

STATE OF HAWAII  
DEPARTMENT OF SOCIAL SERVICES AND HOUSING  
CORRECTIONS DIVISION  
VOLINCOR

IN

JUL

ACQUISITIONS

EVALUATION OF VOLUNTEER PROGRAM

48946

ROSALIND COLE, ADMINISTRATOR  
CORRECTIONS VOLUNTEER SERVICES PROGRAM  
MAY 1978

## EVALUATION OF VOLUNTEER PROGRAM

### I. INTRODUCTION

#### A. Purposes of the Evaluation

1. To provide staff an opportunity to express their opinions of the volunteer program and use of volunteers.
2. To delineate the areas in which staff needs orientation and training to work with volunteers.
3. To provide a basis for identification of subjects that should be covered in the Volunteer and Staff Handbooks.
4. To provide a basis for delineation of areas to be addressed in preparation of policies and procedures.

#### B. Evaluation Staff

1. Branch Volunteer Coordinators were invited to join the Evaluation Team at the planning meeting for the evaluation on December 27, 1977.
2. Two students in practicum assisted in collection of the data: Nancy Hugus, an undergraduate student in Human Development, and Robert Chan, a graduate student in Social Work.
3. The data were collated by Robert Chan.
4. The data were analyzed and the report prepared by the program administrator and volunteer Joe Colabelli.

#### C. The Instrument

1. The 15-question evaluation form (see Appendix 1), most of which are open ended, was designed by Donald Kuriki, VolinCor Volunteer Administrative Assistant.

#### D. Sample

1. The intent of this evaluation was to include every employee who works in an Oahu branch where there are volunteers.
2. Responses were highest from Maluhia Women's Residence where 64.7% returned evaluations. Following Maluhia was Hawaii Youth Correctional Facility where 49.2% responded. Returns from Halawa Correctional Facility and Hawaii State Prison were 6.2% and 5.9%, respectively.

## II. METHOD

### A. Communication

1. At the January 1978 Branch Administrators' Meeting, Branch Administrators were notified of the impending evaluation and invited to suggest revisions in the forms and procedures.
2. In February, a memorandum was sent to all Branch Administrators regarding the evaluations and restating the procedures (see Appendix 2).

### B. Procedure

1. Soon after the memorandum was sent to the branches, the forms were delivered with copies of the same memorandum.
2. All staff were to complete the forms and return them to the VolinCor office within 1 week.

## III. RESULTS (see Appendix 3)

### A. How long have you had contact with volunteers?

1. More than two-fifths (41.8%) of the respondents have worked with volunteers from 1 to 3 years.
2. Another 25% have done so for more than 3 years.

### B. Number of volunteers under your supervision.

1. More than 90% of those responding had no volunteers under their supervision or did not answer the question.

### C. Could you use more or fewer volunteers?

1. Overall, 60% of the respondents were in favor of more volunteers and an additional 20% were satisfied with the present number.
2. There were no negative responses here (see E2 below).

### D. Present volunteer tasks include:

1. tutoring
2. religion work
3. music and crafts instruction
4. recreational activities
5. aide to counselors or therapists
6. library aide

### E. Could volunteers perform additional tasks?

1. All but one of the units, 54.5% of the respondents, stated that volunteers could be used to perform additional tasks.

2. Most, 66.6% of the Kaala Cottage respondents did not answer this question, and the remainder favored fewer volunteers.
3. There were 49 responses suggesting 11 additional tasks for volunteers:
  - a. Provide greater variety of constructive activities such as crafts, recreation, etc. (8)
  - b. Provide more vocational, educational, or self-improvement programs. (7)
  - c. Accompany inmates on excursions or to appointments. (7)
  - d. Assist clerical support staff or Administrator. (7)
  - e. Develop personal relationships/be role model. (6)
  - f. Assist Social Worker. (3)
  - g. Assist Corrections Officer. (3)
  - h. Assist in Special Work projects. (3)
  - i. Coordinate volunteer services for the branch or unit. (3)
  - j. Supervise inmates in activities. (1)
  - k. Follow through/continue relationship with inmate after parole or discharge. (1)

