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*Many Uses of Volunteers in
Juvenile and Criminal Justice*

Teaching Module Booklet

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MAY 7 1982

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Municipal - District Court Judge, 1959-1969

March, 1981

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.

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MANY USES OF VOLUNTEERS IN JUVENILE AND CRIMINAL JUSTICE

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

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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
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- 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
MANY USES OF VOLUNTEERS IN
JUVENILE AND CRIMINAL JUSTICE

- I VOLUNTEERISM HAS NO REAL LIMIT:
 - a) Type of Services
 - b) Type of Agency
 - c) Type of Client
- II ONE-TO-ONE VOLUNTEERS:
 - a) Friendship
 - 1) The Client Tests the Relationship
 - 2) Time is Needed
 - 3) The First Request for Help
 - 4) End of the Forced Relationship
 - 5) The Relationship Matures
 - b) Modeling
 - 1) Significant
 - 2) Inspirational Personality
 - c) Role of the One-To-One Volunteer
- III PROFESSIONAL VOLUNTEERS:
 - a) Clients Need a Full Range of Social/Health Service
 - 1) Low Income
 - 2) Lack of Access to the System
 - 3) Lack of Awareness of Need
 - b) Types of Service
 - 1) Physical Health
 - 2) Employment Skills
 - 3) Mental Health
 - c) Recruiting the Professional
 - 1) Personal Contact
 - 2) Professional to Professional
 - d) The Value of the Professional Volunteer
- IV THE PRE-SENTENCE INVESTIGATOR:
 - a) The Judges Need to Know
 - 1) Punish and/or Treat
 - 2) Understanding Client Needs
 - 3) Making the Right Decision
 - b) Pre-Sentence Investigation and Probation Planning
 - c) Finding Pre-Sentence Investigators
 - 1) Retirees
 - 2) Ex-Offenders
 - 3) Housewives

V THE ADMINISTRATIVE VOLUNTEER:

- a) Maintaining the Program
 - 1) Accountability
 - 2) Program Complexity
- b) Program Growth
 - 1) Planned Change
 - 2) Change by Volunteer Skills

VI THE PUBLIC RELATIONS VOLUNTEER:

- a) The Need for Good Public Relations
 - 1) Community Support
 - 2) System Acceptance
 - 3) Recruiting
- b) Types of Public Relations
 - 1) Advertising
 - 2) Information Service
 - 3) Public Speaking

VII THE RECREATIONAL VOLUNTEER:

- a) Program Variety
 - 1) Detention Programs
 - 2) Partners
 - a) Recreation as a Crutch
 - b) The Relationship Develops
 - 3) Expeditions
 - a) Achievement
 - b) Beauty
 - c) Inter-Action
 - d) Development of Love
 - e) The Guide

VIII THE EDUCATIONAL VOLUNTEER:

- a) Program Variety
 - 1) Professional Educational Programs
 - 2) Life Experiences Programs
 - 3) Offense Related Programs
 - 4) Specific Skills Programs

IX VOLUNTEERS IN GROUPS:

- a) Professional
 - 1) Group Psychotherapy
 - 2) Marriage Counselors
- b) Lay Volunteers
 - 1) See Teaching Module Booklet on this Subject

X MANY OTHER WAYS VOLUNTEERS ARE UTILIZED:

- a) Serving on the Board of Directors and/or Advisors, Etc.
- b) Retired Accountant

XI ILLUSTRATIVE CASE HISTORIES:

- a) One-To-One Volunteers
- b) Recovered Alcoholic Volunteer
- c) One-To-One Volunteer and the Volunteer Psychiatrist
- d) The Volunteer Psychiatrist

XII CONCLUSION

MANY USES OF VOLUNTEERS IN
JUVENILE AND CRIMINAL JUSTICE

QUESTIONS AND ANSWERS

- 1) The limits of volunteerism are:
 - *a) No real limits
 - b) All but a few agencies
 - c) All but a few services
 - d) All but a few types of directors
 - e) B - C - D
- 2) One-To-One Volunteers:
 - a) Establish Relationship with ease
 - b) Have to be patient
 - c) Have a difficult time establishing a relationship
 - d) A & B
 - *e) B & C
- 3) Professional Volunteers:
 - a) Must receive a small fee
 - *b) Provide professional services in their field
 - c) Provide professional services in areas other than their occupation
 - d) Deal only with physical problems
 - e) All of the above
- 4) Probationers often do not receive professional service because:
 - a) They haven't any money
 - b) They don't know how to get services
 - c) They don't always know they need the services
 - d) A & B
 - *e) A, B & C
- 5) When pre-sentence investigations are prepared by volunteers they are:
 - a) Not as good as professional pre-sentence reports
 - b) They only meet the needs of the client to know that someone cares
 - c) Are only used by judges to exclude high risk offenders
 - d) All of the above
 - *e) None of the above
- 6) Administrative volunteers only type, put things together and put stamps on envelopes:

True -- *False

*Indicates Correct Answer

- 7) Volunteer programs need good public relations to:
 - a) Make the volunteer manager look good
 - b) Keep the news media happy
 - *c) To aid in recruiting
 - d) All of the above
 - e) None of the above
- 8) Recreation Volunteer Programs:
 - a) Helps meet recreational needs for offenders in detention
 - b) Serves as a crutch in establishing the one-to-one relationship
 - c) Helps serve as a treatment technique in adventure programs
 - *d) All of the above
 - e) None of the above
- 9) The educational volunteer is always a trained teacher:

True -- *False
- 10) Educational programs which use volunteers are always alternative schools:

True -- *False
- 11) One-to-One volunteers are the main-stay of the volunteer movement. Why are they so useful?
- 12) How does one recruit professional volunteers?
- 13) How does a judge use a pre-sentence investigation report prepared by a volunteer?
- 14) How do administrative volunteers assist in changing the system?
- 15) What types of activities are included under public relations?
- 16) What made Expeditions of North America so successful?

*Indicates Correct Answer

LEARNING EXERCISES

NON-VERBAL COMMUNICATIONS

OBJECTIVE: To aid in understanding that all people communicate even though they may not be using words

- PROCEDURE:
- 1) Prepare a series of slips of paper with messages expressing feelings:
 - a) The lecture is dull--you are anxious to leave
 - b) You disagree with what the professor is saying, but don't want to alienate him
 - c) You don't feel well
 - d) You received an "F" in the biology class you just left
 - e) You are afraid the professor will call on you, and you haven't read the assignment
 - 2) Instruct the class on the importance of non-verbal communications
 - 3) Ask for volunteers (one at a time) to draw a slip of paper and without speaking demonstrate the message
 - 4) Allow students to call out answers
 - 5) Repeat until point is made
 - 6) Have students discuss other non-verbal communications situations

IN GROUP---OUTSIDER

OBJECTIVE: To understand the feelings of being rejected by the group

- PROCEDURE:
- 1) Ask three students to leave the room
 - 2) Have the rest of the class form a circle. Explain that you will invite the students back, one at a time
 - 3) The object of the exercise is to NOT allow the returning students to enter the circle
 - 4) Allow students in circle several minutes to discuss strategy. (They can stand close together, hold hands, etc.)
 - 5) Call first student in and tell him he must get into the circle
 - 6) Repeat process with other two students
 - 7) Allow approximately five minutes for each
 - 8) Discuss how the three outsiders felt and how in-group felt

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MANY USES OF VOLUNTEERS IN JUVENILE AND CRIMINAL JUSTICE

There are, of course, many different ways volunteers can be used in juvenile and criminal justice. This booklet will discuss some of the ways volunteers have been used in various court, jail, prison, juvenile institution, prevention and diversion programs throughout the United States. We will discuss these uses of volunteers by functions and types of services they render.

Of course, the first and probably most important use of volunteers is the one-to-one volunteer. Most volunteer programs begin with the one-to-one volunteer and then expand into other areas.

While these volunteers usually work with one client (probationer, prisoner, parolee or juvenile), this is not always true and some volunteers have worked with more than one client at a time.

Most programs utilizing one-to-one volunteers rely upon these volunteers to show a new way of life and a better way of living to the client. Example is the key word. For the volunteer, who you are is more important than what you say.

Most programs stress the necessity of earning the right to be a friend to the one-to-one volunteer. The clients generally come from a more disadvantaged life and life-style than the volunteers. For someone who has received favorable treatment from society to relate to one who has received less favorable treatment from society, the right to be a friend has to be earned.

Earning the right to be a friend usually involves the difficult process of simply being with the client and being willing to listen. Someone described this process as the "awesome power of the listening ear."

