

DEMOGRAPHIC CHARACTERISTICS OF VOLUNTEERS OF THE JOHNSON CITY/WASHINGTON COUNTY CHAPTER OF THE AMERICAN RED CROSS

First, the demographic characteristics are presented, followed by motivational profiles from the Volunteer Functions Inventory of the volunteers, both as a whole and by demographic characteristics. Eighty-eight out of 160 volunteers from the Johnson City/Washington County Chapter of the American Red Cross returned the Volunteer Functions Inventory. This only represented 55% of the total population.

Item 31 Reasons for Volunteering

Table 3 shows almost 54% of the volunteers stated they volunteered because of their own initiative. The next highest frequency was other, followed by direct contact with a volunteer.

Item 32 Years Volunteered

Table 4 shows over 25% of the volunteers had been volunteering for the American Red Cross for 1 to 2 years while 40.7% had been volunteering between 6 and 43 years.

Item 33 Red Cross Services For Which Volunteers Served

Table 5 indicates most of the volunteers, 62.1%, focused their efforts in disaster services. Thirty-one percent volunteered in health and safety or other areas. Eighteen percent worked in the military service and 9.2% were American Red Cross nurses.

Table 3. Reasons for Volunteering

Reason	#	%
Own Initiative	46	53.5
Other	15	17.4
Contact With Volunteer	13	15.1
Contact With Staff Person	6	7.0
Family Member	4	4.7
Red Cross Recruitment Literature	2	2.3
*TOTAL	88	100.0
*No Response	0	0.0

Table 4. Years Volunteered

Years Volunteered	Mean Years Volunteered	#	%
1 – 5	2.7	51	59.3
6-10	7.5	18	20.9
11-15	13.6	3	3.4
16-20	18.2	5	5.8
21-25	23	6	6.9
26-30	30	1	1.2
31-35	0	0	0
36-40	38	1	1.2
41-45	43	1	1.2
*Total		86	100.0
*No Response		2	2.3

Table 5. Red Cross Services For Which Volunteers Served

Red Cross Services	#	%
Disaster	54	62.1
Health and Safety	27	31.0
Other	27	31.0
Military	16	18.4
Nursing	8	9.2
*No Response	1	1.1

*Volunteers may volunteer for more than one service.

Item 34 Hours Volunteered Per Month

The mean number of hours American Red Cross volunteers served per month was 11.3 hours with the standard deviation being 16.10 hours. As seen in Table 6, thirty-one percent volunteered less than three hours per month, 29.6% volunteered between 4 and 10 hours per month and 28.1% donated 13 to 81 hours monthly.

Item 35 Gender of Volunteer

Table 7 reveals that approximately two-thirds, or 60.2%, of the sample volunteering were women.

Item 36 Marital status of the volunteer

Two-thirds of the volunteers, as indicated by Table 8, were married and approximately one third were either single, widowed or divorced.

Item 37 Age of the Volunteers

Table 9 presents the ages of the sample of American Red Cross volunteers who had a mean age of 50.72 years, with a standard deviation of 17.68.

Item 38 Number of children

As indicated by Table 10, most volunteers, 59%, had between one and three children, while 29% had none.

Item 39 Age of Children

Table 11 presents the data of those who responded (70.3% of the total population), 73% of the children were plus 18 years. The large number of missing may be attributed to those volunteers who did not have children.

Table 6. Hours Volunteered Per Month

Hours Volunteered Per Month	Mean Hours Volunteered Per Month	#	%
0-10	3.5	51	71.9
11-20	17.5	10	14.1
21-30	28.7	4	5.6
31-40	0	0	0
41-50	48.7	4	5.6
51-60	60	1	1.4
61-70	0	0	0
71-80	0	0	0
81-90	81	1	1.4
*Total		71	100.0
*No Response	17		19.3

Table 7. Gender of Volunteers

Gender	#	%
Female	53	60.2
Male	35	39.8
*Total	88	100.0
*No Response	0	0

Table 8. Marital Status of the Volunteers

Status	#	%
Married	58	67.4
Single	11	12.8
Divorced	9	10.5
Widowed	8	9.3
*TOTAL	86	100.0
*No Response	2	2.2

Table 9. Age of Volunteers

Age	Mean Age	#	%
0-20	16	2	2.4
21-30	27.5	5	6.0
31-40	35.7	18	21.6
41-50	46.6	13	15.6
51-60	54.1	17	20.4
61-70	64.8	14	16.8
71-80	74.5	12	14.4
81-90	82	2	2.4
*TOTAL		83	100.0
*No Response		5	6.0

Table 10. Number of Children

Number of Children	#	%
0	24	29.0
1 – 3	49	59.0
4+	10	12.0
*TOTAL	83	100.0
*No Response	5	5.6

Table 11. Age of Children

Age of Children	#	%
Age 18 or Over	46	73.0
In School for Day (Grades 1 –12)	11	17.5
At Home/Not Yet in School	5	7.9
Pre-school or Kindergarten – ½ Day	1	1.6
*TOTAL	63	100.0
*No Response	25	28.4

Item 40 Volunteers' Level of Education.

Table 12 shows more than half, 53.4%, of the volunteers had an undergraduate or graduate degree. Thirty-three percent had training in a technical school or some college experience.

Item 41 Employment Status

Table 13 shows nearly an even split between volunteers who worked and those who stayed home.

Item 42 Type of Employment

There was a high non-response rate to this question; even though, 63.4% reported working outside their homes, 19.3% chose not to answer this question. The data are represented in Table 14.

Item 43 Years in Community

The vast majority of American Red Cross volunteers were longtime members of the Tri-Cities communities. Eighty eight percent had lived in the community longer than five years, of which almost half had lived in the community more than twenty-five years. The data in Table 15 represent a mean of 22.84 with a standard deviation of 17.6.

Item 44 Volunteered for Other Organizations

Eighty eight percent of the American Red Cross volunteers surveyed volunteered for one or more other organizations. There was a high non-response rate of 17.0% to this question. The data are represented in Table 16.

Table 12. Volunteers' Level of Education

Level of Education	#	%
Bachelors/Masters/Doctorate	47	53.4
Technical School/Some College/Associates Degree	29	33.0
Not Finished High School/High School/GED	12	13.6
*TOTAL	88	100.0
*No Response	0	0

Table 13. Employment Status

Employment Status	#	%
Employed	43	52.4
Unemployed Outside Home / Retired	39	47.6
*TOTAL	82	100.0
*No Response	6	6.8

Table 14. Type of Employment

Type of Employment	#	%
Employed Outside Home	45	63.4
Not Employed Outside Home	26	36.6
*TOTAL	71	100.0
*No Response	17	19.3

Table 15. Years in Community

Years in Community	Mean Years in Community	#	%
0-10	5.5	27	32.5
11-20	16.3	16	19.2
21-30	25.3	16	19.2
31-40	34.0	12	14.4
41-50	46.0	4	4.8
51-60	53.5	4	4.8
71-80	73	2	2.4
*TOTAL		83	100.0
*No Response		5	6.8

Table 16. Volunteered for Other Organizations

Other Organizations	#	%
0	9	12.3
1	21	28.8
2	14	19.2
3	13	17.8
4-10	16	21.9
*TOTAL	73	100.0
*No Response	15	17.0

Item 45 Financial Contributions

Table 17 indicates that most, 92.8%, of the American Red Cross volunteers have donated to the organization and of those, half gave regularly.

Item 46 Religious Affiliation

A large majority reported Christianity as their religion. The data are represented in Table 18.

Item 47 Household Income

The response to this question showed a high incidence of strong family incomes, in excess of $55,000.00. Almost half, 48.8%, of the volunteers' families earned such incomes. Table 19 presents the data.

Table 17. Financial Contributions

Financial Contributions	#	%
Never Given	6	7.2
Yes, One Time or Sporadic	39	47.0
Yes, Given Regular	38	45.8
*TOTAL	83	100.0
*No Response	5	5.7

Table 18. Religious Affiliation

Religious Affiliation	#	%
Protestant	56	70.0
Catholic	12	15.0
No Religion	9	11.3
Other	3	3.7
*TOTAL	80	100.0
*No Response	8	9.1

Table 19. Household Income

Household Income	#	%
Under $24,000	12	14.6
$24,001 - $35,000	12	14.6
$35,001 - $45,000	8	9.8
$45,001 - $55,000	10	12.2
Over $55,001	40	48.8
*TOTAL	82	100.0
*No Response	6	6.8

MOTIVATIONAL PROFILE OF THE VOLUNTEERS OF THE JOHNSON CITY/WASHINGTON COUNTY CHAPTER OF THE AMERICAN RED CROSS

The Volunteer Functions Inventory produced a motivational profile of the volunteers of the Johnson City/Washington County Chapter volunteers. The profile was divided into six independent scales: value, understanding, enhancement, social, protective, and career. This section follows the same format as the demographic section for ease of comparison.

Chapter's Motivational Profile

Table 20 represents the chapter's motivational profile. This table presents the chapter's response sample (n), mean, and standard deviation for each scale of the profile.

The data in Table 20 show that the chapter volunteers, as a whole, participated because of the perceived value in the act of volunteering. The second most common reason for volunteering given was the chapter's interest in understanding the people they serve. The third reason for volunteering was enhancement, the feelings of being used, or the self-fulfillment of altruistic deeds. The fourth reason for volunteering was the social motivation, representing the importance the volunteer places on family, friends, and other groups to which they belong. The protective category, which dealt with psychological protection, including the shielding of guilt, loneliness, and depression was the fifth reason given for volunteering. The sixth scale leading to volunteering was the volunteers' desire for career enhancing skills or experiences.

Table 20. Motivational Profile of Chapter

Motivation	N	Mean	Standard Deviation
Value	82	30.45	4.56
Understanding	84	24.90	7.06
Enhancement	82	20.28	7.08
Social	82	15.18	6.58
Protect	82	13.10	6.12
Career	84	10.86	6.55

Motivational Profile Based on Years Volunteered for the American Red Cross

Table 21 presents the correlation of the number of years volunteered with the six motivational profiles. The length of volunteer service did not seem to be associated with most of the motivational areas. Two exceptions to this were career and social motivation ($r = -.229$, $p = .039$, $r = .270$, $p = .015$).

Career and social motivations were both weakly associated with duration of service. The longer one had volunteered the less motivation for volunteering could be attributed to career. The importance of social reasons as motivators for volunteering increased with the length of one's volunteering experience.

Motivational Profile Based on Gender

Table 22 presents a comparison of the motivational profiles by gender. The motivational difference between males and females was both important and statistically significant in the areas of career and enhancement, while the career category was just outside of statistical significance at .05.

Both career and enhancement were shown to be more important for females. The motivational profile of career scores for males produced a mean of 9.31 and a standard deviation of 5.52, compared to the female's mean of 11.97 and a standard deviation of 7.04. Enhancement for males yielded a mean of 18.51 and a standard deviation of 7.18, while females had a mean of 21.59 and a standard deviation of 6.79. Statistically significant differences between the sexes were indicted with respect to value ($p=.067$).

