

MF-1

*Volunteer Resource Development
Teaching Module Booklet
for
Juvenile and Criminal Justice Volunteerism*

-3-

83349

Funded by:

*O.C.J.E.S.
Collogg Foundation*

*The Public Welfare Foundation
The Ford Motor Co. Fund*

*W.S.P. ~ N.C.C.D.
1980-1981*

A DIVISION OF THE
NATIONAL COUNCIL ON CRIME AND DELINQUENCY

200 WASHINGTON SQUARE PLAZA ROYAL OAK, MICHIGAN 48067 (313) 398-8550

NCJRS

March, 1981

MAY 7 1982

KEITH J. LEENHOUTS, Director
Municipal - District Court Judge, 1959-1969

ACQUISITIONS

TO: Professors of Juvenile and Criminal Justice.
Professors of Sociology, Psychology, etc.
teaching juvenile and criminal justice courses.
Professors, Trainers and others conducting training
for juvenile and criminal justice volunteer programs.

FROM: The Curriculum Development Committee: Dr. Vernon Fox,
Professor G. LaMarr Howard, Dr. Gordon Misner, Mrs.
Marcia Penn, Dr. Ernest L.V. Shelley, Judge Keith J.
Leenhouts, Project Coordinator and Ms. Vera I. Snyder,
Associate Project Coordinator

During the past decade there has been a proliferation of information about volunteering. For those professionals interested, we are pleased to provide you with curriculum materials to assist you in teaching and developing classes or courses in juvenile and criminal justice volunteerism and juvenile and criminal justice general curriculum.

We have given much time and thought to this project since we are convinced volunteerism is one of the best, if not the best, development in juvenile and criminal justice programs during the last two decades. Volunteers, working under careful and intelligent supervision, reduce recidivism by greatly increasing effective rehabilitative services.

These materials have been prepared, compiled, printed and distributed with funds from a grant from the Law Enforcement Assistance Administration Office of Criminal Justice Education and Training*, The Public Welfare Foundation, the Ford Motor Company Fund and the W. K. Kellogg Foundation. Special gratitude is extended to Dr. J. Price Foster, Davis Haines, Leo J. Brennan, Jr., Dr. Peter R. Ellis and Professor Thomas O. Johnson of Asbury College.

We do suggest broad flexibility in the use of these teaching module booklets. The Teachers Outline, suggested Questions and Answers, Learning Exercises, Bibliographies and Content Pages are to be used by you in any and every way they will be most helpful. Please feel free to be creative, imaginative and utilize the materials in a manner which will best suit you. The same is true of the resource packets, modules numbered eleven and twelve.

We feel volunteerism has a very legitimate and important place in juvenile and criminal justice curriculum. We hope you agree and find these resources helpful.

Please let us know if we can be of any further assistance. We wish you the best in your classes and courses on this most vital, crucial and critical subject.

*Grant No. #79-DF-AX-0132. The contents do not necessarily reflect the views and policies of LEAA.

NATIONAL OFFICERS
H. LADD PLUMLEY*
Chairman of the Board
RICHARD L. GELB
Vice Chairman of the Board
ROBERT B. CLARK*
Vice Chairman, Governmental Affairs
JOHN L. KIDDE*
Vice Chairman, International Affairs
CARL M. LOEB, JR.*
Vice Chairman, Professional Affairs
ROBERT STUART*
Vice Chairman, National Affairs
MRS. POTTER STEWART*
Vice Chairman, Citizen Affairs
JOHN W. LARSEN*
Treasurer
HON. ARTHUR S. LANE*
Chairman, Executive Committee
WILLIAM F. MAY*
Chairman, National Executives' Committee
MILTON G. RECTOR
President
FREDERICK WARD, JR.
Executive Vice President
LEONARD A. TROPIN
Vice President

VIP ADVISORY COUNCIL
Chairman
JOEL E. NYSTROM
Executive Director
International Y. M. C. A. (Ret.)

TADINI BACIGALUPI, JR.
President, Social Advocates
for Youth Program
San Francisco, California

JAMES V. BENNETT
Director, U.S. Bureau of Prisons (Ret.)

MR. JUSTICE TOM C. CLARK
U. S. Supreme Court (Ret.)

JUDGE HORACE B. HOLMES
Juvenile Court - Boulder

G. LA MARR HOWARD
Professor - Georgia State University

QUINTON T. HUGHES
Del Mar, California

LAURANCE M. HYDE, JR.
Professor of Law,
Nova University School of Law,
Fort Lauderdale, Florida

JOHN W. LESLIE
Honorary Chairman
Signode Corporation - Chicago

MRS. JOHN W. LESLIE
Evanston, Illinois

R. STANLEY LOWE
Casper, Wyoming

W. WALTER MENNINGER, M.D.
Menninger Foundation

MILTON G. RECTOR
President - NCCD

MR. JUSTICE POTTER STEWART
U. S. Supreme Court

MRS. POTTER STEWART
Washington, D. C.

MRS. THERESA YANCEY
Chicago, Illinois

Consultant
ROBERT C. MOFFETT
Executive Director,
Partners, Inc.
Denver, Colorado

OLUNTEERS	OLUNTEERS	OLUNTEERS	OLUNTEERS
IN	IN	IN	IN
REVENTION	ROSECUTION	ROBATION	RISON
			PAROLE

U.S. Department of Justice
National Institute of Justice
83349

This document has been reproduced exactly as received from the person or organization originating it. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the National Institute of Justice.

Permission to reproduce this copyrighted material has been granted by Keith J. Leenhouts

Nat'l Council on Crime & Delinquency

to the National Criminal Justice Reference Service (NCJRS).

Further reproduction outside of the NCJRS system requires permission of the copyright owner.

VOLUNTEER RESOURCE DEVELOPMENT

One of twelve teaching module booklets to assist Professors to teach classes and/or courses on juvenile and criminal justice volunteerism.

Written and Compiled by:

- Dr. Vernon Fox, Florida State University--Founder of Southern Corrections Conference
Professor G. LaMarr Howard, Georgia State University--Former Director of Volunteers, Fulton County Juvenile Court (Georgia)
Dr. Gordon Misner, University of Illinois at Chicago Circle--Former President of Academy of Criminal Justice Sciences
Mrs. Marcia Penn, PM Associates--Former Director of the Governor's Office on Volunteerism (Virginia)
Dr. Ernest L.V. Shelley, Olivet College, Michigan--Former Director of Treatment, Michigan Department of Corrections
Judge Keith J. Leenhouts, Project Coordinator--Royal Oak Municipal Judge, 1959-1969, Director of VIP Division* of the National Council on Crime and Delinquency
Ms. Vera I. Snyder, Associate Project Coordinator, Administrative Associate of VIP Division of the National Council on Crime and Delinquency

Complete List of Teaching Module Booklets Available:

- 1) History of Volunteers in Juvenile and Criminal Justice
- 2) Value Base of Juvenile and Criminal Justice Volunteerism
- 3) VOLUNTEER RESOURCE DEVELOPMENT
- 4) Management and Administration of Volunteer Programs in Juvenile and Criminal Justice
- 5) Dynamics of Individual and Group Counseling by Volunteers
- 6) Many Uses of Volunteers in Juvenile and Criminal Justice
- 7) Volunteers in Juvenile Diversion, Probation, Detention, Institutions and Alternatives
- 8) Volunteers and Adult Misdemeanant Courts
- 9) Volunteers with the Adult Felon
- 10) Issues, Trends and Directions for Juvenile and Criminal Justice Volunteerism in the 1980's
- 11) Corrections Volunteer Information Portfolio (Resource Booklet)
- 12) National Education-Training Program (Resource Booklet for Juvenile and Criminal Justice Volunteerism)

Additional copies of student material (blue pages) may be photocopied or ordered from VIP-NCCD, 200 Washington Square Plaza, Royal Oak, Michigan 48067. Copies ordered from VIP-NCCD will be printed and bound similar to this booklet (at cost). Additional copies of the complete teaching module booklets are available at cost.

*Volunteers in Prevention, Prosecution, Probation, Prison, Parole

OUTLINE

VOLUNTEER RESOURCE DEVELOPMENT

SECTION ONE

I INTRODUCTION:

- a) Current Population Survey
 - 1) Religious Organizations
 - 2) Criminal Justice
- b) VIP-NCCD Survey

II FINDING PEOPLE TO VOLUNTEER:

- a) Personal Friends
- b) Prisoners' Aid Societies
- c) Religious Groups
- d) Organizations and Clubs
- e) Ex-Offender Groups
- f) Retirees and Retired Professionals

III TYPES OF VOLUNTEERS:

- a) One-To-One Volunteers
- b) Administrative Volunteers
- c) Loaned Executives
- d) Professional Volunteers
- e) Supportive Volunteers

IV FUNDING:

- a) Budgeted funds, generally from local government
- b) Grants from LEAA and other governmental agencies
- c) Grants from private foundations, such as Kellogg Foundation, Sears Roebuck Foundation, etc.
- d) Social Security Trust Fund, Titles IV-A (Juveniles) and XVI (Adults)
- e) Directories of foundations and sources of grants

V VOLUNTEER COORDINATOR:

- a) Recruitment
- b) Selection
- c) Training
- d) Assignment
- e) Coordination and Supervision
- f) Termination

VI CONCLUSIONS:

- a) Basic functions of finding resources

SECTION TWO

I AN EXAMPLE OF VOLUNTEER RESOURCE DEVELOPMENT:

- a) Adult Misdemeanant Court
- b) No Rehabilitative or Probation Services
- c) Implications of Sentencing

II DEFENDANTS: DIGNITY, PRIDE AND SELF-RESPECT:

- a) Promoting Growth in self-respect

III STARTING A PROGRAM:

- a) Implications of lack of staff to supervise
- b) Initial agreements of volunteers
- c) Limitations of services of initial volunteers

IV EARLY RESULTS ENCOURAGING:

- a) Case History of 24 year old man
 - 1) One-to-one volunteer and volunteer attorney
- b) Court discovered importance of listening and patience

V GROWTH OF ONE-TO-ONE VOLUNTEERS:

- a) Administrative responsibilities
- b) Supervisory responsibilities
- c) Expansion of administrators and supervisors

VI VOLUNTEER PRE-SENTENCE INVESTIGATORS:

- a) Retirees
- b) Psychiatrists and Psychologists

VII OTHER SERVICES:

- a) Alcoholic Anonymous
- b) Alcohol Information School
- c) Employment Counseling
- d) Educational Counseling
- e) Community Service Order
- f) Budget Counseling, Non-Support and Restitution Enforcement
- g) Optometrist Services
- h) Dentists, Medical Doctors and Attorneys
- i) Volunteer Professional Counselors
- j) Alcohol and Drug Addiction Center
- k) Small Loan Fund
- l) Marriage Counseling
- m) Womens Division and Women Volunteers
- n) Traffic Court Volunteers
- o) Vocational Rehabilitation
- p) City Financial Contribution

VIII PROGRAM DEVELOPED COMPLETE REHABILITATIVE SERVICES WITH VERY CAREFUL ADMINISTRATION:

- a) Seven full-time retired administrators
- b) Fifteen part-time retired administrators
- c) Twelve part-time paid professional counselors supervised volunteers and maintained a small case-load
- d) Part-time paid staff psychiatrist
- e) Two hundred one-to-one volunteers
- f) Three hundred other volunteers

IX CONCLUSION:

- a) From no services to complete services in four years
 - 1) Volunteers provided the services
- b) Each community should develop its own unique program
- c) Recidivism greatly reduced
 - 1) Volunteers, used carefully, are very effective

SECTION THREE; INTERNATIONAL VOLUNTEERS

I ALL COUNTRIES OF DEMOCRATIC PERSUASION APPEAR TO HAVE SOME TYPE OF CORRECTIONAL VOLUNTEER EFFORT

- a) Canada
- b) England
- c) France

II A BRIEF DISCUSSION OF:

- | | | |
|--------------------|-------------------|---------------------------|
| 1) Austria | 14) Iceland | 27) Norway |
| 2) Belgium | 15) India | 28) Pakistan |
| 3) Canada | 16) Iran | 29) Philippines |
| 4) Chili | 17) Israel | 30) Scotland |
| 5) Cyprus | 18) Italy | 31) Shri Lanka (Ceylon) |
| 6) Czechoslovakia | 19) Japan | 32) Singapore |
| 7) Denmark | 20) Kenya | 33) Sweden |
| 8) Ecuador | 21) Korea | 34) Taiwan |
| 9) England & Wales | 22) Malaysia | 35) The Netherlands |
| 10) Ethiopia | 23) Morocco | 36) Union of South Africa |
| 11) France | 24) New Zealand | 37) USSR (Russia) |
| 12) Germany (West) | 25) Nigeria | 38) Yugoslavia |
| 13) Hong Kong | 26) North Ireland | 39) Zambia |

VOLUNTEER RESOURCE DEVELOPMENT

QUESTIONS AND ANSWERS

SECTION ONE

ESSAY:

- 1) Studies dealing with the use of volunteer programs for working with social problems have sometimes been contradictory in their conclusions. What are some of the findings---both negative and positive---of such studies?
- 2) "No (volunteer) program per se ever helped anyone." Discuss.
- 3) Discuss the approach of using personal friends and social acquaintances in beginning a volunteer program---i.e., what would be the effect of such an approach on strength of the program?
- 4) What are some of the pro's and con's of using students---high school, university, college---in a volunteer program? If used, in what ways might they be most effectively used?
- 5) Discuss the benefits of volunteer services in prisons.
- 6) Although volunteers are not paid for their work, the jobs they perform have requirements and demands similar to those of paid jobs. What are some of the considerations that must be included in dealing with this situation?
- 7) Discuss the following categories of volunteers, indicating in the discussion which group is most crucial to the success of the entire volunteer program, and why it is considered so.
 - a) One-to-one
 - b) Supportive
 - c) Professional
 - d) Administrative
- 8) Discuss the role of the volunteer coordinator.
- 9) Discuss the two basic functions of finding resources for volunteer programs.

