MANAGEMENT OF VOLUNTEERS AT THE CAPE TOWN ASSOCIATION FOR THE PHYSICALLY DISABLED

by

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DECLARATION

I, the undersigned, hereby declare that the work contained in this thesis is my own original work and has not previously in its entirety or in part been submitted at any University for a degree.
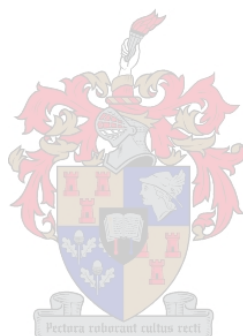
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Signature   **Date**

(Mrs M.L. Damon)

SUMMARY

An exploratory-descriptive research design together with a qualitative approach was chosen with the purpose of obtaining knowledge of and insight into volunteer management as a function of social work management, using the Cape Town Association for the Physically Disabled as a case study. The motivation for the study stemmed from personal experience of the researcher being employed at the aforementioned organization. The Cape Town Association for the Physically Disabled is a non-government organization which utilizes volunteers for both direct and indirect volunteer work. The goal of the study is to provide a framework to the social workers of the Cape Town Association for the Physically Disabled for the management of volunteers, to enhance developmental social service delivery.

The literature review covered the conceptualization, history and nature of volunteer work in social work focusing on the development of volunteerism internationally and in South Africa. This allowed the researcher to conceptualize volunteerism and also get a better understanding of what happens on an international, national and domestic level. The theoretical framework was social development focusing on the ecosystems perspective. The literature review specifically focused on the history of volunteerism, the management of volunteers including the different models of, as well as guidelines for, managing a volunteer programme.

The researcher chose to involve social workers at the Cape Town Association for the Physically Disabled since the social workers utilize volunteers, and in so doing also manage these volunteers.

The results of the investigation largely confirmed that the Cape Town Association for the Physically Disabled should refine their volunteer programme policy. Furthermore, the results confirmed that the social workers were not all aware of the process of management of volunteers. The research study also recommends the human resources model of management for volunteers to be utilized at the Association.

The recommendations were aimed at the management of volunteers in terms of recruitment, selection, training, orientation and supervision of volunteers according to the human resources model of management.

OPSOMMING

Die navorser het 'n verkennend-beskrywende navorsingsontwerp saam met 'n kwalitatiewe benadering gebruik met die doel om inligting te bekom en insig te ontwikkel oor die bestuur van vrywilligers as 'n funksie van maatskaplikewerk-bestuur. Die Kaapstadse Vereniging vir Liggaamlik Gestremdes is as 'n gevalle-studie gebruik. Die feit dat die navorser in die diens is van die bogenoemde organisasie en dus ook persoonlike ervaring het, het gedien as motivering vir die studie. Die Kaapstadse Vereniging vir Liggaamlik Gestremdes is 'n nie-winsgewende organisasie wat vrywilligers vir direkte en indirekte vrywillige werk gebruik. Die doel van die studie is om 'n raamwerk aangaande die bestuur van vrywilligers aan die maatskaplike werkers van die Kaapstadse Vereniging vir Liggaamlik Gestremdes te verskaf om die dienslewering in terme van sosiale ontwikkeling te bevorder.

Die literatuurstudie dek die konseptualisering, geskiedenis en aard van vrywillige werk in maatskaplike werk en daarna is daar gekyk na die ontwikkeling van vrywillige werk internasionaal en binne Suid-Afrika. Dit het die navorser dus in staat gestel om vrywilligheid te konseptualiseer en insig te verkry in wat binne hierdie gebied gebeur op internasionale, nasionale en op tuisvlak. Die teoretiese raamwerk was maatskaplike ontwikkeling, met fokus op die ekosisteem-perspektief. Die literatuurstudie het spesifiek op die geskiedenis van vrywilligheid, die bestuur van vrywilligers insluitende die verskillende modelle sowel as riglyne vir die bestuur van vrywilligers gefokus.

Die navorser het maatskaplike werkers van die Kaapstadse Vereniging vir Liggaamlik Gestremdes gekies weens die feit dat hierdie maatskaplike werkers vrywilligers benut en terselfdertyd bestuur.
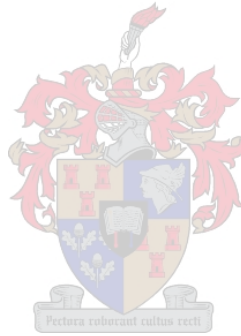
Die resultate van die ondersoek het grootliks bewys dat die Kaapstadse Vereniging vir Liggaamlik Gestremdes hulle vrywilligerprogram moet opknap. Die ondersoek het verder bevestig dat nie alle maatskaplike werkers bewus is van die bestuursproses van vrywilligers nie. Die navorsingstudie beveel aan dat die menslike hulpbron-model van bestuur vir vrywilligers geïmplementeer word deur die Vereniging.

Die aanbevelings was gemik op die bestuur van vrywilligers in terme van werwing, keuring, opleiding, oriëntering en toesighouding van vrywilligers volgens die menslike hulpbron-model van bestuur.

ACKNOWLEDGEMENTS

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CHAPTER 1

INTRODUCTION

1.1   MOTIVATION FOR THE STUDY

The Cape Town Association for the Physically Disabled is a non-profit organization that renders social development services to persons with physical disabilities, and to their families. The organization has always utilized volunteers for direct and indirect service delivery pertaining to various activities such as craft teaching, acting as members of the management board, assisting with ad hoc fundraising and street collections, assisting in consumer forum meetings, with catering, with feeding of clients and with some clerical tasks.

The utilization of volunteers is an important element of developmental social work according to the White Paper for Social Welfare (Ministry for Welfare and Population Development, 1997:32), because it relates to development of strengths and capacities. Although volunteers are utilized by the Cape Town Association for the Physically Disabled in an indirect manner, these volunteers come with an array of life experience and skills, which can be utilized for the benefit of the Association and its clients. Simultaneously volunteers are afforded the opportunity to develop their own strengths and skills in giving back to society.

The researcher has been employed by the Cape Town Association for the Physically Disabled since December 2003 and her responsibilities include the co-ordination of volunteers. It has been observed that the volunteer programme policy must be refined and modified to promote effective management of volunteers.

Volunteers who are utilized in any capacity within an organization become part of the human resources of such an organization, and thus would need human resource development or training and supervision. It is further stated by the White Paper for Social Welfare (Ministry for Welfare and Population Development, 1997) that service providers of social welfare services include volunteers as an integral part. Volunteers in the social welfare sector are thus

seen as a significant human resource which can be expanded with the purpose of broadening the scope of social welfare services to communities.

At the Cape Town Association for the Physically Disabled volunteers form an important internal human resource base for both indirect and direct service delivery, although the latter is to a minimal extent. Thus, through proper recruitment, screening and selection, training and supervision, the volunteers will have an increased knowledge of the organization and more specifically, specialized knowledge on disability, which in turn would afford the Association the opportunity to do task specific training, matching and utilization of volunteers. The Cape Town Volunteer Centre workshop on volunteer management attended by the researcher during 2004, also stipulated that recruitment and training is an important part of any volunteer programme.

Research by Van der Merwe (1985:1) and Londt (2002:10) concluded that professionals such as social workers have limited time and need volunteers to assist with tasks, thus leaving more time for the professionals for tasks requiring social work attention. In addition, authors such as Lewis, Lewis & Souflée (1991:118), state that volunteers have been utilized in the administration and provision of social services as far back as the 1880s. Therefore 1880s volunteers have been active at social service agencies for a very long time.

According to Labuschagne (1991:31), "In the present economic climate all resources are decreasing while client demand is relentlessly increasing." Thus welfare agencies should explore the possibility of using volunteers to extend services and to meet the needs of society. The White Paper for Social Welfare (Ministry for Welfare and Population Development, 1997:29) confirms that there is a need to increase the human resources in order to render a broader service and this can be done through effective volunteer utilization. Labuschagne (1991:31) further argues that the Republic of South Africa has no uniform standards regarding the training or rendering of services by volunteers. As regards to recruitment, selection and induction of volunteers, she states that most volunteer services recruit workers by word of mouth.

Various other authors (Naylor, 1967; Schindler-Rainman & Lippitt, 1971; Williams, 2001) discuss the importance of recruitment and training of volunteers. According to Dunn (1995:2484) managers of volunteers should be leaders in terms of recruitment, screening, selection and placement of volunteers. It is thus important that this be taken into account by the Cape Town Association for the Physically Disabled in its volunteer programme.

Based on the above it is clear that volunteers play an important role in the welfare sector where they form part of the human resource base. It is also clear that proper recruitment and training of volunteers should constitute an important part of a volunteer programme.

1.2   PROBLEM STATEMENT

Volunteering goes way back in history both on an international and a national level. An early form of volunteering was illustrated by the Good Samaritan who offered his support and help to a stranger without expecting anything in return (Holy Bible, 1985:93). South Africa has experienced many changes since 1994. In line with all the changes, the social welfare services needed to be adjusted to address the poverty and the past inconsistent distribution of resources (White Paper for Social Welfare: Ministry for Welfare and Population Development, 1997). This was emphasized in the State of the Nation Address given by the State President, during the opening of Parliament in 2003. Mr Thabo Mbeki challenged all South Africans to boost the pace at which change was taking place, and to offer their skills and time to the nation by becoming volunteers and join the process of reconstruction and development in South Africa (Claasens & Lombard, 2005:2).

However, volunteers have also changed during the past years, reflecting the many changes in society and the world at large, and thus any organization wanting to utilize the services of volunteers should take cognizance of the importance of developing a volunteer programme where the roles and tasks of volunteers, and others involved with volunteers, are clearly defined (Johnson & Yanca, 2004:389). Botha (2002:60) points out that all organizations including welfare organizations consists of various areas of management of which human

resources management is one. Against this background it is thus imperative that volunteers are viewed as internal human resources and need to be managed effectively.

1.3   AIM OF THE RESEARCH

The **goal** of the research is to provide a framework to social workers of the Cape Town Association for the Physically Disabled for the management of volunteers to enhance developmental social service delivery. In order to achieve this goal the following **objectives** were devised:

- To conceptualize and explore the history and nature of volunteer work in social work;
- To describe the management of volunteers as a function of social work management;
- To investigate the execution of the management of volunteers at the Cape Town Association for the Physically Disabled.

1.4   CLARIFICATION OF KEY CONCEPTS

For the aim of this study the following key concepts are clarified:

1.4.1   The volunteer

According to the White Paper for Social Welfare (Ministry for Welfare and Population Development 1997: preface viii) a volunteer is *a professional or non-professional person who provides a service to a welfare or development organization usually **without reimbursement***. Williams (2001:1) defines a volunteer as *someone who willingly and **without receiving any payment,** does a specified task that needs doing for a non-profit organization*. Thus from the above definitions it can be concluded that a volunteer is someone who provides his/her services without expecting payment.

1.4.2   Training of volunteers

The *Readers Digest Universal Dictionary* (1988:1597) defines training as, *to make proficient with specialized instruction and practice*. Thus training can be defined as providing input and allowing the volunteer to build on strengths in a practical way, making these strengths more proficient.

1.4.3   Human resources management

According to Barker (1999:223) human resource management is an activity concerned with the management of personnel including recruitment, training and assigning tasks or posts. In addition it is also a way of utilizing the organization's resources to the maximum.

1.5   RESEARCH METHODOLOGY

Consequent on the above information the research approach, research design, research methodology and research analysis will be discussed.

1.5.1   Research approach

To empirically support the above elucidation the understanding and implementation of volunteer management was explored with ten social workers employed at the Cape Town Association for the Physically Disabled; which was chosen as the field of research. A qualitative research approach was employed for the purpose of this study to obtain the goal of the research.

Miller and Brewer (2003:193) note that a qualitative research approach departs from the basis of a more intensive study exploring as many features as possible of a single phenomenon or a number of phenomena. De Vos, Strydom, Fouché and Delport (2002:79) state that a qualitative approach aims to understand social life and the meaning that individuals and people attach to everyday life. Furthermore, De Vos *et al*. (2002:79) state that when the researcher utilizes a qualitative research approach the interest is in understanding rather than explaining, a naturalistic observation rather than a controlled measurement and a subjective exploration of reality from an internal perspective.

In view of the aforementioned description of the qualitative research approach, the researcher concluded that the qualitative research method was applicable for realizing and attaining the goal of the research since the researcher aimed to explore and understand the management of

volunteers at the Association and did not necessarily aim to measure the extent of the management of volunteers. Based on the latter the goal of the study was formulated.

- **Case study**

For this research, the researcher utilized the Cape Town Association for the Physically Disabled as a case study. De Vos *et al.* (2005:272) refer to Creswell (1998) where a case study "can be regarded as an in-depth analysis of a bounded system. In the event of the study conducted by the researcher, the case study can be referred to as the instrumental case study". According to De Vos *et al.* (2005:272) this type of instrumental case study "is used to elaborate on a theory or to gain a better understanding of a social issue". The implementation of a case study thus matches the explorative-descriptive research design which will be discussed in more detail.

1.5.2   Research design

A cross-sectional research design (McMurty, 2005:274) which links with the exploratory-descriptive scope according to Grinnell, Unrau and Williams (2005:16-18), was undertaken to explore and describe the phenomenon of volunteer management at the Cape Town Association for the Physically Disabled. Babbie (2004:101) states that a cross-sectional study is based on observations of a sample (the ten social workers) of a phenomenon (volunteer management) at one point in time.

According to Babbie (2004:88) exploratory studies are appropriate to satisfy the researcher's curiosity, to test feasibility of further research and to develop methods to use in a more careful study. Babbie (2004:88) and Adler and Clark (1999:9) further recommend exploratory studies, in "the event breaking new ground". Since the researcher wanted to explore the current and past processes of volunteer management, the researcher conducted an exploratory study (Mouton, 2001:53). The intended research thus breached certain barriers since the phenomenon has not previously been explored at the organization. The research, of which certain aspects were explored previously by researchers such as Van der Merwe (1985), Slabbert (1989) and Londt (2002), has not been undertaken at the Cape Town Association for

the Physically Disabled. An exploratory study allowed the researcher to gain an understanding into the current circumstances and current perceptions of the participants.

In the event of descriptive studies both Babbie (2004:88) and Adler and Clark (1999:9) state that such a study perpetuates the description of groups, activities, situations or events. According to Reaves (1992:8–9), the purpose of descriptive research is only to describe and not to explain or predict the future developments of a particular subject or phenomenon. It can thus be said that descriptive studies will only describe the phenomenon being studied and will not explain the phenomenon in depth, or in great detail.

The objectives of this study were to conceptualize and explore the history and nature of volunteer work in social work, to describe the management of volunteers as a function of social work management, and to investigate the execution of the management of volunteers at the Cape Town Association for the Physically Disabled. Thus the type of research approach and design chosen best suited both the goal and objectives of the study.

1.5.3   Research method

Subsequent to the research approach and research design, the literature review, population and sampling and method of data collection will be discussed.

1.5.3.1   *Literature review*

According to Mouton (2001:86-87) before embarking on any research it is imperative to do a literature review to ensure that no duplication occurs in the event where previous research already covered the proposed topic. De Vos *et al.* (2002:127) stress the importance of a literature review in order to gain a wider understanding of the field of the research.

A literature review was thus conducted in the field of research to obtain a frame of reference from which to advance with the research and to serve as a foundation for comparison of the findings of the research. The literature review included both local and international literary sources that allowed the researcher to gain knowledge about volunteer recruitment,

utilization, management and training, with specific reference to the Cape Town Association for the Physically Disabled and the non-government sector. The researcher furthermore consulted both historical and recent literature to gain insight into the historical development of volunteerism with specific reference to the South African context.

1.5.3.2   *Population and sampling*

A population according to Bless and Higson-Smith (2000:85) is the set of fundamentals the research focuses on. De Vos *et al.* (2002:198) define a population as, *all potential subjects who possess the attributes in which the researcher is interested* and thus boundaries are set for the study.

Based on the above definition, the population for the research included all fourteen social workers at the Cape Town Association for the Physically Disabled. The sample from this population comprised those social workers who have been utilizing volunteers in their area of work. The latter thus formed the component of the population considered for inclusion in the study (De Vos *et al.*, 2002:199).

According to Adler and Clark (1999:89) a sample is a subsection of a population taken specifically to gain insight into the entire population. For this study the researcher used **non-probability sampling** (Adler & Clark, 1999:89; De Vos *et al.*, 2002:334) since the purpose of the research was to focus on participants who had already utilized volunteers. According to Bernard (2000:174) non-probability sampling is used when the researcher's objective is to collect data from individuals. The researcher used a **purposive sampling technique** (Babbie, 2004:183) since it was appropriate to select a sample on the basis of the researcher's knowledge of the population, the elements of the population and the purpose of the study. Bernard (2000:176) points out that purposive sampling is used widely in pilot studies. This type of sampling was appropriate to the study since the phenomenon of volunteer management had never been studied at the Cape Town Association for the Physically Disabled.

A total of ten social workers met the researcher's criteria for inclusion in the study. The criteria for inclusion were the following:

- The participants had to be social workers at the Cape Town Association for the Physically Disabled;

- The participants must have utilized or were currently utilizing volunteers.

Since the researcher is a full-time employee at the Cape Town Association for the Physically Disabled, she was familiar with the population and could thus select potential participants according to the criteria which were set for inclusion.

1.5.3.3   *Method of data collection*

For data collection to be implemented the researcher had to prepare for data collection and utilize a research instrument which is discussed in more detail.

- **Preparation for data collection**

The researcher initiated the process of data collection by contacting potential participants and setting appointment dates which suited each participant's schedule. During the contact the researcher thanked each participant for his/her willingness to participate, and explained the purpose and procedures of the research study. Permission was also obtained from the Chief Executive Officer of the Cape Town Association for the Physically Disabled and a memorandum was forwarded to the staff to request their co-operation if approached by the researcher. All ten participants gave their full co-operation and participated willingly.

- **Research instrument**

Semi-structured one-on-one interviews were used as data collection method. According to Reaves (1992:109) and Bless and Higson-Smith (2000:104-105) interviews allowed the researcher to have personal contact with the participants. Bernard (2000:191) is of the opinion that semi-structured interviewing is the best because it is based on an **interview schedule**. This is reiterated by De Vos *et al.* (2005:296) that semi-structured interviews are utilized specifically to gain detailed information from the participants of the study. For the purpose of

this study the interview schedule assisted the researcher since it contained a list of questions and topics which was covered during the interview. De Vos *et al.* (2005:296) state that an interview schedule is a questionnaire written to guide interviews. This means that the interview schedule contains predetermined questions which guide the researcher. Semi-structured interviews are best used where participants are accustomed to efficient use of their time. In the case of this study this was the best instrument to implement since social workers are always occupied with work responsibilities, resulting in the social workers having limited time.

The semi-structured interview utilized for this study contained questions covering the different topics of the research. The questions were open-ended, closed, dichotomous and multiple choice in nature (De Vos *et al.*, 2002:179–180).

1.5.3.4   *Method of data analysis*

De Vos *et al.* (2005:333) state that data analysis is the process of bringing order, structure and meaning to the data collected by the researcher. Thus data analysis in the qualitative method of research aims to search for general statements about relationships in categories of data. Babbie (2004:370) supports this by stating that qualitative data analyses "are methods for examining social research data without converting them to a numerical format". The method of research undertaken by the researcher therefore justifies the use of qualitative data analysis because the researcher did not wish to convert the data into any numerical format.

- **Planning for recording data**

According to De Vos *et al.* (2005:334) it is important for the researcher to plan how the recording of data will be done before the actual research is undertaken. De Vos *et al.* (2005:334) further state that the planning should be attempted in a systematic manner, where techniques used should not interfere with the ongoing flow of the participant's daily schedule. During the study the researcher recorded the data directly onto the interview schedule allowing her to have all the information in a systematic way. The method of recording the

data did not interfere with the daily routines of participants since interviews were scheduled at a time convenient for them.

- **Reading the data**

De Vos *et al.* (2005:337) note that researchers continually read and analyze the data to get a grasp of the whole data base. This allows the researcher to obtain an overview of the interviews conducted before breaking them into different parts. During the analysis of the data the researcher had to read through the data to gain an understanding and to familiarize herself with the data. This was a very beneficial exercise since it assisted the researcher, at the end of the analysis, to have a broad understanding of the data collected.

- **Generating categories, themes and patterns**

Both De Vos *et al.* (2005:337-338) and Babbie (2004:370-371) refer to patterns when analyzing qualitative data. De Vos *et al.* (2005:338) state that this process in data analysis "demands a heightened awareness of the data, focused attention on the data, and openness to the subtle, tacit undercurrents of social life". During the research, the researcher became aware of key issues or patterns as well as recurring ideas. This method was thus very useful in drawing conclusions and making recommendations for the study.

1.5.3.5   *Validity of data*

The validity of data will be discussed next with specific focus on creditability, transferability, dependability and conformability. De Vos *et al.* (2005:346) refer to Lincoln and Guba (1985) where the aforementioned concepts are used as a means of establishing the "truth value" of the study, its applicability, consistency and neutrality. According to De Vos *et al.* (2005:346) it is important that every systematic inquiry into human conditions address these issues, which will subsequently be discussed.

- **Credibility**

De Vos *et al.* (2005:346) state that credibility demonstrates that the inquiry was managed in a way to ensure the subject was described and identified accurately. Various interviewing

techniques such as questioning, probing, clarifying, reflecting, summarizing, paraphrasing, etc. were utilized to ensure the creditability of the study.

- **Transferability**

Transferability also signifies generalization. According to De Vos *et al.* (2005:346) the responsibility to generalize findings for different contexts will rest with the investigator of the research in the particular context and not with the original investigator. In the current study, transferability was ensured and was achieved because the researcher provided a comprehensive description of the research methodology to be applied in the research. Although the researcher used a case study, transferability could still be useful to a secondary researcher wishing to research a similar phenomenon in a different context.

