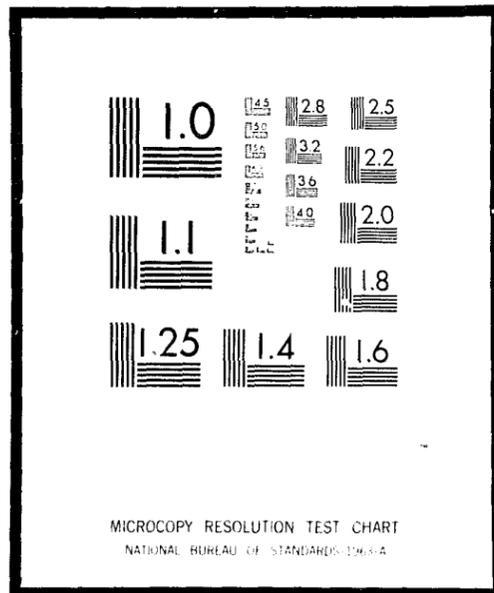


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LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE
WASHINGTON, D.C. 20531

Date filmed,

1/23/76

SANTA BARBARA COUNTY PROBATION DEPARTMENT
VOLUNTEER COORDINATOR GRANT PROGRAM --
AN EVALUATION OF ITS EFFECTIVENESS

The use of volunteers in courts and probation work has been increasing greatly in the last few years. At present, 70% of the nation's criminal justice agencies have at least some type of volunteer program, with such programs having increased by 100% over the past two or three years.¹

The need for assistance in the criminal justice system became exceedingly apparent when the major emphasis was modified to rehabilitation and protection of the community and away from punishment as a deterrent to crime. Sufficient funds to employ enough paid staff to provide needed services to the client population are seldom available. The demands for services to enhance the rehabilitation of offenders, traditionally provided by the court-appointed Probation Officer, have been difficult to meet by many probation departments due to the increasing number of offenders, resulting in a high offender to officer ratio.

One answer to the problem has been to seek assistance through the community where the offender lives and works. Due to the lack of time on the part of the professional to recruit, screen, train and supervise volunteers from the community, this function has often been placed in the hands of a coordinator of volunteers.

1. Golightly, Pearldean, "Volunteer Programs for War on Crime", CCCJ Bulletin, September, 1972, pg. 5.

*16904
Evaluation

This position varies among programs from that of being a volunteer position to being a paid position, and from being a part time to being a full time job.

It is generally felt that the use of such a position should increase the chance for success of a volunteer program. This point of view has yet to be substantially tested. Studies have indicated, though, that "the biggest block to court volunteerism today ... is the corrections professional, the one who has not yet tried volunteers and who never will support it ..." ¹.

In March 1971, the Santa Barbara County Probation Department submitted a proposal for the hiring of a Coordinator of Volunteers, to be funded through a grant from the California Council on Criminal Justice. The grant was awarded, and in October 1971, a full time Coordinator of Volunteers was hired. The delay of seven months between the proposal and the employment of a coordinator was attributed to procedural problems.

The Santa Barbara County Probation Department Volunteer Coordinator Grant Program is characterized by the following functions of the Volunteer Coordinator:

Provides continuous direction for accomplishing the goals and objectives of the Volunteer Program in Santa Barbara County.

Initiates contacts with individuals, organizations and agencies within the community to develop the resources, both financial and services, to be used in the program.

1. Scheier, Ivan H., ed., "The Professional and the Volunteer in Corrections: Truce or Consequences", Volunteer Courts Newsletter, Vol. I, No. 20, February, 1969, Boulder County Juvenile Court.

Develops and implements the recruitment, training, supervision and system of recognition and commendation (incentive awards) of community volunteers with particular attention to the potential fields of the county college and the university. A special effort will be made, also, to identify and recruit members of ethnic minorities for the program.

Is available to assist and advise line and institutional staff in the potential and actual use of and management of community volunteers.

Maintains liaison with all divisions of the probation department, and assists in coordinating their efforts with regard to the program.

Maintains accurate statistical data to be used in the evaluation of the effectiveness of the program and to serve as a basis for recognition of service rendered to the community by the volunteers.

Prepares regular periodic reports which will be furnished to the granting agency, the County Probation Officer and the Delinquency Prevention Commission.

Assumptions, Goals, Hypotheses:

The primary essence of volunteer programs rests on the basic assumption that volunteers can and do render valuable assistance to professional workers. The Santa Barbara County Probation Volunteer Coordinator Grant Program rests on the assumption that coordinated volunteer efforts within the department are more effective than uncoordinated efforts on the part of volunteers.

