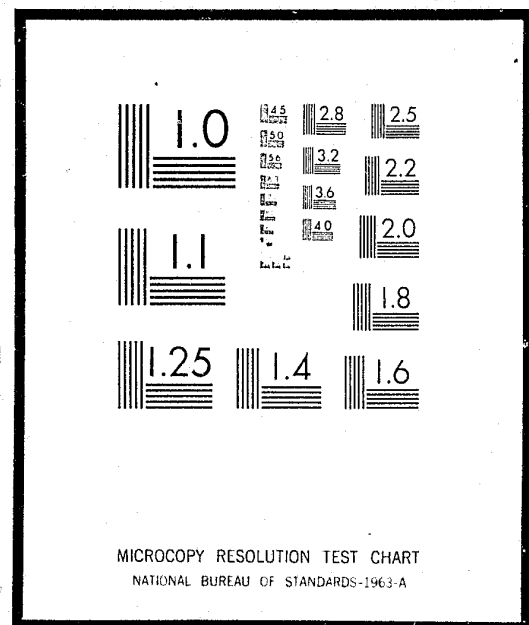


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LAW ENFORCEMENT ASSISTANCE ADMINISTRATION  
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5/26/77

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JUSTICE VOLUNTEER CORPS

EVALUATION

SEPTEMBER 1976

RECEIVED

DEC 1 1976

PROJECT CONTROL

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RECEIVED  
DEC 13 1976

Management Design, Inc.  
Cincinnati, Ohio

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## INTRODUCTION

The Justice Volunteer Corps has, since its inception, been concerned with the development of persons: volunteers, clients, agency staff, and its own staff and board. It was therefore deemed appropriate to focus on these persons, considering what they did as they went about their work and using this data to insure future development. This approach incorporates the bias of the researcher at three key points:

1. Evaluation should use the past as a stepping stone into the future.
2. Data gathering should not foreclose the area of inquiry, but should open it to the widest possible extent.
3. The inquiry itself should be guided by what persons involved have said they wanted to do, i.e., their goals and objectives.

Thanks to the work of Gale Sheldon and others, in the fall of 1975, it was not necessary to examine JVC board and staff. At the outset, plans were to include four other groups in the inquiry: volunteers, agency staff, clients and the community-at-large. For reasons stated elsewhere, efforts to include clients were later abandoned. Jody Kramer and others augmented the inquiry into volunteers with additional data from some 45 volunteers.

The evaluation was designed using the goals of JVC as the prime areas of inquiry. Activities identified by Gale Sheldon, et al. were used as guidelines within each of the others.

THE QUESTIONNAIRES

Originally five questionnaires were designed:

- 1) for volunteers
- 2) for agencies receiving JVC-trained volunteers
- 3) for the client, self-administered
- 4) for the client, interview style
- 5) for the community-at-large.

VOLUNTEER

The volunteer questionnaire was administered to 24 volunteers, selected as a cross-section on the basis of age, sex, area of residence and agency placement. Twenty-two of the volunteers were interviewed personally, two were interviewed by telephone.

AGENCIES

Thirteen persons, representing all of the agencies receiving volunteers from JVC, were interviewed; 12 personally, one by telephone.

- Cincinnati Correctional Institute (CCI)
- Municipal Court Probation Department
- Talbert House, Inc., (headquarters), and
  - McMillan House
  - Wesley House
  - Comprehensive One Stop Offender Aid Program (COSOAP)
  - McGregor House for Women
  - Aid to Victims of Crime
- Ohio Youth Commission
- One Plus

Persons within the agency who were interviewed included:

- 6 program/agency directors with direct responsibility for volunteers.
- 2 staff members with direct responsibility for volunteers.
- 4 program/agency directors without direct responsibility for volunteers.
- 1 staff members without direct responsibility for volunteers.

CLIENTS

The initial intent, in contacting clients, was to ask each volunteer to provide their clients with a simple form to be completed and returned. One section of this form asked those clients willing to agree to a personal interview to so indicate it. The interviewer would then contact the client directly. The client evaluation was not done, for two reasons:

- 1) A number of volunteers were hesitant to ask their clients to complete the form. As one put it, "How can I ask them to evaluate our friendship?"
- 2) The client forms which were given out were not returned.

COMMUNITY-AT-LARGE

The Community evaluation was difficult to administer in that "community" was not well-defined. Criteria established for those who were interviewed:

- 1) the interviewee represented an established group or organization.
- 2) The groups or organizations were known to have had contact with JVC.