- **Dependability**

Dependability is not the same as reliability, where the researcher attempts to account for the changing conditions in the phenomenon which was chosen for the study. According to De Vos *et al.* (2005:346), this links with a set of assumptions which is different to reality. Furthermore De Vos *et al.* (2005:346-347) state that positivists assume the universe is unchanged and this implies that the inquiry could be simulated. This contradicts the qualitative assumption that the social world is continuously under construction, and replication could become problematic. However, the present case study is a reflection of the participants' experiences at the time of the study.

- **Conformability**

According to De Vos *et al.* (2005:347) conformability points to the concept of objectivity. In other words the researcher should be objective and not evaluative. During the present study the researcher was able to abide by conformability because the questions posed to the participants required them to give their own opinion and understanding of concepts. The answers of the participants were then recorded in their own words thus not allowing the researcher to evaluate or to make assumptions. De Vos *et al.* (2005:347) add that in the case of a qualitative study the following question is posed as being the appropriate criterion for

qualitative type studies: "Do the data help conform the general findings and lead to the implications?" In the case of this research conducted by the researcher, it can be said that the findings of the study can be confirmed by another study and therefore, the evaluation is removed from some inherent characteristic of the researcher and places it with the data.

From the above discussion of the issues of validity it is also evident that this relates to the verification of data. For the study to be complete, the researcher thus had to ensure that all the concepts of validation were intact. However in any study it is also important that certain ethical considerations must be adhered to.

1.5.3.6   Ethical considerations

De Vos *et al.* (2005:57) define ethics as a set of moral principles which a group or an individual suggests, where it is accepted widely, and subsequently offer rules and behavioural expectations about the most correct way to conduct oneself towards participants in a study, employers, sponsors, other researchers, assistants and students. As a registered social worker, the researcher was bound by the ethical code of conduct for social workers by the South African Council for Social Service Professions (SACSSP).

In support of the above definition outlined by De Vos *et al.* (2005:57), the ethical issues such as informed consent and confidentiality are discussed in more detail.

- **Informed consent**

Thomas and Smith (2003:21) and Babbie (2004:63) refer to informed consent as voluntary participation by participants and they add that this is often hard to follow. According to De Vos *et al.* (2005:59) it is imperative that the researcher give participants adequate information about the research including the method which will be used. Furthermore De Vos *et al.* (2005) emphasize the importance of accurate information which will allow participants the right of self-determination to participate or to refuse.

In order for the study to be conducted, the researcher received written consent from the management of the Cape Town Association for the Physically Disabled via the Chief Executive Officer. The Chief Executive Officer also forwarded a memorandum to all staff informing them of the intended research as well as requesting their co-operation. Furthermore, the researcher ensured that all participants would be able to make an informed decision by giving adequate information about the study as well as the research method to be used. Participants were therefore not coerced or inveigled into participating in the study, but did so of their own free will.

- **Confidentiality**

De Vos *et al.* (2005:61) define confidentiality as handling information in a confidential manner where the participants have the right to stay anonymous. Babbie (2004:66) reiterates that research can warrant confidentiality when the researcher can identify a participant's responses but not do so overtly in public. Throughout the current study the researcher assured confidentiality where the participants had the right to self-determination when they wanted to stay anonymous.

1.5.3.7 *Limitations of the study*

The limitation of the research was circumscribed by the fact that a case study was implemented and thus the findings will only be applicable to the Cape Town Association for the Physically Disabled and not generally to the broader community. However, managers of volunteers can identify the concepts and framework, and where they can be adapted to different circumstances.

1.6 PRESENTATION

The research report will comprise several chapters covering various topics. Chapter 1 serves as an introduction to the research report. Chapter 2 will cover the conceptualization, history and nature of volunteer work in social work focusing on the development of volunteerism internationally and in South Africa. In chapter 3 the management of volunteers is covered

where specific emphasis is placed on the management tasks, skills and functions as well as the models of management.

Chapter 4 contains the empirical investigation and data collected by the researcher from the ten social workers from the Cape Town Association for the Physically Disabled. Flowing from the preceding chapter, chapter 5 will provide a framework, conclusions and recommendations for the management of volunteers at the Cape Town Association for the Physically Disabled.
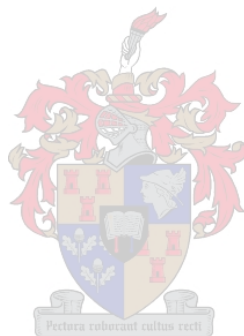
CHAPTER 2

THE CONCEPTUALIZATION, HISTORY AND NATURE OF VOLUNTEER WORK IN SOCIAL WORK

2.1 INTRODUCTION

Volunteer work has always been around and goes way back in both international and local history. As a starting point for this chapter, it is imperative to conceptualize concepts with regard to volunteers and to define the term volunteer. By doing this it will put into perspective the foundation of this chapter, as well as the objective of exploring the conceptualization, history and nature of volunteer work. The following discussion will promote an understanding of volunteering and in turn will allow for the effective management of volunteers. The discussion will also allow for the understanding of volunteers on different levels of welfare, social welfare and particularly social work. The conceptual framework for further discussion of this chapter is illustrated graphically in figure 2.1.

CONCEPTUAL FRAMEWORK OF CHAPTER 2

CONCEPTUALIZATION OF VOLUNTEER WORK IN SOCIAL WORK

HISTORY OF VOLUNTEER WORK

THE NATURE OF VOLUNTEER WORK IN SOCIAL WORK
* Types of volunteer work
* Profile of a volunteer
* Motivational factors of volunteerism
* Implications of volunteering
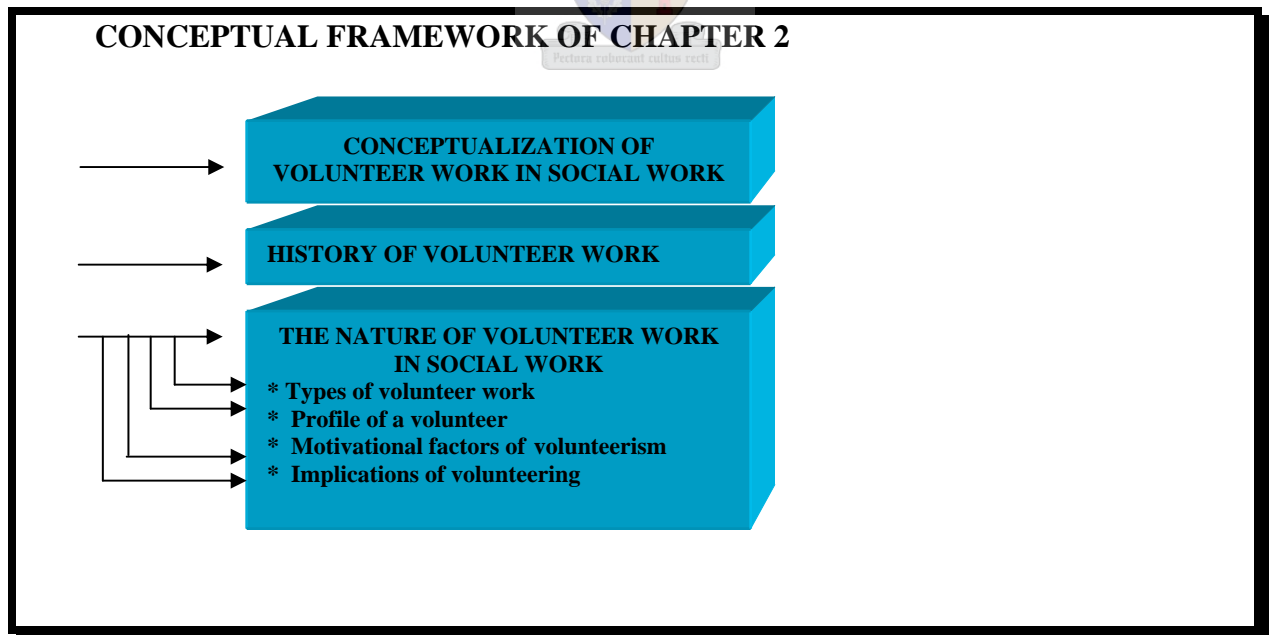
Figure 2.1: Conceptual framework of chapter 2

2.2   CONCEPTUALIZATION OF VOLUNTEER WORK IN SOCIAL WORK

South Africa is a developing country which has undergone drastic changes since 1994. The year 1994 marks a significant historical milestone when the first democratic election took place and as a result the country has experienced major structural, political and social change. These changes have left South Africa with many challenges, specifically in the rendering of social welfare services. The reason for this is that challenges implied that the welfare services needed to be adapted due the past inconsistent distribution of resources. Official government documents such as the White Paper for Social Welfare (Ministry for Welfare and Population Development, 1997) and the Service Delivery Model for Developmental Social Welfare (Department of Social Development, 2006) acknowledge that the country has serious problems with poverty, underdevelopment and inconsistencies. The latter imply that there are different levels of communities that are affected in different ways. It is thus evident that certain concepts need to be defined since they hold different meanings. For the purpose of this study the concepts of social welfare and social work, volunteer and volunteer work should be defined in order to give an overview of the context of the study. Since welfare is the umbrella service under which social welfare and social work fall, it is imperative to define these concepts.
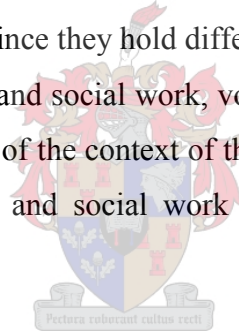
2.2.1   Definitions of welfare, social welfare and social work

The concepts of welfare, social welfare and social work are all inter-linked when it comes to rendering services to individuals, groups and communities. According to the *Readers Digest Universal Dictionary* (1988:1700) the term "welfare" refers to a general feeling of well-being and health. To contextualize the study, it is therefore important to explore the meaning of each of these concepts in relation to the concept of welfare to convey an understanding of the basis of the research. It can thus be deduced that welfare is the wider concept with certain sub-sections of social welfare and social work, which will be discussed.

2.2.1.1 Social welfare

The concept of social welfare is a sub-section of welfare and is defined by the White Paper for Social Welfare (Ministry for Welfare and Population Development, 1997) as being an integrated and comprehensive system of social services, facilities and social security which in turn will promote social development, social justice and social functioning of people in communities. This is supported by Reid in the *Encyclopaedia of Social Work* (1995:2206) where he adds that social welfare is interventions in the form of programmes guided by policy to address a certain recognized social problem to improve the well-being of those who may be at risk. Zastrow (2004:4) adds that social welfare aims to enhance the overall functioning of everyone irrespective of age or social standing in terms of finances. Zastrow (2004:5) defines social welfare as *a nation's system of programs, benefits, and services that help people meet those social, economic, education, and health needs that are fundamental to the maintenance of society.* This definition definitely refers to the macro level of services in the community where a combination of all programmes and services focuses on the well-being of society at large. Figure 2.2 illustrates this graphically.
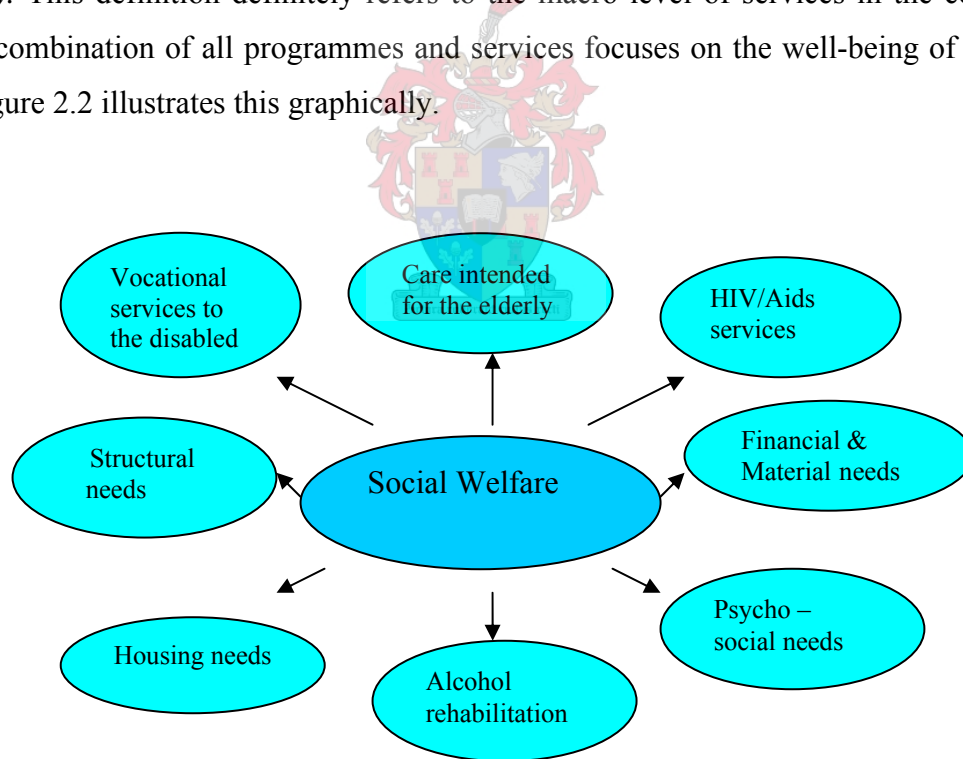
Figure 2.2: Some focal points of social welfare services

The above diagram (figure 2.2) shows that social welfare is a broad field with numerous focal points addressing the needs of society at large, leading to the well-being of society. For the above mentioned needs to be addressed it is important that there be different services of which social work intervention is one way of service delivery.

2.2.1.2 *Social work*

From figure 2.2 it is evident that social welfare is a broad field encompassing many disciplines of which one is social work. According to Zastrow (2004:7) the National Association of Social Workers in the United States of America, defines social work as a professional activity that is implemented with individuals, groups and communities to enhance their capacity to function more optimally. This links with Barker (1999:455) who defines social work as the applied science of helping people achieve an effective level of functioning, in turn enabling and enhancing society. According to Hare (2004:411) the international definition of social work states that it is *a profession that promotes social change, problem solving in human relationships, and the empowerment and liberation of people to enhance well-being*. It is thus clear that there is a definitive thread of overall well-being and benevolence running through services which are structured into programmes. This well-being is linked to the social welfare of communities. To enhance service delivery to communities it is important to utilize volunteers and other professionals as illustrated in figure 2.3 below. In so doing it would result in a greater area being covered and services being made more available to communities. This will also result in specific needs of the community being addressed at different levels by specific human resources, of which one such resource is the volunteer at the social work organization.

Figure 2.3: Examples of other professionals and volunteers being utilized by social work

2.2.2   Volunteers

In order to understand and contextualize the study, it is imperative to define a volunteer since the aim is to describe volunteers within social work. For the purpose of this study the definition of a volunteer will give an understanding of the basic foundation of this study.

Williams (2001:1) defines a volunteer as someone who does not expect or receive any remuneration in any form of cash or kind, and who performs a task willingly. This definition is supported by Barker (1999:512), who adds that a volunteer is someone who offers to serve of his or her own free will, usually without getting any compensation. The new *Social Work Dictionary* (1995:66) defines a volunteer as, *a person who offers his services or who is recruited to render a service at a welfare agency, usually without remuneration.* For the purpose of this study a volunteer will thus refer to someone who is not inveigled to perform tasks or duties, but does so without expecting payment and out of his/her own free will.

Going back in history, one of the earliest forms of volunteering is illustrated in the Bible where the Good Samaritan offered assistance to a stranger without expecting any form of compensation (Holy Bible, 1985:93). Volunteering goes back a long way!

At a Volunteer Indaba of the United Nations (Volunteer Indaba Report, 2000) the resident co-ordinator for the United Nations Operations in South Africa at the time stated as part of his opening remarks that volunteerism has always formed a part of every civilization and every society. He referred to the fact that everyone has a different understanding of what volunteering means; however, he stated, a volunteer would be someone who is willing to assist the neighbour next door. In contemporary indigenous South African rural communities the concept of "ubuntu" refers to neighbours and communities helping one another when help is needed, not expecting anything in return. This can be seen as a form of volunteerism where the actions of community members lead to maintaining social well-being.

In order to understand how volunteers fit into the social welfare and social work context in performing their tasks or duties, it is necessary to conceptualize volunteer work, how it fits in and where it fits in.
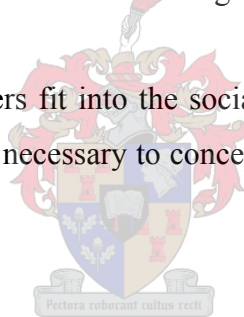
2.2.3   Volunteer work

People often do volunteer work without realizing its positive effects. People volunteer on different levels where they serve on school boards, assist at camps, serve on various community committees, management committees of non-government organizations, church and youth groups and in hospitals or hospices to name a few. The list is endless insofar as different organizations need and utilize volunteers for various reasons.

Having defined the main concepts above, the researcher will now focus on how volunteers fit into the social welfare context and the non-government organizations and specifically in the context of social work. Volunteers get involved with voluntary work at various types of organizations and also on various levels within such organizations. As the focus of this study is on the social welfare sector, this will also supply the starting point of this section.

Social welfare services internationally and in South Africa are performed continuously both in the state/government organizations and non-government organizations within a welfare context. Within this welfare context, Schoeman (1984:14) adds another dimension to the definition of volunteer, as that of a "welfare assistant". She states that the term "welfare assistant" is not commonly used in the South African social work context but it is rather referred to as "case work helper", a "social assistant" or "assistant worker". The lay person is involved in welfare work where he/she will act in the capacity of a volunteer, although more in direct client-based work. Bearing in mind the aforementioned descriptions of volunteer work, the term volunteer within the context of social work can thus imply that the volunteer will perform volunteer duties by assisting the professional social worker with tasks that may require both direct and indirect social work service work with clients. This signifies that volunteers are utilized within the social work context. This study will focus on volunteer work both in a direct and indirect way where volunteers are utilized to the benefit of the organization in which they are involved as well as of the communities which the organization serves. Direct social work entails working directly with clients, but does not necessarily refer to counselling, and indirect client work entails work where volunteers are involved in fundraising or administrative duties at the organization or in the areas of service delivery of the organization, and working directly with clients.

Volunteers thus play or fulfil a very important role in organizations and in society at large. In the United Nations Volunteers Annual Report of 2003/2004 it is emphasized that volunteers are most needed, and states that volunteering brings benefits to both the society at large and the person who is involved in volunteering. It builds trust and cohesion in the society by building trust and reciprocity amongst the citizens (United Nations Volunteers Report, 2003/2004:2). This view is supported by the Universal Declaration on Volunteering according to the Cape Town Volunteer Centre (2004), which maintains that volunteering forms a fundamental building block in civil society striving for the pursuit of peace, freedom, opportunity, safety and justice for all in the society. The declaration further elaborates that volunteering can either be done by an individual or a group (The Cape Town Volunteer

Centre Training Notes, 2004). It is subsequently clear that volunteer work can be done over a wide spectrum and for various causes or reasons. Volunteers are hence often linked to the social welfare sector since the latter is involved in welfare work inclusive of social work in communities. To elaborate on this, it is imperative to describe the theoretical base which forms the foundation on which the research rests since the focus will be on volunteering within the context of social work and within a given organization.

2.2.4   The theoretical perspective on volunteering in social work

As noted earlier, volunteers become an internal resource in the organization whether they are involved in direct or indirect volunteer work. In order to place the theoretical base from which volunteers get involved within the social work context, it is important to identify the point of departure. The guiding theoretical framework will be **social development**, which underpins social welfare in South Africa and is underwritten by the White Paper for Social Welfare (Ministry for Welfare and Population Development, 1997) and the Service Delivery Model for Developmental Social Services (Department of Social Development, 2006). Social development is known as a process of action that is planned to meet the needs of communities, enabling the community to be benevolent and independent to meet its needs. According to Sheafor, Horesji and Horesji (2000:82) a practice or theoretical framework consists of perspectives, theories and models. These concepts of perspectives, theories and models will be defined to give a better understanding of the theoretical base.

- *Perspectives* - According to Sheafor *et al.* (2000:86) perspectives direct the social worker to certain factors when a situation is approached. This refers to the purpose of the social worker wanting to render a service.

- *Theories and models* - According to Sheafor *et al.* (2000:96) theories and models are used in conjunction with perspectives since they form the roadmap leading to the goal which the social worker hopes to achieve. Theories refer to the application of the service, and models refer to the description of the service being rendered.

2.2.4.1 The ecosystems perspective

To contextualize this study further, it is concluded that an applicable perspective for volunteering as elucidated by Payne (1997:242) includes the **general systems perspective** that funnels into the **ecosystems perspective**. The general systems perspective is also described by Sheafor *et al.* (2000:89) and refers to the various systems in a community where there is interplay between the systems which can affect the functioning of these communities. These systems include the individual level, the family level and the community level. It can thus be said that the general systems perspective is the umbrella of the ecosystems perspective. Sheafor *et al.* (2000:91-92) write about the **ecosystems perspective** as referring to the person-in-the-environment. This stipulates that the person should be seen as part of a broader spectrum where the different spheres influence one another. In other words there will be cross-influencing and cross-dependency/co-dependency where the one relies on the other. Theoretically this means viewing the person in his environment, which links to the ecosystems perspective as stated by Sheafor *et al.* (2000:91) and also supported by Payne (1997:242) as part of the systems theory. In practice this is definitely confirmed since no human being functions as an island and in isolation. Individuals, families and communities are not static, but forever changing. As a result of these changes the individual, family and community needs to adapt to survive and therefore would present with different needs at different levels. Such various needs will be addressed by an organization's different internal resources such as the professional social worker, other organizational personnel and volunteers. This accordingly means that the volunteer acts within a specific environment (the social work organization and communities in which the organization renders services), where the volunteer can address certain needs in a direct or indirect manner. Any social work organization works on different community levels such as the micro levels, mezzo levels and macro levels where each level would require intervention from a social worker or a volunteer. Based on the preceding discussion, volunteers can thus be seen as an internal resource of a social work organization on all three levels (micro, mezzo and macro).

From the above discussion it is thus obvious that a theoretical base in social work intervention is very important. Part of social work intervention will require the assistance of volunteers since the volunteer as an internal resource of the social work organization can get involved on the different levels and address the different needs of the individual, group/family and the community not requiring professional intervention in the form of social work. By utilizing volunteers in their individual, group or familial capacity, the volunteers can assist the social work organization to motivate clients to complete certain goals in order to bring about change and ensuring benefit to the community.