F. Do you consider and treat volunteers as staff?

1. Nearly three-quarters (74.54%) of the 55 respondents do indeed consider and treat volunteers as staff. Several (18.8%) do not. Four (7.27%) did not respond to the question.
2. There were 102 responses from 39 staff. Preparation of volunteers for the job, including orientation, in-service training, and a job description accounted for only 26.5% of the responses. Encouragement of staff development by enabling attendance at staff meeting, participation in evaluation, and opportunities for increased responsibility for volunteers fare better, with 35.3%.
3. Privileges accorded volunteers accounted for 36.3% of the responses. These included recognition, invitations to staff social functions, use of staff coffee room, lounge, and/or parking area.

G. How does having volunteers help you?

1. Nearly half (45.7%) of the 35 respondents stated that volunteers make staff work easier by keeping the inmates active, improving morale, and generally relieving pressure.
2. Almost one-third (31.4%) felt that the volunteers reduced their workload.

3. Several (14.2%) stated that volunteers were more of a burden than a help because of security needs.
  4. Two (5.7%) felt that volunteers provide valuable services that would not be available without them.
  5. One stated that inmates' interaction with volunteers provided a good opportunity for staff to observe them in new situations.
- H. How many hours a week do you spend as a supervisor or consultant to volunteers?
1. More than 65% of the respondents did not supervise or consult with volunteers, or did not answer the question.
  2. Of those who did respond, more than half (10) stated that they spend 0-5 hours a week supervising or consulting with volunteers.
  3. Four staff indicated that they give volunteers more than 10 hours of their time in a week.
- I. What are your major concerns about using volunteers?
1. There were 69 responses from 42 staff:
    - a. Volunteers are inadequately trained prior to placement. 18 (26.0%)
    - b. Not enough time to spend with volunteers. 17 (24.6%)
    - c. Rate of volunteer turnover. 16 (23.2%)
    - d. Other (responses are included in 0 below). 13 (18.8%)
    - e. Spending too much time with volunteers. 3 (4.3%)
    - f. None. 2 (2.9%)
- J. What is the quality and extent of communication, trust, and confidence between staff and volunteers?
1. Overall, more than two-thirds (67.3%) of the responses were favorable, with units ranging from 55.5% to 90.9% (for Hawaii State Prison and Maluhia Women's Residence, respectively).
- K. Were you ever a volunteer in a service area similar to the one in which you are employed now?
1. Nearly one-fourth of the staff reporting stated that they had volunteered in a similar area.

L. What would be your overall rating in terms of the general effectiveness of the volunteers in your branch?

1. Effectiveness ratings were diverse, with a range for good to excellent of 10.0% to 81.7%, for Kaala Cottage and Maluhia Women's Residence, respectively. However, 90% of the respondents at Kaala Cottage did not answer this question.
2. Effectiveness ratings of poor were given by 11% of the respondents, three-fourths of whom are in Olomana Cottage.

M. What aspect could be improved in the volunteer program?

1. There were 10 types of suggestions from 17 staff.
  - a. Need greater variety of volunteers. (4)
  - b. Staff needs to be oriented to purpose and use of volunteers. (3)
  - c. Staff would like to participate in the volunteer directed programs. (3)
  - d. Need two volunteers to cover for each other as well as to provide more individual attention. (1)
  - e. Improve communications. (1)
  - f. Recruit volunteers faster. (1)
  - g. Recruit more college students. (1)
  - h. Need objective person to evaluate volunteer performance. (1)
  - i. Need professional and pre-professional volunteers. (1)
  - j. Need to reimburse volunteers for expenses (such as transportation).

N. Describe any additional factors, situations, or conditions that you believe should be considered in evaluating the progress of this program.

Responses incorporated in 0 below.