It was possible, through the use of the criteria, to identify representatives from nine community sources:

Junior League - Provisional Course  
 Princeton High School  
 Glendale School  
 St. Ursula Academy  
 University of Cincinnati, Evening College  
 Beechmont Presbyterian Church  
 Christ Church Adult Education Hour  
 University of Cincinnati, College of Community Services  
 Eastern Hills Suburban News (A Media Source with known impact for JVC)

Each of these was interviewed by telephone.

It should be noted this selection came from an extensive list of community contacts supplied by JVC director, Alan McGrory. The list, not complete in itself, follows:

COMMUNITY CONTACTS

1. Junior League - monthly meeting - Covington, Kentucky x 1 time
2. Junior League - Moonliters x 1
3. Junior League - Provisionals x 2 times
4. Princeton High School - Mel Brown x 5 - Paul Merrill x 4 & 1 other teacher
- \*5. Walnut Hills High School x 2
6. Elder High School x 1 (law day) - Charles Kaufhold - Mark Klusman
- \*7. Glendale School (Catholic) - Jean Wess.  
\*Center for Continuing Law Related Education - University of Cincinnati
8. St. Ursula Academy x 3 - Jean Burton
9. Anderson High School x 2
10. University of Cincinnati - Batavia Clermont Campus x 2 - Social Work class - Mrs.
11. University of Cincinnati - Katy Burlew - College of Community Service x 1
12. University of Cincinnati - Evering College - Phil Muldoon x 5
- \*13. St. Saviour's School (Deer Park) - Shoplifting  
: \*Center for Continuing Law Related Education
14. Cincinnati Country Day School - Student x 1 - Planned
15. Withrow High School (summer) Tom Mitchell x 1
16. Hughes High School ? x 1
17. St. Alban Church - Columbus Ohio x 1
18. Indian Hill Church - Youth Ed Hour x 1
19. Beechmont Presbyterian Church x 2
20. Christ Church Adult Ed Hour - Buddie Ware x 1
21. Letters to all community councils, etc. x 4
22. Human Relations Commission Newsletter x 1
23. Jr. League Newsheet x 2
24. Jr. League National Newspaper x 1

Community Contacts

25. Enquirer x 1
26. Eastern Hills Suburban News x 2 - Maureen Hehmon  
Western Hills News x 1 & 2 other (?)
27. Community News (?) Louise Spiegel x 2 at University of Cincinnati  
College of Community Services
28. Involvement with Episcopal Diocese Committee of "22" on Board
29. Citizen's Committee on Justice & Correction - Board of Trustees/  
Sec to Board - News letter x 2
30. Appalachian - Urban Institute 35 people attended - Tom Wagner U.C.
31. Presented program for Ohio Association of Group Homes - 10 people present
32. Presented program to International Halfway House Association - Region #5  
60-75 people in attendance in Columbus
33. Have sent material to programs or individuals in the following cities:
  1. Columbus, Ohio
  2. Cleveland, Ohio
  3. Kansas City, Kansas
  4. Detroit, Michigan
  5. Middletown, Ohio
  6. Springfield, Ohio
  7. Dayton, Ohio
  8. Erie, Pa.
  9. Orlando, Florida
  10. Macomb, Illinois
34. Participated in National Volunteer Week - Piques Arcade - gave out over  
500 brochures
35. Attended the following conferences:
  1. 1 day conference Toledo 50-60 people attended - John Stoczek
  2. 10 day conference Boulder, Colorado WICOV Ivan Schiver - 35 people attended
  3. 3 day conference in Columbus, Ohio - Association of Volunteers in Criminal  
Justice - Jean Keeshin
  4. 2 day Volunteer conference in Covington, Kentucky - Jr. League  
Community Chest
  5. 3 day conference in Boston "1st National Conference on Alternatives to  
Incarceration."
  6. 6 day volunteer conference in Toronto, Canada

Community Contacts

36. Selected to attend 2 week CRTG Community Residential Treatment Conference:  
St. Louis, Mo.

37. Have had meeting with the following:

1. Mental Health Association - Rosemary Silver
2. Family Service - Betty Goldsmith
3. Red Cross - (?)
4. 621-Care

38. Thomas Moore College x 1 39/ Mt. St. Joseph x 2

JUSTICE VOLUNTEER CORPS

VOLUNTEER EVALUATION

NAME: \_\_\_\_\_ AGENCY PLACEMENT: \_\_\_\_\_

LENGTH OF PLACEMENT: \_\_\_\_\_ CLIENT LOAD: \_\_\_\_\_

1. What led you to volunteer?

Designed to evaluate:

- a. initiation of the JVC-volunteer relationship (i.e., recruitment)
- b. public relations, public education and the "selling of the agency".
- c. quality and reasons for continued commitments.