Often a volunteer can do nothing more than simply be with the client and listen as the client pours out his/her story of frustration and anger. It is not unusual for a volunteer to be with a client for twenty five or more hours simply being there and listening before the volunteer has a chance to say any words which will be heard by the client. Simply being there, listening and accepting the client is extremely important.

Often, but not always, a testing period follows the many hours of listening. At first the volunteer is not even worthy of being tested. The client says to himself, consciously or subconsciously, "Why bother to even test this person? There is no way he or she can be really concerned about me. Life just doesn't work that way. There simply aren't any people like that in this world."

However, after many hours of simply being there and listening the client begins to wonder if the volunteer could be really concerned and often there is a testing period. In some cases this has taken the form of a telephone call from the client to the volunteer, asking him to meet the client at a particular location, often in the middle of the night, to assist the client out of a bad situation. It is not unusual for the client to repeat this several times simply to find out if the volunteer is really willing to help. In such cases the client usually hides behind a bush or tree and satisfies himself the volunteer really does care.

We do not mean to infer there is always a testing period and the pattern of the one-to-one volunteer relationship always proceeds in this manner. However, the relationship often develops like this and such a case is not unusual.

After establishing the relationship, which might include some type of testing period, the client asks the volunteer for assistance in a particular situation. This takes many forms and usually requires a very specific act of friendship and assistance from the volunteer. As an example, a client once asked a volunteer to assist him in the recovery of a stove which was being held by an ex-landlord under an improper claim for past due rent.

This request is a critical part of the developing relationship. If the client believes the volunteer has helped or has made an honest effort to assist, the relationship is greatly enhanced.

Most courts force the one-to-one relationship as a term of probation. Of course, volunteers working in a jail or prison have a totally different situation and do not need a forced probationary relationship. A few juvenile programs entice the cooperation of the juvenile offender with exciting adventures which are an important part of the program. However, most programs force the one-to-one relationship between the volunteer and the client.

These courts try to progress from a forced relationship to a friendship relationship and seek to attain this goal within the first six months.

After a friendship relationship has been established, the forced relationship is terminated. Sometimes this is done with the termination of probation by an official order and sometimes it replaces the forced relationship although probation technically continues.

Once a friendship relationship is established, it is important for the volunteer to be willing to receive acts of friendship and kindness from the client. Like everyone else, clients also have a need to give and good volunteers recognize this need and become willing recipients as well as bestowing acts of friendship and kindness on the client.

Once the relationship and friendship has been established, then it is no longer necessary for the program to force the relationship between the volunteer and the client. Within a short period of time after the friendship relationship has been established most courts terminate probation since it is no longer really necessary.

Some probationers and volunteers continue as friends after the probation period has terminated, others get together only when the need presents itself one way or the other and other volunteers and probationers terminate their relationship. The continuing friendship after probation seems to follow the same pattern as all friendships. As with other friends, some relationships are very close, some are based upon need, and others terminate naturally except for an occasional Christmas card and other casual contacts.

The basic idea of this relationship is to show the client a better way to live and a better way to handle problems. It is based upon the belief that people

change people and human conduct is changed by human contact. One-to-one volunteers usually show their concern and affection before they verbalize their feelings.

It has been said that the one-to-one volunteer relationship is one of show and tell rather than tell and show. Thus, most volunteers will show their concern through their involvement and then will tell about their philosophy of life and faith which has caused them to give their love when the client indicates they are interested and are ready to listen. Of course, in some cases, this never happens and the volunteer only shows and never tells.

Psychologists refer to the one-to-one volunteer as the role of the significant other. Humanitarians talk about the role of the inspirational personality. Those religiously and spiritually motivated in the Christian tradition draw a parallel between the concept of incarnation and rehabilitation. They are inclined to refer to the Scriptures which indicate the Word of GOD became flesh and blood in CHRIST and mankind, who never understood rules, laws or commandments, were able to understand the flesh and blood of a humble-confident, defeated-victorious, sorrowful-joyful human being.

Most one-to-one volunteers, therefore, do a minimum of preaching and a maximum of living in the lives of the clients. The process is not one of talking, lecturing or preaching but it is a process of so entwining your life with another human being that neither the volunteer or the client will ever be quite the same again.

Generally speaking, volunteers who are not judgmental, authoritative or over confident make the best one-to-one volunteers.

Like the role of any friend, the one-to-one volunteer must be affectionate and yet firm, must be kind and yet set limits, must be warm and yet demanding and be as soft as velvet and yet as hard as steel. Like everyone else, the client is a complex and paradoxical bundle of conflicting emotions. There are times when affection and warmth are needed and there are also times when discipline and firmness is required. Like all friends, the one-to-one volunteer who is most successful senses when the occasion calls for firmness and when it calls for affection.

The role of the one-to-one volunteer is as simple and as difficult as the role of friendship itself. The best one-to-one volunteers are people who have benefited from a friendship and who, therefore, know how to be a friend to someone else. Those who have been helped by and through a deep friendship are the best friends for others and the best one-to-one volunteers.

Of course, we do not mean to suggest that all one-to-one volunteers are successful. Sometimes, by any known objective standard, they fail completely. Sometimes they succeed partially but not entirely. However, as indicated in research referred to in other teaching module booklets in this series, when one-to-one volunteers are used the rate of effectiveness increases substantially.

The second major type of volunteer is the professional volunteer. Examples of professional volunteers are psychiatrists, psychologists, medical doctors, lawyers, optometrists, marriage counselors, educational counselors, employment counselors, spiritual counselors, etc.

Probationers and other clients of the juvenile and criminal justice system have many needs. Some of those needs can be met only by professionals. When professional assistance is needed but there is no financial ability to obtain the professional services, the court must provide those services without cost to the client.

As an example, many courts have probationers who have never been to a dentist. Judges have often heard mothers say their husbands had threatened to beat them if she took their son (or the husband's step-son) to the dentist because the father did not want to have any dental bills for "the kid." It is hard to have dignity, pride and self-respect when your teeth are so rotten you don't even want to open your mouth. In cases like this, fines and jail terms simply are not the answer. The probation program must have volunteer dentists who are willing to assist in such cases. Many courts have volunteer dental services. Often this involves both practicing dentists and a nearby university.

Another example is a young woman who has very poor eyesight. Because of this, she has never been able to read. In modern America, it is difficult to have dignity, pride and self-respect if you cannot read. In such a case a judge can fine or jail forever but the problem will not be solved unless the young woman receives the eye care and glasses which she needs so she can read and function in society. Many courts who utilize volunteers have volunteer optometrists who give free eye examinations and services to probationers.

While courts sometimes see offenders who have earned dignity, pride and self-respect through accomplishment and achievement, the great majority of probationers lack pride in themselves because they have never achieved or accomplished a worthwhile goal.

When the main problem confronting the probationer or other criminal justice client is lack of dignity, pride and self-respect because of the absence of achievement and accomplishment, does it not make sense to give the client the opportunity to achieve a worthwhile goal and become proud of himself? In other words, the real function of the court and its rehabilitative services is to discover the problem which confronts and overwhelms the client and then help the client solve that problem. This is simple, basic and mere common sense and yet so many courts, jails and prisons fail to do this and simply assess punishment quickly and blindly expecting the problem to disappear. It simply does not work.

Employment counselors are also extremely important as well as educational counselors. Some courts have utilized retired employment counselors and other retirees to assist in the needed professional services of the court and other criminal justice agencies.

The clients of criminal justice represent a cross section of society and, therefore, have all the problems which confront other members of society. The resources are available in each community and professional volunteers have indicated a willingness to serve.

For the most part, professional volunteers follow the development of one-to-one volunteers and often are inspired by them to give service to probationers. Many professional volunteers have said their willingness to give five hours a month to the program is based upon the involvement of the one-to-one volunteers who often donate ten hours a month or more and the director of the volunteer program who gives twenty hours a month of overtime volunteer service in addition to the compensated forty hours of regular work.

Many courts have discovered a method of recruiting professional volunteers which works well for them. The judge or other top person of authority in the agency contacts one optometrist to assist with one probationer who has need of such services. After successfully working with this case, the judge then asks the optometrist for a list of his colleagues in the area. The judge and the optometrist both write letters to the other optometrists explaining what happened in this case and asking if they would be willing to work with one case a year. Both letters mention the volunteer work given to the program by the judge, the one-to-one volunteers, the administrative volunteers, etc. A day is set for a meeting to discuss their possible volunteer involvement.