Table 21. Motivational Profile Based on Years Volunteered for the American Red Cross

Profile	Spearman's rho	p – value
Career	-.229	.039 *
Enhancement	.087	.439
Protect	.125	.267
Social	.270	.015 *
Understanding	.040	.718
Value	.128	.255

* Statistical significance $\alpha = .05$

Table 22. Motivational Profile Based on Gender

Profile	Gender	N	Mean	Standard Deviation	Mean Difference	t	Df	P – Value
Career	Male	35	9.31	5.52	-2.26653	-1.86	82	.066
	Female	49	11.97	7.04				
Enhancement	Male	35	18.51	7.18	-3.0815	-1.94	80	.051
	Female	47	21.59	6.79				
Protect	Male	35	11.97	5.43	-1.9860	-1.46	80	.147
	Female	47	13.95	6.51				
Social	Male	35	15.28	6.15	.1793	.121	80	.904
	Female	47	15.10	6.95				
Understanding	Male	35	24.14	6.87	-1.3061	-.834	82	-1.87
	Female	49	25.44	7.21				
Value	Male	34	29.35	5.72	-1.8762	-1.86	80	.067
	Female	48	31.22	3.39				

* Statistical significance $\alpha = .05$

Motivational Profile Based on Age

Table 23 presents the comparisons of motivational profiles based on the age of the volunteers. The motivational profile of career was related in a statistically significant manner with a volunteer's age.

A fairly strong (-.489, p=.000) correlation deemed that older volunteers were less motivated by the career profile. Although the motivation of value was not statistically significant when correlated with age at p = .05, application of a p = .10 showed a statistical significance. Older volunteers appeared to be more motivated by their own value placed on the act of volunteerism.

Motivational Profile Based on Employment Status and Financial Contributions

The career motivational category was found, on average, to be 1.5 times more important for those employed than for those not employed outside the home or retired. Table 24 presents the data for employment status.

The mean difference was statistically significant with the employed mean being 12.86, standard deviation 6.02 compared to the unemployed/retired mean of 8.58, standard deviation 6.77, t = 2.97, df = 77, and p = .004. None of the others approached statistical significance. When the motivational profiles were compared to the volunteers' level of financial contributions to the American Red Cross, few associations appeared. A 3 x 6 ANOVA was used to determine overall differences in motivational patterns. Little association existed between the motivational areas and a volunteers' level of contribution. The results of this ANOVA are presented in Table 25.

Table 23. Motivational Profile Based on Age

Profile	Spearman's rho	p – value
Career	-.489	.000 *
Enhancement	.045	.695
Protect	.139	.214
Social	.212	.059
Understanding	-.143	.203
Value	.191	.089

* Statistical significance $\alpha = .05$

Table 24. Motivational Profile Based on Employment Status

Profile	Employment Status	n	Mean	Standard Deviation	t	df	p – value
Career	Employed	43	12.86	6.02	2.97	77	*.004
	Unemployed Outside of Home/Retired	36	8.58	6.77			
Enhancement	Employed	42	20.09	6.78	-.705	75	.483
	Unemployed Outside of Home/Retired	35	21.20	6.92			
Protect	Employed	43	12.62	5.68	-1.07	76	.284
	Unemployed Outside of Home/Retired	35	14.14	6.72			
Social	Employed	43	15.00	5.81	-.383	75	.703
	Unemployed Outside of Home/Retired	34	15.58	7.67			
Understanding	Employed	43	26.02	6.48	1.16	77	.246
	Unemployed Outside of Home/Retired	36	24.13	7.83			
Value	Employed	42	30.38	4.06	-.669	75	.506
	Unemployed Outside of Home/Retired	35	31.02	4.42			

* Statistical significance $\alpha = .05$

Table 25. Data Yielded by 3 X 6 ANOVA: Motivational Profile Determined by Financial Contribution

Profile	Financial Contribution	Sum of Squares	df	Mean Square	F	Sig.
Career	Between Groups	177.10	2	88.55	2.06	.133
	Within Groups	3295.58	77	42.80		
	Total	3472.68	79			
Enhancement	Between Groups	65.21	2	32.60	.694	.503
	Within Groups	3569.87	76	46.97		
	Total	3635.08	78			
Protect	Between Groups	172.52	2	86.26	2.392	.098
	Within Groups	2776.96	77	36.06		
	Total	2949.48	79			
Social	Between Groups	13.42	2	6.71	.152	.860
	Within Groups	3366.47	76	44.29		
	Total	3379.89	78			
Understanding	Between Groups	155.53	8	77.76	1.74	.181
	Within Groups	3425.66	77	44.48		
	Total	3581.20	79			
Value	Between Groups	3.712	2	1.85	.101	.904
	Within Groups	1391.50	76	18.30		
	Total	1395.21	78			

In an attempt to identify where marginal differences may have existed, Duncan's post hoc test was used and the results are presented in Table 26. The protective category showed some relationship to contribution at the 10% level of confidence. Perhaps a larger sample would have demonstrated this more clearly. This relationship suggested that the more a volunteer donates, the more the protective motivation to achieve the shedding of guilt became important.

To further explore the data, t-tests and ANOVAs were calculated to determine whether statistically significant differences occurred between males and females, employed and non-employed, single, divorced, widowed and married, three educational levels and three income levels and the number of years volunteered. The results are presented in Tables 27 –29. Statistically significant differences in the number of years volunteered were noted between those employed and not employed, those less than 51 years of age or 51years or older, and those who were not married versus those married.

Multiple regression analysis was then carried out to discover the predictors of volunteer retention. Models were developed using the step-wise method. Each question was individually entered instead of the six constructs in order to illuminate more specific information about motivational factors. The model which explained the most variation in length of volunteer service included three variables: employment, age, and marital status (Note: alpha = .05 throughout).

Table 26. Data Yielded by Duncan's Post Hoc Test

Profile	Financial Contribution	N	Mean
Career	Yes, Contribute Regularly	37	9.70
	Yes, One-time or Sporadic	38	11.84
	Never Given	5	15.20
Enhancement	Yes, Contribute Regularly	5	17.80
	Yes, One-time or Sporadic	36	20.33
	Never Given	38	21.39
Protect	Yes, Contribute Regularly	37	11.72
	Yes, One-time or Sporadic	5	13.20
	Never Given	38	14.76
Social	Yes, Contribute Regularly	5	14.20
	Yes, One-time or Sporadic	37	14.97
	Never Given	37	15.62
Understanding	Yes, Contribute Regularly	38	25.02
	Yes, One-time or Sporadic	37	25.05
	Never Given	5	30.80
Value	Yes, Contribute Regularly	37	30.35
	Yes, One-time or Sporadic	37	30.78
	Never Given	5	30.80

Table 27. Number of Years Volunteered and Gender, Employment and Marital Status

	Mean Difference	t	df	p-value
Male/Female	-1.19	-.632	84	.529
Employed/Not Employed	-6.90	-3.622	48	.001
Age Less than 50/ Age Greater than 50	-5.32	3.100	81.394	.003
Single, Divorce, Widow/Married	-3.72	-2.331	81.966	.022

Table 28. Number of Years Volunteered and Education

Education	n	Mean Number of Years Volunteered		
BS, MA, Ph.D.	46	6.10		
Technical School, Some College, Associates Degree	28	9.86	F = 1.794	p = .173
< High School, High School, GED	12	8.42		

Table 29. Number of Years Volunteered and Income

Income	N	Mean Number of Years Volunteered		
Less than $24,000	12	9.88		
$24,000 - $55,000	20	8.75	F = 1.554	p = .224
More than $55,000	10	3.30		

The regression equations of years volunteered = 10.459 + .383 hour volunteered per month + 2.007 age of volunteer's children – 2.173 volunteer seeks to learn about the cause or people they are serving yielded an $R^2 = .676$, F = 20.172, df = 32 and p = .000. This explained 67.6% of the variation in number of years volunteered and showed that a volunteer who worked more hours in a month, and whose children were older (more independent), and who was less interested in the actual cause for which they were volunteering was more likely to volunteer for a longer period of time than one who put in a few hours a month, who had young children, and who was volunteering because they wanted to learn more about an issue which they may have had passionate feeling.

Since a statistically significant difference in the number of years volunteered occurred for the three variables; 1) employed/not employed, 2) age, younger/older and 3) single, divorced, widow/married, regression modeling was carried out for each stratum, to see if their motivating factors differed.

A regression analysis of length of service compared volunteers employed with those not employed. Two distinct populations of volunteers emerged. One hundred percent of the variation may have been explained by those employed outside the home. A volunteer who worked and volunteered to make him/herself feel better, to make friends, whose friends also volunteered, who had donated monies to the American Red Cross, who were female, who had young children, who were new to the area and who volunteered to mitigate loneliness could be predicted to volunteer for a short period of time. The regression equation for employed volunteers was, years volunteered = 32.717 – 2.750 volunteering makes me feel better about myself – 2.012 volunteering is a way to make friends – 2.925 my friends volunteer – 3.728 financial contributions made to the

Johnson City/Washington County Chapter of the American Red Cross + 1.190 age of volunteers' children + .459 volunteering will help me succeed in my profession - .605 female + 2.032 I feel lonely so I volunteer + 2.246 length of time volunteer has resided in the community + .158 volunteering enhances career opportunities. This yielded an R^2 = 1.00, F = 3589.916, df = 15, and p = .000.

Motivating factors for those not employed outside the home exactly mirrored those of the total population of volunteers; even the coefficient of determination, R^2, was the same. Those not working remained as consistent volunteers if they volunteered for more hours in a month and if they volunteered for other reasons than wanting to learn about a cause. The not employed regression equation was, years volunteered = 14.934 + .449 hours volunteered per month – 2.385 volunteer seeks to learn about the cause or people they are serving. This yielded an R^2 = .670, F = 14.228, df = 16, and p = .000.

The regression model that compared the age of the volunteer, less than 51 and those 51 and older, as a predictor for length of service, showed two very distinct groups existed. Younger volunteers (n=47.1%) volunteered less if they were doing it to feel important, if they had no feeling of compassion, if they had minimal to no concern for health and safety issues, if they had no genuine concern for the group they were serving, if they gained no improvement in their personal feeling from volunteering, if they were a professional nurse and if they volunteered a high number of hours per month. Nearly all the variation in years volunteered was explained by these variables (97.9%). The regression equation for the volunteers (less than 50) was; years volunteered = 15.544 – 7.896 it is important to the volunteer to help others + 4.185 volunteer feels compassion toward people in need + 2.896 volunteer is concerned about those in need – 1.433

volunteering helps a volunteer forget about feeling bad – 4.416 volunteer was a nurse + .160 hours volunteered per month. This yielded R^2 = .979, F = 46.305, df = 16, p = .000.

Those greater than or equal to 51 years of age appeared to be equally represented in the category of volunteers who were not employed outside the home. The regression equation for the greater than or equal to 51 years of age was; years volunteered = 16.748 – 2.357 volunteer seeks to learn about the cause or people they are serving. This yielded R^2 = .709, F = 1.044, df = 16, and p = .000. Other motivating factors were operating here, such as marital status.

In comparing single, divorced, widowed volunteers to those married as a determinant of length of service, the motivating factors were similar to those volunteers not employed outside the home and greater than or equal to 51 years old. The regression equation for the single, divorced, widowed volunteers (n = 28) was; years volunteered = 15.213 + .391 hours volunteered per month – 2.1776 volunteer seeks to learn about the cause of people they are serving. This yielded R^2 = .591, F = 20.248, df = 28, and p = .000. The coefficient of determination dropped somewhat. Speculation could lead one to suppose that the divorced group behaved like the married group and by including them here, the R^2 dropped slightly. Stratification of divorces was precluded by low sample size, n=9. The regression equation for the married volunteers, n = 58, was; years volunteered = 15.350 + .391 hours volunteered per month – 2.176 volunteer seeks to learn about the cause or people they are serving. This yielded R^2 = .609, F = 21.046, df = 27, and p = .000.

Summary

This section presented the data collected from the volunteers of the Johnson City/Washington County Chapter of the American Red Cross. The volunteers completed two instruments which included a demographic component and the Volunteer Functions Inventory.