From this discussion of the theoretical base it can be concluded that it is of utmost importance to give direction to services whether rendered by a professional social worker or a volunteer. This is important since services are based on the expressed and identified needs of the community. It would also be beneficial to explore the history of volunteer work, since the previous discussion gave insight into the foundation of volunteer work within the context of social work.

2.3 HISTORY OF VOLUNTEER WORK

In order to obtain a good understanding of the history of volunteer work it is imperative to understand where it stems from since it is also important to assess how this linked into early social work practice and will give direction to the effective management of volunteers in present times.

There have been many developments in terms of volunteer work, in both the international First-World countries as well as in the Third-World African countries, including South Africa. For conceptualization and the purpose of this study, it is thus important to describe the development of volunteer work in social work, both on an international level and indigenously in South Africa.

2.3.1 International developments

When looking at the history of volunteer work internationally it is evident that volunteers have always been part of the community. First-World countries such as the United States of America and Europe have been the forerunners in general development. International developments will be discussed to determine the history of volunteer work and how it fit into early social work specifically in the United States of America. The discussion to follow will thus focus on the Unites States of America and Europe as examples of First-World counterparts.

In the *Encyclopaedia of Social Work*, Brilliant (1995:2469) refers to voluntarism and voluntary associations in the United States of America that have been quintessential features contributing to the freedom of choice and to the economy. This refers more to a macro level where the broader society is affected. There was involvement by more middle and upper-class women from the feminist movement in the Charity Organization Societies (COS) (Swartz, 1984:3). Brilliant (1995:2472) further states that two primary Western sources influenced the formulation of voluntarism in the United States. These sources stemmed from two ideas, namely Greco-Roman and Judeo-Christian. The Greco-Roman source of philanthropy provided benefits for general welfare and love of mankind; the other source was the Judeo-Christian idea of providing charity to the poor, seen as the religious duty leading to salvation (Brilliant, 1995:2472). This links to the earlier definitions of the concepts of welfare and social welfare, where the latter is concerned with the overall well-being of society.

The rise of organized volunteering is discussed as the COS, since this was the first organized volunteering at the time. Lewis *et al.* (1991:118) also point out that volunteer work has its roots as far back as the 1880s when volunteers were utilized in administration, the provision of social services and served on boards as community leaders. Volunteers were often seen as the friendly visitors of the COS and were regarded as the social advocates of those societies. Woodroofe (as cited in Van der Merwe, 1985:13-14) refers to an historical milestone specifically in the social work profession history, with the emergence of the COS in 1869 in

London. Manser and Cass (as cited in Van der Merwe, 1985:14) note that the foundation for the current process of individual intervention was laid by the COS. This thus clearly denotes the start of individual and direct social work service to the communities to ensure its well-being.

Based on the discussion above it is evident that the COS forms the root of volunteer work internationally. It is clear that the efforts of the early volunteers were most valuable in alleviating the needs of the community in a more organized way to ensure maximum benefit.

According to Frumkin and Lloyd (1995:2238) social work education was developed at the end of the nineteenth century when social agencies became concerned about improving their services to be more consistent to the poor and dependent people. In 1877 the COS already had a hand in the in-service training programmes for volunteers. During 1898, the New York COS sponsored a six-week training programme focusing on applied philanthropy. Frumkin and Lloyd (1995:2238) report that within six years a one-year educational programme was established as the New York School of Philanthropy, later known as the New York School of Social Work and since 1962 known as the Columbia University School of Social Work. This marked the beginning of professional social work and using volunteers to assist in the service delivery.

In 1974, British literature supported the collaboration of services between the volunteers and the professional workers internationally. According to Holmes and Maizels (1978:19) the economic instability by 1977 impacted on the British economy and simultaneously there was increasing interest by the voluntary sector, with volunteers either sustaining or replacing the professional activities in communities. At that time volunteers were widely utilized by the social workers to render services to communities. Formerly individual volunteers performed the tasks that are presently known as social work. At this time there was a revival in the interest of the volunteers. Volunteers in Britain and the United States of America have thus almost played a role parallel to that of the professional social worker and therefore fulfilled a complementary role in the expansion of service delivery. It is also evident that the emergence

of the volunteers and their inputs played a major role in the formal establishment of social work services internationally.

From the above discussion it is evident that internationally, volunteers and volunteer services in the context of social work started way back. The services of volunteers were first established on a philanthropically basis and later became more organized into volunteer organizations. It is also clear that volunteers in the United States of America and Britain form an integral part of the service delivery of social work organizations and that the volunteers are part and parcel of the internal human resources of such organizations.

In order to develop a clear understanding of volunteerism both internationally and domestically it is therefore important to examine the development of volunteer work in Southern and South Africa, to determine the development of volunteers on a domestic level and by doing so, also contextualize the study.

2.3.2 Developments in Africa

The African continent as a whole is seen as a Third-World country which is still developing, although there have been many changes in terms of making up for the past colonialism. Africa, just like the First-World counterparts, has a rich history of volunteer work. To contextualize the discussion, it is important to take a broader look than just South Africa, and to see how this has influenced volunteer work indigenously. The Volunteer Vision Conference hosted by Volunteers Southern Africa in 2000, also known as VOLSA (2002:12-15), stated that the history of Africa is a history of all forms of resilient struggles against colonialism and apartheid. This history includes activists from Namibia, Zimbabwe, Zambia, Angola and many others who participated in the struggle for liberation and democracy on the African continent. All these activists were fulfilling a volunteer role, since they did not receive any compensation and had to pay a price or sacrifice for the benefit of their region and country. There is a strong influence of history, people, religion and culture in the various regions on the meaning of volunteering in the African context. There is a giving of mutual aid which is a strong feature in African society, people and culture, which is seen as volunteering.

Due to Africa's diversities in terms of culture and beliefs which differ from region to region, a Volunteer Indaba hosted in 2000 (Volunteer Indaba Report, 2000:20-23) allowed various Southern African sub-regions an opportunity to explore the various facets of volunteering in their respective sub-region, some of which will be used as examples in this discussion.

In the case of **Malawi**, there has always been a spirit of informal volunteering and in the past few years Malawi has made efforts to promote volunteerism, with focus on non-traditional community-based volunteerism. During the year of independence in 1964, Malawi utilized volunteers from the United States of America, the United Kingdom, Japan and Ireland due to a shortage of trained and educated Malawians (Volunteer Indaba Report, 2000:20–23).

In **Lesotho**, volunteerism was always a community service defined as "matima". This was practiced by the Basuthu society where community members relied on the chief for day-to-day decisions and thus also for provision of the protection of the community and the resources, wealth and leadership (Volunteer Indaba Report, 2000:25–26).

Namibia only started utilizing volunteers during the 1990s after independence. The United Nations Volunteers were the first to render voluntary services to the Namibian communities, where volunteers were involved in rural communities where there was a shortage of many services and where it was needed the most (Volunteer Indaba Report, 2000:27). The volunteering done in Namibia was more on a macro level of social welfare.

It is thus clear that volunteering in Africa generally reflects the humanitarian approach of the international Charity Organization Societies (COS). It also directly echoes the state of overall well-being and organized interventions in communities as defined by the concepts of social welfare and social development. The focus of volunteering in Africa stems from liberation and "ubuntu" where the latter reflects a more philanthropic approach to volunteering. This discussion also mirrors the broader picture of African developments and to contextualize this study it is important to also discuss indigenous volunteerism in South Africa to see how African developments have influenced South Africa.

2.3.3   South African developments

In the past decade, South Africa has undergone a major transformation to recover from the legacy of the apartheid system. Since 1994, the post-apartheid system has left South Africa with many challenges facing the social welfare services. These challenges were especially in terms of available resources and bringing services in line with the principles as stipulated in the White Paper for Social Welfare (Ministry for Welfare and Population Development, 1997) and the Service Delivery Model for Developmental Social Services (Department of Social Development, 2006). The White Paper for Social Welfare (Ministry for Welfare and Population Development, 1997) stipulates that service providers of social welfare services employ various personnel of which volunteers are included as an integral part. Volunteers in the social welfare sector are thus seen as a significant human resource where volunteerism can be expanded with the purpose of broadening the scope of social welfare services to communities. It is thus important to understand where South African volunteers stem from in the social welfare context.

Since 1652 to the end of the previous century, volunteers in South Africa did not fulfil an integral role in terms of service delivery in social welfare. It was more in the affluent communities that the family, extended family and the Dutch Reformed Church assisted those in need. As a result of the aftermath of the Anglo-Boer War of 1899–1902 and the deterioration of social conditions, certain individuals availed themselves as volunteers. Volunteering fulfilled their inner compulsion where they assisted in co-ordinating or rendering social welfare services to those in need (Grobbelaar, 1980:3). Grobbelaar (1980) adds that this resulted in the establishment of different committees. These committees consisted of the Afrikaanse Christelike Vrouevereniging (ACVV) in 1904 in Cape Town; the Suid Afrikaanse Vrouefederasie (SAVF) in 1904 in Transvaal; the Oranje Vrouevereniging (OVV) in 1908 in the Free State and the Natalse Christelike Vrouevereniging (NCVV) in 1915. This meant that volunteers were involved in organized services (Grobbelaar, 1980:5-6).

Early social welfare services rendered by volunteers in the religious field were started by mostly women, until such time that they were established in the women's groups as mentioned in the preceding paragraph. According to Potgieter (as cited in Londt 2002:17) in the greater part of the twentieth century, before the democratic election, the various population groups were subjected to different levels of development and thus volunteer work in South Africa also developed according to race differentiation. This however changed drastically after the apartheid regime was transformed on a structural, political and social level. This resulted in opportunities for more population groups to get involved in volunteer work in a more structured manner. The Cape Town Volunteer Centre, which specializes in volunteer recruitment, selection, placement and training of volunteer managers, reflects this where more volunteers from the black and coloured population groups started getting involved with volunteering in post-1994 (Dudley, 2005).

Volunteer work in South Africa is spread over a vast spectrum and throughout the years there have been many different forms of volunteer work. One such act of volunteer work was mentioned during an address at a Volunteer Indaba in 2000 where the director of the South African Non-Government Organization (NGO) coalition at the time stated that the struggle for democracy was also the result of dedicated activist volunteers who were prepared to sacrifice to achieve social justice. One such person is former South African president, Nelson Mandela who displayed a spirit of volunteering along with many others like him. This act of volunteerism illustrates the volunteer work in terms of the liberation struggle which models that of the African volunteers in general, discussed earlier. It is thus no surprise that the South African Non-Government Organization (NGO) coalition is driven by the efforts of volunteers (Volunteer Indaba Report, 2000:14). Here once again the integral participation of volunteers was highlighted in volunteerism in South Africa. It is clear that in order for social welfare services to reach communities it is important that volunteers be utilized in social work in order to ensure that there is well-being in communities on all levels, although the core focus will differ from level to level depending on the need and type of assistance required.

At the Volunteer Indaba hosted in 2000, it was stated that the new democratic South Africa creates an opportunity for involvement from society in all areas of governance. Government

has thus committed to promote voluntarism in South Africa where volunteers will partner organizations in order to ensure a benevolent society (Volunteer Indaba Report, 2000:7–8). Furthermore, the White Paper for Social Welfare (Ministry for Welfare and Population Development, 1997) emphasizes the need to strengthen and promote partnerships between government, the community organizations and the private sector. The principles of justice and inclusiveness are stressed where it gives volunteers in the communities the opportunity to get even more involved. It also gives volunteers across the population group spectrum the chance to get involved in contributing to a benevolent community.

The above discussion clearly reflects the rich history of volunteer work and the value it has added to the South African society through parallel service delivery by volunteers and professional social workers. It is also very evident that volunteer work and the development of volunteerism in South Africa stemmed from the international level funnelling through Africa to trickle into South Africa. Due to the different understandings of volunteer work in various regions on a more domestic level, it is thus imperative, for the purpose and contextualization of this study, to discuss the context in which volunteer work is rendered in South Africa.

2.4 THE NATURE OF VOLUNTEER WORK IN SOCIAL WORK

Volunteer work can encompass many different types of tasks to be performed. For the purpose of this study the nature of volunteer work will be described within the social work framework in order to dissect the role volunteers fulfil.

Throughout the discussion on the history of volunteer work in the previous paragraphs there have been clear parallel definitions of volunteers both internationally and indigenously in South Africa. This is also despite the different pace of development in the First-World and Third-World. In South Africa there have been new developments within the welfare sector where volunteers are included as part of the human resources and thus would be an important addition to the staff complement and human capacity of any organization. It can thus be concluded that volunteer work in South Africa has been unstructured and very dependent on developments internationally to funnel down to the Third-World countries. Currently

volunteer work in South Africa has become more structured and co-ordinated and even more so after 1994 in the post-apartheid era.

Since volunteers can get involved in various ways it would be imperative for any volunteer work to be distinguished in terms of the various tasks required and thus the different types of volunteer work.

2.4.1   Types of volunteer work

Any organization that involves volunteers has different types of volunteer work to be performed depending on the volunteer tasks at a given organization. For the purpose of this study, the types of volunteers to be discussed will be within the social welfare sector and in particular social work. Naylor (1967:25) points out that there is a difference between administrative and operational volunteers.

2.4.1.1   *Administrative volunteer services*

According to Naylor (1967:25-26) administrative volunteers serves on boards at a policy-making level. Naylor (1967:26) notes that another form of administrative volunteer task includes the clerical volunteers. Organizations have continued to utilize volunteers for clerical work. An example of how volunteers can be utilized in social work in an administrative capacity is to let volunteers send out letters of referrals when a new client is referred to the organization, to let volunteers write out index cards for all registered clients of a particular social worker or to let the volunteer send out letters to the clients with whom the social worker wishes to make an appointment. Volunteers can also be utilized in other administrative tasks such as secretarial duties and general office administration. These constitute more indirect volunteer work with clients.

2.4.1.2   *Operational volunteer services*

According to Naylor (1967:25) operational volunteers are used more in direct programme activities. This signifies that the volunteers would be in direct contact with the clients of an organization. Naylor (1967:25) notes that volunteers in the health and welfare sector are finding new methods of contributing to recovery by making direct contact with the public and

doing marketing. On the other hand, operational volunteers are used in direct contact work such as manning the reception desk. This puts volunteers in a challenging and changing environment which is more interesting than administrative work. Although Naylor (1967) writes from an international perspective, this is parallel to the nature of volunteer work in South Africa. Organizations in South Africa often use volunteers within the social work context to work directly with clients. For example, at Lifeline/Childline in the Western Cape, volunteers are trained to do both telephonic and face-to-face counselling of clients.

According to the Volunteer Indaba Report (2000:12) volunteers at the United Nations Volunteer Program (UNVP) in South Africa have been active by involving a mixed team of national and international experts to deliver services. The programme was operationalised during 1994 in South Africa's Northern Province where they have been utilizing volunteers in various activities such as the reduction of poverty, the promotion of volunteerism among the youth by supporting local initiatives and by promoting human and gender rights. This forms part of the social work function of creating awareness in communities about issues affecting the different communities. The emphasis on the promotion of human rights, which includes gender rights, is very much in the forefront in the disability sector. In order to promote these issues, social workers often engage volunteers to assist with awareness programmes or the organizing of marches to create awareness.

The South African Students Volunteers known as SASVO was established in 1993. Since their establishment they have utilized 6000 students from 40 African academic institutions and have participated in more than 200 community development projects in South Africa, Swaziland, Mozambique, Botswana, Tanzania and Uganda. During 2000, they also assisted with relief work after the disastrous floods in Mozambique (Volunteer Indaba Report, 2000:12). This supports social development as stipulated by the White Paper for Social Welfare (Ministry for Welfare and Population development, 1997) and the Service Delivery Model for Developmental Social Services (Department of Social Development, 2006).

The South African Red Cross Society also utilizes once-off group volunteers. The focus of their services is a humanitarian relief organization to relieve human suffering and to foster human dignity. The services are rendered to all sexes, races, and political or religious affiliations and are driven by volunteers, and completely dependent on volunteer participation. Various skilled volunteers are required for first aid, disaster relief and HIV home-based care (Volunteer Indaba Report, 2000:29). It is a direct community service which is inclusive of prevention work operationalised through first aid training, health education, HIV/AIDS awareness, home nursing, environmental education, mitigation during disasters by distributing food, tents, medication, clothing and blankets to relieve those who were affected. They also serve as referral agents to community resources. They assist communities to rebuild themselves through the supply of seeds for gardens and shelter (Heyns, Mokwena & Ncholo, 1993:60-61). This log on to the concepts of social welfare and social development whereby volunteers ensure the benefits of the community through organized intervention. Williams (2001:118-119) states that many Non-Government Organizations (NGO's) utilize group volunteers for once-off projects including garden weeding, organizing fun runs, painting murals, craft teaching, street collections and fundraising for a particular item or equipment, to name a few. This would be linked to home-based care workers and volunteers where the services will result in the well-being of the recipients.
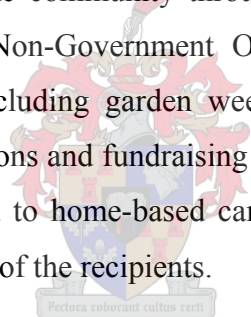
Operationalisation and implementation of these services by volunteers will be to the benefit of service recipients, leading to a state of well-being and a benevolent society based on empowerment and social development by enhancing positive capacities. The nature of volunteer work performed thus, implies it is important to ascertain the profile of a volunteer, the motivational factors of volunteering, the benefit of volunteering for the volunteer and the organization, and the responsibilities of the organization in terms of its volunteers.

2.4.2   Profile of a volunteer in the context of social work

Many studies were undertaken in the past to clarify the characteristics of a typical volunteer in order to obtain a profile of the person most likely to present him/herself for volunteer work at organizations. According to Wardell, Lishman and Whalley (2000:229), the stereotypical

profile of a volunteer is of a middle-aged woman who is educated, is a regular churchgoer and has a regular income. According to the Cape Town Volunteer Centre training notes (2004:1) a volunteer can be male or female. However according to the Cape Town Volunteer Centre Placement Officer, Beverley Miller, this profile has changed somewhat over the past decade, as their statistics reveal that the distribution of males and females is as follows: Females constitute approximately 80 percent of the volunteer base whereas males constitute a mere 20 percent (2006). Going back in time and history, according to the ACVV Personnel Board (2006), during 1904 just after the Anglo-Boer War, the volunteers consisted mostly of white females wanting to do philanthropic work to ease the devastation. Moore (1977:11) confirms that the traditional volunteers were middle-aged women from the middle class. Kruger and Schreuder (1999:335) conducted a study on the effective utilization of volunteers in hospices, which yielded some characteristics of a typical volunteer including gender, age, qualifications, race and employment status, the latter referring to whether the volunteer is employed in a fulltime capacity or unemployed. According to Dudley (2005), post-1994 yielded a new profile of volunteers in South Africa that will be discussed under the typical aspects mentioned previously, signifying the changing times in South Africa and changes in the volunteers utilized.
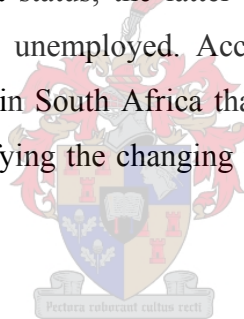
2.4.2.1 *Gender*

It seems that females are more involved in volunteer work than males. In the international arena Mocroft (1983:17), Wardell *et al.* (2000:235) and Brilliant (1995:2478) confirm in their respective studies that females outnumbered males as volunteers. In the South African context, indigenous studies conducted by Heyns *et al.* (1993:107), Kruger and Schreuder (1999:335) and Londt (2002:68) also supported the findings that females are dominant in the volunteering field. A study by Swilling and Russell (2002:23) of the South African non-profit sector revealed that 49 percent of volunteers as full-time general equivalent employees were females compared to the 51 percent who were males. This contradicts studies in the aforementioned literature, but can be attributed to the fact that the study by Swilling and Russell covered a very small sample that was not a true representation of the South African non-profit sector in its entirety (Swilling & Russell 2002:51). The training co-ordinator of the

Cape Town Volunteer Centre, Shahida Dudley also corroborates that more females are involved in volunteering (Dudley, 2005). The Cape Town Volunteer Centre training notes (2004:1) describe a volunteer as either male or female. Although if we go back in history, according to the ACVV Personnel Board (2006), during 1904 just after the Anglo-Boer War, the volunteers constituted mostly white females wanting to do philanthropic work to ease the devastation. However according to the Cape Town Volunteer Centre Placement Officer, Beverley Miller, this profile has changed somewhat over the past decade with their statistics revealing that the distribution of males and females is as follows: Females constitute approximately 80 percent of their volunteer base whereas males constitute a mere 20 percent (2006: Personal interview). Thus from the above it can be concluded that the females are more dominant when it comes to volunteering. Personal experience at the Cape Town Association for the Physically Disabled also shows that the majority of the volunteers involved in both direct and indirect volunteer services are females.

2.4.2.2   *Age*

In her study conducted with volunteers, Londt (2002:69) found that volunteers ranged between the ages of 18 and 39 years of age. According to this study, although most of the volunteers were aged between 18 and 29 years, there was however not a significant difference in the total of the 30 to 39 years age group. Mocroft (1983:17) agrees, having found in his study in Britain that volunteers were mostly under the age of 30 years. This was different to what Kruger and Schreuder (1999:335) concluded, since their study revealed that the average age of the volunteer was 61 years of age ranging between 31 and 81 years of age. Shahida Dudley (2005) from the Cape Town Volunteer Centre emphasized that the ages of volunteers range from 20 years. According to Dudley volunteers start volunteering after they have completed school or a tertiary course (Dudley, 2005). Based on the above it is clear that there is a mixed spread of ages of volunteers. All of the above studies were done in different places, and this reveals that the ages of volunteers can be sector or organizational specific. This statement is substantiated by personal experience at the Cape Town Association for the Physically Disabled where there is a mixture or spread of ages of volunteers, linking with the specific tasks.