Are you still?

2. What were you prepared to do:

Designed to evaluate:

a. by your background?

- a. skill levels which the volunteer brought into the training.
- b. volunteer satisfaction with this preparation
- c. preparation which the volunteer received.

b. by JVC?

c. by your agency?

3. What are some of the situations you've had to handle with clients?

Designed to evaluate:

- a. the range of volunteer activity in the agency.
- b. the potential for creating client dependency.
- c. volunteer opportunity and ability to make decisions and to take action.

4. During your placement, what is/has been the relationship between:

a. you and your agency?

Designed to evaluate:

- a. support received from JVC/the agency.
- b. absence, presence; adequacy of supervision.
- c. perceptions of JVC/the agency
- d. volunteer impact internally in the agency.
- e. the levels (quality) of communication internal to the agency (to assess perceived leadership).
- f. ability of JVC to accept/act on criticism.

b. you and JVC?

c. your agency and JVC?

JUSTICE VOLUNTEER CORPS  
Volunteer Evaluation - continued

.....page two

5. What are your feelings about your involvement as a JVC volunteer?  
Designed to evaluate:
  - a. feelings/perceptions about role.
  - b. satisfaction with preparation, placement, utilization and general treatment.
  
6. From your experience, what have you learned which could be included in the training of others?  
Designed to evaluate:
  - a. volunteer ability to reflect on/learn from experiences in the field.
  - b. the collective experiential learning base which has been developed.
  
7. What ways have you found for determining how well you are/were doing with a particular client?  
Designed to evaluate:
  - a. volunteer ability to reflect on/learn from...
  - b. measures which are being used.
  
8. Do you know what has happened to any of those who are no longer your clients?  
Designed to evaluate:
  - a. the presence/absence of follow-up.
  - b. the known rate of recidivism and whether the offense has been greater or lesser.
  - c. the frequency with which relationships have continued.
  
9. What would you tell someone to consider who was thinking about volunteering as you did?  
Designed to evaluate:
  - a. the probable "image" being shared, word-of-mouth, in the community.
  - b. the feelings of the volunteer.
  - c. the volunteer's overall evaluation of the program.
  - d. the degree to which the program is making itself known and attractive to volunteers.

# JUSTICE VOLUNTEER CORPS

## AGENCY EVALUATION

AGENCY: \_\_\_\_\_ VOLUNTEER COORDINATOR: \_\_\_\_\_

EXEC. DIR: \_\_\_\_\_ RESPONDENT: \_\_\_\_\_

1. *What led to your decision to accept JVS-trained volunteers for placement?*  
Designed to evaluate:
  - a. public relations, public education and the "selling of the agency".
  - b. the initiation of the agency-JVC relationship.
2. *What services do/did JVC volunteers perform while placed with your agency?*  
Designed to evaluate:
  - a. volunteer preparation by JVC/the agency.
  - b. volunteer impact on the agency/on the client.
  - c. quality of work as a factor of preparation, supervision, utilization & support.
3. *What has happened which would demonstrate the competence or lack of competence of your volunteers?*  
Designed to evaluate:
  - a. volunteer preparation
  - b. quality of work of volunteers
  - c. volunteer impact on agency/on client; d. how the image of JVC is being carried.
4. *During placement of volunteers with your agency, what has been the relationship*
  - a) between your agency and the volunteer?
  - b) your agency and JVC?Designed to evaluate:
  - a. agency/volunteer relationships.
  - b. agency/JVC relationships.
  - c. the clarity of the roles of the agency, JVC and the volunteer.
5. *What would you tell an agency to consider who was thinking about taking JVC volunteers for placement?*

Designed to evaluate the satisfaction of the agency with the overall program.



JUSTICE VOLUNTEER CORPS

CLIENT EVALUATION

The Justice Volunteer Corps is asking you to help evaluate their work. Please complete this short questionnaire and return it in the envelope provided.

Below are eight sentences about you and your volunteer. Please show whether you agree or disagree with what each one says.