The optometrist who has already volunteered his time follows up the letters with a telephone call to his colleagues urging them to attend the meeting. One example of the effectiveness of this procedure is the experience of a suburban court which invited forty-five psychiatrists to a meeting and thirty-five appeared and agreed to be involved. Incidentally, none of the psychiatrists lived in that particular suburb. They all lived in more affluent suburbs or in the major city.

It is extremely important to assure the professional volunteer that their services will be effectively utilized. One volunteer psychiatrist was questioned by the judge of his community. He wanted to know why the psychiatrist was volunteering his time to another court rather than to the court in his own city. The psychiatrist replied, "In the other city when I make a recommendation it is carefully followed. If I say the probationer needs a one-to-one volunteer, he is assigned a one-to-one volunteer. If I recommend group psychotherapy, they have a program staffed by volunteer psychiatrists who give one evening a week to the court. If they need the services of a medical doctor, they have volunteer doctors. If the probationers is alcoholic, they have their chapter of Alcoholic Anonymous and an Alcoholic and Drug Addiction Center staffed primarily by volunteers. In short, whatever I recommend will be taken seriously and positive action will follow immediately and will be effectively monitored and supervised by the administrators of the program." The home town judge did not ask the psychiatrist to assist with his probationers a second time because he was not willing to do the work necessary to initiate and maintain a complete rehabilitative service.

All volunteers must know the work they are doing is important, crucial and critical. This is a very important part of the use of volunteers in any setting. It is especially true of professional volunteers.

Professional volunteers also can be used in several different ways. One court used volunteer psychiatrists to assist with pre-sentence evaluations, to work on a one-to-one basis with one probationer and some of the psychiatrists were also willing to meet with a group of adolescents who were hostile and aggressive

and who were forced to attend group psychotherapy meetings. This was a unique learning experience for the psychiatrist who could not work with a group who were forced to come and see him other than in a court setting.

Of course, great care and caution must be taken when there are mandatory referrals to psychiatrists and other professionals. However, even here the volunteer assists and some volunteer psychiatrists were used for the purpose of early evaluation and to determine if such a procedure was wise and warranted.

Courts who are not using professional volunteers are turning their back on an excellent resource.

Is it not ineffective to send someone to a dentist who should be sent to jail? Is it not equally ineffective to send someone to jail who should be sent to a dentist?

The third type of volunteer is the in-take investigator or the pre-sentence investigator. Most juvenile courts refer to this process as in-take and most adult courts refer to it as pre-sentence investigations. In-take investigations or pre-sentence investigations determine a number of things.

The defendant can be found guilty in two ways. First, he or she can plead guilty. Second, the defendant can plead not guilty, have a trial and be found guilty by the court. After guilt has been determined by one of these two methods, the court must sentence the defendant. Before sentencing, courts should have a pre-sentence investigation. The pre-sentence investigation should help determine five things. First, how should the defendant be sentenced? Second, can this defendant possibly be diverted from the official court action and the long lasting effects of a criminal record? Third, what were the damages or injuries sustained by the victim and how can the defendant make the victim whole once again? Fourth, what probation plan is most likely to assist the probationer to overcome the problem which has caused him or her to commit this crime and is likely to cause him or her to continue to commit more crimes in the future? Fifth, how can the pre-sentence investigation department function so the first impression of the probationer is favorable and he or she becomes convinced the court is concerned and does want to be fair and yet firm?

To properly perform all of these functions, a pre-sentence investigation will usually take somewhere between three and twenty hours or more. If necessary, it will include psychological testings and psychiatric evaluations.

Retired volunteers have performed well in some courts. In one court a retired school teacher, a retired investigator of labor disputes and a retired, recovered alcoholic formed a three person pre-sentence investigation team which worked extremely well together. The school teacher was a very kind and compassionate person who was able to impress the defendant with the concern and care of the court and who gave the judge deep insights into the emotional problems of the defendant.

The investigator of labor disputes was, quite unlike the retired school teacher, an excellent investigator who was crisp, sharp and very inquisitive. He was able to discover the factual information needed about employment, education, social adjustment, etc.

When drinking or drugs were involved, the recovered alcoholic was extremely effective. After listening to the drinking defendant for a little while, the recovered alcoholic told the defendant, "Not only have I heard every word you have said many times before but I have also said every word you have told me. My alcoholism was so bad I was committed to a mental institution and I lost all my civil rights. I know you are not being truthful with me because I used the same words to lie to others before I was committed and cured of alcoholism. Now, why don't you tell me the truth?"

Thus confronted with someone who had been through the same problem, many alcoholics were able to acknowledge their problems and this often led to successful treatment through Alcoholic Anonymous or the Alcohol and Drug Addiction Center. Incidentally, the Alcohol and Drug Addiction Center also used many volunteers.

In another court housewives, salespeople and others with flexible schedules were trained by the probation department for several weeks. They then volunteered twenty hours a week for a period of a year to do pre-sentence investigations and in-take investigations. After having been trained by professional probation officers and working under their direction and supervision, these volunteers became extremely proficient in pre-sentence investigations.

As one judge stated, "Before we had a pre-sentence investigation I felt like an executioner or a butcher. After we developed a pre-sentence investigation department, I felt like a judge." Pre-sentence investigations are that important and courts which do not have the finances to develop this service in a complete and satisfactory manner can utilize volunteers. The three retirees mentioned above were volunteers. One received the minimal salary allowed by Social Security regulations and the other two would take no money whatsoever for their services. The retiree who received minimal payment was paid by contributions from businessmen in the community who were willing to volunteer money to partially pay others who were volunteering their time. Thus, no tax dollars were involved.

The fourth major area of volunteerism in juvenile and criminal justice is the administrative volunteer. It is extremely important the court (or other criminal justice agency) actually does what it says it is going to do and to make sure these activities are performed with high quality.

The lack of accountability in criminal justice is appalling. A few years ago an evaluator did an assessment of a professional probation program in a large city at the request of the Federal Government. This large city probation department had been operating for over fifty years. The evaluator discovered an unbelievable lack of accountability. When a defendant was placed on probation and assigned to a professional probation officer, if the probationer never once reported there was between a sixty and ninety percent chance no one would ever try to find out why the probationer did not report to the probation department. This probation program did not utilize volunteers and we are referring to professional probation officers in a professional program. Unfortunately, this is not an isolated incident and the lack of accountability in criminal justice agencies is appalling.

Many hours are necessary to properly administer a probation program regardless of whether the program utilizes only professionals, only volunteers or a combination of both.

One court which utilized approximately two hundred one-to-one volunteers and about three hundred other volunteers such as the professional volunteers, pre-sentence volunteers, financial contributors, etc. discovered it needed four full-time volunteers simply to administer the program. Proper accountability and quality control needed that much time.

In this particular court the volunteers were retired businessmen who worked about forty hours a week approximately ten or eleven months a year. One retiree administered the entire program, another supervised all one-to-one volunteers, a third managed all group counseling and group programs of the court and a fourth presided over the community service program. (Thus first and early offenders were given an opportunity to earn a dismissal by working for the city or a charitable organization, reporting unofficially but very actually to the probation department, making restitution to the victim and giving evidence of satisfactory progress during the period of time in which the case was adjourned pending dismissal upon successful completion of these conditions).

In addition thereto, approximately fifteen other retirees worked an average of two days a week assisting with administrative functions and performing other duties such as employment counseling, educational counseling, etc.

Due in no small part to the services of these four retirees, the court was able to review each case every two months to make very sure the defendant was receiving the services ordered by the court and to determine if these services were being rendered in a high quality and effective manner.

Probation and other criminal justice programs must be administered very carefully if they are to be successful. If the court referred to above had been extremely fortunate, it might have been able to hire one full-time administrator. More likely it would have had only a part-time administrator or no administrator at all. Why not use the talent, experience and abilities of retired business people who had administrative responsibilities for forty or more years to assist the court in its great need for adequate administrative services?

Of course, the administrative volunteers do not have to be retirees and often younger people have filled this role with part-time volunteer administrative services. This resource is available in many different forms in our communities and should be utilized.

The fifth type of volunteer is the public relations volunteer. These volunteers function and perform in many different ways.

One juvenile criminal institution utilizes its volunteers to do a high quality full page advertisement in the local newspaper. The newspaper donates the space to the volunteers. The entire page tells about volunteers and the functions they perform at the juvenile criminal institution. Of course, this "ad" attracts other volunteers each year and adds to the pride and effectiveness of the volunteer program.