2.4.2.3   Qualifications

The study conducted by Kruger and Schreuder (1999:335) showed that 39 percent of respondents had a degree or tertiary education. Londt (2002:71) in her findings concluded that the majority of volunteers were in possession of a matriculation qualification as opposed to the findings of Kruger and Schreuder. Dudley (2005) from the Cape Town Volunteer Centre supports the findings of Kruger and Schreuder where volunteers reporting at the Centre are in possession of either a college or university qualification. The qualifications also differ and it is concluded that once again it would depend on the type of volunteer tasks an organization has for volunteers. At the Cape Town Association for the Physically Disabled, qualifications of volunteers range from primary school qualifications to tertiary qualifications, once again depending on the tasks that need to be carried out. This is where some board members have higher qualifications than a social group volunteer.

2.4.2.4   Employment status

Wardell, *et al.* (2000:235) and Kruger and Schreuder (1999:335) determined that the majority of volunteers are either unemployed or students. This contradicts earlier development of volunteerism when it was only the upper class; white female with an extra income interested in volunteering. Londt (2002:72) in her study found that 80 percent of volunteers were unemployed, 13 percent had full-time employment and 1 percent had part-time employment. Dudley (2005) from the Cape Town Volunteer Centre corroborates these findings where volunteers are currently entering into the volunteer sphere to gain skills for future employment or to "get a foothold in the door to employment". From the above it can thus be concluded that people volunteer for various reasons. At the Cape Town Association for the Physically Disabled many different reasons for volunteering exist, including unemployment as one such reason.

2.4.2.5   Race

During 1992, Brilliant (1995:2478) conducted a study in the United States of America and found that the majority of volunteers were white respondents as opposed to black and Hispanic, and it was mostly white volunteers who were called upon to render services. In her

South African study, Londt (2002:70) established that 67 percent of volunteers in the Eastern Cape were black. Dudley (2005), from the Cape Town Volunteer Centre supports Londt's findings that the majority of volunteers are black, followed by coloureds. This will definitely have an impact on the diversity of language, culture and religion. The conclusion from this discussion is that the composition of the group who are volunteering has become more diverse and the majority of so-called black volunteers are coming to the fore for volunteer work. However, in the case of the Cape Town Association for the Physically Disabled most volunteers are from the so-called coloured community.

2.4.3   The motivational factors of volunteerism

Having discussed the profile of a volunteer, it is important to also explore the reasons people get involved in volunteering. Volunteer work requires a humanitarian spirit since there is no compensation or remuneration involved, and might imply not getting as many people involved in volunteering. It is of the utmost importance to ascertain the reason(s) people volunteer since this will assist in managing volunteers in an organization. What then motivates people to do volunteer work?

According to Ilsley (1990:16) motivation is different to commitment since motivation inspires the individual to action. Keller (as cited by Ilsley 1990:16) says that by definition, motivation is the magnitude and direction of one's behaviour and is thus influenced by both internal and external forces. Schindler-Rainman and Lippitt (1971:47–51) affirm that voluntarism will be successful only if people are motivated, involving both internal and external forces. The internal forces or intrinsic factors are also mentioned by Wardell *et al.* (2000:237), who point out that these factors, lead to self-growth, satisfying the individual's own values. Schindler-Rainman and Lippitt (1971:47-51) and Williams (2001:7-8) point out that interpersonal forces or group member forces apply when individuals volunteer because of group norms; they are lonely, want to meet people and want to find a partner. Situational forces or action-reflection forces are opportunities for the individual to work in close contact with others and to have input into letting things happen.

The above motivators can be further sub-divided into categories distinguished by Lombard and Modise (2002:2–3), who refer to studies conducted by various authors and which also substantiate the findings of Wardell *et al.* (2000:230), Schindler-Rainman and Lippitt (1971) and Williams (2001). Lombard and Modise (2002:2-3) support the findings that the most important motivators could be divided into four categories of altruism, sociability/self-expression, self-interest/occupational advancement and use of spare time, all of which will be discussed.

2.4.3.1   Altruism

Altruism is defined as the inner need to give back to the community and wanting to do something for others. Lauffer and Gorodezky (1977:37) and Ilsley (1990:7) substantiate that people are motivated to offer their services if it provides them with an opportunity to help or in the form of selfless commitment to broader society emphasizing humanitarism and philanthropy.

2.4.3.2   Sociability and self-expression

According to Lauffer and Gorodezky (1977:35) and Williams (2001:7-8) sociability and self-expression is a need to belong and to socialize with others to avoid loneliness by making friends. Sherrot (1983:91) and Mostyn (1983:37) agree with the fact that volunteers get involved for self-interest, for making friends and belonging to a group. The Cape Town Volunteer Centre proclaims that volunteers enjoy the fellowship (Cape Town Volunteer Centre Training, 2004).

2.4.3.3   Self-interest and occupational advancement

Self-interest and occupational advancement are seen as the need to utilize your own skills but also to learn from others. This is inclusive of new experiences and knowledge for possible future occupation as stipulated by both Lauffer and Gorodezky (1977:35) and Williams (2001:7-8). The training co-ordinator of the Cape Town Volunteer Centre, Shahida Dudley supports this (Dudley, 2005).

2.4.3.4   Use of spare time

Use of spare time as a motivator to utilize one's time constructively but also to get recognition from those you serve. Williams (2001:7) points out that volunteers get involved in volunteering because they are often bored and thus utilize their spare time in this way.

It is therefore evident that there are many different reasons for volunteering. According to the Cape Town Volunteer Centre's volunteer management training course (2004), it is imperative that other motivators be added to the list such as personal satisfaction, stimulation and the desire to increase the sense of dignity and identity. Taking into account the above discussion and with reference to Leat (1983:51) it is thus clear that people volunteer due to personal choices based on the above motivators.

2.4.4   The benefits of volunteering

Volunteering goes hand-in-hand with humanitarianism and having people who are willing to give of themselves to benefit both themselves and the greater society. Volunteers receive no financial compensation, but there must be other benefits that will keep the volunteer interested in volunteering. It is imperative to know what these are because it will help to maintain volunteers, to keep them motivated and also, in terms of management, will allow the volunteer manager to retain volunteers. This next section will explore the benefits of volunteering for both the volunteer and the organization.

2.4.4.1   Benefits for the volunteer

Numerous authors (Wardell *et al.,* 2000:238; Mostyn 1983:35-37; Williams 2001:10) have commented on the rewards of volunteering. The benefits of volunteering differ from one volunteer to the next, depending on individual expectations. The above-mentioned authors distinguish between the social benefits, emotional benefits and intellectual benefits. These benefits are discussed below.

(a)   Social benefits

When it comes to social benefits, studies conducted by Wardell *et al.* (2000:238) and Mostyn (1983:37) concluded that volunteers were most likely to continue with volunteering because it was socially fulfilling. It gave them the opportunity to meet others and develop friendships but also to offer services to people who need them. Williams (2001:10) supports this adding that it is a chance to meet and mix with people who share the same interests and there is the possibility of frequent social events.

(b)   Emotional benefits

Mostyn (1983:37) distinguishes between emotional benefits and intellectual benefits. His conclusions show there are three types of emotional benefits, namely ego boosting, therapeutic and pride. **Ego boosting** gives volunteers an opportunity to feel they are doing the correct thing and to be seen and appreciated for their efforts. Williams (2001:10) supports this, saying that it allows the volunteer to give something back to society. The **therapeutic factor** entails minimizing feelings of isolation and decreasing feelings of depression and makes the individual feel more satisfied and proud about his/her own life. This was prevalent in all age groups. The third factor is **pride** of achievement where volunteers can see the rewards of their own efforts and work through their volunteering. These rewards can be the changes they make in others' lives or any material reward they might receive. Williams (2001:10) notes that it allows the individual a chance to take up a challenge, be part of a training programme, to add to his/her curriculum vitae and provides an opportunity to get a certificate after training.

(c)   Intellectual benefits

Intellectual benefits is the factor which allows volunteers the opportunity to learn something new or anything that will expand the volunteer's own awareness and abilities (Mostyn 1983:35-37). Williams (2001:10) adds that it is an opportunity for using existing skills and also to gain new skills.

Williams (2001:10) further elaborates that not all the needs of volunteers will be met, but the tangible benefits could also include free refreshments, organizational memorabilia and free training and development. Having volunteers in an organization can be very time consuming and thus it is important to establish what the benefits are for the organization.

2.4.4.2   *Benefits for the organization*

Social workers in the welfare sector often have large service delivery areas and as a result have to manage huge caseloads. Having volunteers to assist with the expansion of services to communities could thus be of benefit. Williams (2001:11) and Botha (2002:69) reiterate that volunteers can be utilized to execute certain tasks thus allowing the paid professional staff to concentrate on the tasks they were employed to do. Botha (2002:69) further points out that volunteers, under the supervision of a social worker can get involved in community action groups or community projects which could greatly benefit the organization in reaching more people.

Green and Nieman (2003:162) and Williams (2001:11) support the fact that volunteers come with their own skills, which organizations could otherwise not afford. These skills can thus be utilized to the benefit of the organization, clients and the community. Volunteers are often more in touch with the community and are able to be a link between the organization and the clients (Williams, 2001:12). The White Paper for Social Welfare (Ministry for Welfare and Population Development, 1997) refers to volunteers as being part of the human resources where service providers in the welfare sector, inclusive of non-government organization, employ different levels of personnel including volunteers. The document further mentions the importance of volunteers used as a significant human resource, specifically where the effective use of volunteers in the developmental field is critical (Ministry for Welfare and Population Development, 1997). Botha (2002:69) states that volunteers can be very advantageous in assisting the organization to raise funds. Having volunteers may also be beneficial by increasing the credibility of the organization in the broader community.

The above indicates that utilizing volunteers definitely has benefits for both the individual and the collective, the latter referring to groups, communities and organizations. The question however remains whether having volunteers is always an advantage? This will be elaborated on in the discussion to follow.

2.4.4.3   *Responsibilities of organizations to volunteers*

Responsibilities of an organization to volunteers do not have to be negative, but by being aware of possible pitfalls will allow organizations to be proactive and take precautions. Both Williams (2001:14) and Botha (2002:69-70) point out the hidden pitfalls of having volunteers at an organization. They distinguish between financial implications, available time, control and ethics. This responsibility of an organization towards volunteers implies that volunteers need to be managed. The management of volunteers will thus also be discussed in this section.

(a)   Financial implications

According to Botha (2002:69) and Williams (2001:14) volunteers do not come without costs although they do not get remuneration. Volunteers need to be supervised and thus managed; and this has financial implications for the organization. At times volunteers also get reimbursed for certain travelling expenses. Financial implications also come in the form of volunteer appreciation functions.

(b)   Available time and control

Volunteers often volunteer for more than one organization and according to Botha (2002:69) it often happens that volunteers offer their services to numerous organizations because they are not bound financially. Williams (2001:14) supports this by saying that volunteers can be unreliable, and it is therefore difficult to control their movements. This could have an impact on certain programmes or projects where volunteers are involved and thus imposes on time available. The conclusion or implication of the fact that volunteers are not financially bound leads to some volunteers not being committed at times.

(c)   Ethics

Botha (2002:69) confirms that because volunteers do not receive the same training as social workers, they are not bound to adhere to for example, confidentiality. Often internal problems can easily be conveyed to the community since volunteers do not abide by the same values and norms of the organization or social work profession.

Adding to the advantages, volunteers are an internal resource to the welfare sector in promoting community well-being. In view of this, it is important to understand that the volunteer forms part of the organization's human resources and thus for elucidation the next chapter will give input on the management of volunteers. The conclusion is drawn from the above discussion that it is imperative to manage volunteers to ensure that social welfare services are planned, monitored and directed to give the best to the community. When an organization utilizes volunteers, it is imperative that the volunteers are managed to allow the organization to benefit in terms of service delivery, direct and indirect.

2.5   CONCLUSION

This chapter attempted to give insight into different factors and characteristics surrounding volunteers. It is clear that there are parallel findings between the selected literature sources. There has definitely been a great change in the trends of volunteering, and the fact that voluntary work has a rich history both internationally and in South Africa makes it a topic that can definitely be explored further. As cited in the White Paper on Social Welfare (Department of Social Welfare and Population Development, 1997), volunteers fulfil an integral part of service delivery in partnership with the professionals in order to address societal issues. In order to ensure that this operation runs smoothly it is important that organizational policies are in place and that volunteers are seen as human resources in need of resource development in order to be of benefit to the goals of such an organization. The latter will be covered in chapter 3.

CHAPTER 3

THE MANAGEMENT OF VOLUNTEERS

3.1 INTRODUCTION

This chapter will explore the various strategies available to ensure management of volunteers resulting in a smooth-running volunteer programme. This therefore relates directly to the third objective of the study where the aim is to describe the different components for the management of volunteers, as a function of social work management.

Hence, for the effective management of volunteers to be implemented, it is of paramount importance that there are sound mechanisms in place in order to achieve good management of volunteers. In any work setting there are rules and regulations guiding staff to perform according to specific tasks in terms of policy. Labuschagne (1991) states that South Africa has no uniform standards or policy regarding the training of, or rendering of services by volunteers. She notes further that by recruiting, selecting and inducting volunteers, would lead to a better managed programme. She adds that most volunteer services recruit workers by word of mouth (Labuschagne, 1991:31). Before the formal development of social work as a profession, as mentioned in the previous chapter, volunteers were the resources who were historically very important in the social welfare industry. However, volunteers have also changed during the past years and any organization wanting to utilize the services of volunteers should bear in mind that it is of extreme importance to develop a volunteer programme where the roles and tasks are clearly defined (Johnson & Yanca, 2004:389). Figure 3.1 provides a graphical presentation outlining the conceptual framework of the points of discussion involving the management of volunteers.

CONCEPTUAL FRAMEWORK OF CHAPTER 3

- DEFINING MANAGEMENT OF VOLUNTEERS
- MODELS OF MANAGEMENT OF VOLUNTEERS
- MANAGEMENT SKILLS AND TASKS IN THE MANAGEMENT OF VOLUNTEERS
- COMPONENTS OF THE MANAGEMENT OF VOLUNTEERS
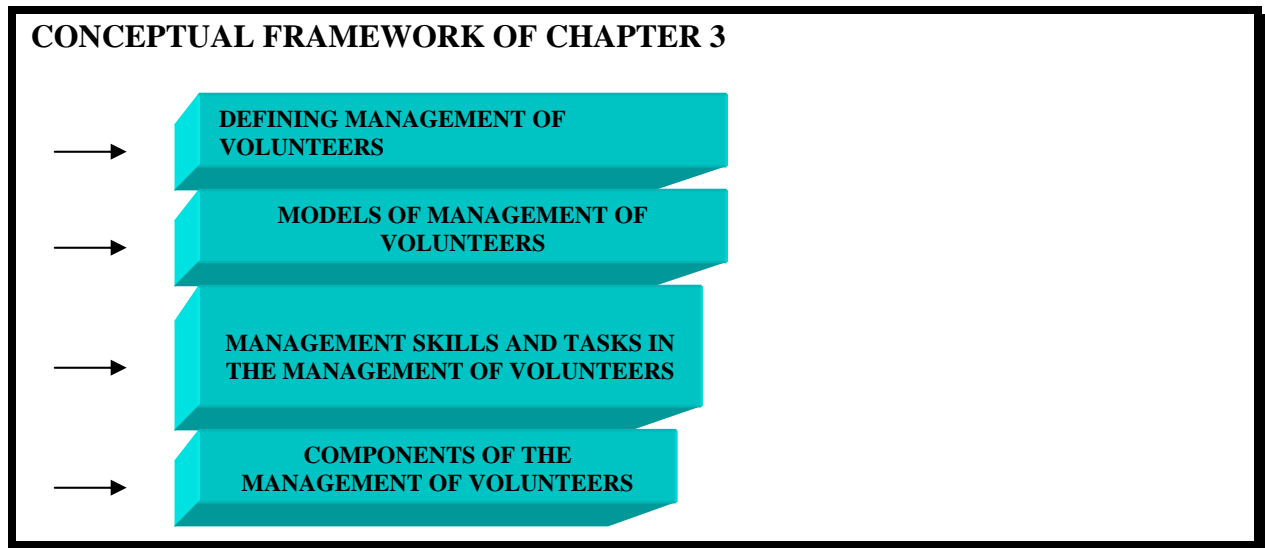
Figure 3.1: Conceptual framework of chapter 3

3.2   DEFINING MANAGEMENT OF VOLUNTEERS

According to Lewis *et al.* (1991:1) management of human service programmes can be defined as the process of planning to achieve a specific goal; organizing people and resources which are needed to achieve the goal; motivating the workers that need to do the work and evaluating the results after the work has been completed. Le Roux *et al.* (1995:115) also note that the task of management is to achieve and reach the set out goals of the organization. Although Le Roux *et al.* (1995) write from a general management perspective, this is no different in the management of volunteers since volunteers would constitute part of the organization's human resources. In any welfare organization it is important that there should be proper management to ensure that all areas of work coincide to attain the overall organizational objective. This section will thus aim to define management in social work in general and so link it to the management of volunteers.

Botha agrees that all organizations including welfare organizations have various areas of management of which human resources management is one (Botha, 2002:60). In order to

conceptualize the study, it is important to define management in social work since there are many definitions of the term management. For the purpose of this study the term management in social work can be defined as making use of resources in a most effective and efficient way to reach certain goals, according to Adirondack (2006). This definition is echoed by Le Roux *et al.* (1995:108) where they refer to Du Brin, Ireland and Williams' (1989) definition, stating that management is where the organization's resources are being utilized in order to reach specific objectives through various functions of planning, control, organizing and leading. Botha latches on to this explanation and states that social work managers within social welfare organizations have an added task of canvassing, selecting, training and utilizing volunteers (Botha, 2002:68). From the above definition it is thus evident that social work management involves different components in order to render the social work service effective. In the context of the management of volunteers it links to the function of social work management which is viewed from a specific model as discussed by Lewis, Lewis & Souflée (1983); where certain skills are required as discussed by Botha (2002); and where specific tasks as discussed by Le Roux *et al.* (1995) are implemented. To strengthen the management component the importance of management functions is also emphasized. Le Roux *et al.* (1995:140) refer to human resources management where this would include the volunteers as part of the internal human resources of an organization. Le Roux *et al.* (1995:141) allude to the fact that the function of the human resource manager will be to see to the training and development, good working relations, administration and an effective working environment for workers. This definitely would also be the same for volunteers and the management of volunteers in particular irrespective of the fact that they are not full-time employees.

From the aforementioned exposition for the purpose of this study the definition of management of volunteers is: *The utilization of internal human resources through planning, control, organizing and leader based on a model of management, tasks and skills in the context of social work*. Figure 3.2 illustrates the definition of management in social work and how it filters into volunteer management**.**
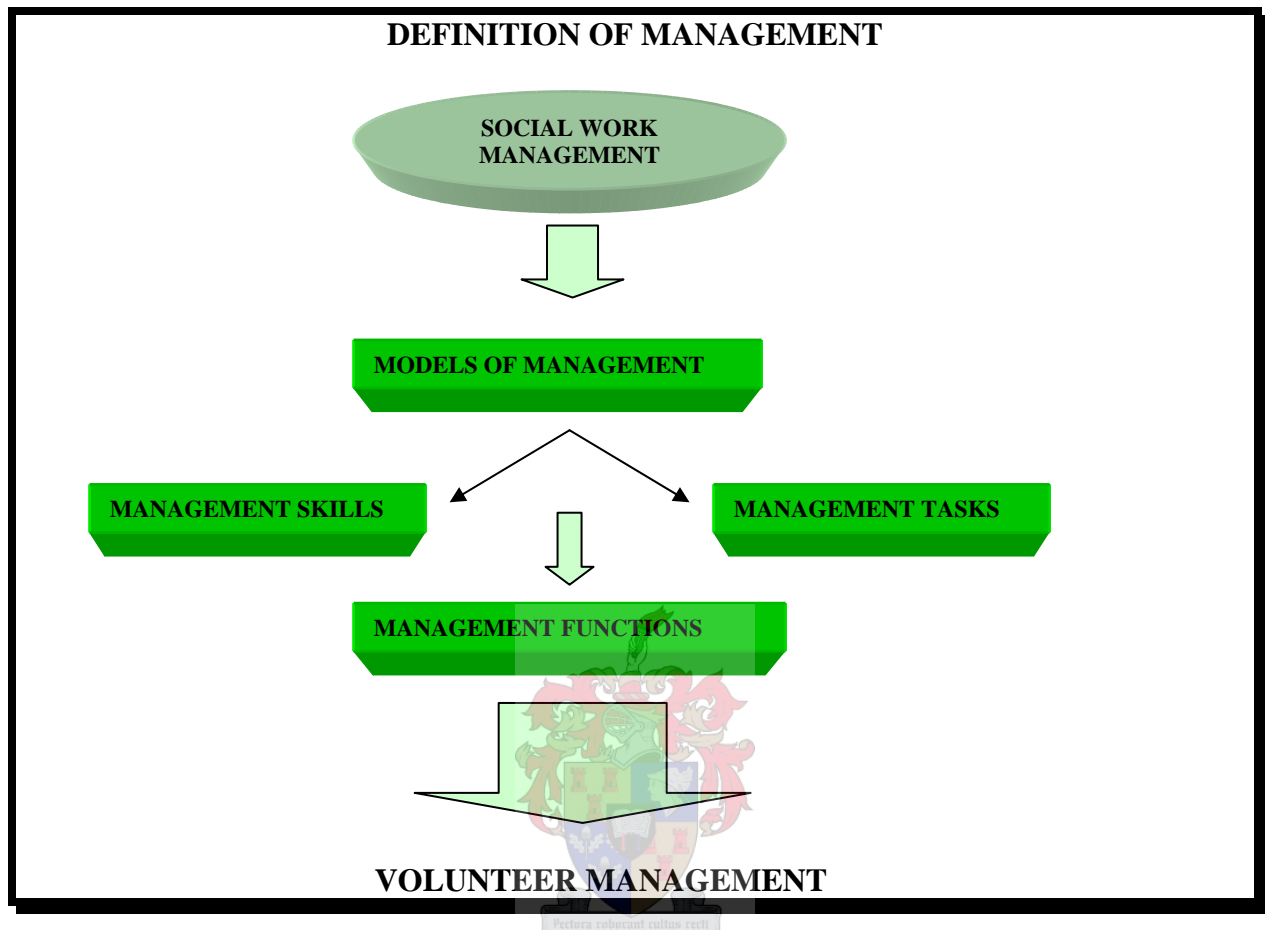
Figure 3.2: **Definition of management in social work filtering into volunteer management**

The above figure illustrates how management in social work filters into volunteer management. It is therefore important to look specifically at the models of management of volunteers to gain a clearer understanding.