- Put "1" in the blank for "Yes, I agree".
- Put "2" in the blank for "I guess I agree".
- Put "3" in the blank for "I really am not sure".
- Put "4" in the blank for "I don't think I agree".
- Put "5" in the blank for "No, I don't agree".

- \_\_\_ 1. He/she was on time for our appointments.
- \_\_\_ 2. I was treated with respect.
- \_\_\_ 3. He/she listened to what I had to say.
- \_\_\_ 4. He/she was interested in me as a person.
- \_\_\_ 5. He/she knew the problems I faced.
- \_\_\_ 6. We worked on my problems together.
- \_\_\_ 7. I received the kind of help I needed.
- \_\_\_ 8. Because of his/her help, things have been easier.

The volunteer was from \_\_\_\_\_ and worked with me for \_\_\_\_\_ months. (Agency)

Would you be willing to be interviewed personally for the JVC evaluation? If so, please sign your name and give a phone number or address where you can be reached. The interview will be confidential.

NAME ADDRESS TELEPHONE

SIGN ONLY IF YOU WISH TO BE INTERVIEWED.

- 
- Designed:
- 1) to assess the quality of the relationship between client and volunteer.
  - 2) to begin to look at the impact of service on the client.

JUSTICE VOLUNTEER CORPS

CLIENT EVALUATION

NAME: \_\_\_\_\_

AGENCY: \_\_\_\_\_

- 1. What were the reasons you were assigned as a volunteer?  
Designed to evaluate:  
a. the circumstances under which a client received a volunteer.  
b. the level of offense (offender) with which the volunteer was entrusted.

- 2. Please describe your first meeting:  
Designed to evaluate;  
a. the circumstances under which client and volunteer met.  
b. the quality of preparation for the initial meeting.

- 3. What has happened since then?  
Designed to evaluate;  
a. the decisions/actions made/taken by client/volunteer.  
b. the "story" of the impact of the program.

- 4. What should be considered by someone before they agree to having a volunteer?

Designed to evaluate the total process.

JUSTICE VOLUNTEER CORPS

COMMUNITY EVALUATION

NAME: \_\_\_\_\_

REPRESENTING: \_\_\_\_\_

1. How did you/your organization first learn about JVC?

Designed to evaluate JVC's efforts in public relations, public education, and the "selling of the agency".

2. What was the nature of your contacts?

Designed to evaluate the quality and kind of JVC follow-up when interest was demonstrated.

3. What has happened as a result of these contacts?

Designed to evaluate impact on individuals (e.g., any volunteers) and impact on the organization (e.g., a new criminal justice committee).

JODY KRAMER REPORT

Total Volunteers used: 68

Number reached: 45

Number active and/or interested: 35 (of these \* 3 are interested, but presently not active).

Number no longer interested or unable to be active: 10 --

- ( 1 new baby )
- ( 1 signed up for probation - put off by probation officer- )
- ( disinterested )
- ( 1 outside commitments )
- ( 3 moved out of town )
  
- ( 2 lost interest (were with Talbert Houses) )
- ( 1 going to Graduate School - unable to devote enough time )
- ( 1 would give no reason )

Total 45

\*Of 3 not active, but interested, 2 want to be switched to OYC (one from CCI plus one from Probation). One wants refresher course before taking on case.

Number that could not be reached: 23

- ( No answer/busy:: 11 )
- ( No phone number - disconnected: 9 ) Total 23
- ( Would call me; but never did: 3 )

On these volunteers, I tried various out-of-the ordinary times to contact them, but no luck. The no answer/busy's were tried approximately 3 times each.

On the future of the JVC, I can only say that I am for continuation. The volunteers I talked to and hinted about dissolution were against it. So am I. The 45 active and/or interested volunteers deserve our backing; and we owe it to them to continue.

If a future becomes reality, perhaps a more thorough screening procedure may be able to see us retain more active volunteers.

## VOLUNTEER EVALUATION

## 1. What led you to volunteer?

Volunteers were first attracted to JVC through:

- 11 a. A friend.  
8 b. Presentations to schools or churches.  
3 c. Other volunteer activities.  
2 d. Media or brochures.

Alan McGrory interviewed each of the above prior to their going through training. One was placed without training because of qualifications.

Are you still?

- 2 now have paid positions in criminal justice.  
9 have gone beyond the required year, most due to previous commitment to and interest in the field.  
5 took the course but did not complete the year. One was pregnant; four cited lack of support from agency placement.  
2 completed the required year, but stopping, citing agency and personal problems.  
5 training helped them in volunteer positions they were holding prior to taking the training.