The demographic data was presented first, followed by the data from the Volunteer Functions Inventory. The data was presented in tabular format with measures of central tendency provided when possible. Regression analysis was described providing regression equations and predictors.

SURVEY OF CHAPTER PAID LEADERSHIP

Introduction

The following section presents the data collected from the directors of the Tennessee State Chapters of the American Red Cross. Nineteen directors returned a completed instrument. The instrument used to gather the data was the Survey of Chapter Paid Leadership. The instrument consisted of twenty-five items using Likert-type scales, write-in responses, and the ranking of items. The instrument investigated the paid leaderships' length of service, their training, and methods used to recruit and retain volunteers.

The data is presented by item number from the instrument. Where applicable, measures of central tendency are provided along with frequency tables showing frequency and percentage of the various responses. The number of participants who failed to respond to individual items was listed below the frequency tables.

Item 1 Number or Years in Current Position as Director

The mean was 8.13 with a median of 4.00. Table 30 indicates the majority of directors were relatively new to their positions with almost half, 47.4%, having had three years or less experience.

Item 2 Mean Percentage of Directors' Time Per Week.

As shown in Table 31, most directors indicate they spent a slightly larger proportion of their time per week, 28.8%, on the services to the American Red Cross clients while the rest of their time was spent equally on management and support of volunteers, paid staff and other management and administration.

Item 3 Mean Percentage of Directors' Time Per Past Twelve Months

As presented in Table 32, directors spent the majority of their time (mean of 4.56) with the orientation and training of volunteers. The activity consuming the second largest block of time was public/community relations with a mean of 3.53.

Item 4 Other Volunteer Organizations

As shown in Table 33, half of the directors had not worked for another organization with a significant volunteer workforce.

Item 5 Importance of Training

As shown in Table 34, all those surveyed indicated it was either very important or important to have training, with more than half indicating very important. No directors indicated that training was somewhat or not important.

Item 6 Volunteers Attendance to Meetings

As shown in Table 35, 47.4% indicated that no, volunteers did not usually attend meetings whether they were invited or not, with 47.4% usually attending meetings.

Table 30. Number of Years in Current Position as Director

Number of Years	Mean Number of Years	#	%
1-5	2.5	11	57.8
6-10	7	1	5.3
11-15	13.5	4	21.0
16-20	17	1	5.3
21-25	21	1	5.3
26-30	27	1	5.3
TOTAL		19	100.0
*No Response		0	0.0

Table 31. Mean Percentage of Directors' Time Per Week

	Volunteer Management & Support	Services to Red Cross Clients	Paid Staff Management & Support	Other Management & Administration
Mean	25.33	28.80	22.00	22.53
Median	25.00	20.00	20.00	20.00
Standard Deviation	16.31	21.57	16.23	14.09
*No Response	4	4	4	4

Table 32. Mean Percentage of Directors' Time Per Past Twelve Months

	Mean	Median	Standard Deviation	No Response
Direct Services to Clients	2.88	3.00	1.17	2
Managing Projects	2.63	2.50	1.09	3
Recruiting Volunteers	2.60	2.00	1.18	4
Evaluating Volunteers	2.33	2.00	.62	4
Orientation and Training Volunteers	4.56	2.00	7.90	4
Supervision and/or Placing Volunteers	2.80	2.00	1.42	4
Record Keeping and/or Recognition	2.63	2.00	1.26	3
Serving/Staffing a Working Group	2.73	2.00	.96	4
Support/Staffing the Board	3.29	3.00	1.45	2
Support/Staffing a Service Committee	2.67	2.00	1.29	4
Fundraising	3.47	3.00	1.42	2
Public/Community Relations	3.53	3.00	1.53	2
Other Administrative Work	3.13	3.00	1.15	3

Table 32. Mean Percentage of Directors' Time Per Past Twelve Months Cont.

Orienting and Training Paid Staff	2.56	2.00	1.15	3
Supervision of Paid Staff	3.00	3.00	1.46	4
Evaluating Paid Staff	2.54	2.00	1.13	6

Table 33. Other Volunteer Organizations

Other Volunteer Organizations	#	%
Yes	9	50.0
No	9	50.0
*TOTAL	18	100.0
*No Response	1	5.3

Table 34. Importance of Training

Level of Importance	#	%
Very Important	11	57.9
Important	8	42.1
Somewhat Important	0	0.0
Not Important	0	0.0
*TOTAL	19	100.0
*No Response	0	0.0

Table 35. Volunteer Attendance to Meetings

Attendance	#	%
No/Not Usually/Do Not Attend	9	47.4
Yes/Usually/Sometimes	9	47.4
Don't Know	1	5.2
*TOTAL	19	100.0
*No Response	0	0.0

Item 7 Opportunities and Training for Position

As shown in Table 36, over 94% of Tennessee American Red Cross directors felt that they received some or significant amounts of training from the organization. No directors indicated that training was needed but not provided.

Item 8 Opportunities and Training for Other

As shown in Table 37, 84.2% of directors indicated that yes, opportunities for training or assistance that enabled their developing or enhancing the skills needed to pursue different or additional assignments, which they might enjoy or have interest in, was given.

Item 9 Training in Management

As shown in Table 38, 94.7% of the directors indicated they had been given training specifically of relevance to management of volunteers or volunteer personnel administration; the greatest of almost 38% received their training prior to employment with the American Red Cross. A small portion, 5.3%, received no training.

Item 10 Satisfaction with Development and Training

As shown in Table 39, 89.4% was either very satisfied or satisfied with their training for leadership and development. No directors indicated they were dissatisfied.

Item 11 Chapter's Approach to Recruiting Volunteers

As shown in Table 40, ongoing recruitment campaign was indicated by 47.3% of directors as the chapter's approach to recruiting volunteers.

Table 36. Opportunities and Training for Position

Opportunities and Training	#	%
Yes, Great Extent/Some Extent	18	94.7
No, Needed But Not Provided	0	0.0
No, Not Needed	0	0.0
Don't Know	1	5.3
*TOTAL	19	100.0
*No Response	0	0.0

Table 37. Opportunities and Training for Other

Opportunities and Training	#	%
Yes, Great Deal	6	31.6
Yes, Many	5	26.3
Yes, Some	5	26.3
No	2	10.5
*TOTAL	19	100.0
*No Response	1	5.3

Table 38. Training in Volunteer Management

Opportunities and Training	#	%
Yes, Prior to Joining Red Cross/Since Joining/Both Prior to and Since Joining	17	94.7
No	1	5.3
*TOTAL	18	100.0
*No Response	1	5.3

Table 39 Satisfaction with Development and Training

Opportunities and Training	#	%
Very Satisfied	5	26.3
Satisfied	12	63.1
Neither Satisfied nor Dissatisfied	1	5.3
Dissatisfied	0	0.0
Very Dissatisfied	0	0.0
Don't Know	1	5.3
*TOTAL	19	100.0
*No Response	0	0.0

Table 40. Chapter's Approach to Recruiting Volunteers

Options for Recruiting	#	%
Ongoing Recruitment Campaign	9	47.3
Recruitment for Specific Positions	5	26.3
Recruitment for Line of Service	3	15.8
Periodical Recruitment Campaign	1	5.3
Other	1	5.3
*TOTAL	19	100.0
*No Response	0	0.0

Item 12 Difficulties in Recruiting Leadership Positions

As shown in Table 41, the most frequently indicated position of difficulty in recruiting was chair of volunteers. Twenty-seven percent indicated difficulty recruiting both board members and chair of service committees.

Item 13 Current Relationships Between Levels

As shown in Table 42, 42% of directors indicated they generally kept pace between the level of service activity and availability of volunteers, while 42% indicated there were fewer volunteers than demand. No directors indicated that there were more volunteers than needed.

Item 14 Mean Percentage of Method of Volunteer Recruitment

As shown in Table 43, the most successful recruiting option selected was other (mean = 4.25), this was followed by referred by a Red Cross volunteer (mean = 4.00). The third option indicated was referred by another unit of the Red Cross (mean =3.33).

Item 15 Percentages of Effectiveness of Volunteer Recruitment Methods or Techniques

As shown in Table 44, almost 90% indicated that for both the board/governance of volunteer recruitment, and management volunteer recruitment, person to person techniques were very effective. Eighty-eight percent indicated service delivery person to person as very effective. Over 60% indicated management volunteers' media promotion as not effective for recruiting volunteers. On the instrument sent to the participants, there were two choices of not applicable for this question.

Table 41. Difficulties in Recruiting Leadership Positions

Positions	#	%
Chair of Volunteers	5	27.8
Chair of Service Committees	3	16.7
Board Members	2	11.1
Don't Know	2	11.1
Not Applicable	2	11.1
Other	2	11.1
Other Board Officers	2	11.1
Chapter Chair	0	0.0
*TOTAL	18	100.0
*No Response	1	5.3

Table 42. Current Relationships Between Levels

Relationships	#	%
Fewer Volunteers Than Demand/Demand Increases With Number of Volunteers	8	42.1
Generally Kept Pace	8	42.1
Don't Know	3	15.8
More Volunteers Than Needed	0	0.0
*TOTAL	19	100.0
*No Response	0	0.0

Table 43. Mean Percentage of Method of Volunteer Recruitment

	Mean	Median	Standard Deviation	No Response
Referred by Another Organization	2.50	2.00	1.72	1
Referred by Another Unit of Red Cross	3.33	2.00	4.84	1
Referred by A Red Cross Volunteer	4.00	4.00	1.32	2
Referred by Red Cross Paid Staff	3.28	3.00	1.64	1
Media or Other Appeal	2.83	2.50	1.38	1
Walked In	2.41	2.00	.80	2
Other	4.25	4.50	2.75	15

Table 44. Percentages of Effectiveness of Volunteer Recruitment Methods or Techniques

	Valid n	Effective	Not Effective	Don't Know/Not Applicable	No Response
Board/Governance Volunteers:					
Person-to-person	19	89.5	10.5	0	0
Local Media Promotion	19	26.3	47.3	26.4	0
Special Event	18	22.3	44.4	33.3	1
Other	4	0	0	100	15
Management Volunteers:					
Person-to-person	19	89.5	10.5	0	0
Local Media Promotion	18	16.7	61.1	22.2	1
Special Event	17	23.5	53.0	23.5	2
Other	6	16.7	16.7	66.6	13
Service Delivery Volunteers:					
Person-to-person	18	88.9	11.1	0	1
Local Media Promotion	17	47.0	41.2	11.8	2
Special Event	16	68.8	18.7	12.5	3
Other	4	25.0	0	75.0	15

Item 16 Targeted Groups for Recruitment

As shown in Table 45, 83.3% of directors indicated that retirees were targeted for recruiting. Over 83% indicated that handicapped persons/organizations were not a targeted group.

Item 17 Extent of a Problem

As shown in Table 46, both supply of service delivery volunteers and supply of leadership volunteers were indicated by 60% of directors as significant problems. Almost 67% indicated that quality of volunteer work was not a problem.

Item 18 Reasons for Change in Chapter's Pool of Volunteers

As shown in Table 47, almost 87% indicated there had been no change in use of paid instructors. Forty-one percent indicated a gain in business interest in on-site instruction, and approximately 29% indicated a loss in change in curriculum materials.

Item 19 Paid Management's Support

As shown in Table 48, in all three areas given, 81.2% of directors indicated excellent support.

Item 20 Recognition Activities for Volunteers

As shown in Table 49, 83.3% of directors rated the chapter's recognition efforts as good or excellent, while none indicated them as poor.