MULTIPLE-CHOICE:

- 1) The group of volunteers upon whose success the success of the entire volunteer program rests and which therefore needs more training is/are:
 - *a) One-to-one
 - b) Supportive
 - c) Professional & Administrative
 - d) All of the above
 - e) None of the above
- 2) Which of the following is NOT an advantage of volunteer programs:
 - a) They can fill positions where there are personnel shortages.
 - *b) Because volunteers donate their time, there is no cost involved.
 - c) There is more community involvement.
 - d) All of the above.
 - e) None of the above

*Indicates correct answer

- 3) The coordinator of volunteers has a wide range of duties: these include:
 - a) Raising funds
 - b) Providing "supervision" to volunteers
 - c) Recruiting volunteers
 - *d) All of the above
 - e) None of the above
- 4) According to the Current Population Survey (U.S. Bureau of the Census for year ending April, 1974), the kind of organization with which most volunteers were identified was:
 - a) Civil Service employees
 - b) Veterans' groups
 - *c) Religious groups
 - d) Entertainers
 - e) None of the above
- 5) Of those volunteers working with juveniles and adult offenders, about half (51%):
 - a) Felt their caseloads should be reduced
 - b) Asked for reassignment to work with non-offender groups
 - *c) Are working on a one-to-one basis
 - d) Are estimated unsuitable for such work
 - e) Are running for public office
- 6) Frequently used techniques for recruiting volunteers include (may be more than one correct answer---indicate all correct choices):
 - *a) Newspaper advertisements
 - *b) Word-of-mouth in private social circles
 - *c) Radio and TV advertisements
 - *d) Articles, pamphlets, brochures
 - e) None of the above
- 7) The National Survey found that the LARGEST source of funding for volunteer programs is:
 - *a) Religious groups
 - b) Private donors
 - c) State governments
 - d) Local governments
 - e) United Way

*Indicates correct answer

- 8) Coordinator of volunteers (Indicate all correct statements below):
 - *a) Is generally a full-time paid employee of the court or institution
 - b) In generally unpaid, but selected from among the volunteers on the basis of his or her ability to coordinate
 - c) In usually a part-time employee, as it is felt that volunteers, because of their commitment, need little "supervision"
 - d) Is usually a rotating position within the volunteer group of the particular court or institution
 - e) None of the above
- 9) In ex-offender volunteer groups, indicate which of the statements below is/are correct:
 - *a) There are presently two such volunteer groups, Seventh Step Society and Fortune Society
 - b) Both Seventh Step and Fortune Society were founded by ex-prisoners
 - c) Have been found ineffective in work with youthful offenders
 - d) Do not welcome "outside" volunteers (i.e., those who have not been in prison)
 - e) None of the above

SECTION TWO

- ESSAY: 1) What are the five main functions of pre-sentence investigations?
- 2) Discuss the role of retirees
- 3) Discuss the case history of the 24 year old man. What were the most significant events in this case?
- 4) Discuss the use of professional volunteers
- 5) How did this program recruit professional volunteers?
- 6) How would you go about developing a complete rehabilitative program out of a vacuum?

Answers in Section II

SECTION THREE

- ESSAY: 1) Discuss the international use of correctional volunteers.
See Section III

*Indicates correct answer

LEARNING EXERCISES

WHAT MOTIVATES ME: (From Training Volunteer Leaders, YMCA, 1974)

- OBJECTIVES:
- 1) To examine the nature of motivation
 - 2) To examine how motivation can be applied to group experience

- PROCEDURE:
- 1) Set up small groups
 - 2) Pass out sheet, "Factors that motivate me," and ask each person to check the five items as directed on the form
 - 3) Give each group a problem situation relating to course material or to a personal experience they can relate to
 - 4) Ask them to determine in ten minutes three ways they could motivate a person in this situation and to indicate the advantages and disadvantages of one of the ways they have selected
 - 5) Have each group report its plans---jot down a word or phrase to describe the method on newsprint
 - 6) After all plans have been described, analyze the method suggested, using the following questions:
 - a) Which relied on power---force---coercion?
 - b) Which relied on bribery---reward?
 - c) Which were outside the person?
 - d) Which came from within the person?
 - 7) Turn to "Factors that Motivate Me." Call for a showing of hands on each factor on the list and record on newsprint the number checked on each factor. (This can be done by listing twenty numbers on the newsprint and recording the number of raised hands for each factor.) Circle the five highest numbers of raised hands. Examine these against the four questions in six (above), especially questions c and d.

FACTORS THAT MOTIVATE ME:

Please indicate the five items from the list below which you believe are the most important in motivating you or that account most for your participating in some pre-selected activity which the group has selected to analyze.

- 1) I enjoy it; it is interesting
- 2) Others are doing it
- 3) It leads to recognition from others
- 4) It is easy
- 5) I feel the task is important
- 6) I have the skill to do it
- 7) I feel trusted and respected in it
- 8) I have the opportunity to do a good job
- 9) I will be disciplined if I don't do it
- 10) I have a chance to help with the planning
- 11) I get along well with others at the task
- 12) I have the opportunity to take responsibility
- 13) I have a large amount of freedom doing it
- 14) I have a good supervisor or leader
- 15) I have the opportunity to grow and develop on the job
- 16) I have the opportunity to meet others
- 17) I have the opportunity to earn money
- 18) There are good rewards offered
- 19) (Other) is _____

CREATIVE RESOURCE DEVELOPMENT:

OBJECTIVE: To become aware of the variety of resources (dollars, services, and materials) that exists within a given community

- PROCEDURES:
- 1) Have class discuss different kinds of volunteer resources
 - People Resources - Materials - Dollars
 - 2) Set up small groups and hand out diagrams of three city streets
 - 3) Have each group list different possible resources for each street. Some ideas might be:
 - Masonic Lodge
 - 1) One-to-one volunteers
 - 2) Space for meetings
 - 3) Group to raise funds through a special event
 - Library
 - 1) Donate old books
 - 2) Space
 - 3) Films
 - 4) Willingness to do programs
 - Florist
 - 1) Donate plants and flowers
 - 2) Teach a course
 - Real Estate Office
 - 1) Aid ex-offenders in finding housing
 - Photographer
 - 1) Teach a course
 - 2) Take pictures of inmates to send to families
 - Church
 - 1) One-to-one volunteers
 - 2) Prepare a holiday meal
 - 3) Religious services
 - 4) Group visits to prison on holidays
 - Funeral Parlor
 - 1) Lend chairs for special events
 - 2) Pick up family members on visiting days and bring to penal institution
 - Elementary School
 - 1) Pupils make holiday decorations
 - 2) Meeting space
 - 3) Teachers volunteer as toturso
 - Fire Station
 - 1) Teach course in first aid
 - 2) Teach course in fire safety
 - 3) One-to-one volunteers

Gas Station

- 1) Teach course in auto mechanics

Hospital

- 1) Teach course for nurses aides
- 2) Recruit professional volunteers (doctors, nurses, psychologists)

Restaurant

- 1) Donate food and refreshments
- 2) Culinary courses

Department Store

- 1) Donate special clothing
- 2) Fashion Show
- 3) Donate pens and paper (usually a give-away)

Movie Theater

- 1) Provide facility and film for special fund-raising event
- 2) Show current films at prison during holiday time

Book Store

- 1) Donate remainders of books and magazines

Office Building

- 1) One-to-one volunteers

Bank

- 1) Teach course on money management
- 2) Donate pens and paper

- 4) Ask students to repeat the process, drawing a real street in their towns and listing types of resources that may be available

SECTION ONE

BIBLIOGRAPHY

Brenner, Robert H.: From the Depths, New York: New York University Press, 1956.

Chesham, Sallie: Born to Battle---The Salvation Army in America, Chicago: Rand McNally & Company, 1965.

Correctional Briefings, Number 4, Washington, D.C.: Joint Commission on Correctional Manpower and Training, 1969.

Details of Corrections Employment and Payrolls of State Governments, October, 1976, Expenditure and Employment Data for the Criminal Justice System--1976, Washington, D.C.: LEAA, U.S. Department of Justice, April, 1978.

Expenditures of the States in Criminal Justice, 1976-77.

"Editor's Notes---Employ Ex-Offenders, Position Paper Urges," American Journal of Corrections, Vol. 36, No. 5, Sept./ Oct. 1974.

"The Fortune Society---Championing the Ex-Offender," Corrections Magazine, Vol. 1, No. 5, May/June, 1975.

Fox, Vernon: Community-Based Corrections, Englewood Cliffs, New Jersey, 1977.

Leibold, Paul F.: "Catholic Doctrine and Philosophy of Correction," American Correctional Association Centennial Congress of Correctional Proceedings---1970, College Park, Maryland: American Correctional Association, 1971.

"Longer Term Trends," Section XI, in James L. Galvin (Project Director) et al.: Parole in the United States: 1978, San Francisco: Research Center West, NCCD, July, 1979.

MacLeod, George: Only One Way Left, Glasgow: The Iona Community, 1956.

McAnany, Patrick D., Denis Sullivan, William Kaplan, and Edward Tromanhauser: Final Report: The Identification and Description of Ex-Offender Groups in the Chicago Area, Chicago: University of Illinois at Chicago Circle Center for Research in Criminal Justice, August, 1974 (mimeograph).

The National Manpower Survey of the Criminal Justice System, Volume 1, Summary Report, Washington, D.C.: National Institute of Law Enforcement and Criminal Justice, LEAA, August, 1978.

Perrin, William L.: "Data Processing as a New Prison Industry," Proceedings of the Ninety-eighth Annual Congress of Corrections, San Francisco, August 25-29, 1968, Washington, D.C.: American Correctional Association, 1969.

Sands, Bill: My Shadow Ran Fast, Englewood Cliffs, New Jersey: Prentice-Hall, 1964.

Scheier, Ivan H. and Judith A. Berry: Serving Youths as Volunteers, Boulder, Colorado: The National Information Center on Volunteers in Courts, 1972.

Smith, Robert R., Larry F. Wood, and Michael A. Milan: A Survey of Ex-Offender Employment Policy in American Correctional Agencies, Montgomery, Alabama: Experimental Manpower Laboratory for Corrections, Rehabilitation Research Foundation, 1974.

BIBLIOGRAPHY (Continued)

Statistical Abstracts of the United States, 1978.

Supervisor Appraiser of Volunteers, Minneapolis: Minnesota Department of Corrections Volunteer Services Unit, 1976.

Task Force on Corrections, 1967.

Task Force Report: Corrections, Washington, D.C.: The President's Commission on Law Enforcement and Administration of Justice, 1967.

Tyler, R.W.: "The Role of the Volunteer," Sacramento: California Youth Authority in Conjunction with Stanford University, .964.

Yancey, Theresa: "Cook County Juvenile Court Augments Service," Source, Published by the Illinois Information Center for Volunteers in Courts, Vol. 1, No. 4, 1974.

Corrections Volunteer Information Portfolio, Module Eleven, this series.

National Education-Training Program. 34 hours of audio-visual TV cassettes. See Module Twelve, this series.

SECTION TWO

See end of Section Two.

SECTION THREE

Hartley, W.C., Probation and Aftercare in Holland. Prison Service Journal, Vol. 6 (21). pp. 23-26, 1966..

Heijder, Alfred. "Some Characteristics of the Dutch Probation System." International Journal of Offender Therapy, 11 (3): 89-93, 1967.

Johnson, Stanley W., Correction Handbook of Victoria. Melbourne, Australia, 1965, 259 pages.

Kaufman, D.L. "Community Service Volunteers, A British Approach to Delinquency Prevention." Federal Probation, December, 1973. This article describes one British Volunteer Program: Community Service Volunteers: It is aimed at utilizing all kinds of young people regardless of their social or academic background in service to the community. Further details in recruitment of volunteers, volunteers in institutions, volunteers in the community and instances of the institutionalized offender being utilized as a volunteer are given.

Morrell, Leslie. "The Voluntary Worker's Problem in Prison Aftercare." British Journal of Criminology, 7 (4): 430-434, 1967.

Morris, Robert C., Overseas Volunteer Programs. Lexington Books, Lexington, Massachusetts, 1973. Contents relate to the evolution of volunteer programs overseas and the role of governments in their support.

VOLUNTEER RESOURCE DEVELOPMENT

SECTION ONE

Volunteers have historically contributed much to society. Many of the advances in mental health, criminal justice, and other social programs have been the result of leadership taken by unpaid volunteers individually and in groups. John Howard, the great English jail and prison reformer in the 1770's, used his own resources to accomplish his work. John Augustus, the Boston shoemaker, was a volunteer in the initiation and development of probation. Dorothea Dix, better known for her work in mental health and mental hospitals, was also concerned with criminal justice and treatment of delinquent children. There are many more names of leaders in the field who began as volunteers. The volunteer movement is massive. Large number of volunteers are motivated by an interest in helping others.