## 2. What were you prepared to do:

a. by your background?

- 17 nothing  
1 counseling  
4 understanding law/the criminal justice field  
1 work with juveniles  
1 volunteer experience in criminal justice

b. by JVC?

- 3 counseling  
6 active listening  
3 to refrain from judging others' values by your own

- 5 handle problems with probationers/clients  
8 use agency services and resources for clients  
7 understand the criminal justice system  
1 nothing ("I learned it all in school")

c. by your agency?

- 13 nothing; received no in-service training  
3 understand how the agency functions  
2 how to be comfortable in my agency  
1 how to meet a probationer "period!"  
1 how to work with the opposite sex  
1 how to use the "each one teach one" process.

## 3. What are some of the situations you've had to handle with clients?

a) Inter-personal relationship with client.

- 1) client failing to come for appointment  
 2) meeting client for the first time  
 3) client resentment  
 4) foul language  
 5) made decision to release client from CCI for funeral (client returned as promised)  
 6) how to use authority - e.g., a client had broken parole. With probation officer made decision not to report it because client progress was otherwise good.  
 7) how to detect and handle "being conned"

b) Client problems.

- 1) child abuse  
 2) school drop-outs  
 3) acting out adults  
 4) attempted suicide ("was not trained for this")  
 5) securing release for person improperly held at CCI

4. During your placement, what is/has been the relationship between:

a. you and your agency?

1) Agency support:?

3 resource for referrals

2 clear roles/responsibilities

3 good orientation

2 direct assistance in work with clients

14 none

2) Agency supervision?

6 good

4 fair

4 poor

10 none

3) impact on agency?

2 now on paid staff

3 in positions of voluntary leadership

4) levels of communication in agency?

6 good

18 lacking

b. You and JVC?

1) JVC support:

6 an open line to Alan

7 resources (people/materials) available

5 attended follow-up sessions

3 little contact

2) training

17 excellent

5 good

1 of no value

c. your agency and JVC?

7 good contact, support, interaction

17 very little known contact

5. What are your feelings about your involvement as a JVC volunteer?

4 extremely positive about training. (e.g., "training gave me more than 4 years of college".)

7 felt good about training

2 felt good about agency placement

6 expressed problems with agency placement, (i.e., insufficient involvement)

6. From your experience, what have you learned which could be included in the training of others?

9 agencies need to provide more orientation, job descriptions, staff preparation, etc.

2 more role play

2 more on practical approaches to drugs, alcohol, etc.

1 how to listen empathetically

3 more on psychology of the offender

1 more on criminal law

1 more on the multi-problem family

2 more on juveniles

3 not underestimating self; not pushing self on others (i.e., own values)

7. What ways have you found for determining how well you are/were doing with a particular client?

3 "it's how I feel personally"

4 no further violations of the law

3 client initiates contact

2 feedback from other sources

1 client begins to plan for own life

1 client expresses appreciation

- 1 client sees you as a person  
1 client will talk to you
8. Do you know what has happened to any of those who are no longer your clients?  
3 client contact broken  
8 client staying out of trouble  
4 client "back in"
9. What would you tell someone to consider who was thinking about volunteering as you did?  
5 agencies do not know how to use volunteers; have no plans/roles for them.  
1 not to think you will "save the world"  
1 that it is not for everyone  
1 wanting to help isn't enough  
6 the worker can't be emotionally involved, shocked, or pushing his/her own values  
2 JVC provides excellent training  
3 must be willing to spend time without needing to see results  
3 takes a whole and committed person  
2 not afraid to be hurt  
2 volunteer must have own interests and objectives

## AGENCY EVALUATION

1. What led to your decision to accept JVC-trained volunteers for placement?  
10 knew we needed screened, trained volunteers to supplement staff,  
3 knew how JVC developed  
3 recommended by other volunteers/staff  
3 knew and respected Alan McGrory
2. What services do/did JVC volunteers perform while placed with your agency?  
 a. internal  
9 transportation, filing, typing, testing, intake, telephone, reception  
1 conducting agency orientation  
 b. with clients  
2 vague  
1 teaching  
5 friendship to clients  
1 role model for clients  
3 counseling  
1 securing services for clients
3. What has happened which would demonstrate the competence or lack of competence of your volunteers?