O. Comments

1. There were 15 types of comments from 35 staff:
  - a. Orientation of volunteers to branch or unit needs upgrading. (9)
  - b. Pleased with the volunteer program and glad to have volunteers. (8)
  - c. Need more volunteers year round. (4)
  - d. Volunteers need to take responsibility for "selling themselves" to staff. (2)

- e. Volunteers expose inmates to new people and experience. (2)
- f. Volunteers need to maintain their enthusiasm especially in the critical initiating period. (1)
- g. Administrators should screen volunteers very carefully. (1)
- h. Staff should have a part in screening and selecting volunteers. (1)
- i. Inmates should evaluate the volunteers. (1)
- j. Evaluate quality of services rendered - not quantity. (1)
- k. Opinions of volunteers should be solicited. (1)
- l. Point system should apply to volunteer directed activities. (1)
- m. Volunteers new to corrections should start in least threatening unit and progress to more difficult areas with experience. (1)
- n. Volunteers assist the institution to implement the concept of reintegration. (1)
- o. Volunteers provide inmates with the opportunity to retain contact with the community. (1)

#### IV. CONCLUSION

The response to this evaluation was disappointing, with only 17.6% of staff taking this opportunity to express their opinion of the volunteer program. The greatest response came from the smaller correctional units where, it is presumed, there is more interaction between staff and volunteers.

Both paid and unpaid staff share the need for clear job description, opportunities to participate in decisions affecting them, and opportunities for growth and advancement.

The quality of volunteer training, turnover rate, and time required for supervising volunteers were cited by many respondents as problem areas. Participation of staff from all branches in planning and conducting volunteer training sessions would alleviate these problems by providing a clearer focus in specific areas of concern to staff. In addition, longer-term commitments may be secured from volunteers who have developed confidence and up-graded skills through appropriate on-the-job and in-service training. Time spent by volunteer supervisors and other staff in orienting volunteers to the house rules and job responsibilities will contribute to the overall effectiveness of the entire volunteer program.

NAME \_\_\_\_\_ BRANCH/UNIT \_\_\_\_\_ DATE \_\_\_\_\_

## II. EVALUATION OF THE VOLUNTEER PROGRAM

A. As a staff member, how long have you had contact with volunteers?

\_\_\_\_\_ years \_\_\_\_\_ months

B. How many volunteers do you presently have under your supervision?

\_\_\_\_\_ volunteers

C. Could you use: \_\_\_\_\_ more volunteers

\_\_\_\_\_ fewer volunteers

\_\_\_\_\_ satisfied with present number of volunteers

D. List some of the jobs or tasks volunteers under your supervision do.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

E. Could volunteers be used to perform any additional tasks?

\_\_\_\_\_ yes \_\_\_\_\_ no

If yes, what tasks? \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

F. Do you consider and treat volunteers as staff? \_\_\_\_\_

\_\_\_\_\_ yes \_\_\_\_\_ no

If yes, in what ways: (check those which apply)

\_\_\_\_\_ volunteers are invited to attend staff's social functions

\_\_\_\_\_ volunteers are given increasingly responsible work

\_\_\_\_\_ volunteers receive in-service training

\_\_\_\_\_ volunteers are welcome to use staff's coffee room and/or lounge

\_\_\_\_\_ volunteers can park their car in staff's parking area

\_\_\_\_\_ volunteers may attend all staff meetings

\_\_\_\_\_ volunteers are encouraged to participate in the evaluation process

\_\_\_\_\_ like the regular staff

\_\_\_\_\_ volunteers are given a full orientation like the staff

\_\_\_\_\_ each volunteer has a clear and complete job description

\_\_\_\_\_ volunteers are given recognition (praise, "good mornings", smiles, etc.)