The Current Population Survey made by the U.S. Bureau of the Census is a monthly nation-wide survey of a scientifically selected sample representing non-institutional civilian populations 14 years old and older. The report for the year ending in April, 1974, indicated there were 36,812,000 volunteers of various types in the United States. This was 23.5 percent of the population at that time. The results of this survey of volunteer workers is shown in Table I. The type of organizations the volunteers were identified with indicated that 49.9 percent were with religious groups and the length of their volunteer work would vary widely from full-time to short term seasonal assistance during Easter, Christmas or Passover. This survey found that the fewest number of volunteers were found in criminal justice --- only about one percent --- and most of these were in the juvenile field. A national survey of volunteers in criminal justice was completed by VIP-NCCD in October, 1979, five years later. Based on incomplete results, VIP-NCCD estimated about one-half million volunteers function in approximately 5,000 programs in criminal justice.¹

See the following pages for the VIP-NCCD Survey. See Teaching Module Number One of this series for a Questionnaire based upon this survey.

1) The National Survey, Royal Oak, Michigan: VIP-NCCD, October 1979.



200 WASHINGTON SQUARE PLAZA • ROYAL OAK, MICHIGAN 48067 • (313) 398-8550

KEITH J. LEENHOUTS, Director
Municipal • District Court Judge, 1959-1969
VERA I. SNYDER
Administrative Assistant

A REPORT ON THE NATIONAL SURVEY AND QUESTIONNAIRE
CONDUCTED BY VIP-NCCD ON THE VOLUNTEER JUVENILE
AND CRIMINAL JUSTICE MOVEMENT IN THE UNITED STATES
OCTOBER, 1979

NATIONAL OFFICERS
HON. ARTHUR S. LANE*
Chairman of the Board
CARL M. LOEB, JR.*
Vice Chairman of the Board
MRS. ARTHUR G. WHYTE, JR.*
Vice Chairman of the Board
Chairman, Executive Committee
ROBERT STUART*
Vice Chairman, Governmental Affairs
WILLIAM F. MAY*
Vice Chairman of the Board
Chairman, National Executive Committee
IRA A. LIPMAN*
Treasurer
JOHN M. WALKER, JR.*
General Counsel and Secretary
MILTON G. RECTOR
President

VIP ADVISORY COUNCIL
JOEL E. NYSTROM
Executive Director
International Y.M.C.A. (Ret.)
JAMES V. BENNETT
Director, U.S. Bureau of Prisons (Ret.)
JUDGE HORACE B. HOLMES
Juvenile Court • Boulder
R. STANLEY LOWE
Casper, Wyoming
W. WALTER MENNINGER, M.D.
Menninger Foundation
MILTON G. RECTOR
President • NCCD
MR. JUSTICE POTTER STEWART
U.S. Supreme Court
National Education Training Program
Funded by W.K. Kellogg Foundation
National Academic Center
DR. ROBERT T. SIGLER
University of Alabama

BOARD OF ADVISORS
LUTHER H. BLACK
Arkansas Department of Education
MS. PEARLDEAN WEEKES COLIGHTLY
California Department of Corrections
DR. HOWARD B. GUNDEY
Vice-President, University of Alabama
DR. G. LA MARR HOWARD
Georgia State University
DR. GORDON E. MISNER
Past President,
Academy of Criminal Justice Sciences
MRS. MARCIA PENN
Consultant on Volunteerism
SAMUEL PEREZ
Dallas County Juvenile Probation Office
MRS. GEORGE (LENORE) ROMNEY
Director, National Voluntary Action Center
DR. IVAN H. SCHEIER
National Information Center on Volunteerism
JAMES SPIVEY
Michigan Legislative Ombudsman (Ret.)
MRS. POTTER (MARY ANN) STEWART
NCCD Board of Directors
Consultants
ROBERT C. WOFFITT
Executive Director,
Partners, Inc.
Denver, Colorado
ERNEST L.V. SHELLEY, Ph.D.
Michigan Department of Corrections (Ret.)

In early 1979, we decided two things were necessary. First, we should try to determine the number of programs using volunteers and the number of volunteers involved. We concluded three figures were necessary to give an idea of the volunteer movement. Thus we submit a verified figure, a projected number and an estimate. (See page one of this report).

Also, it seemed necessary to gather more complete information about juvenile and criminal justice volunteerism. A total of 510 six page questionnaires were tabulated and compiled and the results are set forth herein. (See the rest of this report).

We submit the following for your consideration.

VOLUNTEERS
IN
PREVENTION

VOLUNTEERS
IN
PROSECUTION

VOLUNTEERS
IN
PROBATION

VOLUNTEERS
IN
PRISON

VOLUNTEERS
IN
PAROLE

A DIVISION OF THE NATIONAL COUNCIL ON CRIME AND DELINQUENCY

200 WASHINGTON SQUARE PLAZA • ROYAL OAK, MICHIGAN 48067 • (313) 398-8550

September, 1979

KEITH J. LEENHOUTS, Director
Municipal • District Court Judge, 1959-1969
VERA I. SNYDER
Administrative Associate

SURVEY CARD SUMMARY

Table with 2 columns: Survey Item and Count. Items include Total Number of Survey Cards Received (1970), Number of States Responding (51), Number of Cities Responding (1158), Number of Programs Reported (1820), Number of Active Volunteers Reported (176,445), Number of Programs Reported with no Number of Volunteers Indicated (150), and Use of Volunteers: One-To-One (1648), Administrative (661), Professional (969), Supportive (1451), Other (669).

The Ministry of Correctional Services in Canada reports 3,500 volunteers active in that country. That number was not included in the above totals.

SURVEY CARD

Form for Survey Card with fields: Organization Name, Address, City/State/Zip, Name/Director of Volunteers, Approximate Number of Active Volunteers, Use of Volunteers (One-To-One, Administrative, Supportive, Other-Specify), We receive VIP EXAMINER (Quarterly newspaper of VIP-NCCD), If No, we would like to receive it: Yes/No.

- NATIONAL OFFICERS: HON. ARTHUR S. LANE, Chairman of the Board; CARL M. LOEB, JR., Vice Chairman of the Board; ROBERT STUART, Vice Chairman of the Board; IS. ARTHUR G. WHYTE, JR., Vice Chairman of the Board; WILLIAM F. MAY, Vice Chairman of the Board; EDWIN A. DEAGLE, JR., Treasurer; JOHN M. WALKER, JR., General Counsel and Secretary; MILTON G. RECTOR, President; VIP ADVISORY COUNCIL: JOEL E. NYSTROM, Executive Director; JUDGE HORACE B. HOLMES, Juvenile Court; R. STANLEY LOWE, Casper, Wyoming; WALTER MENNINGER, M.D., Menninger Foundation; MILTON G. RECTOR, President; JUSTICE POTTER STEWART, U.S. Supreme Court; DR. ROBERT T. SIGLER, University of Alabama; BOARD OF ADVISORS: LUTHER H. BLACK, Kansas Department of Education; DEAN WEEKES GOLIGHTLY, Ohio Department of Corrections; DR. HOWARD B. GUNDY, President, University of Alabama; DR. G. LA MARR HOWARD, Georgia State University; DR. GORDON E. MISNER, Past President, Society of Criminal Justice Sciences; MRS. MARCIA PENN, Consultant on Volunteerism; SAMUEL PEREZ, County Juvenile Probation Office; GEORGE (LENORE) ROMNEY, National Voluntary Action Center; DR. IVAN H. SCHEIER, Information Center on Volunteerism; JAMES SPIVEY, Kansas Legislative Ombudsman; MRS. MARY ANN STEWART, NCCD Board of Directors; Consultants: ROBERT C. MOFFITT, Executive Director, Partners, Inc.; ERNEST L.V. SHELLEY, Ph. D., Department of Corrections (Ret.).

TEERS N OLUNTEERS N OLUNTEERS N OLUNTEERS N OLUNTEERS N
EVENTION ROSECUTION ROBATION RISON AROLE

THE NATIONAL SURVEY

After nine months of surveying the number of volunteers active in direct service juvenile and criminal justice programs, we are convinced no one really knows and probably no one will ever determine just how many volunteers are involved. The same is true of the number of programs.

We have mailed the survey card attached to this report to a list of courts, jails, prisons, juvenile institutions, probation, parole, prevention and diversion programs supplied by the U.S. Department of Commerce and to lists received from many other individuals and organizations.

We have now received replies indicating 1,970 programs utilizing 176,445 volunteers.

Of the 1,970 programs who reported, 150 did not report the number of volunteers who are active. Since both the survey and the questionnaire indicated each program averages between 83 (according to the questionnaire) and 96 (average of the survey card) volunteers, we have added 12,000 volunteers to the total (80 each for the 150 programs). This gives us a total of 188,445 active volunteers.

To project a total figure, we have compared lists supplied by Tennessee, Texas and Ohio, which states represent about one eighth of the total U.S. population. These states list a total of 242 programs not on our survey cards. Again using the average of 80 volunteers, we project an additional 1,936 programs and another 154,880 volunteers. Thus, the total verified and projected number is 3,906 programs and 343,325 volunteers.

For an estimate of the total volunteers and programs, one might consider the fact that none of the three state lists (Tennessee, Texas and Ohio) are considered complete. Answers like the reply of the Salvation Army which simply said thousands were involved in criminal justice volunteerism were not included either in the verified or projected numbers. Also, there is general agreement that no one can even begin to estimate the number of volunteers used informally in criminal justice, particularly by small programs. These three facts cause us to suggest that our original estimate of one half to three quarters of a million volunteers in 3,000 to 5,000 programs might be reasonably accurate. On this point, we estimate and let others estimate.

The survey goes on and we will report further in the future.

Volunteer utilization information has been received from Canada but has not been included in this report.

Table I

NO. 578. VOLUNTEER WORKERS—SELECTED CHARACTERISTICS: 1974

[For year ending in April. Covers civilian noninstitutional population, 14 years old and over. Volunteer work refers to unpaid volunteer activities for such groups as religious, educational, hospital, civic and community, social and welfare, etc. Based on Current Population Survey; see text, p. 1. Subject to sampling variability; see source]

CHARACTERISTIC	Number doing volunteer work (1,000)	Percent of population	Percent distribution	CHARACTERISTIC	Number doing volunteer work (1,000)	Percent of population	Percent distribution
Total volunteers.....	36,812	23.5	100.0	Married, spouse present.....	25,520	26.9	69.3
Male.....	15,109	20.4	41.0	Never married.....	7,956	19.9	21.6
Female.....	21,703	28.4	59.0	Other marital status.....	3,337	15.3	9.1
White.....	34,380	24.9	93.4	Volunteer work 1--			
Other races.....	2,432	13.2	8.6	Once a week.....	13,125	(X)	35.7
14-17 years old.....	3,747	22.5	10.2	Once every 2 weeks.....	3,714	(X)	10.1
18-24 years old.....	4,641	18.3	12.6	Once a month.....	5,230	(X)	14.2
25-44 years old.....	15,540	30.5	42.2	Only a few times.....	7,979	(X)	21.7
45-64 years old.....	9,929	23.2	27.0	Once only.....	2,758	(X)	7.5
65 years and over.....	2,955	14.3	8.0	Other.....	3,884	(X)	10.6
Employed.....	21,842	24.8	59.3	Volunteer work per year 1--			
Unemployed.....	833	17.0	2.3	Less than 25 hours.....	13,638	(X)	37.0
Not in labor force.....	14,137	22.2	38.3	25-49 hours.....	12,578	(X)	34.2
Family income:				100-199 hours.....	7,700	(X)	20.9
Under \$4,000.....	2,189	12.3	5.9	300 hours or more.....	2,737	(X)	7.4
\$4,000-\$7,499.....	3,537	16.4	10.4	Type of organization,			
\$7,500-\$9,999.....	3,373	22.2	9.2	April 7-13 1--			
\$10,000-\$14,999.....	9,072	27.0	24.6	Religious.....	7,711	(X)	49.0
\$15,000-\$19,999.....	5,337	30.6	14.5	Health.....	2,244	(X)	14.5
\$20,000 and over.....	6,849	37.1	18.1	Education.....	2,271	(X)	14.7
Not reported.....	6,349	20.5	17.2	Civic/community 1.....	4,058	(X)	26.3
				Recreation.....	1,700	(X)	11.0
				Social welfare.....	1,152	(X)	7.5

X Not applicable. 1 Excludes not reported. 2 During this week, there were 13.5 million volunteers. The single-week period was selected to get a higher rate of recall from volunteers. Some persons volunteered in more than one type of organization and responded to two or more types listed. 3 Figures may overstate what is "typical" because of Apr. 7 Passover and April 14 Easter holidays. 4 Includes citizenship activity.
Source: U.S. ACTION, *Americans Volunteer, 1974.*

Table I was taken from the Statistical Abstract of the United States - 1978, Washington, D.C.: U.S. Department of Commerce, Bureau of the Census, 1978, p. 365.