Item 21 Percentage of Top Three Methods of Recognition Most Relied On

As shown in Table 50, the first choice of directors was a recognition/dinner event. Their second most common choice for recognition was an informal/interpersonal thanks, with the third choice of giving a pin.

Table 45. Targeted Groups for Recruitment

Targeted	Valid n	Yes	No	No Response
Churches/Religious Groups	18	83.3	16.7	1
Civic Groups	18	72.2	27.8	1
Schools or Youth Groups	18	72.2	27.8	1
Professional Groups	17	52.9	47.1	2
Businesses/Corporations	18	61.1	38.9	1
Retirees/Retiree Organizations	18	83.3	16.7	1
Minorities/Minority Organizations	18	77.8	22.2	1
Other Non-Profit Organizations	18	44.4	55.6	1
Homebound Persons	18	22.2	77.8	1
Handicapped Persons/Organizations	18	16.7	83.3	2
Other	16	6.3	93.7	3

Table 46. Extent of a Problem

	Valid n	Problem	Not a Problem	Don't Know/ Not Applicable	No Response
Supply of Service Delivery Volunteers	18	66.7	33.3	0	1
Supply of Leadership Volunteers	18	61.2	38.8	0	1
Seasonal Change in Volunteer Workforce	18	38.8	55.6	5.6	1
Volunteer Turnover Rate	18	50.0	50.0	0	1
Scheduling/Coordinating Volunteers	18	44.4	50.0	5.6	1
Reliability of Volunteer Work Schedule	18	44.4	50.0	5.6	1
Quality of Volunteer Work	18	27.7	66.7	5.6	1
Availability of Workspace for Volunteers	17	53.0	47.0	0	2
Volunteer Record-Keeping	17	47.0	53.0	0	2

Table 47. Reasons for Change in Chapter's Pool of Volunteers

Events or Conditions	Gain	No Change	Loss	Don't Know/Not Applicable	No Response
Change in Curriculum/Materials	11.8	47.1	29.3	11.8	2
Lengthening of Course Hours	0	70.6	17.6	11.8	2
Fee Charged Course-Takers for Course	0	82.3	5.9	11.8	2
Use of Paid Instructors by American Red Cross	6.3	87.4	6.3	0	3
Opportunities for Teaching American Red Cross Courses for Pay With Other Organizations	11.8	41.2	17.6	29.4	2
Business Interest In On-site Instruction	41.2	41.2	5.9	11.7	2
Pressure for Business Community Involvement	6.3	75.0	6.3	12.4	3

Table 48. Paid Management's Support

	Excellent Support	Some Support	Poor Support	Don't Know/Not Applicable	No Response
Governance Volunteers/Board Management	81.2	6.3	0	12.5	3
Volunteers/Service Chairs	81.2	0	6.3	12.5	3
Service Delivery Volunteers	81.2	0	6.3	12.5	3

Table 49. Recognition Activities for Volunteers

Quality of Recognition Activity	#	%
Excellent	2	11.1
Good	13	72.2
Fair	3	16.7
Poor	0	0.0
Don't Know	0	0.0
*Total	18	100.0
*No Response	1	5.3

Table 50. Percentage of Top Three Methods of Recognition Most Relied On

Method	First	Second	Third	No Response
Giving a Pin	12.5	25.0	50.0	11
Giving a Certificate	0	0	12.5	11
Giving an Award	0	0	0	11
Attend a Recognition Dinner/Event	62.5	12.5	25.0	11
Attend More Frequent Events/Activities	0	0	0	11
Attend Other Volunteer-Oriented Event	0	0	12.5	11
Formal Letter of Thanks	0	12.5	0	11
Informal Letter of Thanks	12.5	12.5	0	11
Informal/Interpersonal Thanks From Staff	12.5	37.5	0	11
Other	0	0	0	11
None	0	0	0	11

Item 22 Percentage of Top Three Methods of Recognition Activities That Volunteers Most Enjoy

Almost 64% indicated that volunteers most enjoyed a recognition dinner/event. Giving a pin was ranked second by 36.4% of the directors. Ranked third by 27.3% was giving a pin, as presented in Table 51.

Item 23 Percentage of Chapter's Volunteer Personnel Administration Activities

As shown in Table 52, classroom training was ranked the highest among directors at 73.7%, followed by quality of volunteer leadership, 72.2%.

Item 24 Chapter Management's Awareness of Problems Encountered by Volunteers

As shown in Table 53, 84.2% of directors indicated the American Red Cross was either aware or very aware of problems encountered by volunteers.

Item 25 Degree to Which Chapter Board Considers Volunteer Management's Issues

As shown in Table 54, almost 16% indicated they were very satisfied while 57.8% chose the category of satisfied. Almost 16% indicated they were dissatisfied with the extent that the chapter board considers volunteer management issues.

Table 51. Percentage of Top Three Methods of Recognition Activities That Volunteers Most Enjoy

Activity	First	Second	Third
Giving a Pin	0	36.4	27.3
Giving a Certificate	9.1	0	9.1
Giving an Award	9.1	0	9.1
Attend a Recognition Dinner/Event	63.6	9.1	9.1
Attend More Frequent Events/Activities	0	0	0
Attend Other Volunteer-Oriented Event	0	0	18.2
Formal Letter of Thanks	9.1	9.1	0
Informal Letter of Thanks	0	27.3	9.1
Informal/Interpersonal Thanks From Staff	9.1	9.1	18.2
Other	0	9.1	0

Table 52. Percentage of Chapter's Volunteer Personnel Administration Activities

Activity	Excellent/Good	Fair/Poor	Don't Know/Not Applicable	Valid n
Recruiting Methods/Techniques	47.4	47.4	5.2	19
Number of Service Delivery Volunteers	36.9	57.9	5.2	19
Number of Volunteer Leadership	52.7	42.1	5.2	19
Orientation to Red Cross	63.2	31.6	5.2	19
Matching of Volunteers	63.2	31.6	5.2	19
Preparation and On-the-job Training for Volunteers	63.2	26.3	10.5	19
Classroom Training	73.7	15.8	10.5	19
Quality of Volunteer Leadership	72.2	16.7	11.1	18
Volunteer Record-Keeping	55.5	33.4	11.1	18
Volunteer Recognition	64.7	23.5	11.8	17

Table 53. Chapter Management's Awareness of Problems Encountered by Volunteers

Level of awareness	#	%
Very Aware	8	42.1
Aware	8	42.1
Somewhat Aware	2	10.5
Not Aware	0	0.0
Don't Know	1	5.3
*TOTAL	19	100
* No Response	0	0.0

Table 54. Degree to Which Chapter Board Considers Volunteer Management's Issues

Level of Satisfaction	#	%
Very Satisfied	3	15.8
Satisfied	11	57.8
Neither Satisfied Nor Dissatisfied	1	5.3
Dissatisfied	3	15.8
Very Dissatisfied	0	0.0
Don't Know	1	5.3
*TOTAL	19	100
*No Response	0	0.0

SUMMARY

The fourth chapter analyzed the data from the two instruments. The first set of data was gathered using the Volunteer Functions Inventory. This consisted of a demographic section that described the volunteers of the Washington County/Johnson City Chapter of the American Red Cross. The second section of the VFI described the motivational profiles of the Johnson City/Washington County Chapter of the American Red Cross as a whole and the profiles of various demographic categories.

The third section of Chapter IV presented the data from the Survey of Chapter Paid Leadership. This American Red Cross instrument yielded data from chapter directors across the state of Tennessee. The information centered on the recruitment and retention of volunteers.

Chapter V contains the interpretations of the findings and summarizes the key issues. This information was the foundation upon which the suggested strategies for volunteer recruitment and retention found in Chapter VI were constructed.

CHAPTER V

SUMMARY, FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

INTRODUCTION

This chapter presents a summary of the findings, conclusions and recommendations. These findings and conclusions are the foundation for suggested strategies for a volunteer recruitment and retention program for the Johnson City/Washington County Chapter of the American Red Cross, which is presented in Chapter VI.

SUMMARY

The primary purpose of this study was to determine the demographic and motivational profiles of the volunteers who served the Johnson City/Washington County Chapter of the American Red Cross. The second purpose of the study was to develop suggested strategies for improving the volunteer recruitment and retention program for the Johnson City/Washington County Chapter of the American Red Cross, based on the profiles of volunteers and a survey of the Tennessee American Red Cross management's perception of their recruitment and retention programs.

In order to address the purpose of this study, the following research questions and hypotheses were investigated:

1. Do the demographic characteristics of the volunteers affect their motivational profiles toward volunteering services as determined by the Voluntary Functions Inventory?

2. What factors motivated persons to volunteer?

3. What are the perceptions of the chapter leadership pertaining to volunteering?

4. What major factors are essential to consider in developing suggested strategies for a volunteer recruitment and retention program as determined by the findings from the primary purpose?

Research Hypotheses

1. There are no significant differences in the volunteers' motivational profile between the Johnson City/Washington County Chapter's volunteers based on length of service.

2. There are no significant differences in the volunteers' motivational profile between the Johnson City/Washington County Chapter's male and female volunteers.

3. There are no significant differences in the volunteers' motivational profile between Johnson City/Washington County Chapter's volunteers bases on the age of the volunteer.

4. There are no significant differences in the volunteers' motivational profile between the Johnson City/Washington County Chapter's volunteers employed outside the home and those not employed outside the home or are retired.

5. There are no significant differences in the volunteers' motivational profile among the following groups of the Johnson City/Washington County Chapter that are categorized by financial contribution: no contribution; a one-time or sporadic contribution(s); regular (at least annual) contributions.

The data from the Johnson City/Washington County American Red Cross Chapter volunteers and that of the Tennessee American Red Cross Chapter directors yielded the following findings. These findings were used to create the suggested strategies for improving the volunteer recruitment and retention program for the Johnson

City/Washington County Chapter of the American Red Cross. These strategies are presented in Chapter VI.

FINDINGS

VOLUNTEERS OF THE JOHNSON CITY/WASHINGTON COUNTY CHAPTER OF THE AMERICAN RED CROSS

Introduction

This section presents the findings of the study. These findings are from the analysis of the data presented in Chapter IV. The findings are subdivided by the study's two populations, the volunteers of the Johnson City/Washington County Chapter of the American Red Cross and the directors of the Tennessee American Red Cross chapters. Findings from the Johnson City/Washington County volunteers are further divided by their characteristics and motivational profiles. A "P" at the end of the finding denotes that the finding was used in the development of suggested strategies for a recruitment and retention program for the Johnson City/Washington County Chapter of the American Red Cross.

Characteristics of the Johnson City/Washington County American Red Cross Chapter Volunteers

1. Almost 54% of the volunteers served because of their own initiative. The next most significant reason given was other, followed by contact with volunteer. P

2. There was approximately an even distribution in volunteers who had served 1 – 2, 3 –5, and 6 – 20 years.

3. There was approximately an even distribution of hours per month volunteered. Thirty percent (+/- 3%) volunteered for each of the following category; 1 – 3, 4 – 10, and 13 – 81 hours per month.

4. Two-thirds of the volunteers were married and the mean age was 50.72 years.

5. A large percentage of volunteers had children, but most of the children were over the age of 18.

6. Over half, 53.4 %, of the volunteers had an undergraduate or higher degree of education.

7. Over half, 51.1%, of the volunteers were employed outside the home, with a mean income of $55,000.

8. A substantial percentage, 88%, of the volunteers had lived at least 5 years in the surrounding community of which they served.

9. Almost the entire population, 92.8%, had given financially to the American Red Cross, with 45.8 percent giving regularly.