The goals of this study are to show the following:

- 1) Behavioral patterns (as overt expression of inner attitudes) of probationers handled through one-to-one relationships with volunteers significantly change from those actions causing them to be classified as delinquent.
- 2) Services rendered by volunteers in other than rehabilitative functions free the Probation Officer of tasks not directly related to his clients.
- 3) Community involvement in the Probation Department increases as a result of time spent by a full time Volunteer Coordinator in the recruitment, training and assisting in supervision of volunteers.
- 4) Members of ethnic minorities are utilized in the Volunteer Program of the department in direct proportion to that found in the community at large.

An ideal design for a study of this sort would call for the random allocation of all probationers to two groups, those to be assigned to a one-to-one relationship with volunteers, and those not to be so assigned. This would take place prior to the start of the program. A statistical comparison could be made to determine the "equalness" of the two groups on every attribute definable. Then, at any time in the future, a statistical re-evaluation could be performed on the same variables and changes could be noticed.

The design to be used in this study was selected after the program had been running for nine months and the groups were already delineated. What information as was possible to collect from existing records has been incorporated, taking into consideration the amount of time available on the part of the Probation Officers to withdraw the information from the case files, or to run it down when it was not available. The methods and procedures used for this study follow.

Procedure and Methodology

From individual interviews with each officer in the Probation Department, a list was composed of all officers using volunteers, the capacity in which each volunteer was used, the probationers who were handled on a one-to-one basis with the volunteers, the date each volunteer was assigned a probationer on a one-to-one basis and the race of each volunteer. From this list was drawn the names of all the probationers being handled on a one-to-one volunteer relationship during the period between August 15, 1972 and February 15, 1973. The resulting group was then divided into two groups:

Juvenile Experimental Group: those referred to the Probation Department following Juvenile Court proceedings.

Adult Experimental Group: those referred to the Probation Department following adult court proceedings.

A list of all probationers handled by each of the Probation Officers using volunteers, but having no contact with a volunteer,

was then compiled, and each case was assigned a number. A table of random numbers¹ was then entered, and each resulting case drawn was assigned to either one of two groups:

Juvenile Control Group: those referred to the Probation Department following Juvenile Court proceedings, assigned to Probation Officers using volunteers on a one-to-one relationship with a probationer, but not having contact with a volunteer.

Adult Control Group: those referred to the Probation Department following adult court proceedings, assigned to Probation Officers using volunteers on a one-to-one relationship with probationers, but not having contact with a volunteer.

The random number selection continued until each control group was comparable in size to its coinciding experimental group. This assignment resulted in the graphically depicted grouping in Table I.

An information sheet was then sent to the Probation Officer having each test case in his caseload. Responses were solicited to the following categories:

1) (Adults) Number days absent from employment between 8-15-72 and 2-15-73

(Juveniles) Number days absent from school between 8-15-72 and 2-15-73

1. Edwards, A.L., Statistical Methods for the Behavioral Sciences, New York: Rinehart and Company, Inc., 1956, pp. 472-476.

TABLE I

Number of cases included in each of the study groups

	Juvenile Experimental Group	Juvenile Control Group	Adult Experimental Group	Adult Control Group
Number of Cases	13	13	10	10

- prior to
8-15-72 2-15-73
- 2) (Adults) Job performance _____
 (Juveniles) Academic performance _____
- 0 = not employed or
 not attending
 1 = unsatisfactory
 2 = satisfactory
- 3) Number probation conditions violated between
 8-15-72 and 2-15-73 _____
- 4) Number law enforcement contacts between
 8-15-72 and 2-15-73 _____
- 5) Number new referrals to Probation Depart-
 ment between 8-15-72 and 2-15-73 _____
- 6) If terminated, date _____ Code _____

The officers were given the following code initials for each case from which the above information was solicited. In this way the researcher could identify in which group the obtained information fell without knowing to which individual case the information applied.

- JE - Juvenile Experimental Group
- JC - Juvenile Control Group
- AE - Adult Experimental Group
- AC - Adult Control Group

From the control cards on each probation case handled by the Probation Department the following information was drawn for each test case:

- Number of months on probation prior to August 15, 1972.
- Age at referral for offense for which serving present term of probation.

Offense rating:

- 1 point for juvenile 601 or adult misdemeanor case.
- 2 points for juvenile 602 case or adult felony case not involving personal injury or threat of personal injury.
- 3 points for juvenile 602 case or adult felony case involving personal injury or threat of personal injury.

Number of prior referrals to Probation Department.

The resulting information was tabled for attribute comparisons between groups (Fisher t mean comparison test) as a check on the assumption that the groups were equated, even though the cases were selected randomly.