Because many volunteers are part-time for a short period of time, particularly in the religious groups, the Current Population Survey assessed the number of volunteers at work during one week, April 7-13, 1974, and found 15,500,000 volunteers actually functioning at that time. The survey also checked the ratio of females to males and found that females comprised 59 percent and males 41 percent of the volunteer group. In the National Criminal Justice Volunteer Research Service Questionnaire,² the proportion was similar with males comprising 41.2 percent of the volunteers. Of service rendered by the volunteers, approximately 23.3% were to agency staff in supporting roles and the remaining group was distributed among victims, witnesses, families of offenders, potential delinquents, community groups or general public and young people in the community.³

FINDING PEOPLE TO VOLUNTEER

Finding volunteers who are motivated to help others, who possess the empathic skills needed to relate well to others and who have the time to be involved form the central problems in developing an effective volunteer program. The people are central to effectiveness. No "program" ever helped anyone per se--- programs are a delivery system through which people are brought together with other people who need them. It is the one-to-one relationship between a volunteer and the offender who needs constructive support which makes a program successful. Competent people with the ability to constructively relate to others can be effective to some degree anywhere.

On the other hand, there are some people who themselves have personality problems and who "screw up the gold standard"! This is why some volunteer programs are successful and others are not. Some studies have concluded programs using volunteers are indistinguishable from traditional probation or parole supervision and volunteers are not effective.⁴ Some of these negative studies have indicated there is a danger and society could be wasting money by sponsoring volunteer programs, falsely believing social problems are being dealt with and thereby postponing more fundamental and effective change. Contradicting these negative conclusions, other studies have shown volunteer programs develop community interest and result in personal benefits to many probationers and inmates with increased community responsiveness in terms of more programs and better services.⁵

- 2) Ibid., question 9, p. 1
- 3) Ibid., question 5, p. 1
- 4) David A. Powell; "Volunteers in Probation: A Research Note on Evaluation", Journal of Criminal Justice, Vol. 6, No. 4, 1978, pp. 357-361.
- 5) The Women in Transition Project: Volunteer Counselors for Women in County Jail, Sacramento: California Commission on the Status of Women (no date, but issued in early 1979), 115 pp. Susanne Smith; Home Detention: An Alternative, Minneapolis: Hennepin County Court Services Department, 1977, 32 pp. Thomas Michael Kelley; Using Volunteers: (I) Student Volunteer Effectiveness as a Delinquency Prevention Experiment (II) Validation of a Selection Device for Volunteer Probation Officers, Ann Arbor, Michigan: University Microfilms, 1972, 132 pp. (dissertation)

People make the difference in all programs and particularly in volunteer programs. In one juvenile court program, many of the volunteers chosen through careful screening were well-educated middle-class women with special skills, previous experience as volunteers and involvement in the community.⁶ Probably the volunteers most likely to work with adult offenders are religious groups and ex-offender organizations.

Thus, volunteer programs are like all other programs. They range from excellent to very poor depending upon the people (both volunteers and paid staff), the administrative techniques used, the importance of volunteers within the program, the effectiveness of screening, orientation, training, supervision of volunteers, etc.

Where volunteers have been used carefully and well they are very effective. See particularly the research available from VIP-NCCD about the programs in Denver, Royal Oak, California, Lincoln, Nebraska and St. Paul, Minnesota.

Personal friends and social acquaintances have been used effectively. In 1959, eight citizens sat around a table to discuss the court's problems with Municipal Judge Keith J. Leenhouts in Royal Oak, Michigan, who had no court staff for the purpose of supervision of offenders. The volunteer program was begun at that time with probationers over 16 years of age charged with misdemeanors.⁷ These were people Judge Leenhouts knew and had informally invited to the meeting. Within nine months, there were 30 volunteers working with 75 misdemeanants. A part-time chief probation officer was hired to supervise the volunteers. He was paid by private donations from local businessmen.

Additional coordinators of volunteers were acquired on the same basis. By 1965, the City of Royal Oak had a budget of \$17,000 and private contributors contributed about \$8,000. A staff of seven full-time volunteer retirees and fifteen part-time volunteer retirees administered the program and twelve part-time professional counselors worked with the probationers and counselled with the volunteers. The approach used by Judge Leenhouts by personal and informal invitations to people he knew and considered to be potentially effective volunteers resulted in (1) good screening of potential volunteers and (2) motivation for the volunteers because of the close relationship with Judge Leenhouts. A side-effect of this type of recruitment is the word-of-mouth which exists within social circles of people who know each other and can attract others with similar motivations.

The Royal Oak program grew more sophisticated and used many professional volunteers such as psychiatrists, optometrists, etc. yet it always sought to retain the original spirit and methodology of friendship. Many small volunteer programs have begun on this basis. In rural areas with sparse population, personal and informal approach to a competent person is an excellent way to function. On the other hand, most volunteer programs in highly urbanized areas must be larger and need to be organized in a more formal manner.

Prisoner's Aid Societies began helping prisoners in America as early as 1797 when the Quakers organized the Philadelphia Association for Alleviating the Miseries of Prisons. This organization still exists today as the Pennsylvania Prison

6) John Stoeckel, Richard Sterne, and Muriel Sterne; "Volunteers in Juvenile Court", Social Work, Vol. 20, No. 3, 1975, pp. 232-235.

7) Keith J. Leenhouts; "Royal Oak's Experience with Professionals and Volunteers in Probation", Federal Probation, Vol. 34, December, 1970, pp. 45-51.

Society. They provided direct assistance to offenders in the form of counseling, assistance in employment and sometimes a little financial aid. These societies also provide indirect service in the form of political activity by attempting to support and promote penal reform, humanitarian treatment and legislative activity. For example, the Correctional Association of New York, formerly known as the New York Prison Society, has a legislative mandate to bring recommendations for prison reform and correctional progress to the New York Legislature every session. Prisoner Aid Societies in other states provide volunteer counseling to inmates and assistance to ex-offenders released on parole or discharged, such as in Connecticut, Maryland, Indiana, Illinois, Northern California, Hawaii and in many other states. One of the larger organizations is the Alston Wilkes Society in South Carolina with a staff of thirty four and a membership of 6,000. It generates about 2,000 volunteers who work in half-way houses, one-to-one volunteer work with offenders and ex-offenders, give assistance to families, do prison visitation, rebuild broken homes, find employment and perform many other related services. These private organizations have traditionally been concerned with prison conditions. Most of them provide counseling and emotional support to the offenders rather than financial assistance except when absolutely necessary. Social workers and volunteers have learned that giving money to people usually only increases dependency and unrealistic expectations and it can almost become addictive.⁸

The John Howard Society was first established in England in 1866 as a prisoner's aid society. It has since been organized in many English-speaking areas, such as Canada, Chicago and Hawaii. There are similar organizations in many countries around the world; They are listed in the International Directory of Prisoner's Aid Agencies published by the International Prisoner's Aid Association, which is a federation of these agencies. Originally, organized and headquartered in Milwaukee in 1950, it was moved to Philadelphia in 1973 and later to the present headquarters at the University of Louisville in 1977.

Religious groups have always been active in the criminal justice system. When the Salvation Army responded to questions in The National Survey regarding the number of volunteers and contacts with offenders, they simply replied, "thousands are involved in criminal justice volunteerism".⁹ The Volunteers of America began in January, 1896 and provided community service rather similar to the Salvation Army. In fact, in the opinion of some, Volunteers of America have been even more active in establishing half-way houses and working with drug programs. Other religious groups have provided counseling and other services for people in trouble with the law. The Juvenile Rehabilitation Ministry of the Home Mission Board of the Southern Baptist Convention, Youth For Christ, Campus Crusade For Christ and many other religious groups have programs for the prevention and control of delinquency. In addition, there are many individual clergymen who have embarked on careers in crime and delinquency.

8) Jeanne M. Giovanni and Margaret F. Purvine: "The Myth of Social Work Matriarchy", The Social Welfare Forum, 1973, New York: National Conference on Social Welfare by Columbia University Press, 1974, p. 195.

9) The National Survey, op. cit., p. 5.

Organizations and clubs, particularly the P.T.A., men's civic clubs and women's clubs, have been good sources for volunteers in the past. The National Congress of Parents and Teachers (P.T.A.) is a "natural" organization for generating volunteers and volunteer programs for juveniles. Judge Gullate of New Orleans recently said the P.T.A. is the "standard" by which other people-oriented organizations are measured and their interest in children provides motivation for a strong organization to be effective.¹⁰

Men's civic clubs are often reluctant to involve themselves in the criminal justice system. Many of them are conservative businessmen who tend to be reluctant about helping criminals. Even so, with proper leadership, they can often be induced into participation. Prior to the development of a formalized after-care service for juveniles leaving the training schools in Florida, Mr. Arthur G. Dozier, a long-time superintendent of the school in Marianna which now bears his name, convinced the Kiwanis Clubs of Florida to meet youngsters returning home and to assist them with their readjustment into the community. This service worked well for a long period of time. Like other interpersonal activities, however, its success was dependent upon the personality leading and motivating it. The Exchange Club has one week in February each year referred to as "Crime Prevention Week". Special programs relating to the criminal justice area are featured at one meeting. The amount of criminal justice activity ranging from law enforcement to juvenile and adult institutions and after care is often dependent upon the personality of the program chairman. The Women's Junior Leagues and some other women's clubs tend to be more willing to be involved in the criminal justice system, particularly with juveniles. Some clubs have selected girls training schools or local detention facilities for special projects. Most of these civic groups, both men's and women's, are generally looking for civic projects. Depending upon the general orientation of the club, the possibility of their acceptance of a criminal justice project should certainly be explored.

University and college students are a good source of volunteers. Many are enthusiastic and well-motivated. Further, if they do not have practical experience the volunteer work can assist them in obtaining experience which assists them with resumes when they apply for jobs. Consequently, the volunteer program has a positive reward for both the individual volunteer and for society. Some high school students can be used as volunteers to tutor younger children who are having academic difficulty in school. The child receives remedial assistance and the volunteer and the child tend to develop a mutual relationship which is advantageous for both. Since academic difficulty and delinquency frequently go together, academic tutoring can often be used to provide a more acceptable approach to the same problem than by "helping delinquents".

The use of ex-offenders as volunteers or paraprofessionals working with adult offenders is effective according to the observations of several organizations which use them. Historically, it has been contrary to the rules for parolees to associate with "ex-convicts", but this thinking eroded in the early 1970's. An ex-prisoner, Louis Randall, presented a strong case for using ex-offenders in correctional services in 1970.¹¹

10) Vernon Fox: A Handbook for Volunteers in Juvenile Court, Special Issue Juvenile Justice, Vol. 23, No. 4, February, 1973, p. 31.

11) Louis Randall: "The Role of the Ex-Offender in Corrections", Proceedings of the 100th Annual Congress of Corrections (Cincinnati), October 11-15, 1970, College Park, Maryland: American Correctional Association, 1971, pp. 147-148.

Dr. J. Douglas Grant of Oakland, California, President of New Careers Development Organization and a psychiatrist, had ex-offenders apply for admission to the program in 1969 at the California State Prison at San Quentin and in the community. The obvious advantage of this technique is personal identification (these individuals "had been there") and had knowledge which provided common ground for communication.

This writer brought an older inmate serving a lengthy term for his fourth conviction into a minimum custody institution for youthful offenders as a counselor in a northern state some years ago. He has been selected carefully. He was not dangerous and related very well with the youthful offenders. The staff concluded he did contribute positively to the institutional program. This approach, with ex-offenders released from prison and attempting to reintegrate into society, would face the same problem of acceptance. Two major ex-offender organizations are prominent in criminal justice today. The 7th Step Foundation, with national headquarters in Cincinnati, was begun on the West Coast in 1963 by Bill Sands.¹² Sands was an ex-prisoner who thought ex-prisoners could have positive influence on other ex-prisoners. Since that time, the organization became nation-wide and has chapters in several prisons and correctional institutions.

The Fortune Society of New York City has a larger central organization, but its services are generally confined to the heavily populated New York City and North New Jersey area. It was organized in 1967 by David Rothenberg who was producing a play, Fortune in Men's Eyes. Because of the extensive interest which developed, he quit producing plays and founded the Fortune Society. They publish a small newspaper, The Fortune News, and the activities of the Society include coordinating volunteer tutors, many from religious organizations, who make public appearances in support of criminal justice programs and give direct assistance to ex-offenders. They tend to be quiet and secretive about assisting ex-offenders released from prisons and correctional institutions by helping them to reintegrate into society through direct services such as counseling, employment assistance and other services.

There are at least 35-40 separate groups in the Chicago area alone.¹³ Today, there are significant numbers of ex-offender groups in all major geographic areas, whose primary function is volunteering to assist other ex-offenders to readjust.

The benefits of volunteer service in prisons include (1) people-power supplement for severely understaffed correctional facilities, (2) specialized skills including volunteers who can provide drug counseling, psychiatric services, legal advice, medical services, technical aid, etc. (3) a view of the outside world which is particularly important for prisoners who will soon be returning to the streets, (4) public relations to disseminate information about the institution and its relationship to the community, (5) mediation between staff and prisoners to bring both sides closer to each other by functioning as a trusted channel of communication, (6) since adequate funds are nearly always unavailable for treatment

12) Bill Sands: My Shadow Ran Fast, Englewood Cliffs, New Jersey: Prentice-Hall, 1964.