## VOLUNTEERS:

- 2 serve now in paid positions  
5 are on time, committed, work hard  
1 have realistic expectations  
1 know when they are being conned, pushed  
1 don't push their own values  
3 require too much supervision to be able to do one-to-one counseling  
1 not committed; consistent; had ulterior motives,

4. During placement of volunteers with your agency, what has been the relationship?
- a. between your agency and the volunteer?
- 1 interview, orient, place, match with client, supervise.
  - 1 hold twice monthly rap sessions
  - 2 answers questions
  - 3 unclear
  - 3 don't have time to supervise ("need training in how to use volunteers")
- b. your agency and JVC?
- 10 comfortable, informal, open, working with Alan McGrory.
5. What would you tell an agency to consider who was thinking about taking JVC volunteers for placement?
- 2 JVC does an excellent job
  - 1 we have confidence in JVC administration
  - 6 JVC will find, recruit, screen and train volunteers for you, and you can turn them down if you find one who doesn't fit
  - 3 your agency must know how to use volunteers
  - 1 if caseloads are high, don't use volunteers
  - 3 your agency must be willing to share freely with volunteers; to take into account their needs, interests, expectations, goals.
  - 1 they all want to do counseling and this is unrealistic,
  - 1 volunteers need to be self-starters; have commitment.

## COMMUNITY EVALUATION

1. How did you/your organization first learn about JVC?
  - 3 through personal acquaintances
  - 3 through presentations/lectures
  - 3 through personal relationship with Alan
  - 1 assisted in its development
2. What was the nature of your contacts?
  - 2 news media interview
  - 8 presentations to groups
3. What has happened as a result of these contacts?
  - 3 unable to say (news media contacts)
  - 3 information on criminal justice has been shared
  - 4 individuals have volunteered through JVC
  - 1 a valuable pilot has been started

THE BROAD GOAL: Elimination of Recidivism

Achievable Goal #1

A corps of dedicated, well-prepared volunteers exists to work with offenders.

Program: To train these volunteers to work with offenders to discourage them to commit another crime.

Strategy: 1. Design a training program which will prepare committed volunteers to develop a one-to-one helping relationship with ex-offender (by 2/75).

2. Recruit, screen, train, place and develop on-going evaluation for a corps of trained volunteers.

3. Insure continuing commitment and skill development of volunteers by:

Tactics -

- a. Meeting some of the needs of the volunteers through their relationship with JVC.
- b. Providing an on-going information service for JVC volunteers.

Activities identified as related to this goal:

	Level of Importance	Level of Achievement	
Recruit volunteers	3.0	2.4	high importance-good achievement
Screening volunteers	2.4	1.4	important -question achievement
Training volunteers	3.0	2.2	high importance-good achievement
Placing volunteers	2.7	2.2	high importance-good achievement
Support services for volunteers	2.5	.8	important -question achievement
Collecting information	1.8	1.2	less important -question achievement
Information clearing house	1.7	1.1	less important -question achievement
Serving the agencies	2.5	1.0	important -question achievement
Serving the client	3.0	.4	high importance-question achievement

Insofar as recruiting, screening, training, placing, providing support services, and volunteer impact:

ITEM	VOLUNTEER PERSPECTIVE	AGENCY PERSPECTIVE
1. Volunteer Expectations	To do one-to-one counseling	Broad; little one-to-one counseling
2. Training	Excellent	Excellent
3. Diversity in training	Excellent..."diverse, whole persons"	Poor "too much alike"; "bleeding heart liberals"
4. Prepared for:	Counseling, active listening, non-judgmental approach, probationer's problems, using resources, understanding C.J. System.	Counseling, friendship/ model, teaching, transportation, filing/typing, intake/testing, telephone reception.

ITEM	VOLUNTEER PERSPECTIVE	AGENCY PERSPECTIVE
5. Actual level of involvement	as a friend or a functionary	as a surface level; few did indepth work
6. Roles/responsibilities	unclear, not spelled out	unclear, unstated, (as reflected in utilization)
7. On-the-job training	little supervision/training	little supervision/training provided
8. Support by JVC		
a. for volunteers	very good	very good
b. for agencies	unsure it exists	excellent
9. Impact	two-thirds of those interviewed continued beyond the one year commitment	two of the volunteers have been hired as agency staff; one now serves on an agency board.



Achievable Goal #2

The Board is fulfilling its role in the work of JVC.

Program: The development of direction for JVC and its staff.

Strategy: 1. Board members will be trained in their roles.