To supplement the information pertaining to job capacity of each volunteer (collected during individual interviews with each Probation Officer) a "Monthly Report of Volunteer's Hours and Mileage Contributed" (Appendix A) was requested to be filled out by each volunteer and turned in to the Volunteer Coordinator for his continual evaluation. These were then turned over to the researcher for use in determining the amount of time spent by volunteers in non-rehabilitative functions (those functions not requiring personal contact with probationers).

Responses to the items numbered 3, 5 and 6 of a volunteer questionnaire (Appendix B) and items numbered 2, 3 and 4 of a Probation Officer questionnaire (Appendix C) were used as a cross check for the information received on the monthly reports. Each

Probation Officer and volunteer (excluding Special Supervision volunteers) in the department received a questionnaire.

To determine the amount of time spent in the recruitment, training and supervising of volunteers, the Volunteer Coordinator was requested to submit for evaluation a monthly report on hours spent in various aspects of his job. As an aid to meaningful interpretation of hours spent, information was collected from each Probation Officer and volunteer in the department. Items 1, 2, 4, 7 and 8 of the volunteer questionnaire and items 1, 5, 6, 7 and 8 of the Probation Officer questionnaire were used for this purpose.

To determine if volunteers in the program came from minorities in the same proportion as they are found in the community, the racial make-up of the volunteer group was compared to the 1970 Census figures for Santa Barbara County's population distribution according to race. In addition, the California Probation, Parole and Correction Officer Survey figures (1970) on The County Probation Department's probation population distribution according to race were compared to the above.

The accuracy of the data collected for this study is reliable in so far as the cross checks listed in the preceding section verify the information collected. Santa Barbara County Probation Department has no uniform, reliable means of collecting information of the type needed for a study such as this,

which necessitated relying on the willingness of each Probation Officer to "feed in" the information accurately. Reliability of the information collected rests principally on the assumption that the Probation Officers involved knew the information about a client, or could, by some means, acquire the information from some reliable source.

Results

The following discussion deals with the facts obtained from the data described in the preceding section. For the most part the results are in terms of data comparisons between the study groups. The approach is one of conclusions drawn from the analysis of objective and subjective data.

Attribute Comparisons Between Groups

In order to assure that the groups under study were in fact similar, especially as related to collectable attributes which were suspected of having some effect on outcome, each experimental group was statistically compared with its control counterpart on attributes that existed prior to grouping. The attributes studied and the resulting profiles are found in Table II. The figures were tested for statistically significant differences, also found in the table.

No statistically significant differences were found between either of the matched groups on any of the attributes.

TABLE II

Attribute Profiles of the four study groups prior to 8-15-72: Juvenile Experimental, Juvenile Control, Adult Experimental, Adult Control. Includes significance test results.

Attribute	Description	G R O U P					
		JE	JC	Fisher's t score	AE	AC	Fisher's t score
Age at referral	Average age (in years)	14.1	14.0	t=.426 not significant	24.0	24.2	t=.060 not significant
Referral reason	Degree of severity	1.3	1.3	t=0.000 not significant	1.4	1.2	t=.680 not significant
Prior probation referrals	average number	.5	.2	t=.877 not significant	.7	0.0	t=1.470 Not significant
Prior probation period	Average number months prior to 8-15-72	4.9	5.0	t=.044 not significant	8.4	6.7	t=.680 not significant
Prior School/job performance	Degree of Acceptability prior to 8-15-72 *	1.2	1.2	t=.500 not significant	.7	.9	t=.570 not significant

* 0 = not attending/employed
 1 = Unsatisfactory
 2 = Satisfactory

Outcome Comparisons

In line with the above results from attribute comparison, the Juvenile Experimental Group vs. the Juvenile Control Group; and the Adult Experimental Group vs. the Adult Control Group, were accepted as equated, at least as far as the attributes studied. Any differences resulting, then, from outcome characteristics might be considered as resulting from the interaction of the Experimental Groups on a one-to-one relationship with volunteers.

The outcome attributes tested included:

Average number of days missed of school (juveniles)/
job (adults).

Academic performance/job performance success.

Average number of probation conditions violated.

Average number of new law enforcement contacts.

Average number of new referrals (re-referrals).

These attributes were tested for significant differences after six months on probation. The results of the comparisons are shown in Table III.

No statistically significant differences were found between the two groups after six months of exposure, or non-exposure, to volunteer help. From these results, there is no indication that the use of volunteers on a one-to-one relationship with probationers has had any significant effect on the probationers' behavioral patterns, at least as far as the attributes studied.

TABLE III

Outcome Attribute Profiles of the four study groups after 6 months, with significance test results.