13) Patrick D. McAnany, Denis Sullivan, William Kaplan and Edward Tromanhouer: Final Report: The Identification and Description of Ex-Offender Groups in the Chicago Area, Chicago: University of Illinois at Chicago Circle, Center for Research in Criminal Justice, August, 1974 (mimeographed), p. 68.

programs, prisoners can be assisted by responsible outside organizations, such as churches, universities and community service groups, (7) prisoner emotional growth which leads to a level of prisoner development rarely seen in corrections, (8) development of the ability of the volunteer to make decisions and take positions on difficult "double-bind" situations, and (9) a source of advice so correctional administrators are forced to balance community opinion against institutional needs in making decisions.¹⁴

Treating volunteers as an unpaid job with similar requirements and demands as paid staff requires several ingredients. First, there must be a basic philosophy which makes volunteers an integrated and coordinated part of the agency. Second, there must be sound executive leadership. The supervisor or administrator echelon must teach professionals how to effectively use and supervise volunteers. Third, there must be a functional administrative structure to coordinate and administrate volunteer programs and to adapt the use of volunteers to the unique needs of the agency. (The responsibilities of the volunteers and their relationship to the professional staff should be clearly defined). Fourth, there must be efficient operational policies and procedures which are consistent with the philosophy and practices of the agency. Fifth, there must be high standards of performance with the volunteers performing important and necessary tasks. Sixth, there must be competent professional staff who assume responsibility for recruiting, interviewing, screening and orienting volunteer candidates, as well as supervising job assignments, on-going supervision and evaluation after the volunteers are assigned.¹⁵

TYPES OF VOLUNTEERS

About one-half (51.0 percent) of the volunteers in criminal justice are working with juvenile or adult offenders on a one-to-one basis. In this role, their purpose is to provide the apprehended offender, adjudicated delinquent or delinquent prone youth a meaningful one-to-one relationship with an adult he can trust. This is the basic use of the volunteer. This group of volunteers must be selected more carefully than any other type of volunteer. The one-to-one volunteer must spend considerable time with the juvenile or criminal justice client. Ordinarily the volunteer should not "lecture" or "moralize" with the offender but function as a friend. The volunteer must be strong, stable and utterly dependable. He or she can serve as a friendly advocate for the juvenile or adult offender in a crisis situation, whether it involves school, relationships on the job, law enforcement agencies, court situations or any other situation involving difficulty for the client.

- 14) Lee H. Bowker: Volunteers in Correctional Settings: Benefits, Problems and Solutions, Proceedings of the 103rd Congress of the American Correctional Association, Seattle, Washington, August 12-17, 1973, College Park, Maryland: American Correctional Association, 1974, pp. 298-299.
- 15) Lawrence J. Ulm: "Citizens as Change Agents: An Effective Correctional Mechanism." Proceedings of the One Hundred and Third Annual Congress of Correction, Seattle, Washington, August 12-August 17, 1973, College Park, Maryland: American Correctional Association, 1974, pp. 313-317.

The second largest number of volunteers is used in supportive duties (23.5 percent). These volunteers give assistance to agency staff, such as typing, filing and other supportive duties. This group often consists of people who do not want to work with juvenile or adult offenders on a one-to-one basis or are not able to commit the time. Yet they have skills which can be used in the agency or institution.

Professional volunteers are medical, psychiatric, social work, psychological, dental, legal, remedial education and other services volunteered by professional persons. In many cases this service is volunteered by the professional upon the request by someone in the agency working with the individual, which may be the director of the agency, the one-to-one volunteer, the volunteer coordinator, a member of the staff, etc.

Most volunteers give their own time. Some volunteers working for industry or other agencies, however, are given release time by their company or agency. Whether the donated time is on their own or is release time from the agency or company frequently is dependent upon the work load and needs of their own company or agency.

Administrative volunteers are those who assist the administrator of the agency or institution in determining policy and in administrative duties. He or she would frequently be involved in planning, policy-making, assisting in organizing the agency or institution and advising on personnel policies in a variety of manners. Administrative volunteers may also be involved in the research and evaluation of the program in the agency or institution. He or she may even be involved in preparing the budget request, particularly if it is a private agency dependent upon funds from the United Way or other organization which plans, collects and allocates privately donated funds. Sometimes these volunteers are loaned executives who devote several hours a week to the agency or institution and frequently participate in administrative staff meetings and consultations with the administrator. Some loaned executives have even worked full-time for a juvenile or criminal justice services agency for a period of a year or longer.

FUNDING VOLUNTEER PROGRAMS

Volunteer programs cost money, though less than what is needed to fund agencies utilizing only full-time paid personnel. Salaries for staff is needed for the recruitment, training, selection, assignment and coordination of volunteers. Small programs may be administered by the chief probation officer in juvenile and adult courts. They are administered by the director of volunteers in most larger courts or institutions of sufficient size to support a volunteer program. Many departments of corrections, for example, have a coordinator of volunteers on a state-wide level, as do most state-wide volunteer programs, either public or private.

The funds for these programs are derived from a variety of sources. They may come from private donations and from members of the organizations using the volunteers, such as the Alston Wilkes Society in South Carolina. Funding for some agencies comes from various private foundations. In the early 1970's the Offender Aid and Rehabilitation Program (OAR), begun in 1971 in Fairfax County as a one-to-one counseling program to prepare jail inmates to return to the community, was financed privately.¹⁶ Many foundations have supported

16) Law & Justice, New York: The Ford Foundation, 1974.

volunteer programs such as the Ford Foundation, the Sears Roebuck Foundation, the Kellogg Foundation and other private foundations. There are directories which list many private foundations and the types of projects they prefer to support. A few are listed as examples:

Lee Noe (Grants Ed.): The Foundation Grant Index---1973, New York: Columbia University Press, 1974.

Joseph Dermer (ed.): Where America's Large Foundations Make Their Grants, New York: Public Service Materials Center, 1977.

Annual Register of Grant Support 1974-1975, Chicago: Marquis Academic Media, 1975.

Marianna O. Lewis, (ed.): The Foundation Directory, Edition 5, New York: The Foundation Center, distributed by Columbia University Press, 1979.

There are also booklets and other material which provide instructions on how to find an appropriate foundation and how to write a grant request.¹⁷

A majority of governmental support for volunteer programs in recent years has come from the Law Enforcement Assistance Administration (LEAA) under the Omnibus Crime Control and Streets Act of 1968, as administered through the State Planning Agency (SPA) which goes by various names in different states. The Department of Labor, the Office of Education, National Institute of Mental Health, Office of Juvenile Justice and Delinquency Prevention and other governmental agencies also provide funds.

A source of funds which has been helpful to many programs on a state-wide basis has been Title IV-A of the Social Security Trust Fund, which will fund programs for juveniles when a satisfactory contract is made with the state department handling family service concerns. Similar assistance can be obtained from Title XVI of the Social Security Trust Fund for adults when a satisfactory contract is made with the state department of corrections.

Funding agencies, both governmental and private, are concerned with the more important and clearer responsibilities in the field, particularly with non-governmental organizations. Governmental organizations, of course, are supported by governmental budgets from appropriated funds. Non-governmental organizations are supported by grants from governmental or private agencies, private donations and other private sources.

Applications for funding programs should begin with federal, state and local government sources.¹⁸ It is better to establish a program on "hard money" budgeted from tax funds. After those resources have been exhausted, the "soft money" from private grants and donations can augment the program or, if necessary, provide full funding. The effort to take advantage of state and federal funding resources should not be abandoned.¹⁹

17) For example, see Joseph Dermer: How to Raise Funds from Foundations, New York: Public Service Material Center, 1972.

18) E. O'Sullivan; What Has Happened to the Rape Crisis Centers? A Look At Their Structures, Members, and Funding, Victimology, Vol. 3, No. 1-2, 1978, pp. 45-62.

19) Pennsylvania--Criminal Justice Projects Evaluation, Second Year--Final Report, Middletown, Pennsylvania: Pennsylvania State University Institute of State and Regional Affairs, 1978, 175 pp., available from NCJRS Microfiche Program, Rockville, Maryland.

Requests for funds should include a detailed action plan, including building in controls and evaluation procedures for insuring accountability, budget planning and auditing.²⁰ Legal considerations, such as taxes, contracts and insurance need to be addressed. Boards and advisory committees, organizational requirements, leadership roles, techniques for recruiting, selecting, training, rewarding, coordinating, supervising volunteers and the issue of volunteer-staff relations must be considered. The importance of communicating with other groups and organizations to derive maximum benefits is emphasized.

Grant funds are available for many programs, including volunteer programs from the National Institute of Corrections, (N.I.C.) in Washington, D.C. and the N.I.C. Jail Center in Boulder, Colorado. Of course, the grant request must show demonstrable need.²¹

The funding agency eventually determines to some extent the organization and function of the volunteer program because the request for a grant submitted by an agency desiring volunteers must make the requirements and satisfy the questions of the source of funding. Evaluations are demanded by the funding agency to determine if the money was effectively spent. Evaluation of a program in Hawaii indicated the program and development responsibilities left little time for specialized recruiting to fill staff request for volunteers.²² The director of volunteers was the sole paid staff member for the project. The evaluation recommended that the work loads of branch volunteer coordinators be adjusted to allow adequate time for volunteer recruitment and training. A full-time secretary and an assistant volunteer coordinator were recommended.

It is not unusual in the United States and around the world for prisoners' aid societies and similar organizations concerned with the rehabilitation of criminal offenders to generate their funding from their own membership. The Civil Rehabilitation Committees of New South Wales, Australia, although established in 1951 by a government official, the Justice Minister, combines the funding process with a small annual grant from the Government, supplemented by funds from each individual membership organizations and individual members.²³

- 20) B.B. McIntyre: Skills for Impact---Volunteer Action in Criminal Justice, New York: Association of Junior Leagues, 1977, 298 pp.
- 21) National Institute of Corrections Area Resource Centers---a Combined Federal, State, and Local Government Effort in Providing Training, Technical Assistance, and Information Services to Jails, Washington, D.C.: National Institute of Corrections, available from NCJRS Microfiche Program, Rockville, Maryland, date not listed but available, 1979, 30 pp.
- 22) R. Cole; Hawaii---Department of Social Services in Housing--Project Evaluation Report--Corrections and Volunteer Services Coordinator, Honolulu: Hawaii Department of Social Services and Housing, 1977, 22 pp., available from NCJRS Microfiche Program, Rockville, Maryland.
- 23) H.M. North; "Civil Rehabilitation Committees of New South Wales---Australia", International Journal of Offender Therapy and Comparative Criminology, Vol. 20, No. 2, 1976, pp. 183-185.

VOLUNTEER DIRECTOR

Even though volunteers are unpaid and their services are based upon their desire to serve, they can be supervised and their efforts should also be coordinated with the rest of the program. Their identification with a court, agency, or institution should be recognized in some way, in order to sustain interest in and loyalty to the objectives and functions of the court or institution with which they are identified. In some cases, a certificate suitable for framing is given to the volunteer, together with an identification card. When this is done, a termination date should be noted and a new certificate and card issued as the volunteer continues to serve. This protects the court or institution in the event of termination of services for any of a variety of reasons. However, many volunteers have explicitly stated they wanted no public recognition. In such cases, public recognition should not be forced on the volunteer.

The director of volunteers is generally a full-time paid employee of the court or institution. This person is responsible for recruiting, selecting, training, assigning, supervising, evaluating and terminating volunteers. Raising funds for various purposes from private and governmental sources is an important function of the director, although much of this may be done by other people. It is important for the director to be well-acquainted with civic groups and other community resources.

The judge, superintendent, warden, or other administrator is also the "boss". The volunteers, usually through the director of volunteers, must keep the judge and chief probation officer informed of their activities, objectives, successes and failures. Similarly, the administrator of an institution must also be so informed. In all cases, the director must remain in concert with the policies of the administrator. As an elected or politically appointed officer, which is the case in most jurisdictions, the judge or administrator is sensitive to attitudes and sentiments within his community---and no one in a position of responsibility likes to be surprised! When news reporters and prominent citizens ask about an incident or policy, the information should be available through appropriate channels. It is just as much the responsibility of employees and volunteers to keep "the boss" informed as it is the responsibility of "the boss" to keep the employees and volunteers informed about policy.

Liaison with schools and other law enforcement agencies is important in coordinating volunteers. Good working relationships with the police are important in any criminal justice activity, particularly volunteer programs. School programs of all sorts, counseling, recreation, athletics and other extra-curricular activities can be a resource for the coordinator. The P.T.A.---particularly the Children's Protective Committee---can be helpful in a variety of ways.

Supervision of volunteers is the most important part of any volunteer program. Such supervision must be accomplished diplomatically and skillfully. (This is also true when one supervises paid staff). Frequent consultations about cases and their progress is essential. Supervision is incorporated in all phases of relationships with volunteers, including the training procedure.

Assignment of cases to volunteers is a matter of judgment based on the assessment of personality compatibility between the offender and the volunteer, as well as other factors such as hobbies and interest. On occasion, the director may have to re-assign volunteers to other cases. Sometimes it will be necessary to

terminate the services of the volunteer. When this happens, the judge or administrators should be consulted before termination. Most volunteers are stable and significant people in the community. This is why they are good volunteers. The danger of political repercussions because of the frustration and anxiety of a terminated volunteer unwisely handled could cause unnecessary problems for the agency or institution. However, it is rarely necessary to "fire" a volunteer. Reassignment to another task within a program is usually possible. The public relations (P.R.) function of the director of volunteers includes not only presentations to civic and other groups and interviews with news media, but also the all-important every-day relationships in the community. Some volunteers help in P.R. tasks.