Another excellent example of the public relation volunteer is a physically handicapped man who functions in an information booth. Formerly angry parents would

locate the office of the juvenile probation officer by looking at the directory in the hall. After this young man volunteered his time, the directory was taken down and angry parents had to ask him how to find the correct probation officer. The young man in the wheel chair would not only direct the angry parents to the proper office but he would also tell the parents he was pleased they were going to this particular probation officer who was so dedicated and concerned about kids that he volunteered many hours over and above his hours of regular employment to little league baseball, touch football programs for kids, swimming classes at the YMCA, etc. All the probation officers in that particular juvenile probation department agreed the young handicapped volunteer was the most important employee in the building because of the change in attitude of the parents when they first met them. Formerly they were filled with hostility and aggressive hatred towards the probation officer. This attitude had been entirely changed or greatly modified by the volunteer in the information booth most of the time.

As previously stated, one of the purposes of pre-sentence investigation is to convince the defendant the probation program really cares.

One pre-sentence investigator (one of the retirees mentioned above) performed two functions. First, he developed an emotional profile of the defendant which assisted the judge in sentencing and developing the probation plan. Equally important, he spent much time with the defendant simply listening and showing his concern and compassion. Sometimes this retiree would spend several hours with the defendant who often became convinced the court and probation department really did care about him or her as a person and a human being. Thus, he performed duties of public relations as well as traditional pre-sentence investigation. As one judge observed, "It is important each court have at least one compassionate and caring human being whose prime job is to make a favorable impression upon the defendant and to convince him, as much as humanly possible, that the probation department and the court is really concerned about his or her individual welfare."

The volunteer who performs public relation services for the court either with the general public or with the probationers and other criminal justice clients also plays an extremely important role.

A sixth use of volunteers is the recreational volunteer who is becoming more and more important, particularly in working with juveniles.

The recreational volunteer is sometimes a one-to-one volunteer who is involved in recreation and adventure as well as the one-to-one relationship. An outstanding example of this is the juvenile court in Denver and its use of the Partners Program. A juvenile is attracted to the Partners Program when the probation officer, or the police officer in the case of diversion rather than official court action, explains to the juvenile the airplane adventures, rafting trips, mountain climbing and other adventures which are part of the program.

After being enticed to join the program and to begin a relationship with a one-to-one volunteer because of the adventures and recreation, the one-to-one relationship develops and grows out of the excitement and adventure. Apparently our nation has believed a juvenile can somehow be changed by sitting across the desk from a probation officer for a few minutes each month. Many programs no longer believe

anything significant happens in such a relationship and involve the juvenile with a one-to-one volunteer for as many as twelve hours a month which includes playing basketball in the gymnasium, skiing down the slopes and so forth.

As mentioned in another booklet in this series, volunteers in the Partners Program have greatly reduced the rate of recidivism and have improved considerably the attitudes of the juveniles.

An extreme example of the recreational volunteer are the college students who donated their time to a program called Expeditions of North America. This program featured a canoe trip from Lake Superior to Hudson Bay which takes about seventy-five days. A total of six kids sixteen years of age join two college students who act as guides. They use one large twenty six foot canoe. The six youth are from a mixed background. Two are taken out of a juvenile criminal institution. Two are deeply troubled youths who often face a commitment to the juvenile criminal institution if they do not go on the trip. Two are youths from a positive background. The guides are usually about 23 years old.

Thus, each trip has four deeply troubled kids and four young people (including the guides) who are making a good adjustment to life. They spend many hours in group meetings while on the trip and the guides are especially trained in transactional analysis, behavior modification and other individual and group counseling techniques.

Some observers believe five major points are the key ingredients of the program. First, the four troubled young people who have never achieved or accomplished and, therefore, are lacking in dignity, pride and self-respect suddenly experience success. A canoe trip from Lake Superior to Hudson Bay is long, difficult and challenging. Such a trip requires much dedication to the goal, hard work and the ability to endure hardships. They come back proud of what they have accomplished rather than returning home ashamed of having been in a juvenile criminal institution. The difference between pride and shame is very important. They return with dignity, pride and self-respect and those who respect themselves are seldom seen in a court of law.

Second, the sheer beauty of the trip works its own special magic. As one young man said, "Sitting on the shores of Lake Winnepeg (which is a vast and powerful inland sea, about seventy miles wide and one hundred and eighty miles long), I cannot believe I used to live the way I did. I will not go back to stealing, lying and cheating. The world is too big and too beautiful for that." Indeed, this young man did not go back to a life of crime.

Third, all eight learned the wisdom of a well known poem, "There is so much good in the bad of us and so much bad in the good of us that it ill-behoves any of us to speak evil about the rest of us." All the people on the trip learned that each of us is a paradoxical mixture of good and bad and we are all struggling human beings who have our strengths and our weaknesses, our problems and our strengths, our joys and our sorrows, our victories and our defeats. The kids from positive backgrounds gain a better insight into their faults and character deficiencies. The troubled youths have a better insight into their own self worth and value.

Fourth, there is an incredible growth of care, compassion and concern on the trip. As one kid said, "At the beginning of the trip we swore at each other constantly. However, after a few months our concern for each other grew and became so deep that we had to be careful what we said to each other. When you care very much, you can hurt the other guy real bad and he can really hurt you, too. We had to be careful what we said and we had to be careful what we did because we can hurt each other so deeply. After about six weeks, we simply didn't swear at each other because it hurt too much."

Of course the key element is the personification of love in the flesh and blood of the guide and the assistant guide. They say, not with words but with flesh and blood and with their lives, "I will be with you for seventy-five days and seventy-five nights and we will share the agony of wet socks, leaking tents, wet sleeping bags, black flies, miserable portages and difficult rapids but we will also share the ecstasy of the northern lights, the beautiful sunsets and the majesty of the huge rivers. I will share life with you, both the good and the bad, because I care about you." When this thought is expressed with consistent caring and compassionate action and involvement for seventy-five days and nights, then love is expressed in flesh and blood and kids change.

If the guides sat down in a cozy warm room and lectured the kids about love for seventy-five days and nights for ten or twelve hours a day, the kids probably would not be convinced of his deep feelings for them. We rarely learn about deep emotions from words. However, when he* wraps this message of love in his flesh and blood their lives become entwined in daily living. Then the kids experience love. The difference between experiencing love and hearing words about love is the difference between continuing to be the same person or being changed into a new person.

This program has been extremely effective. It is generally conceded that about seventy percent of the time a young boy or girl is put into a juvenile criminal institution at the age of sixteen they will be back in a juvenile criminal institution or adult prison in five years. Out of the first fifty kids taken from a juvenile criminal institution to go on this trip, only three returned to prison. Thus, the failure rate was six percent rather than seventy percent after five years.

Of course, it is far less expensive to send kids on canoe trips than it is to put them in juvenile criminal institutions. The cost of the canoe trip is approximately three thousand dollars per youngster and the cost of a juvenile criminal institution is estimated to be between fifteen and twenty thousand dollars a year.

Thus, this program has demonstrated a procedure to use with badly damaged and deeply hurt sixteen year old kids which costs only one fifth as much and is far more effective than institutionalization.

The use of recreational volunteers in juvenile courts is another excellent way to use the volunteer resources available to juvenile and criminal justice programs.

Incidentally, this should not be considered a typical volunteer program. While there are some programs like this, they are still relatively few in number. Hopefully there will be many more similar programs in the future.

*Or she. Women guides went with trips involving younger women.

Another type of volunteer is the educator. This seventh major area of volunteerism involves not only formal educators like school teachers but also those who have received their education and training in a less formal setting like alcoholics.

One example of the enforced education program of a court is the alcohol and drug information school. The idea of the school is to teach young apprehended offenders about alcohol and drugs and how they affect the body, mind and emotions.

One court forced young defendants to attend such a school for eight sessions. Each session lasted two hours. At the first session the probationers took a test to determine how much they knew about alcohol and its effects on the human body and mind. They secretly corrected their own test and only they knew how limited their knowledge was about alcohol and drugs. They fully anticipated scoring high and rarely did anyone score over forty or fifty percent. The three most important words in learning are, "I don't know." However, it is also important that other people do not know that you do not know. When this happens, you become defensive. Therefore, the test was corrected in such a way only the defendant (student) knew that he didn't know.

The second session featured the life story of the recovered alcoholic who taught the class. His description of his life, which included playing professional baseball in the high minor leagues and a frustrated attempt to get into the major leagues because of alcohol along with his subsequent family and personal problems because of alcohol, always had a great effect on the audience.