3.3 MODELS OF MANAGEMENT OF VOLUNTEERS

The evolution of management theories and models comes a long way. According to Smit and Cronje (1999:35) there is no single way of managing and thus it is important to look at different ways of management or different models of management (Smit & Cronje, 1999:35). In any organization dealing with human resources whether full-time staff, part-time staff or

volunteers it is important to distinguish that there are certain models of implementation when it comes to the management of the internal human resources. For the reader to gain a deeper understanding, the following discussion will give an overview of three different models of management of human service programmes, including the volunteer programme. For the understanding of this study a management model will be referred to as *a group of assumptions put forth to elucidate the productivity issue* (Smit & Cronje, 1999:36). The discussions to follow will include *the traditional model* of management, *the human relations model* of management and *the human resources model* of management. In relation to the preceding models of management, the concept of management of human resources will be included. Since this study focuses specifically on volunteers the discussion will be about the management of volunteers as an internal human resource.

3.3.1   The traditional model

The traditional model of management is also referred to as the classical model. Both Smit and Cronje (1999:38) and Lewis *et al.* (2001:72-73) state that the traditional model of management dates back to the 1900s where the emphasis was more on the bureaucracy, scientific management as well as administrative management. These elements will be discussed separately.
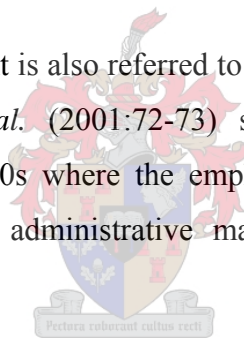
3.3.1.1   *Bureaucracy*

Bureaucracy can also be called a system of government. Smit and Cronje (1999:42) refer to bureaucratic management as the need to establish a system of hierarchy where workers can be controlled by defined authority and clearly defined regulations. This is also echoed by Lewis *et al.* (2001:73) where they refer to bureaucratic management as being a set of rules and standards serving the interests of the organization. Smit and Cronje (1999:42) further refer to bureaucracy as being all about legal authority. Later this style of management was further developed into scientific management. This form of management can also be implemented with volunteers whereby volunteers are given boundaries of operation for the tasks they need to perform and where these tasks are closely monitored. In practice this form of management is used for different tasks that need completion and might not be used on a regular basis.

3.3.1.2   Scientific management

Both Smit and Cronje (1999:39) and Lewis *et al.* (2001:74) refer to Frederick Taylor as the founder of the scientific management style. Scientific management is referred to as finding the best possible way of doing a job and then to teach the employee in detail how to execute the tasks. According to Smit and Cronje (1999:39) this style of management affords supervisors the authority to measure the work done for the day and basing the pay on this. This is echoed by Lewis *et al.* (2001:74) where the scientific analyzing of work to be performed is based on the pay workers will receive. Lewis *et al.* (2001:74) point out that this model also assumes that the manager knows everything and that the workers are stupid and need to be led. In respect of volunteers this type of management is sometimes used when volunteers are new to the organization or tasks. The role of the volunteer manager would then be to ensure that the volunteer is coached, mentored or led in order to get the task done effectively. In practice this type of management is used some of the time depending on the specific situation and need of volunteers.

3.3.1.3   Administrative management

Both Lewis *et al.* (2001:74-75) and Smit and Cronje (1999:40-41) refer to administrative management, and then to the work of Henri Fayol whose aim was to work out a process to manage bigger organizations such as factory settings. Smit and Cronje (1999:40) and Lewis *et al.* (2001:75) mention Fayol's description of five basic functions of administration which included planning, organizing, commanding, co-ordinating and controlling. The aforementioned authors also discuss Fayol's principles which include the following:

(a) *Division of work / labour* - this means that work should be equally divided but also make room for the specialists which will lead to efficiency.

(b) *Authority and responsibility* - the person who has authority will give orders and directions where the sub-ordinates must obey; this is where authority links directly with responsibility.

(c) *Unity of command* - there should only be one superior giving orders.

(d) ***Remuneration*** - the monetary rewards should be just and fair where no worker is overpaid or underpaid.

(e) ***Esprit de corps / team spirit*** - this refers to face-to-face communication where the morale is high and the organization has unity (Smit & Cronje, 1999:41; Lewis *et al.*, 2001:75).

Based on the above it is clear that there should have been new developments to build on the foundation. Although the classical model can be used with volunteers it is clear that it would differ and would need modification to adapt to the needs of the organization and the volunteers. In order to achieve the most effective service from volunteers it is thus important that the human relations should be effective to ensure success and thus the classical model or traditional model was followed by the human relations model, which will be discussed next.

3.3.2   The human relations model

The human relations model of management is an important model especially in social work, since it deals with the needs of the worker. This can also be linked to volunteers in an organization where the volunteers as well as the organization have needs. However it is often a forgotten model in the practice of social work since the element of productivity always seems to be rated higher. According to Lewis *et al.* (2001:77) research done found that workers have a need for belonging socially and thus when workers had good relationships with colleagues it tended to increase their productivity. In the management of volunteers it is also important to create a sense of belonging with good interpersonal relationships. Should the latter be effective it means that the volunteer base of an organization will be motivated and retained longer. Through practical experience it has been proven that little or no contact with volunteers lead to volunteers becoming despondent. Smit and Cronje (1999:44) refer to the fact that employees or workers were more motivated by social needs rather than economic needs. By using this model the manager would be fulfilling a more facilitative and empowerment role where employees or workers are consulted and involved in the action plans. However there was also further development of this model into the human resources model.

3.3.3 The human resources model

The human resources model, according to Lewis *et al.* (2001:78) refers to workers who are motivated to work due to numerous factors including economic factors, desire for further growth and development factors and independence. The emphasis and purpose of this model is to build on the workers' already possessed strengths and motivation. Referring to McGregor's X and Y theory, Lewis *et al.* (2001:79) point to the managers who take the stance of theory Y assuming that people enjoy work and have the innate ability to be creative and take initiative. Lewis *et al.* (2001:79) further refer to an organization where the manager involves workers in the decision-making process. Just like the human relations model discussed previously, the human resources model wants to build on the strengths of workers and would thus mean participative management where sub-ordinate participation is encouraged. This would be no different where volunteers are concerned since the volunteers also come with a diversity of strengths, knowledge and experience and these can definitely be utilized to the benefit of the organization and to the satisfaction of the needs of volunteers. Table 3.1 illustrates the aforementioned models of management with specific relation to volunteers as internal human resources.
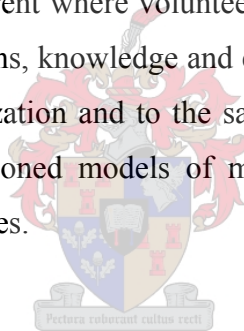
Table 3.1: Management models for managing volunteers as an internal human resource

TRADITIONAL/CLASSICAL MANAGEMENT MODEL	HUMAN RELATIONS MANAGEMENT MODEL	HUMAN RESOURCES MANAGEMENT MODEL
Inputs:	**Inputs:**	**Inputs:**
1. Volunteers as workers in an organization finds tasks inherently distasteful.	1. Volunteers want to feel that they are important and useful.	1. Volunteers find volunteer work inherently useful.
2. What volunteers do is more important than what benefits it will have for them.	2. Volunteers have the desire to belong to an organization and be recognized.	2. Volunteers want to contribute to goals of the organization if they helped in decisions.
3. Few volunteers want tasks which require creativity, self-direction or self-control.	3. The need for human relations is far more important than other needs.	3. Volunteers have the ability to be creative, self-directed and self-controlled far more than what is required.
Throughput:	**Throughput:**	**Throughput:**
1. The role of the manager would be to control strictly and closely supervise all work.	1. The manager's task is to make volunteers feel useful and needed.	1. The manager's task is to make use of human resources such as volunteers who are untapped.
2. The manager needs to break tasks down in the simplest form and in detail to let the volunteer understand it fully.	2. The manager should keep the volunteers informed about new developments and involve the volunteers.	2. The manager creates an environment where all volunteers can contribute fully.
3. The manager establishes strict work procedures and routines for volunteers and enforces them firmly but fairly.	3. The manager allows the volunteers to exercise some self-control and self-direction.	3. The manager continuously encourages volunteers to participate in matters.
Output:	**Output:**	**Output:**
1. Volunteers will tolerate volunteer work if the benefits are good.	1. Sharing information with volunteers will allow them to feel included and wanted, creating a sense of belonging.	1. By expanding volunteer influence, self-direction and self-control will lead to volunteers being more effective.
2. If volunteers' tasks are simple and volunteers are closely monitored and controlled, a higher standard of volunteer work will result.	2. Satisfying the volunteers' human relations needs will result in higher morale and the volunteers' willingness to co-operate.	2. When volunteers are satisfied with their delegated tasks they will improve as an internal resource for the organization.

Adapted from Lewis *et al.* (2001:81-82)

From the above discussion of models of management it is clear that any organization wanting to establish a human services programme such as a volunteer programme, should do so in accordance with the human resources model. The reason for recommending this model is attributed to the fact that it would lead to better co-operative working relationships between professional full-time staff and volunteers where there would be an interdisciplinary work team including volunteers. The core elements of the human resources management of volunteers' model are thus to utilize the untapped strengths of volunteers, creating an environment which is conducive to making volunteers feel a sense of belonging and being needed, and lastly that volunteers are encouraged to participate fully in matters or issues where they will have direct involvement. This links directly to the ecosystems perspective which holds that the internal resources of which the volunteers form part are an important link (or system) in providing the impetus for the implementation of their own skills in addressing the needs of the organization.

In turn the organization needs the volunteer skills to render a broader service. Furthermore this would lead to inter-dependency between the organization and volunteers to address the needs on the micro, mezzo and macro levels through the input, throughput and output of the human resources management model.

To implement the aforementioned model of management it is important that the volunteers need to be managed. This also implies that management skills must be discussed.

3.4   MANAGEMENT SKILLS AND TASKS IN SOCIAL WORK

Management skills and tasks form an important aspect of implementing management of volunteers according to the human resources model of management. To conceptualize this it is imperative to discuss management skills and management tasks each separately linking to the management of volunteers.

3.4.1   Management skills in the management of volunteers

In order to be a good social work manager of volunteers, it is important to have some management skills. According to Le Roux *et al.* (1995:112) and Botha (2002:17-37) the key skills for a good manager to have are skills such as conceptual skills, analytical skills, interpersonal skills/human relations skills, decision-making skills and technical skills/specialized skills. Although Le Roux *et al.* (1995) writes from a more generalist management perspective the above skills are also listed by Botha (2002:17-37) who writes from a social work perspective. Each of the previously mentioned skills will be discussed to provide a better understanding of the skills for the management of volunteers.

3.4.1.1   Conceptual skills

Both Le Roux *et al.* (1995:114) and Botha (2002:17) describe conceptual skills as the ability for the manager to see the broader picture of the enterprise or organization where he/she is employed. Botha (2002:17) further emphasizes that the advantage of this would be that the manager in a welfare organization would be able to identify with organizational policies and procedures. This means that the social work manager of volunteers should be able to conceive whether there are any changes needed to fit into the broader operational context of the organization and then to act accordingly. In practice this is confirmed, since the manager of volunteers needs to deal constantly with changes on the micro, mezzo and macro levels as well as new developments in service delivery. This would indicate that the existing programmes and services need to be adapted accordingly. As part of the human resources management of volunteers' model it would imply that the manager of volunteers would be observing the needs and would utilize the untapped skills of volunteers. This indicates that if the manager of volunteers lacked conceptual skills, this would not be possible and it could have a negative effect on the management of volunteers.

3.4.1.2   Analytical skills

Analytical skills are discussed by Le Roux *et al.* (1995:113) where they refer to the manager's ability to analyze situations and to base these analyses on scientific approaches and techniques. This is an important management skill. In practice the manager of volunteers

needs to continuously analyze situations where the tasks of the volunteers are concerned, because by analyzing the manager is evaluating and or assessing. In respect to the human resources management of volunteers' model it would imply that the volunteers can be involved in the planning of issues where the volunteers will have direct or indirect involvement. In practice this will make volunteers feel needed and appreciated leading to a sense of belonging.

3.4.1.3   Interpersonal skills/human relations skills

Both Le Roux *et al.* (1995:113) and Botha (2002:19) consider human relations skills as meaning to work with people. Botha (2002:19) takes this a step further, saying that this skill goes hand-in-hand with the managerial skill of leadership. This is an important skill since it leads to activation and motivation of staff. According to Botha (2002:19) this is a necessary skill due to the fact that supervisors in a social work organization occupy the middle management positions where the social work manager is expected to work with personnel. In the management of volunteers context, this skill is particularly important since the manager of volunteers need to consult, confer and reprimand as part of the volunteer task requirements depending on the presented situation, and without human relations skills this would not be possible or it would be ineffective. It is also important to remember that communication whether in written and/or verbal form is of utmost importance within the manager-volunteer relationship. Effective or good interpersonal skills will improve the relationship between manager and volunteer whereas the absence of such skills will affect the relationship negatively. In practice this is a very important skill since this could determine the extent to which volunteers can be retained and feel respected.

3.4.1.4   Decision-making skills

Le Roux *et al.* (1995:113) refer to decision-making skills as the ability to choose a plan of action to resolve a particular problem situation at a given time. They add that this skill is important for effective planning. Botha (2002) echoes the explanation given by Le Roux *et al.* (1995) above, and adds that decision-making skills of a social work manager are very important at any level since there is an obligation to make decisions. Botha (2002:34) further

states that, decision-making is most certainly one of the most difficult tasks of social work managers and social workers, but actually a daily task regarding aspects of management and service delivery. When implementing this skill in the context of volunteer management, it is important that before the manager of volunteers makes any decision it is important to follow the steps of the decision-making process. In practice the volunteers often look to the volunteer manager to take certain decisions where the manager has vested power to do so. For any manager of volunteers it is important to have specialized skills in the field of operation and organizational service delivery. In the case of volunteers not being full-time employees of the organization, the volunteers do not have any vested authority to make decisions that will evidently affect the organization. In view of the aforementioned, it is thus evident that the manager of volunteers has the vested authority to take certain decisions.

3.4.1.5   *Technical skills/specialized skills*

Both Botha (2002:22-23) and Le Roux *et al.* (1995:113) describe technical skills or specialized skills as being the ability to exercise elements of authority on different levels of knowledge around a specific subject. Botha adds that having these skills gives authority to the social work manager (Botha, 2002:22). In practice this means that the manager of volunteers is appointed for his or her specialized skills in a certain field, certain social work method of intervention, or a combination. In practice volunteers come with an array of skills where some have skills to be able to complete a given task with competence but some volunteers will need guidance, coaching and mentoring of certain tasks where such tasks require specialized skills.

Skills alone will not make a good manager and thus it would be necessary to discuss the managerial tasks of the manager of volunteers. The tasks and skills go hand-in-hand in an effective manager of volunteers.

3.4.2   Management tasks in the management of volunteers

The volunteer programme co-ordinator or manager according to Ilsley (1990:116-117) is the important link between the volunteers and the organization. Le Roux *et al.* (1995:114) note that the management tasks consist of four important key components of planning, controlling,

organizing and leading. These tasks are also mentioned by Botha (2002:38). For the conceptualization of this study the four elements will be discussed in further detail.

3.4.2.1   *Planning*

Planning according to Le Roux *et al.* (1995:115), does not imply implementation of plans but rather visualizing the end result to be obtained. Botha (2002:38) agrees that planning is one of the most important tasks of a manager. Weinbach (1998:77) defines planning as "taking action to influence future events". This is reiterated by Le Roux *et al.* (1995:108) who refer to planning as setting specific objectives for the organization to achieve which will ensure its future existence. Thus it can be deduced that planning is a key component of a manager of volunteers' tasks since it will give direction and guidance to achieve overall organizational goals. In terms of the organizational goal of planning for volunteers, the task of planning will be very important in order to visualize the outcome of a volunteer programme. This then also links with the task of control.

3.4.2.2   *Control*

Control is another element of the management tasks within an organization. According to Le Roux *et al.* (1995:121), control can be defined as putting certain standards against which performance of tasks of persons or the organization can be measured. Le Roux *et al.* (1995:108) discuss control as the task where the manager exercises authority to ensure that directives are followed in order to achieve the set plans. Control also allows managers to be able to make corrections or adjustments to achieve set goals. This links to Botha (2002:56) who states that control is necessary to evaluate and monitor the effectiveness of the organization's programmes and projects. At an organization like the Cape Town Association for the Physically Disabled, the volunteers fall within a specific organizational programme and thus this function of control will be needed to ensure monitoring, evaluation and development. The element of control in terms of volunteer management is important in order to give the volunteer manager a means of knowing what is happening within the volunteer programme. However it is important to bear in mind that control cannot be implemented without organizing.

3.4.2.3   *Organizing*

Organizing is described as the creation of a structure in which goals and objectives can be achieved (Le Roux *et al.*, 1995:124). Le Roux *et al.* (1995:108) note that organizing involves co-ordination of activities and the allocation of work to certain human resources within the organization. By doing this it will ensure the attainment of the set goal or goals. This is supported by Botha (2002:47) who describes organizing as "the act of the structuring of pre-determined tasks of the social work manager". This would include grouping certain activities together in order for the manager to be able to monitor and manage the activities. In the case where volunteers are managed this will also be an important aspect of the manager's role to ensure the structuring of activities or tasks volunteers need to fulfil as an internal human resource. According to Botha (2002:48), social welfare organizations should ensure that activities are meaningfully organized in order to ensure that the needs of the clients or service recipients are addressed and to achieve the overall goals of the organization. In the event of a fully operational volunteer programme, organizing would be one of the most important elements of management to allow the volunteer manager to delegate tasks, ensuring that there is structure. Thus, organizing links directly with leadership and leading.
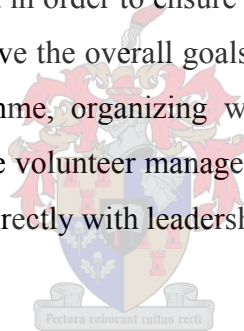
3.4.2.4   *Leading*

Leading is the practical implementation of leadership and jointly working together to achieve goals (Le Roux *et al.*, 1995:127). Botha (2002:54) states that in literature the terms activation, leadership and implementation are used as interlinking terms and thus have the same meaning. Botha adds that this task is the most demanding on the social work manager because it deals with the quality and quantity of the work that is performed. This links to the definition by Le Roux *et al.* (1995:109) where leadership is described as the process by which the manager assists and facilitates the workers and volunteers to achieve set goals. Without a leader the volunteers will continue with their tasks, but these tasks might not necessarily be the right tasks that the organization needs fulfilled at a specific time. Thus the role of leader within the management of volunteers is of the utmost importance.

The aforementioned management skills and tasks are important for all internal human resources. Volunteers as part of the internal human resources of an organization will thus also be subjected to these management skills and tasks of the volunteer manager. Although volunteers are unpaid human resource components it is still important to ensure that there are management principles in place to ensure that the volunteers fulfil their tasks and also for these tasks to be monitored and regulated on a continuous basis. This would link directly with management functions that will be discussed next.

3.5 MANAGEMENT FUNCTIONS IN SOCIAL WORK

As mentioned in the preceding paragraphs, it is clear that management skills, tasks and functions are all interlinked. The management functions will also be discussed in terms of volunteer management in order to implement management of volunteers, for example the recruitment, screening and selection, training, supervision, recognition and retention of volunteers. Botha (2002:60-72) distinguishes the functions of management as financial management, programme management, personnel management, workload management and human resources management. The human resources management function includes the volunteers of an organization as an internal resource of such an organization.

Le Roux *et al.* (1995:139-140) maintain that the functions of a manager would also include human resources management. In the case of volunteers this would also be an important function since it entails human resource activities. Volunteers are involved in various activities within an organization which are termed human resource activities. All the management components and elements, when implemented on a practical level will ensure the smooth running of a volunteer programme. Before considering a volunteer programme or having a well-managed programme it is important that there is an awareness of the different components of volunteer management to ensure an effective volunteer programme. The components of volunteer management will be discussed in more detail.

3.6   COMPONENTS OF THE MANAGEMENT OF VOLUNTEERS

In the previous chapter the importance of volunteers as an internal human resource was stressed. Volunteers have been linked to the social welfare organization's service rendering for centuries and thus there are certain aspects of personnel and human resource management that have a direct bearing on the volunteers. According to Johnson and Yanca (2004) volunteers are human resources that were historically very important in the delivery of social services. For any organization considering to effectively utilize volunteers it is important to develop a volunteer programme. It is important for task descriptions and agency policy to be put into writing. According to Johnson and Yanca (2004) the volunteer programme should have a means of recruiting and screening, matching volunteers with tasks, orientating and training volunteers (Johnson & Yanca, 2004:389). According to Johnson and Yanca (2004), when an understanding is developed of what a functional volunteer programme entails and of the planning process used in developing such a programme, the resource of volunteers can be added to those resources already available to clients and thus clients are then better served (Johnson & Yanca, 2004:389).

Williams (2001:52) is of the opinion that recruitment should be the last stage of the volunteer programme. She reiterates that before recruitment can be done the other processes of volunteer task descriptions, the volunteer policy, the procedure for selection, training of volunteers and supervision of volunteers should be in place. This is echoed by Grobbelaar (1980:110) who also points out that before any recruitment is done the organization should have a plan of action as to where, when and for what reason they will need and utilize volunteers; and how they will be recruited through a recruitment plan. The process as suggested by Williams (2001:52) will be discussed in more detail.