A task force of volunteer business experts on loan from private companies helped to reorganize the structures of the Criminal and Supreme Courts and the State Office of Court Administration.²⁴ They implemented efficient business practices that significantly reduced trial court delay, case back logs and court expenditures. This approach of using volunteer administrators and experts from the business community could be helpful in improving the effectiveness of all agencies and institutions in the criminal justice system.

An excellent resource for those interested in helping prisoners, parolees and ex-offenders is a national directory of agencies assisting ex-offenders. For a copy and further information, write to Gary Hill, CONTACT, Inc., P.O. Box 81826, Lincoln, Nebraska 68501.

CONCLUSIONS

The largest sources of funding for volunteer programs are local governments (29 percent); United Way's (26 percent), state governments (26 percent), private donors (16 percent), and religious groups (12 percent), with the remaining (11 percent) coming from miscellaneous other sources.²⁵

The average number of volunteers in any program working at any one time is 83.4. Twelve percent are black and three percent are Hispanic. About 80 percent of the volunteer programs use paid personnel to direct volunteers. The most frequent technique for recruiting volunteers is word of mouth or the chain of friendship. A volunteer tells about what he is doing (avoiding names for reasons of confidentiality) and enlists his friend as a volunteer. Newspaper advertisements, articles, pamphlets and brochures are also helpful. Radio and television advertisements are also used. Volunteers receive an average of about ten hours of training.

The basic way to find resources for volunteer programs is to know the people in the community and to discover the sources of funding. Knowing the people is vital in attracting competent people who are willing to spend their time on a one-to-one basis with juvenile and adult offenders and also those willing to contribute supportive and professional services. Knowing the sources of funding for volunteer programs is equally important, since these programs are generally dependent upon private donations or private and/or governmental grants. Knowledge about the sources of people and funding are both important in maintaining a volunteer program.

24) R.F. Coyne; "New York City's Success Story---Business Citizens Help the Courts", Judicature, Vol. 59, No. 6, January 1976, pp. 276-281.

25) The National Survey, op. cit., quoted in Concern for Victims and Witnesses of Crime, Vol. 1, No. 5, November, 1979, p. 2 (division of Visage Press, Washington, D.C.).

SECTION ONE

INDEX

- A Accountability of volunteer coordinator
 Administrative volunteers
 Alston Wilkes Society of South Carolina
- B Benefits of volunteer service in prisons
- C Case assignment of volunteers
 Characteristics of volunteers
 Civic Clubs
 Coordinating volunteers
 Correctional Association of New York
 Current Population Survey
- D Developing an effective volunteer program
 Directories of funding sources
 Dix, Dorothea
- E Elements of volunteer coordinator position
 Ex-offenders as volunteers
 Exchange Club
- F Finding volunteers
 Ford Foundation
 Fortune Society
 Functions of volunteers
 Funding volunteer programs
- G Government agencies for funding
 Grant, Dr. J. Douglas
 Guidelines for working with volunteers
- H History of volunteerism
- I International Directory of Prisoner Aid Agencies
 International Prisoner's Aid Association
- J John Howard Societies
- K Kellogg Foundation
 Kiwanis Clubs of Florida
- L Law Enforcement Assistance Administration (LEAA)
 Leenhouts, Judge Keith J.
- N National Criminal Justice Volunteer Research Service Questionnaire
 National Congress of Parents and Teachers
 New Careers Development Organization
 New York Prison Society
 Number of volunteers

INDEX (Continued)

- O Offender Aid and Rehabilitation Program (OAR)
 One-to-one volunteers
- P P.T.A.
 Pennsylvania Prison Society
 Personal friends (and social acquaintances) as volunteers
 Philadelphia Association for Alleviating the Miseries of the Public
 Prisons
 Prisoners Aid Societies
 Professional service volunteers
 Pros and cons of utilizing volunteers
 Public relations and the volunteer coordinator
- Q Quakers
- R Randall, Louis
 Reassigning volunteers
 Religious volunteers
 Resources for volunteer programs
 Rothenberg, David
 Royal Oak, Michigan project
- S Salvation Army
 Sands, Bill
 School liaison
 Screening volunteers
 Sears Roebuck Foundation
 Services of volunteers
 Seventh Step Foundation
 Social Security Trust Fund
 Sources of volunteers
 Southern Baptist Convention
 Students as volunteers
 Supportive duty volunteers
- T Techniques for recruiting volunteers
 Termination of volunteers
 Types of criminal justice volunteers
 Types of volunteer organizations
- V VIP-NCCD national survey
 Volunteer coordinator
 Volunteers of America
- W Women's Junior Leagues
- Y Youth for Christ

SECTION TWO

AN EXAMPLE OF VOLUNTEER RESOURCE DEVELOPMENT

The second section of this booklet is an example of how a volunteer program began and grew in a city of about 90,000 people. This city is located in a metropolitan area of several million.

The court which developed these services is an adult misdemeanor court. Thus, it had jurisdiction over people 17 years of age and older who committed an act for which they could not be sentenced to jail for more than ninety days. The court had no power to send anyone to prison.

The newly elected judge was appalled when he realized the procedure of the court. Everyone was immediately sentenced to serve time in jail or pay a fine or both. The only alternative was a county-wide probation program which serviced some ninety adult misdemeanor courts. It had eight hundred probationers and only two probation officers. It was a mere collection agency. In the opinion of many, it did more harm than good. It charged a ten dollar "oversight" fee. Thus, every time a probationer reported to pay his fine, costs or restitution on the installment plan, he was charged ten dollars for the "services" he received.

The new judge had absolutely no budget or rehabilitative services. The only court personnel was a clerk and the deputy clerks who were very busy administering the court. There seemed to be no hope since funds for rehabilitative services simply were not available. The judge did not know what to do. However, he knew he had to do something since cases were being treated with absolutely no understanding of the problem and everyone was being immediately fined or jailed within seconds after the determination of guilt either by judgment or by plea.

The judge began to see himself mirrored in the faces of the young seventeen, eighteen and nineteen year olds. Actually the court had jurisdiction over everyone above the age of seventeen but those in their late teens and early twenties out-numbered all other age groups several times over. The main problem seemed to be lack of dignity, pride and self-respect. The young offenders simply did not like themselves. They did not like others but most of all they did not like themselves. Lack of accomplishment and achievement appeared to be their basic problem. How can you help someone begin to like themselves and develop self-love and respect in a dignified and appropriate manner? This was the issue and the question.

The judge began to think of his own life. He had been academic non-achiever, a poor athlete and musician in school. He began to think about how he had finally made it through school and eventually graduated from law school and was elected judge of his home-town. As he thought about his life, he remembered three crises which really threatened him. One was in grade school, the second in high school and the third in college. Each time an individual showed him concern and love. He began to realize it was not what they said but who they were which made the difference in his sputtering and failure-filled life. If it had not been for what they did (and not merely what they said), he realized he never would have graduated from high school, let alone complete college, law school and be elected judge.

He began to ask himself if he could find people like the teachers and the fellow students who had helped him out in time of need and who made all the difference in his life. He thought about eight people who might be modern day versions of the giants in his childhood. He asked them to come to the court one night to discuss his hopes and dreams for the young offenders who were already, even after only two months, beginning to re-appear before him. He already discovered the police could predict with amazing accuracy who would be back a second, third and fourth time within a year.

The eight people were all experts in some phase of counseling. As a minimum, they had a masters degree in counseling and guidance. One, a psychiatrist, had his doctor's degree. This seemed necessary since the court had no pre-existing professional staff to supervise the volunteers. They had to provide their own supervision.

However, of greater importance than their professional credentials was their warmth, dedication and concern about hurting humans. This they had in great abundance and this was the key quality the judge needed for the task ahead.

Each of the eight agreed to work with one probationer at a time and to act like a big brother to the apprehended offender. They agreed to give warmth, understanding and compassion but also discipline and firmness. They expressed a willingness to set limits and stick by them.

The State Department of Corrections appointed one of the original eight the chief probation officer of the court and the volunteer program began. The eight were assigned eight probationers within a few days. Of course, at first it all looked so meaningless and hopeless. The court was destined to have about 600 probationers and to begin with eight volunteers seemed to be inadequate, insignificant and even stupid.

However, although the eight volunteers and the judge were not doing very much, they were doing a little bit very, very well. They met once a week and discussed what they were doing and how they could build on what was right and how they could correct what seemed to be wrong. One night a week the volunteers met with their probationers at the court-house and after their meeting the eight volunteers and the judge would discuss the young and struggling program.

Within a few months a number of very good results began to develop. One case seemed to typify several relationships which were developing during those first few months. A young man, 24 years of age, had been in difficulty both as a juvenile and as an adult. He had just married and was living with his wife and baby, who was about 6 months old, in an apartment. The young man was very hostile, aggressive and belligerent. He did not respond to the one-to-one volunteer at all for several months. However, the volunteer continued to meet with him.

After they had been together about four months for a total of approximately thirty-five hours of meetings, the probationer, in the middle of another seemingly unproductive meeting with the volunteer, suddenly said, "I have a problem. Maybe you can help me." The volunteer said he would try and the probationer told him about being evicted from the apartment and the landlord was holding the stove of the probationer as security for non-payment of rent. He then produced all his receipts and showed the volunteer he really did not owe any rent. The volunteer said he would help but really didn't know what to do. (This volunteer was a school teacher).

The volunteer asked the Judge who referred him to a lawyer. This attorney volunteered his time to the program if legal assistance was needed. The lawyer, the school teacher volunteer and the probationer met and the attorney served a writ of replevin on the landlord after securing the necessary papers from a nearby court in the city where the apartment was located. The writ of replevin and the bond enabled the probationer to obtain his stove pending the outcome of the trial and the volunteer attorney, the one-to-one volunteer and the probationer carried the stove out of the apartment and loaded it on the truck owned by the school teacher volunteer. They took it to the new residence of the probationer and now the probationer and his wife could warm the baby's bottle.

While they were on the way to the new apartment the probationer said, "I never knew if you try to go about things the right way the law will be on your side rather than always against you." He really seemed to change after this incident. This occurred about twenty years ago and to the best of our knowledge, the probationer has not been in difficulty since.

While every case is different, nonetheless, this seemed to set a pattern for many cases. At first there was absolutely no response and the volunteer appeared to be getting nowhere. All he could do was simply "hang in there" and wait for the awesome power of the listening ear to work its magic. Then, after several weeks or months the probationer would bring a problem to the volunteer not really expecting very much but usually receiving substantial and unanticipated assistance. This seemed to cement the relationship and the probationer and the volunteer would meet as friends and not as volunteer-probationer until the termination of the probation period. Often they continued a friendship relationship, sometimes for many years.

Of course, the volunteer was willing to help the first time they met but the probationer was not even willing to test the volunteer until he had been with him for a number of weeks or months during which time he had simply shown understanding, care and compassion.

In the early days of the program a number of cases similar to this developed and other very good results occurred in different ways. Thus, the court and the initial volunteers felt they were on the right path.

Within a few months the number of one-to-one volunteers expanded to about forty involved citizens. Since this was in the early 1960's and very few women appeared before the courts in those days, all of these initial volunteers were men. (Later one-to-one women volunteers were utilized as well and now there is a great need for women volunteers to work with female offenders as well as for men volunteers to work with male offenders. Also, there is a steadily increasing use of men with female offenders and women with male offenders).

About the time the program had expanded to forty volunteers, it was obvious the judge was no longer able to administer the program and also serve the city in his judicial capacity. There simply were not enough hours in the day to do both jobs.

The need for effective administrative assistance was vital to the young program. About this time a retired man volunteered to work part-time without pay to administer the program. He donated fifteen hours a week and began to handle the administrative details working under the supervision of the judge. He typed probation orders, physically got the probationer and volunteer together for the first time, did what was necessary to maintain the relationship between the volunteer and the probationer when the probationer did not report, etc.

A second need which was apparent was the necessity for someone to supervise the volunteers. The program was now attracting non-expert volunteers like gas station attendants, insurance agent etc., as well as those who were trained, educated and experienced in behavioral counseling. Thus, the non-expert volunteer needed expert supervision and guidance.

The best solution seemed to be to enlist one of the first eight volunteers as a part-time paid person to supervise, direct and counsel the new volunteers who were not experts in behavioral counseling. For the first time it was necessary to obtain some funds and the judge approached two local businessmen who contributed a total of \$75.00 a month. This enabled the judge to hire one of the original eight volunteers to supervise, guide and assist the volunteers.

Because it was not necessary for this supervisor of volunteers to spend all his time counseling the volunteers, he also had a small personal case load of about ten probationers who needed professional counseling instead of or in addition to the one-to-one volunteer. Thus, the young program now had a part-time administrator and a part-time supervisor of volunteers.

The program continued to grow and when it reached approximately 80 one-to-one volunteers, the judge sought additional funds from the businessmen in the community and hired the administrator on a full-time basis. He was paid what he could receive under Social Security which was then \$100.00 per month.

It was also necessary to increase the number of part-time paid supervisors of volunteers and the judge again approached businessmen in the community. Two additional part-time professionals were hired to work on a part-time basis as supervisors of volunteers plus a small individual case load of those who specifically need professional counseling either in addition to or instead of the relationship with the one-to-one volunteer.