The following sessions were devoted to visits by volunteer biologists, chemists, lawyers, medical doctors, etc. It was interesting to watch the development of the class. The first night all of the defendants who had been ordered to attend the class as a term of probation appeared at the last possible moment and left at the first possible minute. About half way through the class session the judge began to receive telephone calls from the defendants asking if the teacher of the class could be their probation officer. While the answer always had to be in the negative, it was gratifying to know the teacher was developing a good rapport with the students. On the final night of the class the students came early and stayed late, usually culminated by a visit to a local drive-in where they drank coffee and talked about the class and their lives. Often this lasted several hours after the class had ended.

The court utilizing this alcohol and drug information school supplemented by the use of an Alcoholic Anonymous program and an alcohol and drug addiction center for those who had progressed into addiction greatly reduced one of the most serious problems facing courts, the high rate of recidivism by defendants who are addicted or influenced by drugs and/or alcohol.

Another example of enforced education by a court and probation department is a driver violator school which also greatly reduced the rate of repeat offenses. The driver violator school operated on similar principles and also gave a test determining knowledge of driving skills which was corrected only by the defendants. They also needed to know the three most important words in learning, "I don't know." They also had a need to hide this lack of knowledge from others so they would not become defensive.

Once learning they did not know very much about driving, the students became "teachable." The instructor was able to teach many interesting facts including the greatly increased reaction time after the use of drugs and alcohol, the way an automobile operates while skidding, etc.

Some courts use a volunteer police officer who is in plain clothes the first two sessions of the class. About halfway through the final session he changes into his police uniform and describes his occupation to those who have accepted him as a fellow student. On a number of occasions, after he explained his frustration and hurt while administering first aid to those severely injured, he has received a standing ovation at the end of the class.

Another type of enforced educational program is a school for shoplifters. Like the driver violator school and the alcohol and drug information school, courts utilizing this type of school have reported a significant decrease in recidivism when these schools are utilized.

The eighth way of using volunteers is in group programs. An example of a group program is the utilization of volunteer psychiatrists and psychologists to meet with a small group of eight to twelve probationers. This type of group program should not be a substitute for the one-to-one volunteer efforts of psychiatrists and psychologists but rather as a supplement. One court utilizing volunteer psychiatrists and psychologists discovered some defendants function better in a group at first and later go on to the one-to-one relationship with a volunteer psychiatrist or psychologist while others progressed exactly the opposite way.

There is a distinct advantage in utilizing group psychotherapy programs rather than one-to-one volunteer psychiatrists with some probationers and other criminal justice clients. During the pre-sentence investigation, a determination should be made and the best plan for the individual defendant should be ordered and administered. Sometimes it will be in groups and other times it will be individual therapy.

Another example of the use of volunteers in a group setting are marriage counselors and marriage counseling groups. One court utilized the services of a professional marriage counselor who volunteered his time one night a week to meet with a group of defendants who had committed an offense primarily because of a marital problem. The defendants were forced to go to marriage counseling for a period of two months if their spouses were willing to go with them. If the spouse was unwilling to go with the defendant, the defendant was not ordered to go.

The experience of this marriage counselor over several years was very interesting. About sixty to eighty percent of the couples, after the termination of the forced period, wanted to continue in marriage counseling. This counselor ended up with more than one group because of this desire to continue. As often happens, the therapist who was volunteering one night a week was hired on a part-time basis and worked two nights a week for longer periods of time than originally anticipated.

The use of volunteers in group programs is another very important way to utilize the volunteer resources of the community. (See also the booklet in this series on volunteer lay group counseling).

There are, of course, many other ways volunteers have been utilized in courts, prisons, juvenile institutions, probation, parole, prevention and diversion programs. Dr. Ivan Scheier, one of the most prominent leaders of the modern volunteerism in juvenile and criminal justice movement during the first two decades from 1959-1979, once listed over one hundred twenty-five ways volunteers have been used in courts and other criminal justice agencies. In addition to the various uses of volunteers mentioned above, volunteers have been involved in tutoring, advocacy, transportation, serving on boards of directors and advisors, assisting with awards and recognition for other volunteers, conferences and workshop leadership, assisting the elderly, financial management, assisting witnesses and victims, influencing legislation and litigation developing membership, making speeches in the community, developing networks of services, writing and publications, etc. The use of volunteers is limited only by our creativity, imagination and energy. Since virtually everyone volunteers time at least once in their lives to causes and programs, virtually everyone is a volunteer. Volunteers have the education, training, experience and abilities possessed by everyone. Therefore, whatever resources are needed and whatever abilities need to be utilized, volunteers can assist with appropriate services.

The observation of one judge was perhaps particularly appropriate. This court utilized a retired accountant to keep all of the records necessary in non-support cases. Thus, when a father was not supporting his minor children the mother would often start legal action and obtain an order from the court providing for weekly payments of support. Formerly a well trained professional probation officer spent virtually all of his time keeping payment records. This probation officer was talented and well trained. He should have been spending his time counseling probationers. Instead he spent all of his time keeping financial records.

After the court began utilizing the services of a volunteer retired accountant three days a week, the probation officer was able to counsel probationers and do what he was trained and so well equipped to do. The judge solved three problems. First, the books were kept far better and in much less time by the accountant who was an expert in bookkeeping and financial management. Second, he was able to increase the counseling services of the court by releasing the probation officer to perform these duties. Third, the retired accountant had a real problem with nothing to do in spite of his continuing vigor and ability to work. This third problem was also solved.

This simple illustration also indicates the value of utilizing volunteers in juvenile and criminal justice.

Although other teaching module booklets give further illustrations of the use of volunteers, such as the booklet on The Dynamics of Individual and Group Counseling by Volunteers, a few case histories will assist the reader to understand how volunteers are utilized in juvenile and criminal justice.

ILLUSTRATIVE CASE HISTORIES

One-To-One Volunteers: (Comments of the Judge)

We recently requested case histories from some of our volunteer sponsors.* One request was sent to a volunteer who was assigned a youngster who was the most potentially dangerous man we have worked with in five years. Small of stature, he was most aggressive and belligerent. He was first arrested carrying a knife.

We have often heard the expression, "An accident looking for a place to happen." This is a good description of a careless person. This young man was a malicious and dangerous person. He was, "a felony looking for a place to happen."

What the letter does not state is before he was assigned to a volunteer we tried everything. Professional counseling, psychiatric counseling, employment counseling and jail all failed. (You will note that the defendant himself attributes his rehabilitation in part to the lessons imparted to him as a result of the jail term. This may be so but he gave no indication of this result when he was first released from jail. We think this benefit did not occur until the influence of the volunteer gave him the mind to so comprehend.)

Everything else having failed, we decided to assign this youngster to a volunteer. The volunteer was carefully selected. He is a person who can talk the language of the probationer. His morality is of the two-fisted variety. In spite of this, the assignment to the volunteer was made without much expectation but as a desperation measure. All else had failed so we decided to try it. The volunteer was warned that he would probably fail.

Although the volunteer tends to underestimate his contribution to the rehabilitation of the probationer, we believe that it should be printed exactly as it was received. Only the names have been changed and the words in parentheses added.

Although this youngster is not perfect and still has his problems, we are satisfied he is no longer "a felony looking for a place to happen." There is no volunteer we are prouder of than "Ed."

Letter from the One-To-One Volunteer --

Re: Your request -- Volunteer Probation Program

Dear Judge,

After reading your letter requesting a case history, I started to think about an outline of John Doe's case for the first time. That is to say, I have never given the program any clinical thought before, and I find it a little difficult to come up with an orderly sequence which would constitute a usable case history. I will, however, with your indulgence, make some observations which I believe have significance.

*Programs use different names for one-to-one volunteers. This court called them volunteer sponsors.

As you know, I have no formal training in this area of personal counseling, and it is perhaps due to this fact that I find it difficult to attribute specific ideas to the establishment of a successful relationship between John and myself. I sincerely believe that it is simply a matter of a young man needing someone who will listen, whom he can trust, and who is in truth interested in him as an individual.

As you will recall, I was introduced to John at a time when he was again in trouble with the law. Our first three meetings were difficult for him and for me. Two different people, two different worlds. John couldn't see past today and the only thing that mattered was today's pleasures. He has a mother and a father, but it appeared that he was alone in society. He had no one with whom he could equate his own actions except those contemporaries around him. As I recall, our fourth meeting was one at which I told John how very difficult I was finding it to talk to him. I told him that he knew a lot of things about life that I didn't and that I would be interested in learning a little more about that side. At this point he seemed to open up and almost eagerly demonstrated the ease with which a young man can "put the make" on girls his own age and younger. As I told you, I was impressed. This pleased John and he opened up even more, and from that point on we seemed to be able to communicate quite freely. He did get into trouble once more over a possible stolen license plate situation, but I believe your judgment of postponing sentence in that case was a wise one. (A minor charge that was eventually dismissed as he continued to make progress.)