Attribute	Description	GROUP					
		JE	JC	Fisher's t test	AE	AC	Fisher's t test
1) School/job attendance	Average number	25.5	18.5	t=1.210 not sig- nificant	4.3	.9	t=2.030 almost significant at .05 level
2) Academic/ job performance	Degree of acceptance 0=not attending not employed 1=unsatisfactory 2=satisfactory	1.6	1.7	t=.526 not sig- nificant	1.2	1.4	t=.496 not sig- nificant
3) Probation performance *	Average Number Conditions Violated	2.7	1.8	t=1.550 not sig- nificant	.6	.1	t=.833 not sig- nificant
4) Legal Encounters	Average Number New Contacts	.9	.5	t=1.120 not sig- nificant	.6	0.0	t=1.500 not sig- nificant
5) Re- referrals to Probation	Average Number New Referrals	.9	.4	t=1.240 not sig- nificant	.2	0.0	t=1.000 not sig- nificant

* One member of the JE group and two members of the JC group were committed to the juvenile institution during the study period.

Hypothesis II

The second aspect of this evaluation concerns the services rendered by volunteers to the Probation Department. Summary of the time sheets submitted by the volunteers results in the information in Tables IV and V.

Volunteers are donating a total of 2,665 hours per five month period to the Probation Department. This is an average of 533 hours per month. They are working in the capacities as shown in Table V, indicating that 50% of the voluntary service helps the Probation Department nine ways in addition to one-to-one relationship. There are 38 volunteers who work in dual capacities. Out of the eleven job capacities in which volunteers are working, four are considered by our definition to be non-rehabilitative (those functions not requiring personal contact with probationers). These are starred in Table V. They include the categories interns, office aides, consultant and administrative aides. Of these, the first three fall in the area of Probation Officer jobs, while the last one is administrative in function. The Probation Officer job categories account for 18 out of 128 positions filled, or 14% of the total positions filled. However, these 18 positions, when considering the amount of hours served, constitutes a total of 838.5 hours, or 31.4% of the total number of hours spent by volunteers. Fourteen percent of the jobs, 31.4% of the hours, volunteered to the Probation Department are in capacities which Probation Officers perform but which are not directly related to clients. This is an average of 168 Probation Officer hours freed per month to work in capacities directly related to clients, or equivalent to hiring one additional Probation Officer per month to work in non-rehabilitative functions.

Hypothesis III

Volunteers are distributed throughout the County in the manner indicated in Table VI. This table also indicates the amount of involvement by area on the part of Probation Officers. The Special Supervision Unit makes the most use of voluntary services, with 83.3% of its staff affected. Santa Maria Probation Officers are the second most frequent users of volunteers, with 66.7% of the personnel involved. The Santa Barbara central office has 8.7% of its personnel involved in the use of voluntary services.

Figure one represents pictorially the percentage of each salary dollar spent for each function performed by the Volunteer Coordinator.

Whether the time spent in each capacity is time effectively spent can be indicated to some degree by responses from the actual participants in the program. The responses to the Probation Officer questionnaire can be found in Tables VIIa and VIIb. The volunteer responses are in Table VIII. Out of 66 Probation Officer questionnaires sent out to 100% of the Probation Officers in the county, 34 were returned (51.5%). The responses in Tables VII a & b are based on the 34 returned questionnaires.

The results of this questionnaire indicate that a substantial majority of those Probation Officers who answered the questionnaire's second question on effectiveness (and were participants in the program as indicated by a "yes" response on

TABLE IV

Total number of volunteer hours, total number of volunteers and average number of hours per volunteer by the month

Month	Total hours	Number of Volunteers	Average number hrs/volunteer
September	467	57	8.2
October	592	57	10.4
November	463	56	8.3
December	479	55	8.7
January	664	61	10.9

TABLE V

Number of volunteers, percentage of volunteers, Number of volunteer hours, percentage of volunteer hours by job role

Capacity	Description	Number volun.	% volun.	No, vol hours	% Total
Tutors	helping with assignments given by other qual. per.	15	11.7	445.5	16.7
Sponsors	one-to-one relationship with juvenile offenders	42	32.8	377.0	14.2
Supervisors	one-to-one relationship with adult offenders	21	16.4	142.0	5.3
Group Counselors	one volunteer in group counseling session	5	3.9	132.0	5.0
Foster Home Aides	Counseling and entering at foster homes	6	4.7	132.0	5.0
Foster Parents	foster parents without pay	2	1.6	**	**
Instructors	qualified teachers of crafts, music, academ, etc.	16	12.5	462.0	17.3
Interns *	Probation Officer trainee without pay	3	2.3	216.0	8.1
Office Aides *	clerks, typists, Secretarial help, filing	13	10.2	618.0	23.2
Administrative * Aides	help on administrative level	3	2.3	136.0	5.1
Consultants *	person skilled in specialty (job finding, etc)	2	1.6	4.5	0.1
Totals		128	100.0	2665.0	10.00