\_\_\_\_\_ other: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

G. How does having volunteers help you? \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

H. Approximately how many hours per week do you spend as a supervisor or consultant to volunteers? \_\_\_\_\_ hours

I. What are your major concerns about using volunteers? Check all that apply:

\_\_\_\_\_ rate of volunteer turnover

\_\_\_\_\_ spending too much time with volunteers

\_\_\_\_\_ not having enough time to spend with volunteers

\_\_\_\_\_ volunteers are given inadequate training and orientation prior to

\_\_\_\_\_ placement

\_\_\_\_\_ none

\_\_\_\_\_ others - Please specify: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

J. What is the quality and extent of communication, trust, and confidence between staff and volunteers?

\_\_\_\_\_ above average \_\_\_\_\_ average \_\_\_\_\_ below average

K. Were you ever a volunteer in a service area similar to the one in which you are employed now? \_\_\_\_\_ yes \_\_\_\_\_ no

L. What would be overall rating in terms of the general effectiveness of the volunteers in your branch?

M. What aspect could be improved in the volunteer program?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

N. Describe any additional significant factors, situations or conditions that you believe should be considered in evaluating the progress of this program.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

O. Any additional comments would be appreciated.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



<p style="text-align: center;">INTERNAL COMMUNICATION FORM DEPARTMENT OF SOCIAL SERVICES AND HOUSING</p>	<p style="text-align: center;">Suspense</p>
<p>Subject: Evaluations</p>	<p>Originator: R. Cole, 2549</p>
<p>To: All BAS                      From: CDA                      Date: 2/10/78                      Memo No. 1</p>	
<p>At the January Branch Administrators meeting, you were informed of several types of evaluations that were planned for completion within two months. The Volunteers' Evaluation of Placement is nearly complete and you will be sent a copy of the findings as soon as the report is ready.</p> <p>We can now proceed with the other two evaluations. Nancy Hugus, Human Development student in practicum with VolinCor, will be responsible for collecting the evaluation data at Maluhia Women's Residence. Robert Chan, graduate student in Social Work in practicum with VolinCor, will be responsible for collecting the data at all other Oahu branches. Neighbor Island evaluations will be conducted by mail and/or telephone. The evaluations will proceed as described at the January meeting:</p> <p>1. <u>Evaluation of Volunteers</u></p> <p>The students will make appointments to interview staff who are responsible for volunteers in their unit. The interview will take 3-5 minutes to complete a form for each volunteer.</p> <p>Upon request, copies of evaluations will be given to staff to share with their volunteers.</p> <p>The evaluations will be kept on file in the VolinCor office to serve as a basis for preparation of letters of reference for school or work when requested by the volunteer.</p> <p>2. <u>Evaluation of the Volunteer Program</u></p> <p>The students will leave these forms for <u>all</u> staff to complete. These should be returned to CVSA within one week.</p> <p>The information gained from these evaluations will enable improvement in volunteer aid to staff. The data will be of value in: recruiting and screening volunteers; planning training for volunteers and staff; preparation of handbooks for volunteers and staff; refinement of policies and procedures of the program.</p> <p>Volunteers have accomplished a great deal of high quality work in the development of VolinCor. With your continued courtesy and cooperation, volunteers will prove invaluable at all Branches.</p> <p style="text-align: right;">Division Administrator</p> <p>Atts.</p>	