John is now married, has a baby girl, has a job and has had three promotions and when I saw John yesterday, he told me that he will be promoted to foreman before the end of the month. John was offered the foreman's job before but turned it down until he was better qualified. "When I become foreman I will be the best one you ever had. I will learn how to run every machine in the place first," he said. He then went in on Saturdays, Sundays and holidays to learn how to operate each machine. He has now satisfied himself that he is ready to be a foreman. I wish to make it clear that while John has come to realize that it is easier to get up and go to work in the morning than it is to fight trouble all the time, he still lacks many of the values which would promise to keep him out of trouble. I am not suggesting that John is a candidate for a prison cell, but I do believe that if things don't go right for John he could get into trouble again with relative ease. (Only one who knew John before could realize what a tremendous improvement this is).

Naturally, a three page summary cannot begin to touch upon the many aspects of a personality which are important to the full understanding (if indeed such a full understanding is possible at all) of what will make such a young man a useful member of society. John's wife has, for example, developed a liking for my wife, and the feeling is mutual. (They meet often). I might add that my wife and I feel that our relationship with John and Betty, his wife, has been of considerable value to us. Without parading false modesty, let me assure you that I believe sincerely and deep in my heart that as an individual, I do not deserve any credit for John's accomplishments and I have made this quite clear to John and Betty. If I am a good listening post and sounding board for them, fine. For this I am willing to take credit openly. I believe that this is an important part of a successful volunteer. That is to say, that the volunteer is not looking for personal recognition. Satisfaction, yes, but the kind of recognition that is paraded before

the public at a Chamber of Commerce dinner, no. I could be wrong on this point, but I don't believe so.

John and Betty are now helping me with another young fellow, Richard R. (Richard is a brand new probationer who in some ways is much like John was over two years ago. Small of stature and also very hostile, he is completely without thought other than immediate self gratification. He has been assigned to the same volunteer. With John's help, maybe we will have another good story to tell you in a few years.) Richard is in jail right now, and I asked John and Betty for any suggestion. John suggested that he believes Richard doesn't want any help, but that we could effect a cure by having Richard serve part of his term, perhaps a week or ten days, in the county jail in the same cells where the prisoners headed for the state prison are housed. John said that when he was there for the first time in his life he was literally scared to death, and was almost certain he would never get out of there alive. He said, "I'll tell you, I'm never going back there."

Incidentally -- I think the theory of the psychiatrist* who talked to a number of us volunteers of "get the kid to the point where he doesn't want to let the volunteer down --- then maybe he will come around to not wanting to let himself down" is basically correct and most effective.

In summary, then Judge, it is to me quite simply a matter of establishing a truly human relationship, cooperation and advice from the court and punishment that is considered as to type and severity. To me it is really like bringing up little children all over again. You love 'em, you feed 'em, you discipline 'em, and you love them some more. I hope the foregoing represents some useful information.

Very truly yours,

Ed

Alice G., a 27 year old Caucasian mother of three, was deeply troubled. Disastrous formative years, during which she was exploited and sexually abused, produced a poor self-image.

The stress of raising a family, and frequent arguments with her husband over their continually precarious financial status resulted in an intense state of depression. She began shoplifting, was apprehended, and was sentenced to two years of probation. One of the conditions of probation was that she participate in psychotherapy sessions. Alice's VIP (Volunteer in Probation, the name this program used for the one-to-one volunteers) working closely with the psychotherapist and Alice's probation officer, dedicated herself to being a friend, confidante, counselor and advisor. Called upon often, the volunteer was able to offer Alice not only a supportive audience, but a constructive forum for the exploration of alternatives.

After a year, Alice appeared to have grasped the art of parenting, had organized her household routine, and had reached a workable compromise with her husband. Based upon this favorable adjustment, Alice's VIP included in her report to the probation officer a recommendation that Alice's case be considered for early

*Volunteer psychiatrist who counseled with the one-to-one volunteers formally and informally, in groups and individually.

termination. On the strength of this report, plus a statement from the therapist that in all probability Alice would not benefit further from continued treatment, the probation officer petitioned the court for early termination, and the judge granted the request. Still in contact with her former client 18 months later, the VIP reports that Alice is doing well.

Ramon Z., a withdrawn 38 year old Chicano, was convicted of child molesting. After seventeen months of therapy in a California state hospital, he was placed on probation for a period of five years. One of the stipulations of his probation was that he could not be in the presence of any female under the age of sixteen without the presence of a competent adult. Persuaded by a friend, Ramon entered college through a minority program. After he had completed one year of school, he was assigned a VIP. The VIP, a man recently discharged from the navy, began to attend the same college as Ramon. They found that they had many things in common and soon established a warm, trusting relationship.

Because Ramon lived alone, was unable to drive and supported himself by working in the school library, he led a very limited social life. The VIP began to visit him quite often, assisted him with his school work and invited him to his house to dine and meet various faculty members and community leaders. Ramon did well in his school-work and started to develop a warm, outgoing social presence. Eventually he married a childhood sweetheart who had a 14 year old daughter by a previous marriage. Afraid of how his wife might react, Ramon told her nothing of his probation.

Acting as a liaison between Ramon and the probation officer, the VIP accomplished a most delicate task. He convinced Ramon that it was wrong to hide his crime from his wife and that whenever his wife left him alone with the 14 year old girl, he was in violation of the terms of his probation. Ramon faced up to the circumstances and made a complete revelation to his wife. After the wife assured the probation officer that she was fully aware of all the facts of the case, the probation officer petitioned the courts for a change in the terms of probation. The presiding judge amended the terms of Ramon's probation so they did not apply to the immediate members of his household. Meanwhile the VIP's wife had been helping Ramon's wife to sharpen her job skills, and the wife found employment on campus.

The relationship of the VIP and the probationer continued over a three year period without any problems. However, Ramon's greatest concern was his impending graduation and the post-graduation problem of finding employment while still on probation. In two months he was to receive his Bachelor's Degree in Social Welfare, and he was most anxious to have his probation terminated early. His VIP wrote a lengthy report to the probation officer citing the facts that Ramon, while serving four years of probation, had put himself through college, entered into a stable marriage, had no problems with the police, and would do much better on the job market if he was not on probation.

Early termination was granted before graduation, and one month later Ramon was employed by a public service agency working with drug addicts. Two months later

he found an additional employment opportunity working with ghetto youths. A year has passed and Ramon still holds both jobs and remains in close contact with the VIP who assisted him.

This case history illustrates the role of the volunteer pre-sentence investigator. This particular volunteer gave about twenty hours a month to the court.

He was assigned a case involving a forty five year old woman who pled guilty to shoplifting. He interviewed the woman who could only tell him, "I don't know why I did it. I just can't believe this has happened." She had never been in trouble before. She was a wife, a mother of three teen-aged daughters and she occasionally worked outside the home in addition to a number of volunteer activities in the community.

The court was reluctant to give this woman a criminal record by and through the use of a fine, a jail term or even probation. However, something had obviously gone wrong. But what?

The pre-sentence investigator at first thought it might be a case of menopause. However, there was no indication of such a condition when he questioned the woman. Then he began to ask her questions about her relationship with her children and husband. Nothing seemed to indicate the source of the problem. He spent hours with her, questioning her on everything he could think of and even more. Still, there was no indication of the cause of this misdemeanor violation.

Because he was still confused and did not want to use any traditional disposition which would cause her to have a criminal record, he referred the case to a psychiatrist who volunteered his time to the court. However, he did not comprehend any reason for the difficulty either. Still deeply concerned, the volunteer pre-sentence investigator referred her to one of the court's volunteer psychologists for testing. As in the case of the psychiatrist, she went willingly. Still no clue for her behavior surfaced.

The volunteer pre-sentence investigator then talked with the woman again. Finally, under his very friendly, kindly and concerned manner, she told him about some difficulty she had with her husband over the years. About once every two or three years he would beat her. Not severely, but enough to make her cover the bruises from the children with long sleeve blouses, etc. The last beating took place a few weeks before the shoplifting incident.

The volunteer pre-sentence investigator soon concluded this woman felt helpless because she could not fight against her husband when he got angry. However, there was a long smoldering desire to get even with her husband. He asked the psychiatrist and the psychologist if she might be trying to get even with her husband by dragging him into court and embarrassing him. They told him this was not only possible but, indeed, it was probable.

The investigator then talked with the woman and asked if that was possible. She gasped out loud in surprise and knew at once she had shoplifted exactly for that reason. It had been hid in her subconscious mind until then.