Johnson City/Washington County American Red Cross Chapter Motivational Profile

1. The Chapter ranked the value motivational area as the highest motivating factor. This stated the volunteers held altruistic beliefs about helping others in a common cause as their highest motivation. P

2. The Chapter ranked the understanding motivational area second, claiming they volunteered for a better understanding of the people they served, the organization, or themselves. P

3. The Chapter ranked the enhancement motivational area third. The enhancement motivational area provided the volunteers with a higher feeling of self worth brought on by helping others.

4. The Chapter ranked the social motivational area fourth. This area has peer response to volunteering as a motivation for volunteering.

5. The Chapter ranked the protection motivational area fifth. This motivational area involved emotional protection from such negative concerns as, depression, guilt, and loneliness.

6. The Chapter ranked the career motivational area sixth. This indicated the volunteers were not very concerned with volunteering aiding their occupational prospects.

7. The career and social motivational areas were statistically significant, although weakly associated with the length of service. The career profile was negatively correlated, so the longer a volunteer served, the less important any impact on their occupation became. Social issues became more important the longer the volunteer was with the American Red Cross. P

8. The career and enhancement motivational profiles were more important than other motivational areas for female volunteers. This was just outside of the alpha level of .05 for being significant. P

9. When correlated with age, the motivational profile of career was significant, thus the younger the volunteer, the more important career enhancing opportunities became. Although slightly beyond significant, social motivations were associated with age, becoming more important with an increase in age. P

10. The career motivational area was significant for those volunteers employed outside the home. This reinforced the idea that a large percentage of the volunteers who responded as not employed outside the home/missing were retired.

11. The act of volunteers giving financially to the American Red Cross produced no associations with any profiles of motivations.

12. The length of service for volunteers had significant differences between those employed and not employed, those less than 51 years old and 51 years or older, and those who were married versus those not married.

13. Volunteers who worked more hours in a month, whose children were older, and who were less interested in the actual cause for which they were volunteering were likely to volunteer for a longer period.

14. The following were predictors for length of service for volunteers based on employment status:

Employed

-2.750 volunteering makes me feel better about myself

-2.012 volunteering is a way to make friends

-2.925 my friends volunteer

-3.728 financial contributions made to the American Red Cross chapter

+1.190 age of volunteers' children

+.459 volunteering will help me succeed in my profession

-.605 volunteer being female

+2.246 length of time volunteer has resided in the community

+.158 volunteering enhances career opportunities

Not Employed

+.449 hours volunteered per month

-2.385 volunteer wants to learn about the cause or people they are serving

15. The following were predictors for length of service for volunteers based on age: P

Younger (Less than 51)

-7.896 it is important to others to volunteer

+4.185 volunteer feels compassion toward people in need

+2.916 other

+4.527 volunteer seeks to learn about health and safety

+2.896 volunteer is concerned about those in need

-4.433 volunteering helps the volunteer forget about feeling bad

+.160 hours per month spent volunteering

Older (51 years or older)

+.410 hours per month spent volunteering

-2.357 volunteer seeks to learn about the cause or people they are serving

16. The following were predictors for length of service for volunteers based on marital status:

Single, divorced, widowed

+.391 hours per month spent volunteering

-2.1776 volunteer seeks to learn about the cause or people they are serving

Married

+.391 hours per month spent volunteering

-2.176 volunteer seeks to learn about the cause or people they are serving

17. Martial status had no bearing as a predictor toward length of service. The volunteers who were not employed and those 51 years or older had the same predictors for length of service.

SURVEY OF CHAPTER PAID LEADERSHIP

Introduction

The following findings were generated from the analysis of the data from the directors of the Tennessee American Red Cross chapters. The data were collected using the Survey of Chapter Paid Leadership and analyzed in Chapter IV. A "P" at the end of the finding denotes that the finding was used in the development of the suggested strategies for a recruitment and retention program for the Johnson City/Washington County Chapter of the American Red Cross.

1. Almost half of the directors of the Tennessee American Red Cross chapters had less than 3 years of experience.

2. Directors of the Tennessee American Red Cross chapters spent approximately the same amount of time providing services to American Red Cross clients as overseeing volunteer management and support. P

3. A large majority of the directors of the Tennessee American Red Cross chapters had training specifically of relevance to the management of volunteers or volunteer personnel administration.

4. Almost half of the Tennessee American Red Cross chapter directors reported ongoing recruitment campaigns as the chapter's approach to recruiting, with recruitment for specific positions given as the second most commonly used method. P

5. Tennessee American Red Cross directors most frequently indicated chair of volunteers as the position most difficult to recruit.

6. A large portion, nearly forty percent of Tennessee American Red Cross chapter volunteers, were recruited though media or other appeals. P

7. Person-to-person volunteer recruitment techniques were deemed very effective for the Tennessee American Red Cross chapters.

8. Nearly all of the Tennessee American Red Cross chapter directors indicated that retirees were targeted for recruitment.

9. The top three methods of recognition for volunteering most relied on by the Tennessee American Red Cross chapter directors were: 1) attending a recognition dinner/event, 2) informal thanking from staff, 3) giving a pin. P

10. The methods of recognition for the Tennessee American Red Cross volunteers most enjoyed were: 1) attending a recognition dinner/event, 2) receiving a pin, 3) attending other volunteer oriented events. P

CONCLUSIONS

Based on the findings of this study, the following conclusions were drawn:

1. There were statistical significant differences in the volunteers' motivational profile between the Johnson City/Washington County Chapter's volunteers based on length of service.

2. There were no statistical significant differences in the volunteers' motivational profile between the Johnson City/Washington County Chapter's male and female volunteers.

3. There were statistical significant differences in the volunteers' motivational profile between Johnson City/Washington County Chapter's volunteers' bases on the age of the volunteer.

4. There were statistical significant differences in the volunteers' motivational profile between the Johnson City/Washington County Chapter's volunteers employed outside the home and those not employed outside the home or are retired.

5. There were no statistical significant differences in the volunteers' motivational profile among the following groups of the Johnson City/Washington County Chapter that are categorized by financial contribution: no contribution; a one-time or sporadic contribution(s); regular (at least annual) contributions.

6. Several factors motivated persons to volunteer. One included the age of the volunteer, which indicated the younger the volunteer, the greater the amount of motivation that came from career enhancement opportunities. Another factor was the length of service by a volunteer which indicated the longer they served, the more they were motivated by social concerns and the less they were motivated by career enhancement opportunities. One final factor was that those employed outside the home were more motivated by career enhancement opportunities than those not employed outside the home.

7. The perceptions of the Tennessee American Red Cross directors indicated a need for better volunteer recruitment and retention. Factors leading to this need included limited paid staff to recruit, train, and retain volunteers. Ongoing general recruitment campaigns were the most popular method of recruitment with recruiting for specific positions being second.

To increase volunteer retention recognition dinners, award pins, and the showing of personal appreciation by the directors were used.

8. All factors, which motivated persons to volunteer, were essential to the development of a recruitment and retention program for the American Red Cross volunteers. Methods used by the Tennessee American Red Cross Chapter directors for both recruiting and retaining volunteers were of equal importance to the program. These methods included: volunteers solicited by person to person contact, recognition of volunteers by attending a dinner/event, informal recognition from staff, and the giving of pins.

RECOMMENDATIONS

The primary purpose of this study was to determine the demographic and motivational profiles of the volunteers who served the Johnson City/Washington County Chapter of the American Red Cross. The second purpose of the study was to develop suggested strategies for improving the volunteer recruitment and retention program for the Johnson City/Washington County Chapter of the American Red Cross based on the profiles of volunteers and a survey of the Tennessee American Red Cross management's perception of their recruitment and retention programs.

The findings from this study support other topics to be investigated. These topics range from the use of the Volunteer Functions Inventory to the application of the suggested strategies for volunteer recruitment and retention.

The following recommendations were made:

1. Continue testing of the predictability of the Volunteer Functions Inventory in the Southeast region of the United States.

2. Compare the findings from this study to other American Red Cross chapters within the region.

3. Implement and evaluate the suggested strategies for volunteer recruitment and retention developed by this study.

CHAPTER VI

SUGGESTED STRATEGIES FOR A VOLUNTEER RECRUITMENT AND RETENTION PROGRAM FOR THE JOHNSON CITY/WASHINGTON COUNTY CHAPTER OF THE AMERICAN RED CROSS

INTRODUCTION

This chapter addresses the second purpose of the study. The development of suggested strategies for improving the volunteer recruitment and retention program for the Johnson City/Washington County Chapter of the American Red Cross, was based on the profiles of volunteers and a survey of the Tennessee American Red Cross management's perception of their recruitment and retention programs.

The two instruments used to gather the data, the Volunteer Functions Inventory and Survey of Chapter Paid Leadership were presented in Chapter IV and in Chapter V, findings and recommendations were provided. These findings and recommendations are the basis for the analysis and interpretation of the following suggested strategies for improving the volunteer recruitment and retention program for the Johnson City/Washington County Chapter of the American Red Cross. It should be noted that the bulk of the study population was from Northeast Tennessee. This may limit the use of the program outside the region.

The recruitment of volunteers must be approached with the same considerations as planning an annual budget, for the handling of volunteers outweighs the handling of all other fiscal resources. In an organization, one volunteer may serve as a staff member,

public relations contact, or as a consultant. The guiding principle for the recruitment of volunteers is to provide for every volunteer as they provide for the organization.

An essential principle from the American Red Cross' Volunteer 2000 Study was, when recruiting volunteers, it is more important to place the right person in the right job than to attract volunteers at random. Using this principle, the demographic and motivational profiles, which indicate what motivates certain individuals to volunteer, and data from the Tennessee American Red Cross Chapter directors; this program intends to provide methods and suggested strategies. These recommendations will be for the general recruitment and retention of volunteers, meeting both the volunteers' and the American Red Cross chapters' goals.

Profile of a Typical Volunteer

Specific characteristics determined the profile of a typical volunteer. These characteristics are shown in table 55.

VOLUNTEER RECRUITMENT AND RETENTION STRATEGIES

These suggested strategies for volunteer recruitment and retention are based on data collected from American Red Cross Chapter directors in Tennessee via telephone interviews and mail surveys, and a study investigating the demographics and the motivational profiles of the volunteers of the Johnson City/Washington County Chapter of the American Red Cross. The information used to create this program consists of the characteristics of volunteers from the Johnson City/Washington County Chapter of the

Table 55. Profile of a Typical Volunteer

The typical volunteer:
served 7.6 years served for disaster services
served an average of 11.3 hours per month
was female and married
was 50.7 years old
had 2.3 children who were over the age of 18
had a Bachelors/Masters/Doctorate
had lived in the community for 22.8 years
volunteered for one or more volunteer organizations
had given money to the Red Cross
claimed Protestant of their religious affiliation
had a household income in excess of $55,000.00
ranked the motivational profile of value as the strongest factor for volunteering

American Red Cross, the reasons for their volunteering, and the reported methods used by the American Red Cross directors across the state of Tennessee.

The suggested model is based on three levels of intensity. The first level is recruitment and retention communication. The second level is recruitment and retention involvement; and the third level is recruitment and retention structure. These levels are suggested to be regarded as cumulative in nature, requiring the implementation of the first level before the second and second before the third.

Recruitment and Retention Communication

Recruitment and retention communication has the broadest scope of the three levels, but for what this level gains in coverage it loses in detail. Communication of the chapters' mission, goals and objectives is the key to the recruitment communication level. A monthly letter from paid leadership to the volunteers, a chapter newsletter, a chapter web page, or chapter meeting may help keep all volunteers and staff members informed in a timely manner.