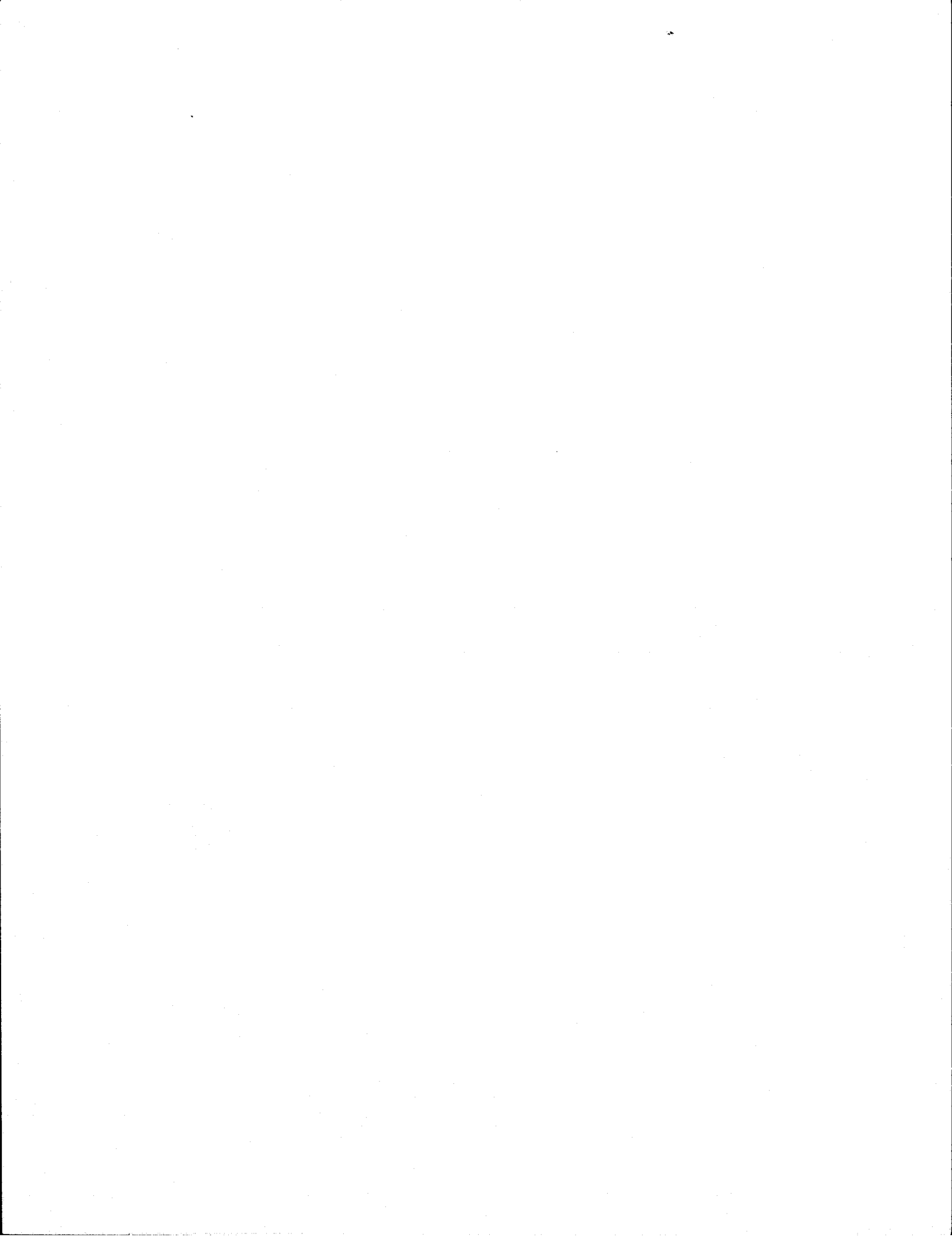
DSSH-0615 (6/77) (DSS-ADM-11) Use superseded form until exhausted  
CD:RC:ln