* Non-rehabilitative functions

** Continual 24 hrs./day

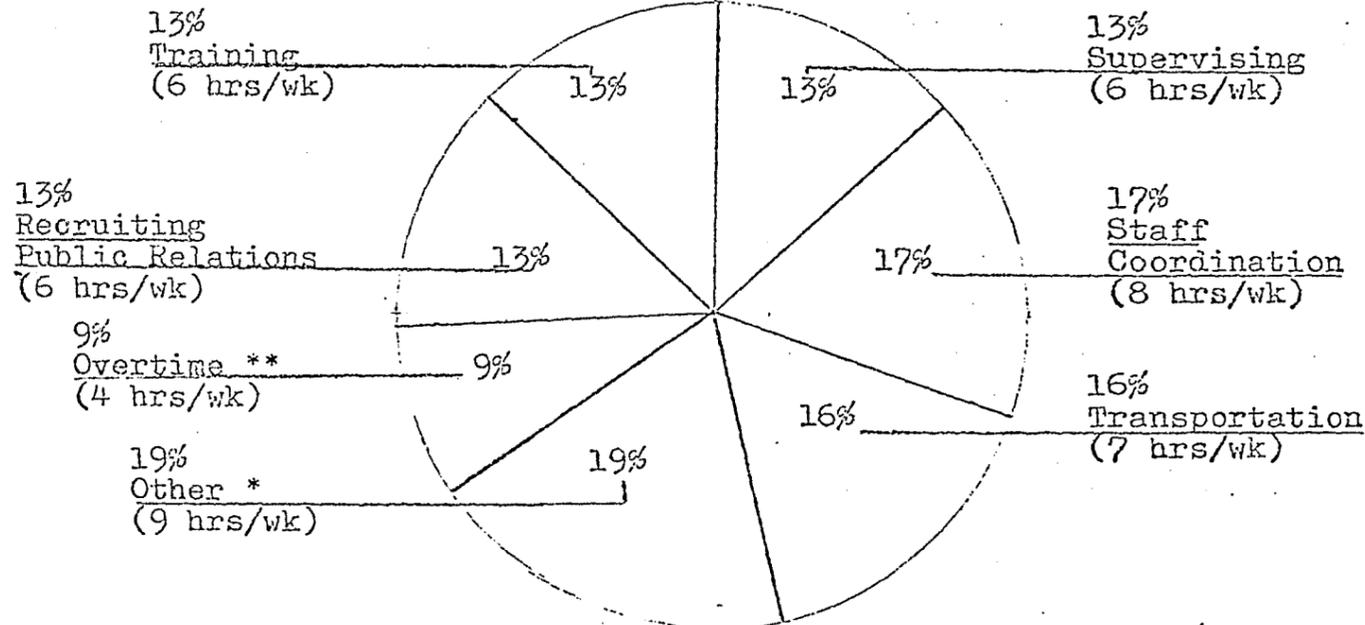
TABLE VI

Number of Probation Officers using volunteers, number of volunteers by geographical location

Location	Total # Officers	# P.O.'s using vol.	% P.O.'s	# Vol. assigned	% volunteer
Lompoc	8	5	62.5	15	16.7
Santa Maria	12	8	66.7	15	16.7
Santa Barbara					
Probation	46	4	8.7	10	11.1
Spec. Super.	6	5	83.3	50	55.5

Figure 1

Percentage of Volunteer Coordinator time per job function



* Includes reports, write ups, letters, etc., not directly affecting volunteers.

** No information given as to what this entails.

TABLE VIIa

Probation Officer Questionnaire Response Summary

Question	Number Answering Question	Number Responses Per Characteristic	
Have you made use of the Volunteer Program in your Department?	34	yes	22
		no	12
Comment on the effectiveness of the volunteer in his job	21 (Program users)	Effective - - - - -	13
		Marginally to not effective -	3
		Varies per volunteer - - - -	2
		Potentially beneficial - - - -	3
Was the volunteer trained for the jobs performed?	22 (Program users)	yes	17
		no	5
If yes, How?	17 (Program Users)	Volunteer meetings - - - - -	5
		College courses only - - - - -	7
		On the job training only - - -	5
By whom?	15 (Program users)	Volunteer Coordinator - - - - -	1
		Probation Officer - - - - -	2 (other than Volunteer Coordinator)
		Combination of above - - - - -	7
		College courses only - - - - -	5
How did you acquire their help?	20 (Program users)	Through Volunteer Coordinator -	16
		Through own efforts - - - - -	2
		Combination of above - - - - -	2