The investigator then talked with the husband with the permission of the wife and explained what had happened. They now realized how much they loved each other and how sorry they were that they had hurt each other. The investigator asked the husband if he would go to the court marriage counseling class with his wife. He agreed. After the two month session ended, they voluntarily attended the class another four months. Then the judge dismissed the case.

The patience and talents of the volunteer investigator, coupled with the skills of the professional volunteers, enabled the court to dismiss the case. Without many hours of volunteer effort, the court probably would have fined the woman, embarrassed the husband, jeopardized the marriage and badly hurt three teen-aged daughters.

"Joe" was referred to a volunteer psychiatrist.* He saw the psychiatrist irregularly and without any improvement. He then committed a second crime while on probation. He pleaded not guilty and while awaiting trial on this felony charge he suddenly appeared to "see the light", through the now-regularly-attended meetings with the psychiatrist. Such a change was evident that he was allowed by the higher court to plead guilty to a lesser (misdemeanor) charge and received a short jail term.

When he got out he started seeing the psychiatrist eagerly. Now, several months later, his psychiatrist says this: "Joe is an 18 year old white male first seen on July 28. At that time, he was on probation for reckless driving at a local drive-in. He had become involved in an altercation with the manager and Joe had threatened him. In addition, there were many other instances of Joe's losing his temper with members of his family and, in general, of showing immaturity and poor impulse control. A previous psychiatric evaluation had diagnosed Joe as a passive-aggressive character disorder with poor impulse control and many features of an early socio-pathic personality. This usually would suggest a relatively poor prognosis. In December he was arrested because he was in the company with another young man who was passing bad checks. While Joe was not directly involved in the writing of the checks, he did go along in the spending, knowing that the checks had been forged. Since that time, to the best of my knowledge, there have been no other difficulties with the law."

"Joe has been seen on the average of once a month because of his erratic attendance. This has tended to improve as time has gone on. At first he found it extremely difficult to verbalize but gradually became more comfortable and was able to talk more easily. Generally he has worked as a laborer, and he most recently has been employed in construction work doing masonry work. He does appear to have settled down a good deal and has hopes of getting a job at Chrysler. He is recognizing his problem of impulse control in terms of his temper and has related recent incidents where he said he previously would have "blown up" but now did not. He was proud that this was so. He is a drop-out from school, having gone only to the 9th grade. He seemingly lost interest in school and then just refused to work at it. While he has toyed with the idea of going back to school at night, he has not done anything about this. One aggravating circumstance was a girl friend. She was very possessive and very demanding and, as a result, kept

*This case is a statistical failure since a violation of probation did occur. Often statistical failures are actual successes, as in this case.

Joe upset a good deal of the time. He was unable to recognize what was going on until very recently. Now he has a new girl friend with whom he is getting along much better."

"Assessing Joe's progress, at this point one can be cautiously optimistic. Considering the relatively poor prognosis it would appear that, thus far, the total program has asserted a positive influence upon Joe and that, hopefully, he will learn to control his impulses to the point where he can be a law-abiding, useful citizen."

As suggested above, it is too early to say that "Joe" will succeed in life. This story is not a complete one. But one thing is evident to the psychiatrist and all of us --- he appears to be completely changed. Formerly aggressive and hostile, he now is relaxed, friendly and grateful. The one-to-one volunteer says, "A great change in attitude". The probationer says, "I went to the psychiatrist before because I felt I had to. Now I need it and it's helping. I am getting better control of myself and have more feeling for others."

The one-to-one volunteer concludes our story, "Although he is not out of the woods yet and still could get in more trouble he has come a long way. If this program helps keep him out of prison and if he does, as it now appears, become a contributing citizen, the program has paid for itself for years to come".

This case illustrates how a psychiatrist can work with a rather unwilling probationer and gradually give him the desire to want to help himself through psychiatric counseling.

It is very encouraging. It reminds us of another probationer who was absolutely the most belligerent, hostile and aggressive probationer we ever had. He was forced to attend group psychotherapy as part of probation that also included punishment. He was discharged "without improvement." We did not think we had accomplished a thing although he was a technical success inasmuch as he committed no second crime while on probation. A few months later he came in to see us on a minor charge. We could not believe our ears when he said, "There is something wrong with me. I need help. Could you send me to a psychiatrist?" He is now with one of our volunteer psychiatrists and appears to be progressing very well. His attitude has changed a lot and we think he will be a useful citizen.

A woman probationer was assigned to a housewife with training in psychology. At first she was very distrustful of her new volunteer sponsor. The first few months on probation were not successful. Then one night her baby suddenly took ill. She remembered the volunteer's suggestion to "call me anytime". She called the volunteer at 2:00 AM. Within a half hour the volunteer's own doctor was at her residence and the baby was in the hospital shortly thereafter. The volunteer even paid the doctor and hospital bill. The defendant paid her back promptly.

The probationer never gave us or any other criminal court any more cause for concern. She said, "You really do want to help me. I will not let you down."

Another youngster was sincerely dedicated to the economic and philosophical theory that, "only squares work". He was assigned to a volunteer who suggested they have lunch at the executive dining room of the automotive company where the volunteer was employed in an executive capacity. The first few times the probationer showed up without a suit or tie and unshaven. The volunteer did not comment thereon. After a few meetings he suddenly showed up well-dressed and clean-shaven. He said, "How do you get a job?" When the volunteer reminded him that only squares work, he said, "Yeah, that's what I thought, but looking around this room each week has given me a new idea about what this is all about".

The volunteer helped him get a job with a steel company. A few more months and several more meetings went by when the probationer asked about the apprentice program. With the volunteer's help, he applied and was accepted. He did well in the program and now has a responsible position. The volunteer said, when the defendant was discharged from probation, "This man is simply not the same person".

In yet another case, a volunteer noted that a young probationer had a terrific problem with his teeth. It badly marred his appearance. The volunteer was sure this was part of his problem.

He contacted a local university and arranged with the dental school to have the probationer receive extensive treatment from a student dentist acting under the supervision of his professor. The teeth problem was solved in a few months. There has been no further difficulty with the probationer.

Another volunteer dropped everything to assist a probationer with a legal problem. The landlord had evicted the probationer and was wrongfully holding his stove. The probationer and his wife had no way to warm their baby's bottle. The volunteer dropped everything he was doing that day and went to his home to pick up and lend to the probationer a baby bottle warmer for his temporary use.

Then they went to a nearby court and got out a Writ of Replevin to recover possession of the stove. The volunteer, and a volunteer lawyer, helped the defendant in preparing the court papers. For the first time in his life the probationer was appearing in civil court as a plaintiff rather than in criminal court as a defendant. They got the stove back, but they also accomplished a lot more than that. The probationer has not been back in criminal court again.

The Recovered Alcoholic Volunteer: Letter from the volunteer citizen who directs the court's Alcoholics Anonymous Program.

The Court A.A. Group was born at one of our A.A. Area Thanksgiving evening services. This meeting was open to the public and the judge attended. A luncheon was arranged at which we developed a plan of probation for the alcoholic. This plan was to follow the A.A. tradition: one alcoholic talking to another. Contact was established

with our New York Office so we would abide with the most precious thing we have in A.A., our anonymity. Thus we could be sure to recognize our sixth tradition as follows: An Alcoholics Anonymous group must never endorse, finance or lend the A.A. name to any related facility or outside enterprise lest problems of money, property, and prestige divert us from our primary purpose.

We have carried this out to the letter with the fullest cooperation instead of pressure from the court. This, coupled with our "sixth tradition," preserved the standard of A.A. the world over.

The judge's first and only thought was for the growing problems of the young people that were appearing in front of him (as we in A.A. term "full blown alcoholics"). I simply met once a week with the alcoholics who were referred to me by the court. Soon other recovered alcoholics joined me and several of us met with probationers once a week. It was not long before we had all the recovered alcoholic volunteers we could use. At first, like any new venture, there was limited success. They were so many, so young and we were so few. There were tales of broken homes. Regardless of age, the "spoiled brat" syndrome (I want what I want when I want it) had to be dealt with. Fear, apathy and inconsistency were commonplace. Totally unable to cope with their problems, they eventually came to the attention of the court. Such was our beginning, and all seemed so futile. Like everything in A.A. if it was good, it would prosper.

After months of struggling "our first graduation day" arrived. This was the day they were handed their discharge from probation. There was an A.A. speaker and words of encouragement from the judge. At times such as this, he seemed to have a 'frog' in his throat, but we knew what this meant to him. A sea of faces once lost in the storm, young people, middle aged people, some from broken homes, all children of adversity. People, some with years of sobriety, others only beginning the long road to recovery.