The frequency to which recruitment communication is utilized should be based on the chapter's size and abilities/availability of staff. As recruitment and retention efforts increase, volunteers assume these duties. This occurs in the third level of the model.

The information provided to the volunteers and staff should include the chapter's volunteer status and any known changes and/or needs in volunteers, along with the importance the chapter places on volunteers. Sirkin and Meister (1999) emphasize the importance of demonstrating and providing tangible evidence of the association's value of its members and prospective members. They suggested this task may be accomplished through membership brochures, advertisements in trade publications or professional journals, and new-member information kits.

Included in this communication should be information of future needs including which projects volunteers are needed for, the goals and objectives of the projects, and specific volunteer responsibilities. This communication will provide the current volunteers with enough information to solicit prospective volunteers in an informed manner. In addition, this flow of information affords the current members the opportunity to select projects in which to contribute.

Recruitment and Retention Involvement

The second level of the model, recruitment and retention involvement begins with the recruitment of one to two volunteers who assume the responsibilities of level one. These volunteers then proceed with the development of a database. This database should include all volunteers and prospective volunteer names, contact information, the volunteer who suggested them, which project they were suggested for/and or work. In the future, this list will be cross-referenced with any like projects needing volunteers. This data is used to place volunteers into roles which will meet both individual and chapter goals.

The next step in the recruitment and retention involvement level is the creation of a project database. This database will contain project information that can be cross-referenced with the volunteer database. Listed with each area and/or project are possible attributes which volunteers may desire. These areas are categorized into the following: 1) social opportunities, 2) occupational skill enhancement, and 3) opportunity to learn about unique groups/causes/events. Supporting the social opportunities and occupational skill enhancement categories are the findings in which social and career motivational areas were statistically significant with length of service. The career profile was negatively

correlated so the longer a volunteer served, the less important any impact on their occupation became. These findings support the recruitment of younger volunteers with career enhancing opportunities. The social motivational area became more important as the volunteer became older, indicating that by providing older volunteers with social opportunities, volunteerism would be increased.

These databases can match both current volunteers and prospective volunteers with service areas and projects. These matches should increase the satisfaction of both the volunteers and the American Red Cross chapter. Once established, this efficiency of placing volunteers in appropriate roles will also save valuable paid leadership resources.

Recruitment and Retention Structure

The third level of this model, recruitment and retention structure, expands the volunteer involvement in recruiting and retaining volunteers by forming a recruitment and retention committee. This committee works with paid staff in all recruitment and retention efforts. The formation of a recruitment and retention committee of volunteers will aid the directors of the Tennessee chapters who reported spending a majority of their time (mean of 4.56) orienting and training volunteers. The charge of this committee is to meet the American Red Cross Chapter's goals and objectives by meeting the needs of the Chapter's volunteers. Once established, the recruitment and retention committee assumes all activities of the first two levels of recruitment and retention, which are the communication and involvement levels.

The recruitment and retention structure level involves the committee actively

pursuing volunteers by creating a structure to meet the needs of both the volunteer and the chapter. This type of targeted recruitment was reported by almost half of the Tennessee American Red Cross chapters' directors. They reported ongoing recruitment campaigns as the chapter's approach to recruiting, indicating the recruitment for specific positions as their second method.

At this point, the program actually combines the goals and objectives of both parties allowing their accomplishments simultaneously. The recruitment and retention committee sponsors and/or organizes events and/or programs incorporating both volunteer and chapter goals. The following methods of recruitment and retention are suggested strategies based on the demographic characteristics, the motivational profiles of the American Red Cross Chapter volunteers and the methodologies used by the directors of the Tennessee American Red Cross Chapters. The recruitment and retention committee must determine which strategies are most applicable, based on chapter needs.

1. Representatives from the volunteer recruitment and retention committee should establish and maintain a line of communication with local volunteer clearinghouses, churches, and retiree organizations. This line of communication will be used to present needs for volunteers. This strategy is based on the findings, which concluded that 53.5% of the volunteers surveyed stated that their reason for volunteering was their own initiative. Additional support for this strategy comes from the finding in which volunteers' rated value as the highest motivational area, with a mean of 30.45. These venues for recruitment are supported by the findings that 83.3% of the Tennessee directors targeted churches/religious groups, 88.3% targeted retiree organizations and 77.8% targeted minority organizations to recruit volunteers.

2. The volunteers' responses suggest the Johnson City/Washington County Chapter of the American Red Cross seek out civic organizations with employed younger (less than 50 years of age) members and arrange an open line of communication. This open line of communication allows for

the posting of upcoming volunteer opportunities. This approach may reach individuals who have not volunteered in the past. The younger individuals are targeted because of the findings that volunteers less than 50 years of age had positive scores in the following areas: felt compassion toward people in need, wanted to learn more about health and safety, and they were concerned about those in need. This strategy targets employed members of civic organizations because of the findings that over half of the volunteers were employed.

3. Due to the findings that volunteers ranked the understanding motivational area second, indicating they volunteered for a better understanding of the people they serve, the organization, or themselves; it is recommended that the Johnson City/Washington County Chapter of the American Red Cross develop background/situational briefs for major volunteer opportunities. These briefs will provide volunteers with information about the individuals and/or causes that they may be serving.

4. The recruitment of younger volunteers should be related to career enhancement opportunities. The volunteer recruitment and retention committee may arrange workshops for skills required to fulfill volunteer tasks which may enhance career opportunities. Any volunteer would be eligible for the workshop, with those needing the skill for their volunteer task having priority. This strategy is supported by a negative correlation between the length of service and the impact volunteering has on occupational goals.

5. Social issues became more important the longer the volunteer was with the American Red Cross. This supports the creation of volunteer work groups, which attempts to meet the social needs of volunteers. The groups will be brought together based on common interests, geography, and/or skill/aptitude. The maintenance of these groups is of great importance. Each group should have a purpose for being, a sense of contributing, and affirmation of achievement. Monthly group meetings will be held to address current projects, prepare for upcoming events, and visit socially. These workgroups should be reorganized every six months to increase social opportunities. Volunteers gave additional support for this strategy, stating social motivations were associated with age, becoming more important with an increase in age.

6. A chapter business women's group should be developed centering on skill development through American Red Cross volunteer projects. This may increase the volunteering of younger (less than 50) women. This is supported by the career and enhancement motivational profiles that were more important than other motivational areas for female volunteers. The

recruitment for the group should focus on working women wishing to network, enhance skills, and gain experience.

7. It is recommended that the Johnson City/Washington County Chapter recruitment and retention committee solicit for a member representing the local media. This recommendation is supported by the findings that a large portion, nearly forty percent, of the Tennessee American Red Cross chapter volunteers were recruited through media or other appeals. This media expert will provide guidance in what appears to be one of the most effective methods of volunteer recruitment.

8. The volunteer recruitment and retention committee may hold semi-annual recognition dinners for volunteers. These events should include: a director's address, a video or slide presentation of projects showcasing volunteer contributions, and award presentations such as pins. Nelson (1997) found that volunteering motivations were internally rather than extrinsically motivated. These type of activities support internal rewards and will aid in fulfilling motivational needs. The findings of the top three methods of recognition for volunteers by the Tennessee directors also supported this strategy. These methods included: 1) attending a recognition dinner/event, 2) informal thanking from staff, 3) giving a pin. The volunteers reported: 1) attending a recognition dinner/event, 2) receiving a pin, and 3) attending other volunteer oriented events, as there most enjoyed methods of recognition.

9. Due to the findings that volunteers ranked the understanding motivational area second (mean 24.90), indicating they volunteered for a better understanding of the people they serve, the organization, or themselves, it is recommended the Johnson City/Washington Chapter of the American Red Cross hold events in which volunteers are able to interact with the individuals they serve, such as luncheons or receptions. These events have three purposes. First, they allow the individuals being served to show appreciation to the volunteers. Second, the consumers of the volunteers' work are made real to the volunteer, and third, allowing more to be learned about the individuals the volunteers are helping.

If volunteers are to take responsibility for the recruitment and retention of volunteers, paid leadership must allow it to happen. Paid staff must be willing to enable and empower volunteers to pursue, undertake, and complete these challenging roles. As in any team building or team management situation, the leader must step back for others

to have responsibility. Volunteers must be allowed to assess needs, establish goals, and m mmmmm/
formulate, implement, and evaluate plans for their full potential to be realized in the recruitment and retention of volunteers.

SUMMARY

In addressing the studies second purpose, this chapter presented suggested strategies for the improvement of the volunteer recruitment and retention program for the Johnson City/Washington County Chapter of the American Red Cross based on the analysis of volunteer data and a survey of the Tennessee American Red Cross management's perception of their recruitment and retention programs. The chapter began with an introduction providing the rationale for the recruitment and retention strategies. These strategies suggest three levels of intensity for the volunteer recruitment and retention program for the Johnson City/Washington County Chapter of the American Red Cross. These suggestions are based on data from the Johnson City/Washington County American Red Cross chapter's volunteers and methods used by chapter directors across the state of Tennessee. The suggested strategies may be used all together or individually.

The chapter closed with strategies for the three levels of intensity, which include: 1) recruitment and retention communication, 2) recruitment and retention involvement, and 3) recruitment and retention structure. The three levels of intensity must be followed in order to achieve maximum benefit. Contained in the recruitment and

retention structure level were nine suggested strategies for improving recruitment and retention.

CHAPTER VII

THE STUDY IN RETROSPECT

The investigator concludes this study with a great respect for individuals who volunteer and for the American Red Cross. The findings from this study portrayed the average volunteer to be hard working (over half were employed), educated (most had some college), with a belief that giving of oneself (they selected the importance of helping others as the most important reason for volunteering) as the right thing to do. These individuals went beyond the requirements of daily life to help individuals that they may never meet. After working with these individuals, the investigator has gained an increased respect and admiration for these volunteers.

The American Red Cross provides services to a diverse population. These include disaster services, services to military families, health and safety education, blood and nursing services to the entire United States, as well as, international efforts. These efforts require over a million volunteers. While coordinating these efforts requires great leadership and guidance on the national level, the investigator was impressed with the services and responsibilities of the local chapters.

The American Red Cross provides services at no cost. This makes the volunteer critical in continuing these efforts. The American Red Cross chapters appear to be succeeding despite many obstacles. This fact alone warrants the respect of the investigator.

The findings from this study indicate two groups, the paid leadership and volunteers, working in a convoluted system. The chapters paid leadership resembles

middle-aged parents trying to care for their grandchildren, children, and elderly parents. The chapter directors must attempt to serve those individuals needing Red Cross services, the volunteers who assist in providing these services, and the national organization that oversees the chapters. This serving of three masters appeared to limit the time the directors spent on any one given task.

The volunteers also appeared to have three objectives to meet through volunteering. First, they served those individuals in need of the American Red Cross. Second, they served the American Red Cross chapter by providing these services, and third, they served themselves. The answer to how their own needs were met was key to this study. This answer was sought after, using an instrument which measured the psychological underpinnings of volunteering, the Volunteer Functions Inventory. While the motivational profiles from the Volunteer Functions Inventory were limited, they did provide evidence of what the volunteers of the Johnson City/Washington County Chapter of the American Red Cross were hoping to gain from volunteering.

The motivational profiles were valuable, but alone, they would not have provided the basis to create the suggested strategies for improving volunteer recruitment and retention. The demographic information from the Johnson City/Washington County volunteers provided additional insights into the creation of the suggested strategies. Together, these two components were limited.