TABLE VIIb

Probation Officer Questionnaire
Response Summary

Question	Number Answering Question	Response Characteristic	# * Response P.O. using vol	# * Resp. P.O. not use
What comments do you have concerning the Volunteer Program	34	<u>Description of Progress</u>		
		Good to excellent program	7	1
		Marginal to unsuccessful	4	
		Officer "needs" not met	3	3
		Poorly organized and excessive paperwork	1	2
		Lacks administrative support	1	2
		<u>Advice for Improvement</u>		
		Better recruitment, screening, training, supervision needed	13	3
		More program development needed (more job roles)	7	1
		Space and secretarial help needed	2	
		<u>Comments on Concept</u>		
		Good	1	2
Not good		1		

* More than one response per questionnaire was typical on this item.

the first question) felt that the program is effective. Three felt that it was minimally effective. No response to the question of effectiveness came from Probation Officers who were not using volunteers.

The Probation Officers using volunteers indicated by response to the question on training (third question) that 77% (17 out of 22) of their volunteers were trained in some manner or other. The method of training, however, was mostly through college courses taken by the volunteers (seven responses).

To the question on how the volunteer was acquired, 80% of the Probation Officers using volunteers and answering the question relied on the Volunteer Coordinator to refer the volunteers to them.

The information from the final item of the questionnaire (on comments) has been tallied to include the responses of those Probation Officers who indicated by a "no" response on question one that they did not use volunteers. It also tabulates the information into that which describes the program as it has been functioning, advice for future consideration, and general attitude about the concept of a voluntary program. The responses indicate that the majority of users of the program feel that better recruitment, screening, training and supervising of the volunteers is needed. Those officers not using the program most often felt that the officer needs were not being met by the use of volunteers,

and that better recruitment, screening, training and supervision of volunteers is needed.

Table VIII is based on the responses of 12 out of 40 volunteers who were sent the questionnaire, a 30% rate of return. Responses on the part of the volunteers indicate that 7 out of 11 found out about the program through direct efforts of the Volunteer Coordinator, while 4 of the 11 respondees were referred to the program by someone other than the Volunteer Coordinator.

The majority of the responding volunteers (8 out of 12) became directly involved with the Volunteer Program through a Volunteer Coordinator initiated program (i.e., orientation). Only six, however, were actually assigned to Probation Officers. The other six (not assigned) just started working for a Probation Officer without any formal procedure followed.

Volunteer training sessions conducted by the Volunteer Coordinator were attended by 7 out of 12 respondents, the other 5 volunteers were not trained, or were trained on the job by the Probation Officers for whom they worked.

Comments from five of the volunteers indicated that the program was a good program. Two volunteers advised better matching procedures of volunteers to probationers.

Data was collected for a quantity comparison over time for each probation division (Table IX).

TABLE VIII

Volunteer Questionnaire
Response Summary

Question	Number Answering Question	Number Per Response Characteristic
How did you learn about Probation Department's Volunteer Program?	11	Volunteer Coordinator direct effort 6
		Other person 4
		Newspaper, brochure 2
What procedure did you use to become a volunteer in the program.	12	Volunteer Coordinator program 8
		Judge's referral 1
		Individual Probation Officer program 3
Who assigned you to the officer you work for?	12	Volunteer Coordinator 6
		Not assigned 6
What training did you receive as a volunteer	12	Volunteer sessions 7
		none or on the job only 5
By whom	12	Volunteer Coordinator 7
		Probation Officer 5
What comments do you have concerning the Volunteer Program	8	<u>Description of Progress</u> Good progress and learning experience 5
		<u>Advice</u> Better matching (volunteer to client) 2
		More public exposure 1

This table would indicate that the Volunteer Program has more than doubled in size upon hiring of the Coordinator. However, specific responses on the Probation Officer questionnaire from the Special Supervision Unit indicate that they do their own recruiting, screening, training and supervising of their volunteers.

Taking into consideration Tables VI - IX and Figure 1, the data indicates that the program is felt to be successful by those participating in it who responded. The primary Probation Officer participants are located in the Special Supervision Unit and the Santa Maria and Lompoc offices. The Probation Officer participants feel that the volunteers should be better recruited, screened, trained and supervised. The volunteers felt a need for better matching. Monetarily speaking, more time should be spent by the Coordinator on the jobs of recruiting, screening, training and supervising volunteers.