2. Board will set direction for JVC by:

Tactics -

- a. Defining goals, objectives, policies.
- b. Preparing for on-going evaluation of the agency and its programs.
- c. Establishing relationships with related agencies.

3. Board will prepare for the future needs of JVC by:

Tactics -

- a. Obtaining on-going funding (by 7/1/76).
- b. Meeting LEAA contract requirements.
- c. Enabling staff to develop their own skills further.

Activities identified as related to this goal:

	Level of Importance	Level of Achievement		
Administer Federal Grant	2.5	1.8	important	-some achievement
Educating the public	2.4	1.0	important	-question achievement
Evaluation-program, volunteers, board	1.8	1.2	less important	-question achievement
Setting policy	2.1	1.7	important	-some achievement
Fund-raising	3.0	-2.2	high importance	-no achievement
Selling selves as agency	2.5	.2	important	-no achievement

Only two functions of the board were evaluated by volunteers, agencies, and the public:

- 1. educating the public
- 2. selling selves as an agency

It is difficult to assess broad public education. However, from the data it is clear that, where groups/individuals have heard about JVC further contact has followed.

Word-of-mouth and educational presentations are the primary ways JVC has of selling itself to the community and to the volunteers. The need for trained volunteers, knowledge of how JVC developed, and a personal relationship with Alan McGrory were cited by agencies as reasons for "buying in" to JVC. JVC has a good image and reputation.

Achievable Goal #3

An increasing degree of community interest, acceptance and participation in JVC is demonstrated.

Program: Designed to inform and involve the greater community in the efforts of JVC.

Strategy: 1. Activate P.R. program (by 11/74).

2. Design ways in which the greater community can be involved in JVC activities.

3. Activate advisory committee.

Activities identified as related to this goal:

	Level of Importance	Level of Achievement		
Public relations	2.8	.7	high importance	-question achievement
Educating the public	2.4	1.0	important	-question achievement
Selling selves as agency	2.5	.2	important	-no achievement

It is evident from the evaluation that JVC's public image is excellent. Agencies, volunteers, the community contacts all spoke very highly of the services JVC provides.

Public education was not measurable beyond groups which received information about JVC. However, in almost every instance concrete action resulted.

Achievable Goal #4

The delivery of services to clients is improved.

Program: JVC develops role of client advocate in its work with community services.

Strategy: 1. Work for improved correctional programs.

2. Stimulate creation of alternatives to incarceration.

Activities identified as related to this goal:

	Level of Importance	Level of Achievement		
Recruit volunteers	3.0	2.4	high importance	-good achievement
Train volunteers	3.0	2.2	high importance	-good achievement
Place volunteers	2.7	2.2	high importance	-good achievement
Support services for volunteers	2.5	.8	important	-question achievement
Upgrade image/use of volunteers by agency	2.0	.0	important	-no achievement
Serving the client	2.4	.4	important	-question achievement
Serving the agencies	2.5	1.0	important	-question achievement

The evaluation comments made under Goal #1 apply here. It is obvious from the data gathered that, in fact, the image of the agency is being constantly upgraded through the support of volunteers the agencies, and the community at large. Further, some actions have resulted (cf. letter, following).

## Readers' Views

# Not All Criminals Are Dangerous

TO THE EDITOR: In his letter to the editor (August 27), George F. Denton, director of the Department of Rehabilitation, proclaims the Rev. Maurice McCrackin to be unrealistic. But I feel Mr. Denton is unrealistic when he thinks that more and more prison facilities is the answer to the growing crime problems.

From the National Council on Crime and Delinquency for 1975 statistics indicate more people (37%) were sent to prison for nonviolent property and economic crimes than crimes against persons. Twelve percent were locked up for drug-law violations and 15% for "other" miscellaneous crimes.

Imprisonment is simply not a legitimate sanction for the largest category of prison commitments. This is a self-defeating

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measure. It is time to stop the extravagance, waste and harm of filling up our institutions with people who have simply failed to make good capitalists.

It should not be unrealistic to expect an executive policy in criminal justice now, other than that of accommodation of the punitive spiral. Where is justice now for the victims so long ignored? Where is the justice for offenders denied the opportunity to be responsible for their crimes? Where is the justice for the taxpayer, in supporting prisons, which dehumanize and turn out humans whose only recourse in a punitive society is further crime? The nondangerous offender should be plucked out of prison. And no more should be dragged in.