The third and invaluable component of the study was the Survey of Chapter Paid Leadership. The data generated from the Tennessee chapter directors not only supported and augmented the findings from the volunteers, but it also established the parameters for the suggested strategies. Without the inclusion of the director's data, it would have been

impossible to complete the second purpose of the study, the creation of suggested strategies to improve the volunteer recruitment and retention program for the Johnson City/Washington County Chapter of the American Red Cross.

In retrospect, the investigator finds this study should have been undertaken with greater collaboration with the Johnson City/Washington County Chapter leadership. A more joint approach would have enhanced all aspects of the study. This collaboration would also have provided the chapter's leadership with a sense of ownership toward the suggested strategies for improving volunteer recruitment and retention.

As the investigator concludes the study, he is confident that if the suggested strategies for the improvement of volunteer recruitment and retention for the Johnson City/Washington County Chapter of the American Red Cross are implemented, positive results will occur. These changes will have a price of both time and effort, but the end results should be beneficial for both the volunteers and the chapter.

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APPENDICES

APPENDIX A

CORRESPONDENCE

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April 24, 2000

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American Red Cross, Johnson City/Washington County Chapter
69 Wilson Avenue
Johnson City, TN 37601

Dear Ms. Hale:

My name is Mike Stoots. I am a graduate student at the University of Tennessee. I would like to conduct a study involving the volunteers of the Johnson City/Washington County Chapters of the American Red Cross for my graduate research. The study has two main objectives. The first objective hopes to ascertain what motivates individuals to volunteer for the Red Cross. The second objective will result in a volunteer recruitment and retention program based on the information gathered. This recruitment and retention program should be useful in all areas of your chapter.

The study will consist of a mail survey sent to all volunteers of the chapter. The survey is short and concise, taking only approximately twenty minutes to complete. Individual responses will be confidential with emphasis placed on the group as a whole. There will be no costs incurred by the individual volunteers or the chapter.

Your endorsement of this project will be greatly appreciated. The study will not only allow for the completion of my doctoral studies, but should result in a useful program for the Johnson City/Washington County Chapter and possibly other chapters in the region.

Your signature on the statement below will signify your endorsement of the project.

Thank you,

Mike Stoots

I agree to endorse the above-described project investigating the volunteers of the Johnson City/Washington County Chapter of the American Red Cross.

Name

4-25-00
Date

Executive Director
Title

March 8, 2000

The College of St. Catherine
2004 Randolph Avenue
St. Paul, Minnesota, 554105

Dear Dr. Clary:

As per our telephone conversation, this is a written request for permission to use the Volunteer Functions Inventory in my doctoral dissertation research at the University of Tennessee. Upon completion of the study, a copy of the results will be sent to you.

Enclosed you will find a self-addressed envelope and a copy of this letter for your files.

Sincerely,

Mike Stoots

Permission granted _____ 3-21-00
Signature Date

Conditions, if any: _____

Department of
Public Health
College of Public and Allied Health
East Tennessee State University

Voice 423-439-4456 Fax 423-439-6491 E-mail Stoots@ETSU.edu

Fax

To:	Maria Smith	From:	Mike Stoots
Fax:	202-639-3028	Pages:	1
Phone:	202-639-3124	Date:	
Re:	Paid Leadership Survey	cc:	

☐ Urgent ☐ For Review ☐ Please Comment ☐ Please Reply ☐ Please Recycle

Ms. Smith,

This is a written request for permission to use the Survey of Paid Leadership in my doctoral dissertation research at the University of Tennessee.

Sincerely,

Mike Stoots

Permission granted M P Smith October 10 '00

Signature Date

Conditions, if any: Please mention the following in your dissertation as being of assistance: {Maria Smith / American Red Cross / Volunteer 2000 Study

Thank you! Good luck!

APPENDIX B

STUDY INSTRUMENTATION

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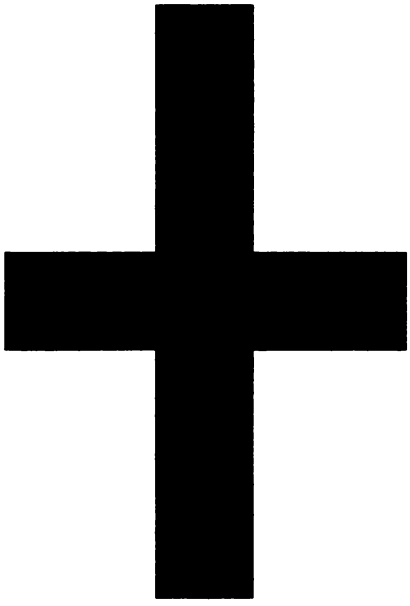
American Red Cross

Johnson City/Washington County Chapter



Volunteer Research Project

Clary, Snyder, and Ridge 1992

Section A. Directions: If you have done, or are currently doing, volunteer work for the Johnson City/Washington County Chapter of the American Red Cross, please use the 7-point scale below to indicate how important or accurate each of the following possible reasons for volunteering is <u>for you</u>. (CIRCLE ONE NUMBER).

1 2 3 4 5 6 7
not at all important/accurate for you — extremely important/accurate for you

Reasons I volunteer for the American Red Cross:

1.	Volunteering can help me get my foot in the door at a place where I would like to work.	1 2 3 4 5 6 7
2.	My friends volunteer	1 2 3 4 5 6 7
3.	I am concerned about those less fortunate than myself.	1 2 3 4 5 6 7
4.	People I'm close to want me to volunteer.	1 2 3 4 5 6 7
5.	Volunteering makes me feel important.	1 2 3 4 5 6 7
6.	People I know share an interest in community service.	1 2 3 4 5 6 7
7.	No matter how bad I've been feeling, volunteering helps me to forget about it.	1 2 3 4 5 6 7
8.	I am genuinely concerned about the particular group I am serving.	1 2 3 4 5 6 7
9.	By volunteering I feel lonely.	1 2 3 4 5 6 7
10.	I can make new contacts that might help my business or career.	1 2 3 4 5 6 7

11.	Doing volunteer work relieves me of some of the guilt over being more fortunate than others.	1 2 3 4 5 6 7

1 2 3 4 5 6 7
not at all important/accurate for you — extremely important/accurate for you

Reasons I volunteer for the American Red Cross:

12.	I can learn more about the cause for which I am working.	1 2 3 4 5 6 7
13.	Volunteering increases my self-esteem.	1 2 3 4 5 6 7
14.	Volunteering allows me to gain a new perspective on things.	1 2 3 4 5 6 7
15.	Volunteering allows me to explore different career options.	1 2 3 4 5 6 7
16.	I feel compassion toward people in need.	1 2 3 4 5 6 7
17.	Others with whom I am close place a high value on community service.	1 2 3 4 5 6 7
18.	Volunteering lets me learn through direct "hands on" experience.	1 2 3 4 5 6 7
19.	I feel it is important to help others.	1 2 3 4 5 6 7
20.	Volunteering helps me work through my own personal problems.	1 2 3 4 5 6 7
21.	Volunteering will help me succeed in my chosen profession.	1 2 3 4 5 6 7
22.	I can do something for a cause that is important to me.	1 2 3 4 5 6 7
23.	Volunteering is an important activity to the people I know best.	1 2 3 4 5 6 7

24. Volunteering is a good escape from my own troubles. 1 2 3 4 5 6 7

1 2 3 4 5 6 7
not at all important/accurate for you — extremely important/accurate for you

Reasons I volunteer for the American Red Cross:

25. I can learn how to deal with a variety of people. 1 2 3 4 5 6 7

26. Volunteering makes me feel needed. 1 2 3 4 5 6 7

27. Volunteering makes me feel better about myself. 1 2 3 4 5 6 7

28. Volunteering experience will look good on my resume. 1 2 3 4 5 6 7

29. Volunteering is a way to make friends. 1 2 3 4 5 6 7

30. I can explore my own strengths. 1 2 3 4 5 6 7

SECTION B. VOLUNTEER DEMOGRAPHICS: Please respond to the following items so that we may learn more about your chapter's volunteers.

31. Which of the following is the <u>most</u> influential reason why you volunteer for the Red Cross? (CHECK ONE BOX)

( ) The Red Cross' written materials/brochures
( ) Contact with a Red Cross volunteer
( ) Contact with a Red Cross staff person
( ) An immediate family member (sister, brother, mother, father)
( ) A close relative (cousin, aunt, uncle, grandparent)
( ) My own initiative in seeking a volunteer opportunity
( ) Contact with a person who has benefited from the services provided by the Red Cross
( ) Other (DESCRIBE BRIEFLY)_____

32. How many years have you been a Red Cross volunteer? _____(WRITE NUMBER)

33. I volunteer for the following Red Cross service(s): (CHECK AS MANY AS APPLY)

( ) Disaster Services
( ) Service to Military Families
( ) Health and Safety Education
( ) Nursing Services
( ) Other (e.g. office, Board of Directors, etc.)

34. On the average, how many hours per month do you volunteer for the Red Cross? _____ (WRITE NUMBER)

35. Gender: (CHECK ONE BOX)

( ) Male
( ) Female

36. Marital Status: (CHECK ONE BOX)

( ) Single
( ) Married
( ) Widowed
( ) Divorced

37. Age: _____ (WRITE NUMBER)

38. Do you have any children? (CHECK ONE BOX)

( ) NO
( ) YES If so, how many? (WRITE NUMBER)_____
What are their ages? (WRITE AGES)_____

39. In what age groups are your children? (CHECK AS MANY AS APPLY)

( ) At home and not yet in school
( ) Pre-school or Kindergarten—1/2 day
( ) In school for a full day (Grades 1-12)
( ) Age 18 or over

40. What is your highest educational level completed? (CHECK ONE BOX)

( ) Have not yet completed high school
( ) High school diploma or GED
( ) Technical school diploma or certificate
( ) Some college, no degree
( ) Associates degree
( ) Bachelors degree
( ) Masters degree
( ) Doctorate

41. What is your current employment status? (CHECK ONE BOX)

( ) Employed
( ) Unemployed outside the home/Retired

42. If your are currently working outside the home, what type of work do you do? (CHECK ONE BOX)

( ) Not employed outside the home
( ) Employed outside the home
Type of work: (DESCRIBE WORK)_____

43. How many years have you lived in your community _____ (WRITE NUMBER)

44. For how many other organizations (e.g. church, Scouts, school, social/service clubs, etc.) do you volunteer?

(CIRCLE ONE NUMBER) 1 2 3 4 5 6 7 8 9 10+

(LIST ORGANIZATIONS) _____
_____
_____
_____
_____
_____

45. Have you ever made a financial contribution to the Red Cross? (CHECK ONE BOX)

( ) No
( ) Yes, I made a one-time or sporadically contribution.
( ) Yes, I contribute regularly (at least annually).

46. What is your religious affiliation? (CHECK ONE BOX)

( ) I have no religious affiliation.
( ) Catholic
( ) Jewish
( ) Protestant What denomination, if any?

(Write Denomination)_____
( ) Other (Write Religion)_____

47. What is your combined household annual income? (CHECK ONE BOX)

( ) Under $24,000
( ) $24,001 - $35,000
( ) $35,001 – $45,000
( ) $45,001 - $55,000
( ) Over $55,000

Survey of Chapter Paid Leadership

Please fill in or circle the number of your response.

1. How long have you been in your current position? _____ years

2. What percentage of your time during an average week would you say is spent on...

    1. Volunteer management & support (including to Board) __%
    2. Services to Red Cross clients __%
    3. Paid staff management & support (including to Management team) __%
    4. Other management and administrative __%

3. What is your best estimate of the percentage of your time for Red Cross during the past 12 months that you spent on each of the following activities?