The above discussion makes clear that there should be management components to ensure effective volunteer management. Any organization utilizing volunteers should have management components in place to enable the utilization and managing of volunteers. In order to create a better understanding, each of the components of recruitment, selection, orientation, training, supervision and retaining of volunteers will be discussed in more detail.

3.6.1 The volunteer task description

Lombard and Modise (2002:5) refer to Larmer (1996) where the importance of a task description for volunteers is pointed out. It is very important that the person in the organization appointed as the selector of prospective volunteers define the job or task that the prospective volunteer needs to fulfil. This will enable the organization to recruit and place the appropriate volunteer for the job. The Cape Town Volunteer Centre (2004) specifies that the task description should include the following:

- What services the volunteer needs to perform; what the volunteer should know to provide the needed task(s); how many hours will be needed per week or per month; who will be supervising the volunteers' tasks or activities; how much training will be needed by the volunteer for the task(s) needed.

It is important that the organization who wishes to involve volunteers should have a policy as a framework to ensure that certain parameters are in place for volunteers to follow.

3.6.2 Framework for a volunteer programme policy

Since there is no clear-cut policy for volunteers, the volunteers have to adhere to organizational policies that will differ from organization to organization to meet needs and organizational goals. Thus in order to run a smooth and worthwhile volunteer programme it is necessary to investigate the general framework of a policy.

The Cape Town Volunteer Centre (2004:3-4) defines a volunteer policy as, *a document that states why an organization needs volunteers, how it intends to treat them and what it expects from the volunteers.* The Cape Town Volunteer Centre further emphasizes that the volunteer policy forms the most important framework in the organization for the utilization of volunteers. In the event where volunteers are already being utilized as an internal human resource these volunteers should be involved in the development of such a policy.

A volunteer policy should have a framework to ascertain whether all aspects are covered. The Cape Town Volunteer Centre (2004:4) states that the following aspects should be included, namely reimbursement/payment of volunteers, rights of volunteers, rights of paid permanent staff, insurance of volunteers, training of volunteers, volunteers' access to resources, selection and screening procedure of volunteers and anything that volunteers should not do. For any policy to be valid it is important to adhere to a certain framework. The Cape Town Volunteer Centre (2004) further states that a common framework concerning policy statement should include the following:

(a)   Confidentiality

Confidentiality is of the utmost importance and should pertain to all information volunteers may come across while attending meetings, or client information, staff information or organizational information. It is important that this concept should be repeated, updated and reinforced on a frequent basis.

(b)   Ethical standards

It is imperative that volunteers are aware of the standards expected by the organization of any person performing his or her duty. Since volunteers will form part of the internal resources of an organization it is necessary for volunteers to adhere to this. In the policy document standards expected should be clearly recognized and adhered to by the volunteer to ensure that the organization's service quality whether direct or indirect, is maintained.

(c)   Abuse of clients

The Cape Town Volunteer Centre (2004) further states that volunteers should be aware that abuse of any sort against a client is prohibited. Furthermore, should a volunteer witness any such incidences it is important that the volunteer is aware of the correct channels to follow, including legal and organizational requirements.

(d)   Reimbursement of incidental expenses

It is the legitimate right of the volunteers to know where they stand with regard to reimbursement for authorized travelling for the work of the organization. This should be clearly stipulated in the policy.

(e)   Insurance cover

Volunteers should be given clarity whether or not they are covered by the organization's insurance in the event of an accident or in the event of any negligence.

(f)   Use of organizational resources

It is important for volunteers to be aware of the organizational resources that can be used to perform their tasks. The volunteers should also be informed about the various routes they can follow in order to make use of the organizational resources (Cape Town Volunteer Centre Training Notes, 2004:3).

In order for the policy to be implemented it is important that the components for the management of volunteers should be in place to ensure the effective utilization and management of volunteers. Before going into any further discussion the process of recruitment will be discussed in order to give a consequential flow.

3.6.3   The recruitment process

Lombard and Modise (2002:4) state that "Recruiting can simply be defined as getting the right person in the right job with the right skills at the right time." They further state that recruitment should rather be a process and not a problem. Schindler-Rainman and Lippitt (1971:65) support this by stating that the recruitment process should be carefully thought through and planned. Wilson (1988:115) adds that there should be specific recruiting rather than general recruiting. By doing specific recruiting, Wilson (1988:115) is of the opinion that the organization should choose appropriate audiences where there is a matching of needs with regard to the organizational goal. By following the abovementioned it is clear that if an

organization needs volunteers to fulfil a specific task then the right volunteer needs to be found for the right task.

It is important for organizations to know what they expect or want from volunteers before they embark on any kind of recruitment (Kruger & Schreuder, 1999:338). The authors state that by doing this, an organization will ensure that the right person for the job is recruited. This was also emphasized during the volunteer management training of the Cape Town Volunteer Centre (2004) where it was argued that specific recruiting, rather than general recruiting should be done. It is also important to target specific audiences whose interests, priorities and skills match the needs of the organization; the organization should have a year recruitment plan and use a variety of recruitment techniques to recruit specific volunteers. The Cape Town Volunteer Centre (2004) is adamant that recruitment should not be once-off, but needs to be an ongoing and continuous process. Furthermore, Kruger and Schreuder (1999:338) point out that once volunteers have been recruited it is of the utmost importance to utilize them. Taking this into consideration, it is important to bear in mind that recruitment needs to be task specific and that there are different methods of recruitment.

3.6.3.1   *Methods of recruitment*

In order for organizations to get the volunteers with the necessary skills to perform the volunteer tasks it is important to take note of the different methods of recruitment. Williams (2001:52-53), Grobbelaar (1980:114), Slabbert (1989:125-127), Lauffer and Gorodezky (1977:30-35) and Schindler-Rainman and Lippitt (1971:66-67) agree there should be exciting ways of encouragement and recruitment of volunteers. They mention the different ways which could include putting up posters in the community at different places where prospective volunteers will see them, placing articles in local newspapers to attract volunteers, exhibitions and by word of mouth. The Cape Town Volunteer Centre (2004) emphasizes that the media should be used in terms of radio talks, newspapers and brochures. Williams (2001:53) notes that word of mouth as a recruitment technique is the best method of recruiting since if a volunteer programme is managed well, then the existing volunteers will encourage others to join. The Cape Town Volunteer Centre (2004), Kruger and Schreuder (1999:338),

Ilsley (1990:91-92) and Wilson (1988:117) support the techniques of word of mouth, person-to-person recruitment and information brochures or pamphlets.

Once the recruitment process has been concluded it would depend on the organization to do selection of all the potential candidates, and thus this leads to the next discussion point on screening and selection of volunteers.

3.6.4   Screening and selection of volunteers

The selection process will determine and allow the organization to select task specific volunteers who have the needed skills to fulfil the expectations of the task. However selection and screening go hand in hand. According to Ilsley (1990:94) screening is not a complicated but a simple process, or a formal process of interviewing a prospective volunteer. Ilsley (1990:95) further states that "A good screening process not only allows managers to evaluate volunteers but also leads to the volunteers themselves to a certain amount of self-screening." Both Williams (2001:59) and Grobbelaar (1980:122) emphasize that most organizations make the mistake of accepting anybody who is willing to volunteer. Grobbelaar (1980:122) adds that it is imperative to have a selection process in place since this will ensure the suitably skilled volunteer is accepted for the appropriate needs of the organization. Williams (2001:60) describes selection as the process by which the volunteer co-ordinator or manager selects the volunteer best suited for the selected task. She maintains that this process of selection is an equally shared process where both the volunteer programme co-ordinator or manager and the volunteer need to make a choice or decision. To conceptualize this component it is thus important to discuss the selection process.

3.6.4.1   The selection process

According to Grobbelaar (1980:122) the selection process can follow on from the recruiting process. Grobbelaar (1980:122-123) states that the possible process of selection would include the following aspects:

- Do selection as part and parcel of the recruitment process; using previous clients as volunteers means that the former clients are already known by the organization; receiving volunteers as referrals from other organizations and volunteer recruitment bureau also

means that the prospective volunteer has already undergone a process of selection; organization's could have selection panels to screen and select prospective volunteers to fit the needs of a particular organization; organizations wishing to utilize volunteers can approach schools or institutions of higher learning to do the screening and selection; and the appointed person to do the selection of prospective volunteers should also be aware of the task descriptions and the tasks for which volunteers are required. This will enable such a person to do task-orientated selection.

In order to ensure a proper selection process there are certain methods of selection which will assist organizations to select prospective volunteers.

3.6.4.2   *Selection methods*

The method of selection will depend greatly on the task the volunteer will be expected to do. There are numerous selection methods that can be implemented and utilized by organizations in the selection process.

According to Williams (2001:63) the non-government organizations do selection by means of conducting interviews. Grobbelaar (1980:122) holds that selection is important for organizations wanting to utilize volunteers to enable the volunteers to be placed appropriately. The numerous methods of selection as described by Williams (2001) namely application forms, telephone interviews, panel interviews, group interviews and reference checking will be discussed.

(a)   **Application forms**

Both Williams (2001:64) and Grobbelaar (1980:123) discuss application forms as a method of selection. According to both the aforementioned authors, application forms can be used during the interview process to gather information. Williams (2001:64-65) adds that the application form can also be used as a record of personal details should the organization decide to select the prospective volunteer or even keep the form on record for a period. Williams (2001:65) emphasizes that the application forms should be user-friendly to be completed but that this should also not be used on its own as a selection method. It is

important to bear this in mind since prospective volunteers do not want to feel intimidated by long and tedious forms that are not user- friendly. The Cape Town Volunteer Centre (2004) highlights the following important details the application form should include, namely:

- Name, address and telephone number; current employer; type of work; previous work or volunteer experience; special skills; reasons for volunteering or wanting to volunteer; areas of interest; time available to volunteer; and contactable references.

(b)   Interviewing potential volunteers

Before the interview process can take place it is important that organizations know what they want to cover in the interview. Lombard and Modise (2002:5) refer to Larmer (1996) where it is stated that the interview is the most difficult part for the volunteer since there is always a fear of rejection. However if the preceding steps are followed the organization is likely to find the appropriate candidate. The Cape Town Volunteer Centre (2004) suggests that the following areas be covered in the interview process:

- Providing the potential volunteer with an overview of the organization;
- Providing a task description of the task(s) the potential volunteer needs to perform;
- Describe the terms of the volunteer involvement or volunteer "employment";
- Ask questions which will help the organization to assess the potential volunteer;
- Complete an evaluation form immediately after completion of the interview.

(c)   Telephone interviews

According to Williams (2001:65) the method of telephone interviews as part of selection can also be used to identify potential volunteers. She proposes that there are five standard questions which anyone answering the telephone can ask potential volunteers. The questions could include the following questions namely:

- availability on specific days and times as appropriate for the organization;
- availability to volunteer at least once per annum;
- medical conditions restricting the volunteer to lift any heavy objects;
- do the volunteers have reliable transport to get to places and venues;
- are volunteers able to cover their own travelling costs to the organization.

(d)   Group interviews

Group interviews according to Williams (2001:66) entail more than one prospective volunteer to be seen or interviewed. This will also give the organization the opportunity to give information to a group. Williams (2001:66) states that this method can be used on a regular basis depending on the number of volunteers required at a time.

(e)   One-on-one interview

Williams (2001:67) holds that this is the most popular method used where one appointed person in the organization interviews prospective volunteers on a one-on-one basis. She adds however that this method can also be the least effective if used in isolation. This method also puts all the responsibility on one person to make a decision. It could thus be concluded that there should be more than one person in an organization that will take responsibility to be on an interview panel or to assist with the interviewing process.

(f)   Panel interview

This includes more than one person from the organization to interview a prospective volunteer. Williams (2001:67) points out both the advantages and disadvantages of this method. As an advantage questions posed by volunteers will be answered because there is more than one interviewer. As a disadvantage this method could be very intimidating for the volunteer having to face more than one person from the organization.

(g)   Checking references

Williams (2001:67) stresses that no organization should appoint any paid staff without doing reference checks. She suggests that the same be done for volunteers to check whether all details and information given are correct.

(h)   Appoint the volunteer

Appointing the potential volunteer will signify the end of the process where the potential volunteer is accepted. It is of the utmost importance that all decisions are summarized in order for both the volunteer and the selector to understand (Lombard & Modise, 2002:5).

The above discussions indicate that there are certain processes that are necessary in order to manage volunteers effectively. After going through the afore-mentioned processes the next step would be to orientate the appointed volunteers.

3.6.5   Orientation of volunteers

Orientation of volunteers, according to Schindler-Rainman and Lippitt (1971:71) takes place at the first contact already and before the newly recruited volunteers start volunteering. Williams (2001:79) adds that orientation assists the volunteer to understand the task he or she needs to fulfil, whom they will be working with and where they will be working. Lombard and Modise (2002:6) note that the purpose of orientation is to make the volunteer aware of the organizational policies and procedures; to market the organization as a positive entity; to create a feeling of belonging for the volunteer; decrease and diminish fear and anxiety; to assist volunteers to identify with the organization as a whole and to encourage the volunteer to identify with the organizational goals. This according to Lombard and Modise (2002:6-7) will allow the volunteer to feel at ease.

Furthermore, Williams (2001:80) suggests that organizations compile an orientation checklist. This is very important in the case of the Cape Town Association for the Physically Disabled since it is a specialist organization and thus it is important that volunteers fully understand the organization and its goals. Williams (2001:80-81) proposes the following checklist, namely the history and mission of the organization; management and funding of the organization; history and aims of the volunteer programme; discussing the volunteer policy; the forms volunteers need to complete and rationale for completion; the physical layout of building and staff toilets, tea room etc; introductions to staff and other volunteers and to discuss the task the volunteer needs to fulfil.

Ilsley (1990:96) notes that orientation makes volunteers aware of policies and procedures of the organization. It also defines the roles and authority of the paid staff and those of the volunteers. Lauffer and Gorodezky (1977:48-49) stress that a tour of the building and name

tags for volunteers should be an important inclusion in the orientation of volunteers. Since all organizations differ in their core business it is important that selected volunteers should be trained in the field where they are expected to perform volunteer tasks.

3.6.6   Training of volunteers

When it comes to training of volunteers this will differ from organization to organization depending on the specific organizational needs. Ilsley (1990:94) states that numerous programmes within an organization require volunteers to be trained. He adds that the best training will equip volunteers with the necessary skills and attitudes that they will need to accomplish their tasks successfully and will also offer volunteers opportunities for learning, inspiration and personal growth (Ilsley, 1990:95). This is echoed by Lombard and Modise (2002:6) who refer to Morrison's (1997) statement that comprehensive training will give the volunteers a sense of belonging and also gives status in the organization. Lauffer and Gorodezky (1977:49) mention that training differs from orientation and that training for volunteers will also differ from that of paid staff. They further state that organizations should bear in mind that volunteers bring experience into the organization since many volunteers may have had expert previous experience and as a result may want exemption from certain sessions.
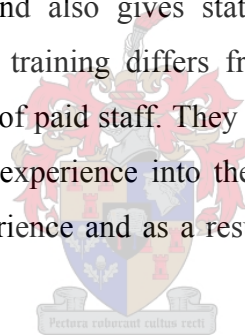
A training session attended on volunteer management at the Cape Town Volunteer Centre (2004:6) pointed out that when doing volunteer training the organization must have a plan of who or what or when or by whom; involve staff and volunteers in the training; make sure that the trainer wants to and knows how to train and there must be a decision about the method of training evaluation.

Williams (2001) lists different methods of training which can include group sessions where two or more persons are trained simultaneously; sending volunteers to a workshop in the community; giving the volunteers information to read in the forms of books or information brochures and as an alternative to give volunteers videos to watch or audio tapes to listen to. It is further pointed out that training could happen before volunteers start with their volunteer task, or on-the-job training or in the case of volunteers who have experience then refresher

training would suffice (2001:86-87). Schindler-Rainman and Lippitt (1971:81-83) also distinguish the different methods of training as hosting workshops, simulations and role playing.

Williams (2001:8) further elaborates on the effectiveness of a training session. She states to ensure effective training the following should be considered before a training session, namely:

(a)   The aim of a training session

Williams (2001:88) stresses that the aim of a training session should be achievable for the volunteers and proposes that trainers should guard against giving too much information at one time.

(b)   The content of the training session

According to Williams (2001:89) it is important that the content should be introduced in stages to the volunteers so as to allow the new skill to build on to the previous skill. She further emphasizes that each stage is a training session in itself each with its own aim. It is thus important that the trainer evaluate or assess whether the aim of each session has been achieved.
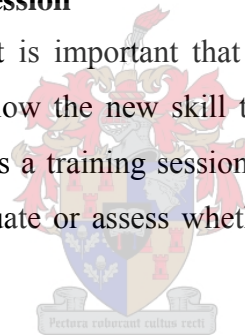
(c)   Assessing the current capabilities of volunteers

Assessing the current capabilities of volunteers is emphasized by Williams (2001:90) who states that it is important to take into consideration the volunteers' previous experience or previous training they may have undergone in the organization. When the trainer is planning group training it is important to pitch the training at a level where all volunteers will understand and benefit.

(d)   When training should take place

Williams (2001:90) proposes that the trainer set a date and time for the training since this will inform volunteers that it is a serious matter and will underscore the importance of the training session.

(e)   Assessing the success of training of volunteers

If training starts with a definite aim then evaluating the success should not be a difficult process according to Williams (2001:91). She proposes methods of evaluating training success such as:

- to check whether volunteers who attended the training are able to perform the assigned tasks;

- to have a test to assess whether volunteers know and understand the new information given through at the training;

- to have volunteers explain to each other in the training session how to perform the task they have just learnt.

Williams (2001:91) further cautions that the trainer should guard against being too intimidating in the evaluation of the training and that volunteers should feel comfortable with the method being implemented.

(f)   Contingency plans in the event of unsuccessful training

Williams (2001:91) makes it very clear that the trainer should always have contingency plans ready. She proposes that the volunteers be involved in assessing whether a training stage was successful and if not, both the trainer and volunteers should decide on a follow-up date to cover the stage or to redo it at the end of the session.

3.6.7   Supervision of volunteers

Since volunteers will form part of the internal human resources of the organization it is important to remember that the volunteers will also be subjected to supervision. In order to give clarification and conceptualization it is important to define the term supervision.

According to Botha (2002:9) in social work practice in South Africa there is confusion about the meaning of the term supervision. Botha (2002:10) refers to the definition in the *New Dictionary of Social Work* (1995) where supervision is defined as a *process whereby the supervisor performs educational, supportive and administrative functions in order to promote*

efficient and professional rendering of services. If volunteers are thus involved in an organizational programme which deals directly with clients it would be imperative that the volunteers receive supervision. Based on the above definition it is also evident that supervision is an educational programme to equip volunteers with the necessary skills needed for the task and in doing so also to offer them support.

As distinguished by Williams (2001:104), there are many aims of supervision of volunteers namely:

- to keep the volunteer enthusiastic and motivated;

- to encourage the volunteer to remain with the organization;

- to monitor and ensure that tasks are performed according to the expected level of performance;

- to keep the volunteer happy in the organization;

- to ensure that volunteers are safe and also those in contact with the volunteer;

- to avoid confusion about what is required within performing the assigned tasks;

- to prevent and quickly resolve any conflict or conflict situation;

- to encourage the volunteers to keep the name of the organization high.
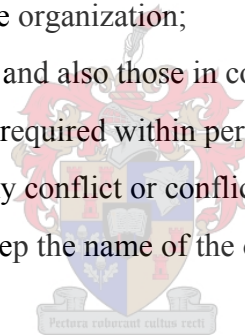
Williams (2001:104) adds that most of the aforementioned aims have a domino effect where one successful achievement will positively knock on to the next aim. Due to many volunteers within an organization performing different tasks it is also important to bear in mind that many times volunteers might only want support and thus also see supervision as a means of moral support. This is echoed by Engelbrecht (2004:207-208) where he refers to the fact that supervision in South Africa should be interpreted as the empowerment from a strengths-based perspective where supervision should be based on outcomes and, most importantly, where supervision takes place in a specific situation as long as it has a theoretical underpinning.

It is thus clear from the above that supervision is a very important process whereby the volunteers can be supported and developed according to their needs and that of the

organization. It is thus important that volunteers need to be recognized which in turn will lead to the retention of volunteers.

3.6.8 The recognition and retention of volunteers

Throughout this chapter reference has been made to the important human resource component volunteers fulfil. Based on this statement it is thus of the utmost importance that volunteers be recognized for the tasks that they perform in an organization.

Lombard and Modise (2002:7) state that recognition for volunteers and incentives are very essential since it gives affirmation to volunteers. They stress the point that it does not matter what volunteers are doing in terms of task performance, but it is imperative that volunteers receive recognition in some form or other. They further distinguish between two approaches for giving recognition, namely formal and informal rewards.

3.6.8.1   Formal rewards

Formal rewards work best for long-term contributions where volunteers are engaged over a period of time in the organization. Lombard and Modise (2002:7) denote that there should be criteria for formal rewards in terms of who is eligible to get a reward, the reason why the volunteer should get the reward and when and where it will be given. They expand on the types of rewards namely, pins, medallions, name badges, plaques and certificates. Lombard and Modise (2002:7) emphasize that volunteers should be part of the selection committee for the rewards.

3.6.8.2   Informal rewards

Awarding informal rewards according to Lombard and Modise (2002:7), is not time consuming and does not require long planning and effort. They propose that the reward should match the achievement and should happen immediately and not be delayed, since this will render the reward less valuable for the volunteer.

By constantly giving the volunteers recognition it will automatically result in retention of volunteers as an internal human resource. Engelbrecht (2006:107) states that retention refers to the process of ensuring that quality employees stay on the staff. This can also be the case with volunteers since they form part of the staff as organizational volunteers. Kruger and Schreuder (1999:340) name the factors influencing retention, namely recognition, accomplishments of the volunteer, public acknowledgment by the organization, a sense of belonging and being treated fairly and equally. They further state that retention doesn't happen automatically, but that it should be planned and any obstacles curtailing utilization of volunteers should be identified and addressed (Kruger & Schreuder, 1999:340).