cc: Branch Volunteer Coordinators

# EVALUATION OF THE VOLUNTEER PROGRAM

Questions and Answers	Halubia Women's Residence		Hawaii State Prison		Hawaii Correctional Facility		HTCF Oloana		HTCF Boys Group Home		HTCF Hookepa		HTCF Ewaia		Totals	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
<b>A. How long have you had contact with volunteers?</b>																
Less than a year	3	27.27	2	22.22	---	---	1	10.00	2	28.57	---	---	---	---	8	14.54
1-3 years	6	54.55	3	33.33	---	---	3	30.00	3	42.86	3	30.00	1	33.33	23	41.82
Over 3 years	2	18.18	2	22.22	---	---	4	40.00	2	28.57	4	40.00	---	---	14	25.45
No answer	---	---	---	---	5	100	---	---	---	---	3	30.00	2	66.67	10	18.19
<b>B. How many volunteers do you have under your supervision?</b>																
1-3 volunteers	---	---	2	11.11	---	---	---	---	1	14.29	---	---	---	---	2	3.64
4-10 volunteers	---	---	---	---	---	---	---	---	1	14.29	---	---	---	---	1	1.82
Over 10 volunteers	1	9.09	---	---	---	---	1	10.00	---	---	---	---	---	2	3.64	
No answer	10	90.91	6	66.67	5	100	9	90.00	5	71.42	10	100.00	3	100.00	50	90.90
<b>C. Could you use:</b>																
More volunteers	7	63.64	7	77.78	3	60	3	30.00	3	42.86	7	70.00	1	33.33	33	60.00
Fewer volunteers	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
Satisfied with present number of volunteers	3	27.27	---	---	---	---	4	40.00	4	57.14	---	---	---	---	11	20.00
No answer	1	9.09	2	22.22	2	40	1	10.00	---	---	3	30.00	2	66.67	11	20.00
<b>D. Could volunteers be used to perform any additional tasks?</b>																
Yes	7	63.64	6	66.67	3	60	3	30.00	3	42.86	6	60.00	---	---	30	54.56
No	1	9.09	2	22.22	---	---	4	40.00	2	28.57	2	20.00	1	33.33	12	21.81
No answer	3	27.27	1	11.11	2	40	1	10.00	2	28.57	2	20.00	2	66.67	13	23.63
<b>E. How many hours per week do you spend as a supervisor or consultant to volunteers?</b>																
0-3 hours	2	18.18	2	22.22	---	---	3	30.00	1	14.29	2	20.00	---	---	10	18.19
4-10 hours	---	---	---	---	---	---	1	10.00	1	14.29	1	10.00	---	---	3	5.45
Over 10 hours	---	---	---	---	---	---	1	10.00	1	14.29	1	10.00	1	33.33	4	7.27
No answer	9	81.82	6	66.67	3	100	3	30.00	3	42.86	6	60.00	2	66.67	36	63.45
Not definite	---	---	1	11.11	---	---	---	---	1	14.29	---	---	---	---	2	3.64
<b>F. What is the quality and extent of communication, trust, and confidence between staff and volunteers?</b>																
Above average	3	43.45	3	33.34	---	---	1	10.00	2	28.57	2	20.00	---	---	13	23.63
Average	3	43.45	2	22.22	---	---	7	70.00	4	57.14	3	30.00	3	100.00	24	43.63
Below average	1	9.09	3	33.33	5	100	2	20.00	---	---	1	10.00	---	---	12	21.81
No answer	---	---	1	11.11	---	---	---	---	1	14.29	4	40.00	---	---	6	10.93
<b>G. Have you ever a volunteer in a service area similar to the one in which you are employed now?</b>																
Yes	2	18.18	2	22.22	1	20	2	20.00	3	42.86	3	30.00	---	---	13	23.63
No	8	72.73	7	77.78	3	60	8	80.00	2	28.57	6	60.00	2	33.33	36	63.45
No answer	1	9.09	---	---	1	20	---	---	2	28.57	1	10.00	1	66.67	6	10.93
<b>H. What would be overall rating in terms of the general effectiveness of the volunteers in your branch?</b>																
Excellent	2	18.18	4	44.45	---	---	1	10.00	---	---	---	---	---	---	7	12.72
Good	7	63.64	3	33.33	---	---	3	30.00	3	42.86	1	10.00	---	---	17	30.91
Average	1	9.09	---	---	---	---	2	20.00	2	28.57	---	---	---	---	5	9.10
Poor	1	9.09	---	---	---	---	4	40.00	---	---	---	---	1	33.33	6	10.91
Very poor	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
No answer	---	---	2	22.22	3	100	---	---	2	28.57	9	90.00	2	66.67	20	36.36
<b>Total Respondents</b>	<b>11</b>		<b>9</b>		<b>3</b>		<b>10</b>		<b>7</b>		<b>10</b>		<b>3</b>		<b>53</b>	

Items D, F, G, I, M, N, and O are included elsewhere in this report.



**END**