	None	1-20%	21-40%	41-60%	61-80%	81-100%
a. Direct services to Red Cross clients	1	2	3	4	5	6
b. Managing projects of services to clients	1	2	3	4	5	6
c. Volunteer personnel administration	1	2	3	4	5	6
- recruiting volunteers	1	2	3	4	5	6
- evaluating volunteers	1	2	3	4	5	6
- orientation &/or training volunteers	1	2	3	4	5	6
- supervision &/or placing volunteers	1	2	3	4	5	6
- record keeping &/or recognition	1	2	3	4	5	6
d. Serving on/staffing a working group	1	2	3	4	5	6
e. Support/staffing the Board/ Board Committee(s)	1	2	3	4	5	6
f. Support/staffing a Service Committee	1	2	3	4	5	6
g. Fundraising	1	2	3	4	5	6
h. Public/community relations	1	2	3	4	5	6
i. Other administrative/office work	1	2	3	4	5	6
j. Paid personnel administration	1	2	3	4	5	6
- orienting and training paid staff	1	2	3	4	5	6
- supervision of paid staff	1	2	3	4	5	6
- evaluating paid staff	1	2	3	4	5	6
k. Other, specify_____	1	2	3	4	5	6
l. Other, specify_____	1	2	3	4	5	6

4. In addition to Red Cross, have you ever worked for another organization which had a significant volunteer workforce?

   1. Yes 2. No

5. How important would you say training in volunteer personnel administration is for performing your job?

   1. Very important 2. Important 3. Somewhat important 4. Not important

6. Do volunteer staff in your service or administrative area usually attend staff meetings?

   1. No, no meetings held
   2. No, not usually invited to attend
   3. No, usually invited but do not attend
   4. Yes, usually invited and attend
   5. Yes, sometimes invited and attend
   6. Don't know

7. Has Red Cross provided you with opportunities for training or assistance that enables your developing or enhancing the skills your current position requires?

   1. Yes, to a great extent
   2. Yes, to some extent
   3. No, needed but not provided
   4. No, not needed
   5. Don't know

8. Has Red Cross provided you with opportunities for training or assistance that enable your developing or enhancing the skills to pursue different or additional assignments you might enjoy or are of interest?

   1. Yes, a great deal 2. Yes, many 3. Yes, some 4. No

9. Have you had any training specifically of relevance to management of volunteers or volunteer personnel administration either prior to or since working with Red Cross?

   1. Yes, prior to joining Red Cross
   2. Yes, since joining Red Cross
   3. Both prior to and since joining Red Cross
   4. No

10. How satisfied are you with the management development and other leadership training opportunities that have been available to you from Red Cross in support of your role and responsibilities?

   1. Very satisfied
   2. Satisfied
   3. Neither satisfied nor dissatisfied
   4. Dissatisfied
   5. Very dissatisfied
   6. Don't know

11. Which of the following best describes the chapter's approach to recruiting volunteers?

    1. Volunteers are recruited for specific positions as the need occurs
    2. Volunteers are recruited for a line of service or administrative area rather than a specific position or job
    3. A chapter-wide volunteer recruitment campaign occurs throughout the year
    4. A chapter-wide volunteer recruitment campaign is conducted periodically
    5. Other, specify_____

12. For which of the following leadership positions; if any, have you had any difficulty in recruiting the type of volunteer desired during the past five years?

    1. Chapter chair
    2. Other board officers
    3. Board members
    4. Chair of service committees
    5. Chair of volunteers
    6. Other, specify _____
    7. Don't know
    8. Not applicable

13. What is the current relationship between the level of service activity and availability of volunteers for service delivery in your area of responsibility?

    1. More volunteers than needed for level of service demand
    2. Volunteer resources have generally kept pace with level of service demand
    3. Fewer volunteers than needed for level of service demand
    4. Service demand will increase with increase in volunteers
    5. Don't know

14. Please provide your best estimate of the percentage of new volunteers in your service or administrative area of the past five years who were recruited by each of the following methods:

	None	1-20%	21-40%	41-60%	61-80%	81-100%	Don't Know	Not Applicable
a. Referred to Red Cross by another organization	1	2	3	4	5	6	7	8
b. Referred to chapter by another part or unit of Red Cross	1	2	3	4	5	6	7	8
c. Recruited by a Red Cross volunteer	1	2	3	4	5	6	7	8
d. Recruited by Red Cross paid staff	1	2	3	4	5	6	7	8
e. Responded to media or other appeal	1	2	3	4	5	6	7	8
f. Walked in	1	2	3	4	5	6	7	8
g. Other, specify_____	1	2	3	4	5	6	7	8

15. On a scale of "1" to "5" where "1" is "very effective" and "5" is "not effective", rate the effectiveness of each method or technique for recruiting each category of volunteers.

	Very Effective			Not Effective	Don't Know	Not Applicable
a. Board/Governance Volunteers						
- person-to-person	1	2	3	4	5	6	7
- local media promotion	1	2	3	4	5	6	7
- special events	1	2	3	4	5	6	7
- other, specify_____	1	2	3	4	5	6	7
b. Management Volunteers (such as Chair of Volunteers, Service Chairs)						
- person-to-person	1	2	3	4	5	6	7
- local media promotion	1	2	3	4	5	6	7
- special events	1	2	3	4	5	6	7
- other, specify _____	1	2	3	4	5	6	7
c. Service Delivery Volunteers						
- person-to-person	1	2	3	4	5	6	7
- local media promotion	1	2	3	4	5	6	7
- special events	1	2	3	4	5	6	7
- other, specify _____	1	2	3	4	5	6	7

16. Which of the following groups or segments have been targeted for recruitment of special volunteers by your service or administrative area of responsibility? (Circle all that apply)

1. Churches, religious groups
2. Civic groups and organizations
3. Schools or youth groups
4. Professional groups / associations
5. Businesses/ corporations
6. Retirees / retiree organization
7. Minorities / minority organizations
8. Other non-profit organizations
9. Homebound persons
10. Handicapped persons/handicapped serving organizations
11. Other, specify _____
12. None of the above

17. On a scale of "1" to "5" where "1" means a " significant problem" and "5" means "not a problem", to what extent are each of the following a problem for you in carrying out the responsibilities of your service or administrative area:

	Significant Problem			Not a Problem	Don't Know	Not Relevant To Me	
a. Supply of service delivery volunteers	1	2	3	4	5	6	7
b. Supply of leadership volunteers	1	2	3	4	5	6	7
c. Seasonal changes in volunteer workforce	1	2	3	4	5	6	7
d. Volunteer turnover rate	1	2	3	4	5	6	7
e. Scheduling/coordinating volunteers	1	2	3	4	5	6	7
f. Reliability of volunteer work schedule	1	2	3	4	5	6	7
g. Quality of volunteer work	1	2	3	4	5	6	7
h. Availability of workspace for volunteers	1	2	3	4	5	6	7
i. Volunteer record – keeping	1	2	3	4	5	6	7

18. Has the chapter gained instructors, lost instructors or has there been no change in the chapter's pool of volunteer health and safety instructors as a result of any of the following events or conditions?

	Gain	No Change	Loss	Don't Know	Not Applicable	
a. Change in curriculum/materials		1	2	3	4	5
b. Lengthening of course hours		1	2	3	4	5
c. Fee charged course-takers for course		1	2	3	4	5
d. Use of paid instructors by ARC		1	2	3	4	5
e. Opportunities for teaching ARC courses for pay with other organizations		1	2	3	4	5
f. Business interest in on-site instruction		1	2	3	4	5
g. Pressure for business community involvement		1	2	3	4	5

19. On a scale of "1" to "5" where "1" means "excellent support" and "5" means "poor support", how would you rate chapter paid management's support of each category of volunteers:

	Excellent Support			Poor Support	Don't Know	Not Applicable	
Governance Volunteers/Board	1	2	3	4	5	6	7
Management Volunteers /Service Chairs	1	2	3	4	5	6	7
Service Delivery Volunteers	1	2	3	4	5	6	7

20. In general, how would you rate the chapter's recognition activities for volunteers?

1. Excellent
2. Good
3. Fair
4. Poor
5. Don't know

21. Which of the following ways of chapter showing appreciation and recognizing Volunteer service do you most rely on? (Rank top three choices)

_____ 1. Giving a service pin
_____ 2. Giving a certificate
_____ 3. Giving some other service award
_____ 4. Having attend the recognition dinner/event
_____ 5. Having attend some other more frequent events/activity for volunteers
_____ 6. Having attend some other volunteer-oriented event
_____ 7. Giving a formal letter of thanks
_____ 8. Giving an informal letter(s)/note(s) of thanks
_____ 9. Informal/interpersonal thanks from chapter staff
_____ 10. Other, specify _____
_____ 11. None

22. Which of the following ways of chapter showing appreciation and recognizing volunteer service do you find that volunteers seem to most like or enjoy? (Rank top three choices)

_____ 1. Receiving a service pin
_____ 2. Receiving a certificate
_____ 3. Receiving some other service award
_____ 4. Attending the recognition dinner/event
_____ 5. Attending some other more frequent events/activity for volunteers
_____ 6. Attending some other volunteer-oriented event
_____ 7. Receiving a formal letter of thanks
_____ 8. Receiving an informal letter(s)/note(s) of thanks
_____ 9. Informal/interpersonal thanks from chapter staff
_____ 10. Other, specify _____
_____ 11. None

23. How would you rate the following aspects of the chapter's centralized volunteer personnel administration activities?

	Excellent	Good	Fair	Poor	Don't Know	Not Applicable	
a. Recruiting methods and techniques	1		2	3	4	5	6
b. Numbers of volunteers recruited for service delivery	1		2	3	4	5	6
c. Numbers of volunteer leadership recruited	1		2	3	4	5	6
d. Orientation of volunteers to Red Cross	1		2	3	4	5	6
e. Matching of volunteers and position	1		2	3	4	5	6
f. Preparation and on-the-job training of volunteers	1		2	3	4	5	6
g. Classroom training of volunteers	1		2	3	4	5	6
h. Quality of volunteer leadership recruiting	1		2	3	4	5	6
i. Volunteer record-keeping	1		2	3	4	5	6
j. Volunteer recognition	1		2	3	4	5	6

24. How would you rate paid chapter management's awareness of the problems encountered by volunteers in performing their volunteer service?

1. Very aware
2. Aware
3. Somewhat aware
4. Not aware
5. Don't know

25. How satisfied are you with the degree to which the chapter board considers volunteer management issues (such as volunteer recruitment, training, supervision, recognition, etc.)?

1. Very satisfied
2. Satisfied
3. Neither satisfied nor dissatisfied
4. Dissatisfied
5. Very dissatisfied
6. Don't Know

VITA

Michael Stoots was born in Johnson City, Tennessee on May 31, 1963. He attended schools in the public system of Washington County, Tennessee, the Washington County Public School System, where he graduated from David Crockett High School in June of 1981. He entered East Tennessee State University, Johnson City, Tennessee during August of 1981 where in May of 1987 he received the Bachelor of Science, with a double major in Physical Education and Psychology, along with a minor in Health Education. In August of 1987 he began graduate studies at East Tennessee State University and received the degree of Master of Public Health in May of 1990. After working as a fitness consultant for Norwegian Cruise Lines, he entered the University of Tennessee, Knoxville, in August of 1991. Here, he pursued the Doctorate of Education in Health Education, taught classes as a Graduate Teaching Assistant. Later he taught full time for the Department of Public Health at East Tennessee State University. The doctoral degree was received May of 2001.

Currently, he is an assistant professor with the Department of Public Health, East Tennessee State University. In addition to teaching undergraduate methods courses he oversees the departments distance education program and the implementation of Geographic Information Systems into the graduate curriculum.