The problems of injustice in the prison system is multifaceted, the solution is also multifaceted. The increased use of community alternatives, economic restitution, or victim-compensation centers, broad changes in sentencing policy and other alternative means of dealing with crime and criminals should be considered by the public and their elected and/or appointed officials.

And the public cannot legitimately call itself enlightened, if it does not take a look-see both collectively and individually into its own social soul. Statistics can be faceless; the public must take a bold look and be willing to admit to what is here, within the soul of our

The citizenry is led to believe that state's prisons hold a vast array of terrible "criminals," savages who must be locked away because they are too dangerous to live in a free community.

That picture of men and women who crowd our prisons is false. It is important that the citizenry take a close hard look at who is and who is not the victim. Oppression from distance comes easy in a highly technological society. The law of "might makes right," which has been so common as to go unnoticed, becomes even more entrenched as technology advances. More and more prisons spell more and more citizenry locked up! Is this the solution? There are many competent thinkers who say "No."

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A number of the agencies indicated they went to JVC because they needed screened, trained volunteers. They all spoke highly of the "excellent job" JVC does in providing this service.

The agencies all indicated a good relationship existed between themselves and JVC. Some of the volunteers agreed; other indicated uncertainty that it was so.

Volunteers were most pleased about JVC training; were highly critical of, not appreciated by, agencies:

18 felt they were not well used

14 felt the agencies gave them no support

18 felt agencies had no good internal communication

8 felt supervision was fair or poor

10 felt there was an absence of supervision

Clients were not available for interviews.

### OBSERVATIONS:

1. Data exists to support the conclusion that, in fact, JVC is achieving what the board has said it wants to achieve.
2. The breakdown occurs with the use of/appreciation of volunteers by the agencies.
3. The client probationer is:
  - a. inaccessible;
  - b. rarely receives volunteer follow-up (i.e., continued friendship);
  - c. is in no danger, data would suggest, of forming a dependency relationship with the volunteer;
  - d. may not properly be JVC's client, (A role conflict with the agency?)
4. JVC training may need to take into account
  - a. the need to make the functions for which it is training volunteers more broad,
  - b. the need for volunteers to reflect on, to learn from, and to apply lessons learned from experience. (That they are capable of doing so is indicated in the effectiveness measures they have come up with).

- c. that some may not use it in agencies but as free-lance volunteers or simply as good citizens.
- 5. Historically, JVC entered a market where the demand was questionable. (Agencies said they wanted volunteers but did little to prepare for them). Now, however, due to training excellence, demand is building.
- 6. JVC could probably benefit from more frequent evaluations of services (but in no cases more frequent than semi-annually).
- 7. Agencies should be encouraged and assisted in:
  - a. establishing clear roles and responsibilities for volunteers.
  - b. designing creative placements for volunteers.
  - c. building in more volunteer recognition.
  - d. building in good supervision for volunteers, linking training and good practice.
- 8. The strength in JVC rests in its excellent training program.
- 9. Community involvement on the board could be increased by decreasing Junior League involvement.

RECOMMENDATIONS

- 1. That JVC consider re-designing its program and scope, keeping in mind:
  - a. its strength is in training volunteers.
  - b. it has no clout in/control over agencies using its volunteers.
  - c. it cannot be responsible for the client (that is the agency's responsibility).
  - d. attempting impact on the "community-at-large" may be an overwhelming goal; and hard to ascertain success.
- 2. That JVC enable agency staff to receive training in all aspects of the use of volunteers. (e.g., roles, supervision, etc.)
- 3. That agencies use volunteers as unpaid staff; hiring and firing them; "paying" them with forms of recognition.
- 4. That JVC implement on-going evaluation of:
  - a. its training programs, by asking all who participate to answer three questions:
    - 1) what happened?
    - 2) how did I feel about it?
    - 3) what did I learn?
 and asking trainees to answer a fourth question:
    - 4) what more do I want to learn?
  - b. the utilization of volunteers, by asking each to keep a log, sharing it with their supervisors and, quarterly, with JVC (could be done in small groups). The log should ask three questions:
    - 1) what decisions did I make today?(including how, why, impact?)
    - 2) what actions did I take today? (including obtaining information, transporting clients, etc., and the perceived impact).
    - 3) what reflections do I have? (basically, what did I learn from what happened and in what ways can this learning be applied? Also, what questions did the reflections raise?)
- 5. This evaluation should be shared with all respondents, particularly the agencies.

**END**

*7-11-55*