Incidentally, this set a pattern. If anyone was involved over twenty hours a month, the court tried to pay them on a part-time basis. Those giving twenty hours a month or less were volunteers. The "paid staff" usually were paid only about \$3.00 an hour, at a rate far less than the normal pay for such talented professionals. The exceptions were the retirees who worked full-time for either very minimal pay or completely without pay.

The program then addressed the need which some would say should have been the first service to be developed. The judge felt the need for pre-sentence investigators and he began to enlist retirees to serve in this capacity. Starting with one retiree, within a short period of time three retirees were involved in pre-sentence investigations. These volunteer citizens worked about forty hours a week approximately ten or eleven months a year. Two of them served completely without pay and a third worked for what he could receive under Social Security regulations. Thus, for very minimal cost, the court had a group of experienced and talented pre-sentence investigators.

One retiree set the atmosphere for the entire program simply by listening compassionately and telling the judge the good news about the defendant. His philosophy was, "The judge will learn all of the bad about the defendant in the usual course of pre-sentence investigations. I will make sure he knows all of the good. It is important to know the bad because the bad must be overcome. However, it is also important to know the good because we can build for the future on what is right."

A second pre-sentence investigator was very crisp and talented. He had been an investigator of labor disputes for forty-eight years and brought a great knowledge of investigative techniques. He was the one who developed all the factual information which is so necessary.

A third pre-sentence investigator was a recovered alcoholic and he performed very valuable services in analyzing and helping to assist the alcoholic and drug addicted apprehended offender.

Of course, it was necessary to have additional assistance for the pre-sentence investigation department so we called upon psychiatrists and psychologists in the area. Here the court had an advantage. It is located in a metropolitan area and was able to draw upon many volunteer psychiatrists and psychologists.

One of the initial volunteers was a psychiatrist and he wrote a letter to fifty of his colleagues urging them to become involved. On the appointed day, thirty-five psychiatrists appeared in answer to his letter and telephone calls and a letter of invitation from the judge. They agreed to do four free pre-sentence evaluations a year and also agreed to work with one probationer at a time on an individual basis without cost. Some of them also agreed to become involved in group psychotherapy. They said there was no way they could work with a group of adolescents who were forced to come to them other than through the court. This idea and request actually came from the psychiatrists. A number of them became active in our group psychotherapy program and soon approximately 120 probationers were involved in group psychotherapy with about twelve volunteer psychiatrists. The groups met in September and terminated in late May of each year.

A similar procedure was followed with the psychologists. Utilizing one of the initial volunteers (a psychologist), 20 psychologists were enlisted in approximately the same way and were involved in many of the same activities. Thus, in a very short period of time, the court went from absolutely no psychiatric or psychological services to complete services for the apprehended offender.

In another booklet in this series we discuss the role of pre-sentence investigators. Therefore, we will not go into it in detail at this time except to mention their function very briefly: 1) They assist the judge in sentencing. Sentencing is extremely difficult and judges need all the assistance they can possibly receive. 2) They help develop a probation plan, including restitution to the victim and to society. Each defendant is an individual and needs individualized treatment and an individualized treatment plan. This is developed by the pre-sentence investigation department and, of course, is then modified later during probation as is necessary. 3) The pre-sentence investigator sets the tone and atmosphere for the entire probation or diversion program. At the beginning, they try to create a feeling of care and compassion and yet discipline and firmness. As in anything else, a good start is half the battle. 4) A pre-sentence investigation department should help the court divert whenever possible. A record of even a day in jail, a fine of \$1.00 or one day on probation sometimes causes the defendant great difficulty in his future life. The pre-sentence investigation department should try to divert cases whenever and wherever possible. 5) The pre-sentence investigation department should constantly expand the services of the program. It should be instructed to always recommend the very best treatment for probationers and divertees and never to recommend anything less than the very optimum rehabilitative services. By constantly recommending the very best services, the court is constantly faced with the task of developing

new services until complete rehabilitative services have been developed. (6)
Damages and injuries to victims should be ascertained for restitution.

In addition to administrative volunteers, financial volunteers, one-to-one volunteers, volunteers working with group psychotherapy and individual psychiatric and psychological assistance, the court also developed a number of other services.

Any court working with adult misdemeanants or other adult offenders must have an excellent relationship with Alcoholics Anonymous. So many cases involve alcoholism. While a referral to an AA group can be very effective, this court decided to begin its own chapter of AA. Within a short time, the first person forced to go to the AA group by the court as a term of probation became the leader of the group. Many alcoholics recovered as a result of the court AA program.

Alcoholic Information School was developed utilizing a recovered alcoholic. This school taught the young drinker about the effects of alcohol. The school was expanded to include drug problems as well and many recovered alcoholics and drug addicts participated as volunteers. Additional volunteers such as chemists, biologists, attorneys and others with special information and knowledge about alcohol participated in the school which was taught by a recovered alcoholic.

A retired official from the State Employment Counseling Service volunteered three days a week to help the young apprehended offender become more employable and also to give specific employment assistance.

In the field of education, the director of the adult education program for the high school spoke to all of our part-time professionals and volunteers who were interested in the adult education program every semester. The court helped the probationer pursue his education through the adult education program whenever possible. The court also had a driver violator school which concentrated on attitudes. Volunteer police officers assisted in this school which was taught by the high school driver education teacher.

A community service order program was instituted where early offenders had the opportunity to work for the city or a charitable organization rather than pay a fine, go to jail or serve a probationary term. If the community service was performed adequately, if restitution was made, if the defendant cooperated unofficially but very actually with the probation department and if reasonable progress was made, then the case was dismissed without a record. This program has been in operation since 1965.

A retired accountant gave three days a week to do budget counseling with probationers, to handle non-support orders when husband-fathers had not been supporting their families and a program of restitution for victims. Before he volunteered his time to the court three days a week, the court had no way to enforce non-support and restitution orders. Courts are reluctant to enter an order if they cannot enforce its execution. This was no longer a problem and the retired accountant did a superb job in these areas.

The court developed volunteer optometric services in much the same way as it enlisted the services of psychiatrists and psychologists. When the volunteer and/or part-time staff was satisfied the I.Q. was relatively high but the accomplishment was rather low, the probationer or diveree was given an opportunity to see an optometrist without cost. In many cases the lack of ability to see and function in a proper visual manner was corrected and a whole new life seemed to develop. The optometrists, like the psychiatrists and psychologists,

agreed to do four free evaluations a year and to work with one probationer at a time as long as it was necessary to assist him or her in this manner.

Approximately the same procedure was followed with dentists, medical doctors, attorneys and other professionals when these professional services were needed. It is just as ridiculous to send someone to a dentist who really should go to jail as it is to send someone to jail who really should go to a dentist. Many times these professionals were able to completely change a life.

A group of volunteers performed part-time professional counseling. These volunteers worked about ten to fifteen hours a month with three to five probationers who needed professional counseling instead of, or in addition to, the friendship of a one-to-one volunteer.

As a result of the alcohol and drug school, three of the volunteers of the program founded the Alcoholic and Drug Addiction Center which ultimately hired a full-time director and obtained full-time staff. Thus, in addition to the alcoholic information school and the Alcoholics Anonymous program, the court developed the ability to refer alcoholics and drug addicts to an Alcoholic and Drug Addiction Center which utilized many volunteers to supplement their full-time staff.

The court was also able to establish a small loan fund. This was not used casually. Nonetheless in certain cases it proved to be exactly what was needed.

A marriage counseling program developed with a professional marriage counselor who volunteered his time in this capacity. If the spouse was willing, the defendant was forced to attend for a period of two months. Most of the defendants and their spouses wanted to continue after the two month period and it was necessary to retain the marriage counselor on a part-time paid staff basis because of the large number of marriage counseling groups. (Generally speaking, volunteers who worked more than twenty hours a month were paid on a part-time staff basis. The exception to this were the retired administrators and the retired pre-sentence investigators).

As previously indicated, the court began the volunteer program with all male volunteers. (In 1959, few women appeared in court). However, after a period of time, there was a need to develop a volunteer program for women. One of the programs developed by the women's division was a school which taught young ladies feminine hygiene, common courtesy, etc. The women's division developed with approximately forty women volunteers. The first woman volunteer became the administrator and was one of the part-time paid staff of the program.

A number of volunteers worked in the traffic court and so streamlined the traffic court that the judge was able to spend as much time with individuals appearing before the court as he did before in approximately one third of the time. Also, this retired volunteer so minimized the time police officers spent in court that he, in effect, added four police officers to the city by minimizing their court time, which necessitated release time from their usual duties.

The chairman of the local United Way supplied a list of resources and this list was utilized by the part-time staff, the administrators and the volunteers to assist probationers and divertees. Many times the volunteers are middle or upper class and really have few ideas about the aid which is available through government and non-governmental sources. It was important for everyone associated with the program to know about these resources.

A number of very effective referrals were made to vocational rehabilitation agencies. One of the part-time staff spent a considerable amount of time keeping the court in close contact with vocational and occupational rehabilitation programs.

After a period of three or four years, the city began to contribute to the program. In a moment which is perhaps unique in American politics, the Mayor approached the judge and offered to give money to the volunteer program. He said, "A number of our citizens are saying this is the best thing to happen in our city for a long time. They asked me why the City Commission is not part of the program. How much do you need for the coming year?"

The judge told the Mayor how much was needed and the Mayor agreed to pay the full amount. However, the judge thought it was important to remain strong and independent in the event of a change in the city administration and requested only half of the amount needed. After that, the program was financed in part by financial contributions from businesses, in part by charitable contributions and in part by the city.

The program finally developed to the point where it had seven full-time administrators. These were all retirees who worked for either no pay whatsoever or for what they could receive under the terms of Social Security. In addition thereto, there were approximately fifteen part-time retired administrators who donated two or three days a week, many of whom are enumerated above.

There were also twelve professional counselors who worked with a small case load of between five and ten probationers or divertees who needed professional counseling instead of, or in addition to, the other professional and one-to-one volunteer services. They also supervised the volunteers.

The administrators attended to the administrative needs of the volunteers and the twelve part-time professional counselors answered their questions about how to work more effectively with probationers. Thus, if a probationer did not appear for a meeting with a volunteer or a part-time professional staff person, all they had to do is to advise one of the retired administrators who would handle the situation. Therefore, the professional counselors and volunteers were relieved of these administrative responsibilities and could spend all their time assisting and counseling the volunteers.

Ultimately the court obtained the part-time services of a psychiatrist. He worked for the court for two and a half days a week and one third of the budget was spent on this service. This was considered necessary since the court was referring to psychiatrists and psychologists (group and individually) who were acting as unpaid volunteers. It was necessary, in the opinion of the court, to develop a very careful procedure for these referrals.

In addition to the full-time administrative volunteers, the part-time administrative volunteers, the part-time professional staff counselors and the part-time staff psychiatrist, the court utilized approximately two hundred one-to-one volunteers and about three hundred other volunteers. Among the three hundred volunteers who served in other capacities were psychiatrists, psychologists, optometrists, lawyers, dentists, doctors, recovered alcoholics, financial contributors, etc.

All of this developed within a period of approximately four years and it grew out of a complete vacuum. In the beginning there was absolutely no budget, no staff and no hope there would ever be a budget or staff so the court could provide rehabilitative services.

This court, therefore, moved from absolutely no services to complete rehabilitative services in a short period of time in the manner described above.

The court was convinced it had only two alternatives. First, to lament year after year the tragic situation which faces nearly all adult misdemeanor courts, which are sometimes referred to as "lower courts, minor courts or inferior courts." These courts are notorious for their lack of rehabilitative services.

Rather than to approach the city each year with a plan to provide rehabilitative services and to request funding which would almost certainly have been denied year after year, this court decided to utilize the volunteer resources which are available in each community.

As a result of this, within four years the court had very complete rehabilitative services which very possibly have never been matched in any court regardless of funding or paid staff.

This is but one example of a program which developed services using the volunteer resources within a community. There are many others.

We do not suggest any court attempt to follow the pattern mentioned above. Each program should assess its needs, assess its resources and put the needs and resources together in the manner which will best serve the community and its citizens.

Ultimately, of course, the final test is the rate of repeat crime (recidivism) in the court. This court had a recidivism rate of seven percent over a ten year period. It is generally conceded that most probation programs have a recidivism rate of between 35 and 40 percent. Thus, the complete rehabilitative services of this court enabled the citizens of the community to reduce its recidivism by a rate of approximately five to one.

There is no doubt the entire community can be mobilized and enlisted in intelligent, intensive and individualized rehabilitative services which will greatly reduce the rate of repeat crime in the community.

For other examples of the mobilization of the resources of a community in a volunteer effort by court and other juvenile and criminal justice programs, please write to VIP-NCCD, 200 Washington Square Plaza, Royal Oak, Michigan 48067.

BIBLIOGRAPHY

SECTION TWO:

First Offender, Joe Alex Morris. Available from VIP-NCCD, 200 Washington Square Plaza, Royal Oak, Michigan 48067.

SECTION THREE

INTERNATIONAL VOLUNTEERS

All countries of democratic persuasion appear to have some type of correctional volunteer effort. Everywhere, however, the problems appear to be similar, (1) insufficient staff acceptance and support for the volunteers or (2) a lack of volunteers in the first place.¹ Staff participation in the volunteer program from its very inception may reduce resistance. Further, the concept of volunteers should be interpreted broadly to include people who provide jobs for offenders, people whose services are provided on an on-call basis, people who receive subsistence salaries and staff who work overtime without compensation by choice. A creative response for the future, as seen by Dr. Scheier, would be a national or international organization of volunteers including all services of significance to the community and, therefore, to corrections.