3.7 CONCLUSION

Based on the discussion in this chapter it is clear that volunteers are precious human resources that many social welfare systems can benefit from. Kruger and Schreuder (1999:341) emphasize this by stating that "Volunteers are the most useful and almost under-acknowledged assets of welfare organizations." The effective management of volunteers and a volunteer programme will ensure that volunteers are utilized effectively and will receive supervision and support which in turn will result in recognition, retention and happy volunteers. By focusing on the human resources model the result will be happy volunteers who can become a real asset to any organization running human service programmes.

CHAPTER 4

AN EXPLORATION OF THE MANAGEMENT OF VOLUNTEERS AT THE CAPE TOWN ASSOCIATION FOR THE PHYSICALLY DISABLED

4.1   INTRODUCTION

This chapter will focus specifically on the management of volunteers. According to various sources in literature such as the White Paper for Social Welfare (Ministry for Welfare and Population Development, 1997), Williams (2001) and Wilson (1988), it is stipulated that the management of volunteers as an internal resource is very important to ensure that the volunteer programme runs effectively and smoothly. The management of volunteers is no new aspect to human service programmes. Lewis *et al.* (1991:119) state that any organization wishing to utilize volunteers should have a clear plan concerning the need for volunteers. Lewis *et al.* (1991) further state that volunteers, just like full-time staff should be fully utilized within the programmes they were selected to. This thus goes hand in hand with the management of volunteers. The above is supported by Williams (2001:24) where she states that a volunteer programme can only be successful if it is a planned and organized effort.

The exploration of the management of volunteers at the Cape Town Association for the Physically Disabled was based on information in the preceding chapters and literature. The findings of the explorative study will subsequently be discussed to give insight.

4.2   DELIMITATION OF THE INVESTIGATION

A literature review was done where several resources and literature were utilized as well as a written request via the Chief Executive Officer, to the management committee of the Cape Town Association for the Physically Disabled where permission was requested to conduct this study. Permission was granted to conduct research to determine the current management of volunteers with the purpose of proposing a framework for the management of volunteers at

the Cape Town Association for the Physically Disabled. Although some administrative staff also utilizes volunteers, the researcher opted to interview the social workers of the Association since the study is based on a social work perspective. The population from which a sample was taken for the present study thus consisted of social workers at the Cape Town Association for the Physically Disabled who are currently utilizing or who have previously utilized volunteers.

4.3   GATHERING AND ANALYZING DATA

The data for this study were collected by means of semi-structured interviews which were used together with an interview schedule to guide the researcher during interviews. This method of gathering data, according to Reaves (1992:109) and Bless and Higson-Smith (2000:104-105) allowed the researcher to have personal contact with the participants. All the interviews were conducted in English and all participants were comfortable with this language. To initiate the data collection process, the researcher contacted potential participants and set appointment dates which suited each participant's schedule and convenience, thus not allowing the scheduled interview to interfere with the participant's daily routine (De Vos *et al.* 2005:334). During the contact the researcher thanked all participants for their willingness to participate, and explained the purpose and procedures of the research study. All ten participants gave their full co-operation and willingness to participate.

After completion of all ten interviews the process of data analysis began. All interviews were done personally by the researcher and recorded manually on each participant's interview form. The researcher manually went through all the interview forms individually to analyze the data according to specific topics of discussion. This means that the researcher, according to De Vos *et al.* (2005:337), read through the interview notes to get an understanding of the data. Furthermore, the researcher extracted certain themes or patterns according to various authors such as De Vos *et al.* (2005:337-338) and Babbie (2004: 370-371) which contributed to the conclusions and recommendations for the study. Where relevant the data will be

presented in narrative form or tabular form. The form of presentation will depend on the type of data analyzed.

4.4   RESULTS OF THE INVESTIGATION

The results of the investigation will be discussed in further detail.

4.4.1   Identifying details of participants

The identifying details of all the participants were asked for record-keeping purposes and to ensure that the participants fitted the criteria for inclusion. The participants were interviewed about the management of volunteers at the Cape Town Association for the Physically Disabled. This will be discussed in the next section.

4.4.1.1   *Designation of participants*

The designation of the participants needed to be determined because the purpose of the study was to interview social workers who have utilized volunteers or who are currently utilizing volunteers. The reason for this is that the basis from which this research stems is a social work perspective. All ten participants were social workers at the Cape Town Association for the Physically Disabled, where one out of the ten was a senior social worker.
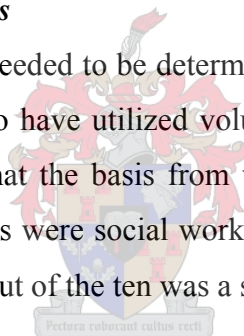
4.4.1.2   *Previous or current utilization of volunteers*

The participants were asked whether they are currently or whether they have previously utilized volunteers. The rationale for this was to ensure that the participants matched the inclusion criteria as set out by the researcher. All the participants were utilizing or have utilized volunteers in the past and thus were included in the study.

4.4.1.3   *The duration of utilizing volunteers*

For the purpose of this study three categories were used to determine the period of utilizing volunteers to give a broader spectrum. The categories included 1-2 years, 3-4 years or more than 4 years. From the study it was determined that the majority of the participants had been

utilizing volunteers in the category of 1-2 years' period. It was thus concluded that the majority of the participants were novices at utilizing volunteers.

4.4.2 Defining a volunteer

Participants were asked to give a definition of a volunteer. The rationale for this was to determine the participant's own understanding of a volunteer and to correlate this with the literature definition. The *New Social Work Dictionary* (1995:66), Barker (1999:512) and Williams (2001:1), concur in their definition of a volunteer as someone who is not forced to perform any tasks, but does so out of his/her own free will and does not expect any kind of compensation in monetary terms.

Eight of the participants highlighted key words in their definition of a volunteer. These key words included *doesn't get paid; helping the organization*; *the service is voluntary; freely participates in activities* and *does any work*. These key words are illustrated by some responses of participants:

- *A volunteer is someone who does any work **without getting paid***;
- *It is someone **who freely participates** in activities to help others.*

It is thus evident that the majority of the participants agree with the definition of Williams (2001:1) and Barker (1999:512) of a volunteer as someone who does not expect or receive any form of remuneration for the work done.

4.4.3 Defining volunteer work

Participants were asked to define the term volunteer work. The reason for this question was to determine the participant's own understanding of the term volunteer work. Volunteer work takes place at various levels of any organization where the volunteers are involved. According to Lombard and Modise (2002:3) volunteers and volunteer work within an organization support and supplement the work of paid staff. All of the participants responded according to their own understanding of this question. The majority of the participants were of the opinion that volunteer work is done out of *passion* and in their *free time* where anything can be done

depending on the interests of volunteers. Some responses which highlight the passion include:

- *Work which you spend preferably in your **free time** for a service where it could be any service;*

- *Volunteer work is a **passion**, someone has to do something for his community or organization out of their **free will** and don't expect anything in return;*

- *Volunteer work is when **you do anything** you think necessary to the community without expecting anybody to pay for the work.*

The responses received from the participants matched the responses received to the question of defining a volunteer. The key words which were identified above correlated with each participant's response and thus it is concluded that a volunteer signifies the person or individual offering his or her service to an organization out of passion and free will, whereas volunteer work signifies the actual task which has been allocated to the volunteer within an organization to supplement the work of paid staff.

4.4.4   Tasks volunteers perform

There are different tasks volunteers perform in an organization or in the broader community. Volunteers within a welfare organization will also perform different tasks on various levels depending on the need. Lombard and Modise (2002:3) state that volunteers in social service agencies perform different roles including direct services or direct service activities. Although Lombard and Modise (2002) specifically write about the direct services role of volunteers, it is important to remember that volunteers can also fulfil a more indirect role such as clerical work, serving on management boards and many more. The latter is also mentioned by Williams (2001:29) where she refers to different tasks volunteers can perform including odd jobs, baking cakes for cake sales, keeping gardens tidy, washing cars, processing data on computer and taking photos; to name a few. For the purpose of this exploration at the Cape Town Association for the Physically Disabled, the focus was specifically on those volunteers of the organization who did not serve on the management committee of the organization. For the present study, the categories of tasks for volunteers to perform were based on clerical

work, direct client work, fundraising or any other tasks. The latter category thus gave the participants carte blanche to explain in detail what these other tasks entailed. The explanations received from the participants for the category of other tasks included catering for client forum meetings, assisting with special events or outings and the sorting of donated clothing. From the ten participants interviewed it was evident that the majority utilized volunteers for other tasks which included catering, assisting with special events and sorting of donated clothing.

4.4.5   Profile of a volunteer

The Cape Town Volunteer Centre's training notes (2004:1) point out that a volunteer can be male or female. Although if we go back in history, according to the ACVV Personnel Board (2006), during 1904 just after the Anglo-Boer War, the volunteers consisted mostly of white females wanting to do philanthropic work to ease the devastation. However according to the Cape Town Volunteer Centre Placement Officer, this profile has changed somewhat over the past decade where their statistics reveal that the distribution of males and females is as follows: Females constitute approximately 80 percent of their volunteer base whereas males constitute a mere 20 percent (2006). The participants for this study were asked to comment on the gender of volunteers, age, qualifications, employment status and race in order to determine the profile of the volunteer most utilized at the organization.

4.4.5.1   *Gender of volunteers*

During the research it was determined that the majority of the participants utilized mostly females for volunteer tasks. This links directly with previous studies conducted by authors such as Heyns *et al.* (1993:107), Kruger and Schreuder (1999:335) and Londt (2002:68) as well as where it was deduced that females are dominant in volunteer work. This was also corroborated by the Cape Town Volunteer Centre, where the training co-ordinator also revealed that volunteer work is done mostly by females (Dudley, 2005).

4.4.5.2   *Age of volunteers utilized*

Participants in the current study were asked to choose between five age groups namely 18-20 years, 21-30 years, 31-40 years, 41-50 years and older than 51 years. The aim of this question was to determine which of the age groups were more dominant within the organization's utilization of volunteers. The results of the study revealed that there was an equal utilization of the two age groups of 31–40 years and 21–30 years. In order to get more detailed information the participants were further required to motivate the reason(s) for utilization of specific age groups of volunteers, and the following responses were given:

(a)   Age group 21-30 years:

- *This age group is utilized because they are volunteers that's **willing**;*

- *This age group is **available** and **willing**.*

(b)   Age group 31-40 years:

- *Because in this age group the volunteers are **more matured** and can handle different types of disabilities. Younger people are not so exposed;*

- *Because some of the volunteers have been working with persons with disabilities and they are **willing** to volunteer;*

- *Because they are **already volunteering**;*

- *Because they already have a relationship with the clients and are **more matured**.*

From this study it is evident that there are different reasons various age groups are utilized. Furthermore it can be concluded that most of the participants in the study prefer to use the older volunteers since they are the ones who are more mature and who are available and willing to volunteer.

These findings and conclusions run parallel to findings in literature where it was revealed that various studies showed different results. A study conducted by Londt (2002:69) concluded that the majority of volunteers utilized fall between the ages of 18-29 years; Kruger and Schreuder (1999:335) concluded that the age range of volunteers ranges between 31 and 81

years and Dudley (2005) from the Cape Town Volunteer Centre stated that volunteers start volunteering from the age of 20 years, after completing school.

It is thus evident that there are different reasons for the utilization of volunteers in the different age groups.

4.4.5.3   *Qualifications of volunteers*

As part of the study participants were also asked about the qualifications of the volunteers in order to determine the qualification level of the volunteers who are used most frequently. Participants could select from various categories of qualifications which included primary school education, high school education, passed matric, has a diploma, has a certificate, and has a degree, or any other which required an explanation. From the ten participants more than half and thus the majority utilize volunteers who have a high school education.

The findings of the present study conducted by the researcher do not correspond with previous research done by Londt (2002:71) where most volunteers were in possession of a matriculation certificate. Dudley (2005), the Cape Town Volunteer Centre training co-ordinator also claims that most volunteers reporting for volunteer work are either in possession of a tertiary or college degree. It can thus be concluded that the qualification of volunteers goes hand-in-hand with the type of volunteer tasks that must be performed. In the case of the Cape Town Association for the Physically Disabled the tasks do not require a matriculation certificate, a college or tertiary qualification.

4.4.5.4   *Employment status of volunteers*

In order to explore the employment status of volunteers the participants were asked to categorize the volunteers in categories of unemployed, employed part-time, employed full-time, self-employed, currently studying and other, where the participants needed to specify other. From the ten participants more than half, which thus constitutes the majority, utilize volunteers who are unemployed. Various other studies conducted by Wardell *et al.* (2000:235), Kruger and Schreuder (1999:335) and Londt (2002:72) substantiate this where

most volunteers are unemployed. This is also supported by Dudley (2005) from the Cape Town Volunteer Centre who states most volunteers enter the sphere of volunteering to gain skills for future employment.

4.4.5.5 *Race of volunteers*

During the present study a question concerning the race of volunteers most frequently used was asked of participants. The reason for the question was to determine the racial group which was most used. It was found that the majority of the participants utilize coloured volunteers for volunteer tasks. These findings thus contradict the findings of an indigenous South African study conducted by Londt (2002:70) where it was determined that most of the volunteers utilized in the Eastern Cape were black. This also apposed findings by Dudley (2005), from the Cape Town Volunteer Centre, which supports Londt's findings that the majority volunteers are black followed by coloureds. It can be concluded from this that the race of volunteers utilized depends on the various geographical areas of operation of an organization.

4.4.6 The motivation for people to volunteer at the Cape Town Association for the Physically Disabled

According to Lombard and Modise (2002:2-3) it is important for organizations to determine the motivational factors of volunteers since this will allow the volunteers to be retained. Ilsley (1990:16) states that motivation occurs when people are inspired to take individual action. Lombard and Modise (2002:2-3) add that the motivational factors of volunteers include altruism, sociability, self-interest and use of spare time. To determine the motivational factors of volunteers at the Cape Town Association for the Physically Disabled the ten participants were asked an open question as to what they thought motivated people to volunteer at the organization. From the responses received it is evident that most of the participants agree that some people volunteer because they want to give back to society; this refers to **altruism.** Some of the responses which are evident of this are as follows:

- *They want to **commit** themselves to render some **service to persons with disabilities**. They are **in the vicinity** of the organization and it is accessible to them and they **don't have to***

travel so far. *They also **have friends who are involved** and they go where their friends are;*

- *Volunteers **have passion for persons with disabilities** (children and adults);*

- *They **want to help other people** and in some cases it is due to their own family who has disabilities. They also have to **fill their spare time;***

- *People have **passion** and they feel what the others feel;*

- *Some volunteers are **personally affected by someone who is physically disabled.***

This links with Lauffer and Gorodezky (1977:37) and Ilsley's (1990:7) statement that people are motivated to offer their services if it provides them with an opportunity to help, or as a form of selfless commitment to broader society emphasizing humanitarianism and philanthropy. A lot of the responses also referred to **self-interest** where volunteers do volunteer work in order to expand their own interests. The new experience volunteers are seeking is also mentioned by both Lauffer and Gorodezky (1977:35), Williams (2001:7-8) as well as the training co-ordinator of the Cape Town Volunteer Centre (Dudley, 2005). One of the participants stated that volunteers are motivated to volunteer to fill **spare time.** This is supported by Williams (2001:7) in her finding that volunteers get involved in volunteering because they are often bored and thus utilize their spare time in this regard. From the above it is thus evident that there are different motivational factors for people to volunteer, which include altruism, self-interest and having spare time.

4.4.7   The benefits of volunteering

During the present study, participants were required to answer a two-pronged question regarding the benefits of volunteering. The first question covered the benefits of volunteering for the volunteer and the second part covered the benefits of volunteering for the organization. The question was asked specifically with reference to the Cape Town Association for the Physically Disabled, since this was used as a case study. The reason for this question was to determine what the participants viewed as the benefits of volunteering for both the volunteer and for the organization. The two parts of the question will be discussed separately.

4.4.7.1   Benefits for the volunteer

Participants were asked what they regarded as benefits of volunteering for the volunteers. These benefits will differ from one person to the next. The reason for this is that each individual has his own expectations and thus the benefits are directly linked to the expectation. According to the responses received from participants it was evident that there was a combination of benefits between **social benefits, emotional benefits** and **intellectual benefits**. Some of the responses from the participants which alluded to the combination of benefits were as follows:

- *It's a question of appreciating rendering a service and about getting the opportunity **to be part of their community***;

- *The biggest benefit is **self-fulfilment of doing something for other***;

- *It gives experience to volunteers to be able to deal with problems of persons with disabilities. It is more **structured way of learning** how to care for others*;

- *A **feel good** kind of thing. It is giving back to someone*;

- *The volunteer gain experience and get to **fulfil their passion.** They **give back to society** and learn how to deal with persons with disabilities.*

From the above it is clear that some volunteers get the benefit of gaining experience and also meeting others. There is thus a **social benefit** where there is also a chance of attending events. This links with findings by Wardell *et al.* (2000:238) and Mostyn (1983:37) that social benefits are socially fulfilling for volunteers. Some participants also noted **emotional benefits** where volunteers fulfil their tasks by giving back to society and by having a sense of achievement by learning more. This is corroborated by Williams (2001:10) where she states that volunteers give back to society. From the data above it is also evident that volunteers derive **intellectual benefits** where they gain new skills and knowledge especially in a specialized organization such as the Cape Town Association for the Physically Disabled. Intellectual benefits are also listed by Mostyn (1983:35-37) and Williams (2001:10) where volunteers are given the opportunity to learn new skills but also to utilize the existing skills of volunteers.

4.4.7.2 Benefits for the organization

The participants were also asked to comment on the benefits of volunteering for the organization. The main rationale for this question was to get the personal opinion of each participant. Various authors such as Williams (2001:11) and Botha (2002:69) reiterate that volunteers can be utilized to execute certain tasks and thus will allow the paid professional staff to concentrate on the tasks they were employed to do. Further to this, full-time staff often has large service areas and thus having volunteers will definitely benefit the organization. The following responses received from the participants corroborate this as follows:

- *Volunteers live in the community and can thus be **the eyes and ears of the organization** because social workers cannot be there all the time;*

- *It **raises the profile of the organization** because people talk amongst each other. It is also nice to have when the organization is looking for funds;*

- *The social workers are not overworked and **free up the social worker** in general.*

Based on the above discussion it seems that the various benefits for the organization were seen somewhat similarly by the participants. What was also very evident from the responses is the fact that the benefit of marketing the organization was very dominant in the responses but not in literature.

4.4.8 Responsibilities of the organization towards volunteers

When there is any talk about volunteering and utilizing volunteers, organizations should not lose sight of the fact that volunteers do add a cost implication for organizations. This is emphasized by Botha (2002:69) and Williams (2001:14), that volunteers do not come without costs although they do not get remuneration. It is also very important that organizations remember that the implications of cost of volunteers do not necessarily mean it should be viewed negatively. The participants were asked to comment on what they thought the responsibilities of the organization should be towards volunteers. The reason for the question was once again to explore the opinions of the participants. Participants were asked to

comment on the responsibilities of organizations in three categories namely in terms of financial responsibilities, time and control and ethics. The responses were as follows:

4.4.8.1   Financial responsibilities

When asked about financial responsibilities the majority of the participants highlighted transport costs for volunteers. The following responses were received from the participants in terms of financial responsibilities:

- *If we don't assist with **transport** it would be difficult to get volunteers;*

- *The organization can nurture the volunteer in the way of giving a certificate, a function**, transport** or maybe send the volunteers on courses or training and build their capacity;*

- *If volunteers assist with outings then the organization must provide **transport costs***;

- *The organization **must provide transport** because at the end of the day many volunteers are unemployed and living in poverty.*

The responses received are validated by Botha (2002:69) and Williams (2001:14) who highlight that volunteers at times get reimbursed for certain travelling expenses. The responses also have a direct link to the profile of the volunteer where the transport need can be attributed to the fact that most volunteers utilized by the Cape Town Association for the Physically Disabled are indeed unemployed.

4.4.8.2   Time and control

Often volunteers can be unreliable because they are not bound to only one organization, thus their time is their own. This is supported by Botha (2002:69) and Williams (2001:14) where they state that volunteers are sometimes committed to more than one organization. This makes it difficult sometimes to control the movements of volunteers. The participants were asked their opinion about time and control and had the following to say about the organization's responsibilities in terms of time and control of volunteers:

- *The organization need to **monitor by some kind of supervision** to see the work is done correctly and instructions are followed;*

- *There must be a **co-ordinator who meets with the volunteers** once or twice per month to hear how they feel and what their interests are;*

- *Need **monthly meetings** and volunteers need to attend staff meetings to know what is happening;*

- *At least for volunteers to **meet to monitor the work;***

- *We should have **monthly sessions** for support.*

From the responses received from the participants there was a very strong feeling in favour of regular meetings with volunteers for support and also to monitor the tasks. Williams (2004:14) is of the opinion that volunteers can be unreliable, thus it makes it difficult to control their movements. It can thus be concluded that because volunteers are not bound to an organization financially it would be very difficult to control them. Volunteers are under no obligation to sign a contract since it was reiterated earlier in this chapter that a volunteer is someone who does volunteer work out of free will without expecting any remuneration.

4.4.8.3   Ethics

The participants were asked what they thought the ethics should be when an organization utilizes volunteers. The reason for this question was to explore the participants' own understanding and opinion. Botha (2002:69) states that volunteers often do not adhere to confidentiality and other ethics as set out in the social work training. They are thus not bound to abide by ethics. Some of the responses displaying the aforementioned include:

- *The volunteers must be bound to the policies of the organization e.g. they must work according to **the code of conduct**, treat with **respect** and adherence to the **Bill of Rights**, **confidentiality** and they must know the disciplinary procedure;*

- *Volunteers need to understand what is expected before starting. They must **adhere to policies**;*

- *They should know about **confidentiality** and sign a contract;*

- ***Confidentiality** should be discussed with them;*

- *We should have a training workshop to tell them about the organization. We should explain what they can do and cannot do and **confidentiality** needs to be explained;*

- *We should have **confidentiality** and teach them about **confidentiality**. They should have respect and keep within our boundaries.*

From the above responses it is clear that the majority of the participants felt very strongly about confidentiality that should be instilled in all volunteers at the organization. These responses thus coincide with Botha (2002:69) and reinforce the fact that volunteers need to adhere to certain ethics, most importantly confidentiality.