Hypothesis IV:

Data collected for the use of testing the hypothesis that volunteers are recruited from the community in a minority mixture similar to that found in the community at large is illustrated in Figure 2. The number of volunteers per minority was compared to both the numbers of person per minority in the community at large and the numbers of probationers per minority in the probation population. The graph indicates that there is a larger

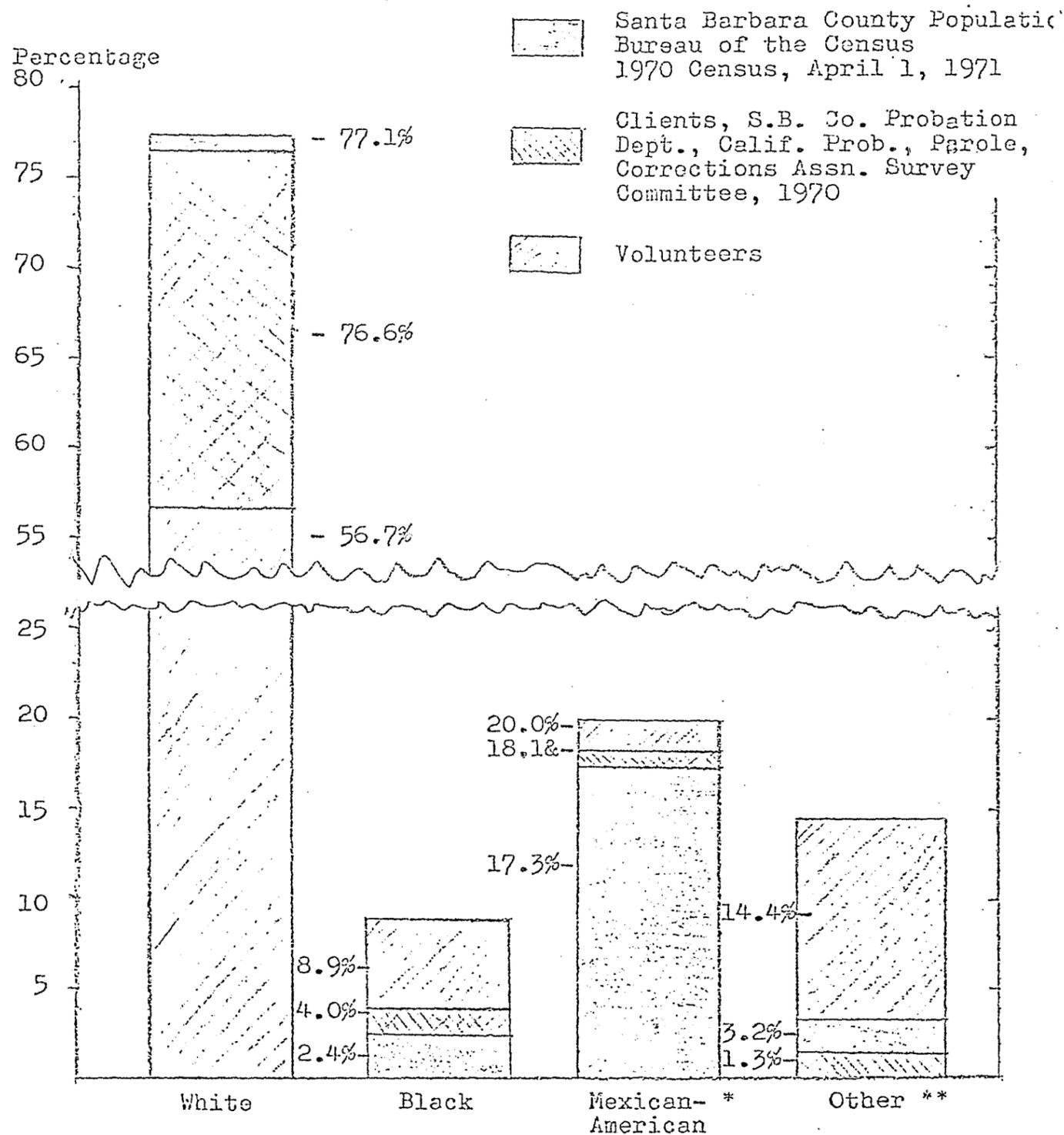
TABLE IX

Increase in number of volunteers
by geographical location

Location	Number of Volunteers prior 10-71	Number of volunteers 8-15-72 to 2-15-73
Lompoc	0	15
Santa Maria	0	15
Santa Barbara		
Probation	3	10
Spec. Super.	35	50

Figure 2

Comparison of volunteers, probation population and Santa Barbara County total population by race



* Having Spanish surnames or Spanish as the primary language.

** Includes Orientals, Pacifica, American Indians and Eskimos. Volunteers in this category are Indians (6), Hawaiians (6), Orientals (1).

percentage of volunteers from each of the three minorities of Black, Mexican-American (Spanish surname or having Spanish as the primary language) and other (Indian, Pacifica, Oriental) than there is in either the general population or the probation population of Santa Barbara County. There is a smaller percentage of volunteers from the white race than there is in either the general population or the probation population of Santa Barbara County.