A study of the use of volunteers in four adult correctional institutions in Canada included in a medium security institution for male first offenders, a medium security institution for male recidivists, a medium security institution for women and a jail which was primarily a holding unit for male and female adult felons, all served by a total of 123 volunteers.²

An experimental program was initiated in the medium-security institution in Ontario in which inmates were involved in a five-day-a-week volunteer service in a community.³ They assisted with persons who were less fortunate than they, such as patients at a training center for retarded and medium- and long-term geriatric patients at a psychiatric hospital. There was an attempt to modify their self-esteem and capacity to empathize. A total of 59 inmates completed the volunteer program at the training center with an average stay of thirteen weeks. The 36 inmates volunteering at the psychiatric hospital averaged stays of 11 weeks. Eighty-three percent (83%) of all the volunteers successfully participated in the program. Hospital staff ratings were 81% positive and the training center gave ratings of 82% positive to the inmates' work. The conclusion was that residents generally showed a tendency towards some behaviors consistent with differential association and normalization procedures. In addition, the volunteer services provided over \$109,000 worth of time which allowed existing hospital and training center staff to perform their other duties.

In England NACRO (National Association for the Care and Resettlement of Offenders), a resource body for voluntary organizations and other agencies in the penal field, coordinates voluntary efforts and supports projects in criminal justice it considers to be worthy.⁴ This organization also provides assistance to other voluntary organizations and individuals in developing policy and organizational

-
- 1) Ivan H. Scheier; "Volunteers in Corrections---A Look to the Future", Canadian Journal of Criminology and Corrections, Vol. 19, No. 1, 1977, pp. 134-141.
 - 2) J. M. Gandy; "Volunteers in Four Provincial Adult Correctional Institutions---Services Provided and Perception of Inmates and Staff", Canadian Journal of Criminology and Corrections, Vol. 19, No. 1, January 1977, pp. 67-79.
 - 3) P. Gendreau, L. Hudson, and H.A. Marquis; "Volunteers in Corrections ---Why Not Inmates?", Crime et/and Justice, Vol. 4, No. 2-3, Aug.-Nov., 1976, pp. 139-146.
 - 4) NACRO (National Association for the Care and Resettlement of Offenders) ---Annual Report, 1972, London: NACRO 1972, 15pp.

structure, training activities, information services promotional activities, financing and fund-raising activities. One of the projects promoted by NACRO is to provide housing for ex-offenders and supportive programs for the families.

The use of volunteer assistance in the correctional field is world wide in scope.⁵ Volunteers have been active in almost all countries around the world. A close examination of their function in the Netherlands, Scandinavia, Japan, England, Australia, West Germany, Italy, Switzerland and many other countries have demonstrated their beneficial effect on the individual offender and his family.

There are 1,500 visitors (volunteers) in France serving 170 penal institutions which accommodate 3,500 prisoners.⁶ Approximately 4,000 inmates are supervised by these visitors or volunteers. These are either independent volunteers or members of service organizations, such as the Society for Visiting Detainees in Prison (O.V.D.P.) which provides 800 visitors, the Catholic Relief Association, The Salvation Army and others.

The International Director of Prisoners' Agencies indicates volunteers exist around the world. The following agencies are members of the International Prisoners' Aid Association.

- All India Crime Prevention Society
- Australian Prison After-Care Counsel Cairo Association
for the Welfare of Prisoners and their families---U.A.R.
- Civil Rehabilitation Agency---Korea
- Correctional Service Federation---U.S.A.
- Danish Welfare Association
- Federation of Offenders Aid Association---West Germany
- Hong Kong Discharged Prisoners Aid Society
- Japan Rehabilitation Aid Association
- League of Societies for the Rehabilitation of Offenders
in Israel
- National Association for the Care and Re-settlement of
Offenders (N.A.C.R.O.---England)
- National Counsel of Social Services Association of South
Africa
- National Bureau of Probation---Netherlands
- New Zealand Prisoners' Aid and Rehabilitation Society, Inc.
- Federation of Norwegian Rehabilitation Societies
- Probation Assistance Association, Inc.---West Germany
- Singapore After-Care Association
- Society for the Protection of Prisoners---Iran
- Taiwan After-Care Association---The Republic of China

Some countries rely heavily on volunteer organizations, some of which are:

5) "Role and Potential Value of Volunteers in Social Defense",
International Review of Criminal Policy, Vol. 24, 1966, pp.
69-72.

6) L. Baste-Morand; "Prisoners Aid in France", International
Prisoners Aid Association Newsletter, Vol. 30, September-
December, 1979, p. 1.

Austria: There are twelve regional aid associations, each serving a Federal district. The oldest is the Association for Adult Offenders Aid. The national organization is the Federal Union of Offenders Aid Association.

Belgium: The Bureau of Social Rehabilitation and the Committees of Patronage are private voluntary organizations closely associated with the government. Offices are opened in five of the largest cities, each with its own independent means of support through voluntary contributions.

Canada: The John Howard Society of Canada provides service throughout the country. The Association of Social Rehabilitation Agencies serves the Province of Quebec.

Chili: The National Aid to Prisoners is composed of both governmental officials and volunteers. Organized in 1943, they give material and moral aid to prisoners, ex-prisoners and their families.

Cyprus: The Discharged Prisoners' After-Care Board was founded in 1943 and is government directed and supported, though six of the nine members are the voluntary representatives of employers. Most of the service is provided by volunteers.

Czechoslovakia: There are no independent voluntary prisoners' aid association in Czechoslovakia and governmental bodies are responsible for after-care use volunteers.

Denmark: All supervision and after-care for adults in Denmark is performed by the Danish Welfare Society founded in 1951, when all existing prisoners' aid societies and probation services were combined. All duties, including pre-sentence investigations, are assigned to it.

Ecuador: The penal system is operated by the Patronage of Jails, Prisons and Agricultural Colonies, served by an unpaid board of six persons. Volunteers are used but not extensively.

England and Wales: The largest organization of volunteers is the National Association for the Care and Resettlement of Offenders (NACRO). This organization has been discussed elsewhere in this project.

Ethiopia: The Ministry of the Interior Prison Department is governmental, but uses volunteers in a limited way.

Federal Republic of Germany (West Germany): The Twelve State Association for Offender Aid have more than 200 local branches and member societies of volunteers. The Six General Welfare Organizations which include the Red Cross and Catholic and Jewish religious organizations have more than 15,000 volunteers who work with all phases of social life, including criminal justice. The Eleven specialized national organizations have more than 900 member societies or branches which work with several categories of clients, including offenders. Four organizations of persons employed in correctional work include Catholic and Protestant Chaplains and social workers, as well as volunteers. The Association of Probation Assistance has about 30 cooperate members which furnish a number of volunteers.

France: There are several voluntary correctional services run by private associations which have been primarily dependent upon government funds since 1955. This includes The Salvation Army, Catholic Welfare and the Organization for Visits to Prisoners.

Hong Kong: Volunteers are used by the Prison's Department Drug Addiction Treatment Center, the Hong Kong Discharged Prisoners Aid Society, The Salvation Army and Caritas.

Iceland: The Icelantic Prisoners' Aid Association is a small organization which works with a case load of less than 400.

India: The All India Crime Prevention Society was established in 1950 and serves the entire country. Seventeen salaried staff members are employed and the number of volunteers is limited.

Iran: There are Societies for the protection of prisoners in various provinces in Iran. The volunteers have legal status and close official connections.

Israel: Six voluntary associations are in each of the cities of Jerusalem, Tel-Aviv, Haifa, Nethania, Hadera and Beersheba. They are coordinated by the League of Societies for Rehabilitation of Offenders in Israel. They do use volunteers. Funding is generally by grants or public donations.

Italy: There are nine voluntary organizations engaged in work with prisoners and ex-prisoners in all parts of Italy, including Sicily and Cydenia. Numbers of clients served in local provinces range from 20 to over 100. One agency was founded in 1936 and the others began after 1949.

Japan: Voluntary agencies for offenders rehabilitation are two kinds, one being what the voluntary rehabilitation officers called "Hogoshi" and the other consists of rehabilitation homes for offenders. Most of the volunteers are in their fifties and their occupations include agricultural, trade, company or bank clerkship, police-persons or the practice of law and many house-wife volunteers.

Kenya: The Kenya Prisoners' Aid Association receives approximately half of its funds from voluntary contributions and the other half from government grants. Founded in 1958, it operates in all of Kenya. Over 4,000 offenders are served each year.

Korea: The Civil Rehabilitation Agency was founded in 1961. There are 49 paid staff and 1,200 volunteers.

Malaysia: The discharged Prisoners' Aid Society is a state program and assists ex-prisoners in employment and other ways. There are five agencies, the older ones being in existence since 1925. The others were established since 1954.

Morocco: Founded in 1954 and subsidized until 1965 by foreign embassies, the volunteer association, Aid to Prisons, is composed of residents in Morocco of European or non-Moroccan extractions. The society is now self-supporting and provides weekly visits, gifts of food, clothing and cigarettes to non-Moroccan prisoners.

New Zealand: The New Zealand Prisoners' Aid and Rehabilitation Society was incorporated in 1959 and has become the coordinating body for seven provincial agencies. There are 200 volunteer prison and family visitors who serve 2,500 prisoners and several hundred families each year.

Nigeria: Founded in 1949, the Lagos Discharged Prisoners' Aid Society is entirely state supported in the administration and use of volunteers. About 200 prisoners and ex-prisoners are assisted each year.

Northern Ireland: Founded in 1910, the Discharged Prisoners' Aid Society receives almost half of its support from government grants and the rest from private contributions. There are two full-time salaried staff members. Volunteers provide the majority of the services.

Norway: The Federation of Norwegian Rehabilitation Societies began in 1923, although private after-care societies date back to 1850. A professional staff of seven coordinates volunteers, who are lawyers, ministers, social workers, police and prison officers, and other citizens.

Pakistan: The Association for Correction and Social Reclamation is the largest voluntary organization in Pakistan.

Philippines: Friendship, Inc. was established in 1961 to provide education, rehabilitation, placement and rehabilitation of prisoners and former prisoners.

Scotland: There are several voluntary after-care agencies. The Scottish Association of Discharged Prisoners' Aid Societies is consultative and has no paid staff of its own. It assists the local voluntary agencies to coordinate their programs. Approximately 3,000 prisoners, ex-prisoners' and prisoners families are assisted each year in all parts of Scotland. Five of the six agencies are located in the densely populated low lands and the vast highland area is served primarily by Aberdeen.

Shri Lanka (Ceylon): Founded in 1927, The Prisoner's Welfare Association is supported by an annual grant from the state with some private contributions. The Central Committee is chosen on the basis of their interest in welfare work. The nineteen local sub-committees are similarly chosen. The 198 members of the central and local committees are all volunteers. About 700 offenders are assisted each year.

Singapore: The Singapore After-Care Association is privately controlled by nineteen members of the executive committee. It was founded in 1935. In 1960, it acquired a new building which includes work shops and dormitories for discharged prisoners. Salaried staff includes an after-care officer, a hostel warden and two instructors in carpentry. A series of committees of volunteers provide service throughout Malaysia.

Sweden: There are 27 organizations, most of them local, giving aid to probationers or parolees. The Swedish Protective Society is an association of these organizations.

Taiwan (Republic of China): The Taiwan After-Care Association is an outgrowth of the Prisoners' Aid Association of China, founded on the mainland before 1913, and the Japanese form of prisoners' aid which was introduced during Japan's administration of the island. The present organization was developed in 1948. The association has 13 district branches which administer 308 "guidance districts." About 4,000 volunteers serve and are involved. All ex-prisoners, probationers, parolees and those granted a stay of sentence are eligible for assistance. Hostels are provided for the homeless. Discipline is strict in these hostels.

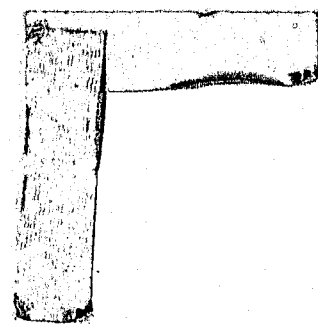
The Netherlands: The Netherlands Association for Rehabilitation began in 1823 and has a long history of volunteer work with prisoners and ex-offenders.

Union of South Africa: Founded in 1910, the Social Services Association of South Africa has branches in eleven major cities, with services available to all offenders over the age of 18.

Union of Soviet Socialist Republic: The Soviet Deputies of workers serve without pay and use citizens in assisting ex-offenders. Probably the strongest volunteer organization is the Association of Soviet Lawyers.

Yugoslavia: While there are no voluntary organizations especially concerned with offenders and ex-offenders, there are counsels of citizens serving without pay. They are involved in all social problems.

Zambia: The Zambia Prisoners' Aid Society is voluntary, although the government supplies about 90 percent of the funds. Founded in 1952, the Society provides employment services for discharged prisoners, supporting welfare for prisoners' families, assistance for long-term prisoners upon release and helps prisoners with problems they do not want to discuss with prison authorities.



END