The first graduation day four years ago we had a speaker who had been in A.A. for sixteen years. Here was a man who spoke a language these people understood. From skid row and jail to a very successful business of his own, President of the Chamber of Commerce in a city of over 100,000. Here was hope for those who were very resentful at first about probation. After this first speaker there was a decided change. The resentment began to fade and there were cautious words of encouragement to his fellow probationer. This started the rapport for which we had worked so ardently. Now they had begun to light a candle instead of cursing the darkness.

They began to emerge from that world of darkness. Lets call them all Joe Doaks for anonymity. The first came from a small southern town with three children. We could call him the fearful one as there was an air of terror about him as he faced the judge. Here was a fellow being that could go one way or the other. Jail, then court, over and over again. The hopeless alcoholic on the road to the mental hospital, skid row and death. Here was the perfect example for probation. When Joe heard of the opportunity of being placed on probation instead of

jail, there was a look of disbelief and, as he slowly understood, the look of terror faded as tears of gratitude began to show as he mumbled his thanks for the new lease on life. To him it was the beginning of a new venture in life. Three months of sobriety. A letter to his family telling of belonging to A.A. and the truth as to how he had come to join. Another letter to a fellow member of A.A. through our World Directory, and in his own city a job to which he could return. This is where there has to be an understanding judge to weigh the query. Is it too soon, will he slip on the way, will he make it on his own? This is where cooperation between the court and A.A. can really pay dividends for the disturbed alcoholic. Here the decision had to be made. The judge turned to me and said, "what a wonderful thing it would be if Joe could go to his city and spread the message of hope and help through rehabilitation." For the court and A.A., this was our first success story.

Four years ago comes long another Joe Doaks. He is married, has a family, then divorced, consumes a quart of liquor each day, suffers with cirrhosis of the liver, is overweight, a very sick man who was able to hold his position only because of his ability as an outstanding salesman. Warning after warning went unheeded. Here was the typical alcoholic---the compulsion to drink---the obsession to live to drink. Joe recites the fears, the remorse about losing his family, then the self pity that the world was against him. Why couldn't people understand him. He was a good fellow, went to church occasionally, but here again he knew these people didn't want him. Being an introvert their look of friendliness was interpreted as scorn. In self pity he took a bottle from his back pocket and went off to his room to drown the sorrow. Yes the bottle had become a power greater than himself. These thoughts flashed through his mind. Here again was that look of surprise as he was given the choice of probation to A.A.

After sentencing Joe the judge came off the bench and said four words that greatly impressed Joe. "Don't let me down." These words were to ring in Joe's mind constantly as here was an understanding person, who was asking him to do something for someone else. Joe now has four years of sobriety and is an enthusiastic worker in many A.A. groups. He is also one of our most able speakers. He has an interest in the firm in which he was only an employee on practically a day-to-day basis. In a state of sobriety he was able to give his daughter in marriage.

These are dividends which are reaped by this cooperation of A.A. and the court, men and women who walk proudly with confidence in their future. No more fears, no more morning sickness from hangovers. There are also those we can't reach. Some are not capable of seeing how important it is to be honest with themselves. These are the ones who will find their destination in a mental hospital, jail, skid row and even death. What are our rewards? Speaking for the judge, myself and my fellow members of A.A., and the many people who are now sober and off probation, the rewards are priceless. We all agree, for this program to succeed, get an understanding judge, an old timer in A.A., some wonderful people willing to work, a faith in mankind and a love of God in their hearts and you have the makings of a court A.A. probation group. Last night there were thirty-three

of us. A far cry from one A.A. and a lone probationer.

How successful are we? Our success ratio is roughly equivalent to the success-failure ratio of A.A. throughout the United States. About half of the referrals appear to be successful.

Thanking Bill for his loyalty practically from the start. Without him we could not have survived, thanks to Ben, Mike and the rest of A.A. members who have stayed with us. Yes we have a court group. Every Wednesday night you will find us closing our meeting with the Lord's Prayer and as we 'old timers' look around, say to ourselves "there but for the grace of God, go I."

Twenty three (23) years still dry and active.

"Howard"

The One-To-One Volunteer and the Volunteer Psychiatrist Working Together:

The defendant in this case was arrested for reckless driving. The pre-sentence investigation revealed he had had a fight with his girl friend and, in a fit of anger, drove at a fast rate of speed down a residential street. Among other things, the sentence included a two year probationary term. He was 17 years old.

The defendant and his girl friend were married and shortly thereafter a baby was born. The defendant was a rather inadequate person who had not graduated from high school. In addition to his other problems, neither parent approved of the marriage.

The court referred him to a volunteer psychiatrist for an evaluation. He reported that the boy was a character disorder. Although he was not emotionally disturbed, he was lacking in impulse control. The psychiatrist explained that the most effective form of treatment would be to insert into his life an inspirational personality who would show him that there was a better way to live. He further explained to us that such an individual could, by example, so impress the defendant with his concern and affection the defendant eventually would not want to "let him down." "After a while," the psychiatrist said, "we hope this desire not to let down his friend will be transferred to a desire not to let himself down." Thus, if we succeeded, rather than an impulse giving rise to an instantaneous reaction regardless of consequences, it would be tempered by a desire not to let his friend down and eventually by the thought he would not want to go contrary to his own standards. By this method we often seek to go from lack of impulse control to impulse control.

It is a big step to go from lack of impulse control to a point where one thinks before he acts but it can be done.

In this case the defendant was assigned to a volunteer who is a minister and an expert in marriage counseling. He spent many hours with this man and his new wife. They both remarked later that without this concerned counseling the marriage never would have lasted.

We helped the defendant secure a job. The volunteer talked with both parents and good relations were re-established at least with the parents of the wife.

After two years of intensive probation, the defendant was discharged.

Shortly thereafter the defendant came in to see us. He reported a terrible thing had happened. "My father has just made improper sexual advances toward my wife," he said. He asked for our help in handling this problem.

Through the city attorney, the father was contacted and sternly advised that any repetition of this conduct would result in a complaint and warrant being issued for his arrest. There has been no trouble since.

We think this is probation at its best. A young man who was so lacking in impulse control that, as a result of a minor fight with a girl friend, he drove at a high rate of speed down a residential street, two years later matured into a man that in a situation of great stress and strain had sufficient impulse control to seek out the authorities and ask them to handle the situation legally and properly.

It, of course, can never be proven one way or the other. However, we feel reasonably satisfied that the young man might well have committed a most serious act of violence had it not been for the hours the probation department and particularly the volunteer sponsor spent with him.

This young man continues to see us now and then although his probation has long since expired. He has a fine job, home, wife and three children. He is a real credit to the community. The substitution of mature judgment for lack of impulse control is reflected in everything he does as a father, husband, employee and citizen. He gives all the credit to his volunteer sponsor and the probation department.

Another case will illustrate the role of the volunteer psychiatrist. A defendant pleaded guilty to drunk and disorderly conduct. There was some indication of an intended pervert act toward a young child. However, the evidence was insufficient to justify a charge, let alone give rise to a conviction. The defendant had twice before in that year been convicted of drunkenness in other courts. Short jail terms were prescribed in both cases. They treated him as just another unfortunate alcoholic.

The psychiatrist in residency training interviewed the defendant prior to sentencing. He soon discovered the defendant was in an advanced state of alcoholic deterioration. The supervising psychiatrist and two volunteer psychiatrists confirmed the diagnosis. All agreed the defendant was highly dangerous.

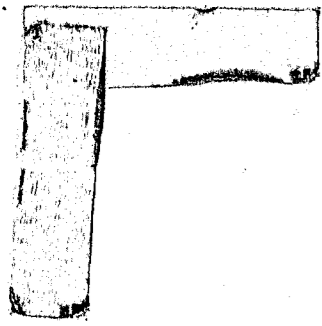
We learned the defendant had a service-connected disability. The VA* was contacted and the defendant, based upon the psychiatric reports, was confined to a VA hospital for an indefinite period of time and until cured. Only in this manner could the public be properly protected.

*Veterans Administration

Thus, due to the efforts of the psychiatrists, a desperate and dangerous case of mental illness was detected in spite of the relatively minor manifestation of that serious illness. Through the psychiatrists' efforts, society did not this time have to wait for a serious crime to happen before providing for the treatment of the defendant and the protection of society.

We hope these actual court cases will help illustrate some of the ways volunteers are used by courts and corrections.

As indicated earlier, volunteers are used in many different ways. We are only limited by our creativity, imagination and energy.



END