Conclusions

Though no definitive results were attained by this study, due primarily to the small number of probationers in the groups studied, the relatively short interval of time under which the groups were studied, and the lack of comprehensive data available, several findings are noteworthy of mentioning.

- 1) The Santa Barbara County Probation Department has no uniform, reliable method of collecting information of the sort needed for effective evaluation of its programs.
- 2) The Volunteer Program of the department suffers from a lack of communication and managerial support.
- 3) Findings indicate that no statistically significant amount of change occurs with the use of volunteers in one-to-one relationships with probationers.

- 4) Volunteers contribute to the department in other than rehabilitative functions time enough each month to free one Probation Officer position for direct rehabilitative functions.
- 5) It would seem by the findings that more time should be spent by the Coordinator in direct contact with the volunteers and less time in traveling and other capacities which do not directly affect volunteers.
- 6) Persons involved directly in the program (both volunteers and Probation Officers) feel that the program is effective but needs more structure and development.

It is felt that a duplicate study following a longer time span and following a conscientious effort to alter less desirable aspects of the program could result in more substantive findings.

Appendix A

Volunteer Monthly Report Form

VOLUNTEER COORDINATOR GRANT PROGRAM
SANTA BARBARA COUNTY PROBATION DEPARTMENT

QUESTIONNAIRE

SANTA BARBARA COUNTY PROBATION DEPARTMENT
MONTHLY REPORT OF VOLUNTEER'S HOURS AND MILEAGE CONTRIBUTED

PLEASE TURN IN BEFORE THE 10th OF THE FOLLOWING MONTH

Name _____ Month _____

Address & phone if changed _____ TIME WORKED

Total Mileage own car _____ Total Mileage County Car _____ Date _____ Hours _____

Type of Services Performed: _____

VOLUNTEER'S SIGNATURE _____

PROBATION OFFICER _____ TOTAL _____

Significant Changes or Conditions with Probation _____

PRO-309

1. Have you made use of the Volunteer program in your department?

2. If so, from _____ to _____
date date

3. What jobs were performed by the Volunteers?

- ___ office aide
- ___ instructor
- ___ Big Brother, Big Sister (juveniles)
- ___ Supervisor of adults
- ___ Counsellor
- ___ other (specify) _____

4. Approximately how many hours per week did the Volunteer contribute?

5. Comment on the effectiveness of the Volunteer in his job.

6. Was the Volunteer trained for the jobs performed?
How?

By whom?

7. How did you acquire their help?

8. What comments do you have concerning the Volunteer program?

Appendix C

Probation Officer Questionnaire

VOLUNTEER COORDINATOR GRANT PROGRAM
SANTA BARBARA COUNTY PROBATION DEPARTMENT

QUESTIONNAIRE

1. How did you learn about the Probation Department's Volunteer program?
2. What procedure did you use to become involved with the program?
3. For whom do you work as a Volunteer-In-Probation?
4. Who assigned you to the officer you work with?
5. What jobs do you perform as a Volunteer?
6. Approximately how many hours do you contribute to the program?
7. What training did you receive as a Volunteer-In-Probation?

By whom?

8. What comments do you have concerning the Volunteer program?

signature
(not mandatory)

Appendix B

Volunteer Questionnaire

0583-2

SUMMARY

READ AND FILE

In October of 1971 Santa Barbara County hired, under California Council on Criminal Justice Grant #A-309-70, a Volunteer Coordinator for the purpose of recruiting, supervising, training and coordinating the actions of persons volunteering their services to the County Probation Department. The study reported upon here was aimed at examining the effectiveness of that position through an examination of the outcomes of probationers handled through the use of volunteers, the amount of time spent by the Coordinator in different aspects of his job, and the general feelings of the Probation Officer and volunteer participants about the program.

Though no definitive results were attained by this study, due primarily to the small number of probationers in the groups studied, the relatively short interval of time under which the groups were studied, and the lack of comprehensive data available, several findings are noteworthy of mentioning.

- 1) The Santa Barbara County Probation Department has no uniform, reliable method of collecting information of the sort needed for effective evaluation of its programs.
- 2) The Volunteer Program of the department suffers from a lack of communication and managerial support.
- 3) Findings indicate that no statistically significant amount of change occurs with the use of volunteers in one-to-one relationships with probationers.



- 4) Volunteers contribute to the department in other than rehabilitative functions time enough each month to free one Probation Officer position for direct rehabilitative functions.
- 5) It would seem by the findings that more time should be spent by the Coordinator in direct contact with the volunteers and less time in traveling and other capacities which do not directly affect volunteers.
- 6) Persons involved directly in the program (both volunteers and Probation Officers) feel that the program is effective but needs more structure and development.

It is felt that a duplicate study following a longer time span and following a conscientious effort to alter less desirable aspects of the program could result in more substantive findings.

END