4.4.9 Management of volunteers at the Cape Town Association for the Physically Disabled

In order to explore the management of volunteers at the Cape Town Association for the Physically Disabled, participants were asked questions about general management of human resources. Botha (2002:60) points out that all organizations including welfare organizations have various areas of management of which human resources management is one. Le Roux *et al.* (1995:140) refer to human resources management where this would include the volunteers as part of the internal human resources of an organization. These authors (Le Roux *et al.*, 1995:141) allude to the fact that the function of the human resources manager will be to see to the training and development, good working relations, administration and an effective working environment for workers. From the responses received it was clear that the majority of the participant's touched briefly on the various management tasks they fulfil. The following responses are given as examples:

- *We **can do more** about recruiting volunteers;*
- *It is **not very structured**;*
- ***Not enough attention** is given to the volunteers.*

From the above responses it can be deduced that most of the participants are of the opinion that volunteers need to be managed more closely as a human resource. This links with the human resources management model as adapted from Lewis *et al.* (2001:81-82) since it would lead to better co-operative working relationships between professional full-time staff and volunteers, where there would be an interdisciplinary work team including volunteers.

4.4.10   Task descriptions for volunteers

Authors such as Lombard and Modise (2002:5) mention the importance of task descriptions for volunteers which will guide the volunteer in the task he or she need to fulfil. The literature (Cape Town Volunteer Centre Training Notes, 2004 and Lombard and Modise, 2002) gives many different examples of the written task description and what needs to be included but nowhere is it stipulated that it needs to be in written form. As part of the investigation the participants were asked whether the volunteers have task descriptions. Where there was no task descriptions, participants were asked to elaborate their answers. The reason for this particular question was to explore to what extent volunteers have tasks descriptions. Half of the participants indicated that the volunteers they use have verbal task descriptions and the other half indicated that they had no task descriptions for their volunteers. The reasons for the latter were as follows:

- *No because they fulfil a task that is given and **tasks changed every time**;*
- *There was **nothing structured**, just verbal;*
- *No- they are still new and I **don't want to push them** - they are still learning.*

The above indicates that there is generally no formal written task description for volunteers at the Cape Town Association for the Physically Disabled. This thus goes against findings in the literature, for example by Lombard and Modise ((2002:5) where having task descriptions for volunteers will allow for an organization to recruit and place the appropriate volunteer for the job.

4.4.11   Framework for a volunteer policy

The Cape Town Volunteer Centre is of the opinion that the volunteer policy forms an important framework in the organization for the utilization of volunteers. There is no volunteer policy cast in stone but it is important that each organization should have a policy in place and that the employees are aware of such a policy. In the preceding chapter the definition of a volunteer policy is given by the Cape Town Volunteer Centre (2004:3-4) as, *a document that states why an organization needs volunteers, how it intends to treat them and*

what it expects from the volunteers. Furthermore it is stated that the volunteer policy forms the most important framework in the organization for the utilization of volunteers.

Participants were asked whether they were of the opinion that the organization should have a framework for a volunteer policy. The reason for this question was to lead to the aim of the research which is to provide a framework for the management of volunteers at the Cape Town Association for the Physically Disabled. Fewer than half of the participants, therefore constituting the minority of the participants, indicated their awareness of such a policy.

4.4.12   Method of recruitment

Various authors such as Lombard and Modise (2002:4), Schindler-Rainman and Lippet (1971:65), Wilson (1988:115) and Kruger and Schreuder (1999:338) stipulate that the recruitment process should include getting the right person for the right job. It is further emphasized that recruitment should be specific and not general; to make sure that the correct volunteer is recruited. Participants were asked to indicate from three methods of recruitment namely, advertising, word of mouth, or other. In the event where they indicated other, participants were also asked to elaborate on this. The rationale for this question was to determine which technique of recruitment was used the most by the participants. From the investigation most of the participants indicated that they recruited volunteers by word of mouth. Some responses were:

- *By using existing volunteers they tell others;*
- *Volunteers all talk amongst each other;*
- *Volunteers also tell their friends if you treat them right.*

The responses received from the participants are supported in literature where authors such as Williams (2001:53) states that word of mouth as a recruitment technique is the best method of recruiting because existing volunteers will encourage others to join. Kruger and Schreuder (1999:338), the Cape Town volunteer Centre (2004), Ilsley (1990:91-92) and Wilson (1988:117) also support the technique of word of mouth.

4.4.13 Screening and selection process

When it comes to screening and selection of volunteers, Ilsley (1990:95) states that "A good screening process not only allows managers to evaluate volunteers but also leads to the volunteers themselves to a certain amount of self-screening."   It is also supported in literature (Williams, 2001 and Grobbelaar, 1980) that there must be a screening and selection process to ensure that the organization gets the right volunteer for the job. Both Williams (2001:59) and Grobbelaar (1980:122) stress that most organizations make the mistake of accepting everyone and anyone who wants to volunteer. The results of the investigation show that the majority of the participants were unaware of a screening and selection process. This is evident by some of the responses:

- *I **have no answer** to this question;*
- *I **didn't use selection** with the volunteers;*
- *No I **do not use screening and selection**.*

The above responses thus make clear that the participants do not use a screening and selection process.

Grobbelaar (1980:122) stipulates that a selection process is imperative in any organization since it allows for the selection of suitable volunteers for a specific task. Williams (2001:64) and Grobbelaar (1980:123) state that application forms can be used as one method of selection. According to Williams (2001:65) telephonic interviews can also be used as a screening and selection method, and she also refer to group interviews, panel interviews and one-on-one interviews as methods of screening and selection (Williams, 2001:66-67).

4.4.14 Overall management of volunteers

During the investigation for the research the interviewer also wanted to ascertain whether the volunteers had received any orientation, training, a task description and supervision.

4.4.14.1   Orientation of volunteers

Williams (2001:79) regards orientation as important to prepare the volunteer for the specific tasks he/she must fulfil. Orientation also gives the volunteer enough information about the organization's vision, mission and goals. Participants were asked to comment on orientation of volunteers to determine whether volunteers utilized received any orientation about the organization. Only half of the participants indicated that the volunteers they are utilizing received orientation.

This does not agree with what is stipulated in literature by authors such as Williams (2001:80) who suggests that organizations compile an orientation checklist which includes history and mission of the organization; management and funding of the organization; history and aims of the volunteer programme; discussing the volunteer policy; the forms volunteers need to complete and rationale for completion; the physical layout of building and staff toilets, tea room etc; introductions to staff and other volunteers and to discuss the task the volunteer needs to fulfil.

4.4.14.2   Training of volunteers

Lauffer and Gorodezky (1977:49) point out that training will differ from organization to organization because each has its own goals and objectives. Training of volunteers also adds to the fact that volunteers will feel a sense of belonging and appreciated. Participants were asked to comment on the training of volunteers. The rationale for this question was to determine whether volunteers received any training. From the responses only half were of the opinion that volunteers received some training.

From the above it can be concluded that training of volunteers does not happen frequently since only half of the participants trained the volunteers. Ilsley (1990:94) and Lombard and Modise (2002:6) are of the opinion that training of volunteers is very important to ensure volunteers are fully equipped with the necessary information to fulfil their tasks.

4.4.14.3   Supervision of volunteers

Based on literature (Botha, 2002 and Williams, 2001) in the preceding chapter it is evident that supervision is an educational programme to equip volunteers with the necessary skills needed for the task and in doing so also offers volunteers support when needed. Most of the participants supervise their volunteers in their tasks. It was also noted that supervision was not a formal process according to some of the comments:

- *Supervision, yes but **not regularly**;*

- *On a monthly basis but **not formal.***

From the responses received it is thus concluded that supervision of volunteers is an informal process which does not take place on a regular basis. These findings contradict what is stipulated in literature where Botha (2002:10) refers to the goal of supervision as to promote efficient and professional rendering of services. Based on the above definition it is thus concluded that if volunteers are involved in an organizational programme which works directly with clients it would be imperative that the volunteers receive supervision.

4.4.15 Recognition and retention of volunteers

Volunteers give of their own free will and own time and thus it is necessary to affirm this and praise them for their efforts. Organizations all differ in the way this is done. Participants were asked to comment on how this process happens at their organization in order to explore how volunteers are recognized in the organization. The following responses were received:

- *By means of a **volunteer function**, but we can have more regular contact;*

- ***Recognition function** and certificates;*

- *I know they get a **thank you dinner**;*

- *Recognition when there is the **volunteer function**;*

- ***Volunteer function** or party – a way of saying thank you.*

From the above responses it can thus be concluded that the volunteers' function as a means of recognition of volunteers is very important. This supports Lombard and Modise (2002:7) who

claim that recognition for volunteers and incentives are essential since it gives affirmation to volunteers of their worth.

4.5   CONCLUSION

The aim of the research was to investigate the execution of the management of volunteers at the Cape Town Association for the Physically Disabled and to provide a framework to the social workers of the Association for the management of volunteers, to enhance developmental social service delivery. This chapter outlined the results of the study.

First, the participants were asked to give an indication of whether they utilized volunteers and if so, the period of utilization. Participants were also asked to define a volunteer and volunteer work. This gave them an opportunity to give their own definition or understanding. The research also aimed to determine the type of volunteer work the participants utilized volunteers for: these included clerical work, direct client work, fundraising, or any other task. Focus was also placed on the type of volunteer most utilized in terms of gender, age, qualifications, employment status and race. Further investigation dealt with the motivation of volunteers as well as benefits of volunteering for both the organization and the volunteers; and finally what the responsibilities of the organization should be towards the volunteer.

The participants were asked to describe the overall management of volunteers at the Cape Town Association for the Physically Disabled; these included the management tasks used as well as recruitment, screening and selection, orientation, training, volunteer programme policy and the retention and recognition of volunteers.

The chapter thus thoroughly explored the management of volunteers at the Cape Town Association for the Physically Disabled in order to provide a framework to the organization to manage volunteers effectively.

In the following chapter the conclusions and recommendations regarding the management of volunteers at the Cape Town Association for the Physically Disabled will be presented.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1   INTRODUCTION

This explorative-descriptive study of the management of volunteers at the Cape Town Association for the Physically Disabled originated out of a need identified and experienced by the researcher, as the management of volunteers forms part of the researcher's key performance areas. The aim of this chapter is to present the conclusions based on the research done in order to make appropriate recommendations based on these conclusions. The conclusions will give a framework to the social workers of the aforementioned organization as to the management of volunteers, and in so doing would meet the final objective of this research which is to provide a framework to the social workers of the Cape Town Association for the Physically Disabled for the management of volunteers, to enhance developmental social service delivery.

5.2   CONCLUSIONS

The following conclusions are based on the findings of the empirical investigation into a sample of ten social workers at the Cape Town Association for the Physically Disabled.

5.2.1   Previous or current utilization of volunteers

All the participants interviewed in the study were utilizing volunteers or have utilized volunteers in the past. The conclusion can thus be made that this is a common way of working by the social workers at the Cape Town Association for the Physically Disabled. All the participants qualified for inclusion in the study as set out in the inclusion criteria by the researcher.

5.2.2   The duration of utilizing volunteers

The conclusion to be made is that most of the participants were novices at utilizing volunteers due to their short period of service with the organization. It can further be concluded that this

is a common practice at the organization where the social workers are novices at utilizing volunteers due to the staff turnover of social workers.

5.2.3 Defining a volunteer

All the participants who were interviewed gave their own definition of a volunteer. Most of the responses included the key words of "doing work" and "not expecting any remuneration". It is thus concluded that there are similar perceptions of a volunteer amongst the participants.

5.2.4 Tasks volunteers perform

Participants were utilizing volunteers for different reasons. The participants could assign the tasks of clerical work, direct client work, fundraising, or other. The conclusion made was that most of the participants utilized volunteers for other tasks which include catering, assisting with special events and sorting of donated clothing; these being the different tasks requiring volunteer utilization.

5.2.5 Profile of a volunteer

Participants were able to comment on the profile of the volunteer they utilized the most. They could distinguish between gender, age, qualifications, employment status and race of the volunteers they mostly used.
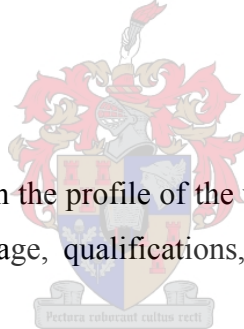
5.2.5.1 Gender

With regards to the gender of volunteers utilized most frequently the majority of the participants indicated that female volunteers are utilized to fulfil volunteer tasks. The conclusion stemming from the investigation is that mostly females are being utilized as volunteers.

5.2.5.2 Age

The conclusion made is that the volunteers in the age group 21-30 years are more available and the age group 31-40 years consists of matured people who are willing to volunteer and are available to do volunteer work.

5.2.5.3   *Qualifications of volunteers*

For the qualification of the volunteers it is concluded that the volunteers utilized at the Cape Town Association for the Physically Disabled mostly have a high school qualification. It is further concluded that this links with the previous question about the types of tasks the volunteer must fulfil. According to the findings of this research it is concluded that the tasks for volunteers does not require any specific level of qualification.

5.2.5.4   *Employment status of volunteers*

During the investigation participants replied that most of their volunteers were unemployed where more than half of the participants confirmed this finding. It is concluded that because the volunteers were unemployed they also had time on their hands to get involved in volunteering.

5.2.5.5   *Race of volunteers utilized*

Concluded from this research is that the race group mostly utilized for volunteering by the participants is the coloured race group. It is further concluded that the spread of race groups of volunteers used does not represent the diverse communities served by the Cape Town Association for the Physically Disabled where the organization works across the spectrum of races in different communities. A minority of black volunteers is being utilized and currently no white volunteers are utilized according to the responses received.

5.2.6   The motivation of volunteers at the Cape Town Association for the Physically Disabled

There was a diversity of observations. It is concluded that the majority of the participants stated that people's motivation to volunteer at the Cape Town Association for the Physically Disabled stems from altruism because they feel they have to give back to society.

5.2.7   The benefits of volunteering at the Cape Town Association for the Physically Disabled, for the volunteer and for the organization

Participants gave a mixture of responses when asked to distinguish between the benefits for the volunteer and the benefits for the organization.

5.2.7.1 *Benefits of volunteering for the volunteer*

The participants reflected their own opinions to this question about the benefits of volunteering for the volunteer. It is concluded that the responses received identified the benefits of volunteering for the volunteer, as social benefits, emotional benefits and intellectual benefits. The responses given were not necessarily that of the volunteers themselves, but the participants' own opinions.

5.2.7.2 *Benefits of volunteering for the organization*

Based on the participants' responses it can be concluded that volunteers assist the permanent social workers at the organization, allowing them to have more time to concentrate on other more important tasks, as well as to market the organization.

5.2.8 The responsibilities of the organization towards volunteers in terms of financial responsibilities, time and control of volunteers, and ethics

Participants were able to comment on the organization's responsibilities towards volunteers in terms of financial responsibility, time and control and ethics.

5.2.8.1 *Financial responsibility towards the volunteers*

There was a diversity of answers given by the participants in terms of the organization's financial responsibility towards volunteers, specifically in terms of travelling where the majority were in agreement. In conclusion it is thus evident that the majority of the participants felt that volunteers should be reimbursed for their travelling costs, but they did not stipulate whether this should only be for pre-approved travelling or carte blanche.

5.2.8.2 *Time and control of volunteers*

In terms of time and control of volunteers, it can be concluded that there is a strong desire for regular follow-up with volunteers at the organization either by the social worker or the volunteer manager.

5.2.8.3   *Ethics*

Responses received from half of the participants stressed that confidentiality should be part of the ethics volunteers should adhere to. Concluded from these findings, it is thus stipulated when it comes to the ethics of volunteers that confidentiality is the main issue. This could be attributed to the nature of work done by the organization where the services are linked directly to clients.

5.2.9   The management of volunteers at the Cape Town Association for the Physically Disabled

From the responses it can be concluded that the human resources model of management of volunteers can be used in terms of input, throughput and output focusing on the strengths of volunteers. This model further makes volunteers feel wanted and encourages volunteers to participate fully in matters or issues where they will have direct involvement and feel included.

5.2.10   Volunteer task descriptions

The investigation revealed an equal split of responses between having a task description for volunteers and not having a task description for volunteers. From the investigation it is concluded that the Cape Town Association for the Physically Disabled does not stipulate in the volunteer programme that there must be volunteer task descriptions for tasks to be performed. It is further concluded that those volunteers who do receive tasks descriptions only receive verbal instruction and thus no written record is kept of task descriptions.

5.2.11   Volunteer programme policy of the Cape Town Association for the Physically Disabled

Based on the responses received it is concluded that the social workers of the Cape Town Association for the Physically Disabled are not fully aware of the volunteer policy and are thus not utilizing the policy optimally to enhance volunteer involvement and management.

5.2.12   Recruitment of volunteers

It is deduced that the participants were using word of mouth most frequently as a recruitment method.

5.2.13   Screening and selection of volunteers

Responses received from the participants were indicative that no clear-cut screening and selection process is implemented. It is therefore concluded that the participants do not use an internal universal screening and selection procedure for volunteers at the Cape Town Association for the Physically Disabled.

5.2.14   Orientation, training and supervision of volunteers

A diversity of answers was received from the participants for this question. Concluded is that there is no formal orientation, training and supervision process guiding social workers on how to effectively manage volunteers.

5.2.15   The retention and recognition of volunteers

The majority of the participants opted for a volunteers recognition function. Concluded from this is that the only form of affirmation for volunteers are in the form of a volunteer's function which takes place on an annual basis. Based on the information from the investigation there is no clear outline regarding continuous rewards, recognition or affirmation of volunteers on a continuous basis.

5.3   RECOMMENDATIONS

Based on the aforementioned conclusions the following recommendations are made:

5.3.1   Utilization of volunteers

It is recommended that all social workers at the Cape Town Association for the Physically Disabled utilize volunteers as part of their key performance areas and that all social workers commencing their employment at the organization thus start utilizing volunteers.

5.3.2　Profile of volunteers utilized

Based on the conclusions, recommendations in terms of the age, qualifications and race of volunteers are made:

5.3.2.1　*Age of volunteers*

The following recommendation is made in terms of the age of volunteers:

- That the social workers try as far as possible to match volunteers' ages to the type of task the volunteer needs to fulfil for example when there is a youth event, the younger volunteers should be utilized more.

5.3.2.2　*Qualifications of volunteers*

With regards to qualifications required by volunteers it is recommended that:

- The social workers should match the task and the qualification needed by the volunteer to fulfil the task optimally;
- The tasks assigned to the volunteer should not be beyond the qualification of the volunteer, for example if the volunteer only has a lower primary school education it would not be appropriate to match this volunteer to a clerical task of taking minutes.
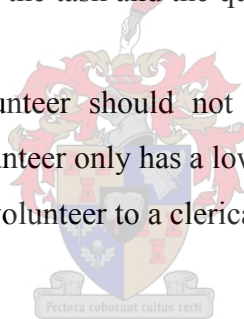
5.3.2.3　*Race of volunteers*

With regards to race of volunteers the following is recommended:

- The organization's social workers should get an even spread of all races involved in volunteering to get a representation of all the different communities served by the organization;
- In terms of equality for all, the social workers should get more black volunteers involved in the black areas where the organization renders services, which will allow the needs of that community to be appropriately met and will afford the clients the opportunity to converse in their mother tongue.

In general, age, qualification and race should be taken into consideration to allow the organization to do appropriate and specific matching of volunteers to tasks.

5.3.3 Benefits of volunteering for the organization and for volunteers

The following recommendations are made in terms of assessing the benefits of volunteering:

- The organization should have regular assessments or internal research amongst both staff and volunteers to assess the benefits of volunteering for the organization and the volunteers.

- The organization should not utilize volunteers merely for the sake of using volunteers, and thus before undertaking research, should determine whether the proposed research and assessments will yield benefits for the organization in terms of cost-effectiveness and efficiency of services delivery to communities.

5.3.4 The volunteer policy of the Cape Town Association for the Physically Disabled

The following is recommended in terms of the volunteer policy:

- The volunteer policy should be compiled according the framework as indicated by the research findings;

- All staff are to receive orientation about the organization's volunteer policy and implementation of such a policy;

- Each social worker should receive a copy of the organization's volunteer policy;

- All volunteers are to receive orientation about the organization's volunteer policy and implementation of such a policy;

- The Cape Town Association for the Physically Disabled should state clearly the parameters around the reimbursement of travelling for volunteers to fulfil assigned tasks;

- Regular meetings should be held with active volunteers of the organization to ensure that monitoring and evaluation of tasks performed by volunteers takes place and those meetings to be supervised by a designated person in the organization to ensure that co-ordination takes place in terms of development and monitoring of volunteers.

5.3.5 Ethics

The following is recommended in terms of ethics:

- The Cape Town Association for the Physically Disabled is to include ethics for volunteers in their volunteer policy where it is clearly outlined and discussed with volunteers before they commence with volunteer tasks;

- All volunteers are to sign a confidentiality pledge as part of the ethics and policies of the organization.

5.3.6 Recruitment of volunteers

The following recommendations are made for the recruitment of volunteers:

- The Cape Town Association for the Physically Disabled should continue to implement the word-of-mouth recruitment method to recruit prospective volunteers since this has been successful.

- The Cape Town Association for the Physically Disabled is to embark on a proper planning strategy in order to do specific recruitment to target specific volunteers to perform specific tasks.

5.3.7 Screening and selection of volunteers

The following is recommended in terms of screening and selection of volunteers:

- The Cape Town Association for the Physically Disabled should have a screening and selection process which is compatible with the services of the organization;

- The social workers should be orientated in terms of implementation of such a process;

- Volunteer application forms with specific questions should be used as a method of screening as well as reference checks to be done for prospective volunteers.

5.3.8 Orientation of volunteers

The following is recommended in terms of orientation of volunteers:

- A programme for newly recruited volunteers should be formalized in terms of topics to be covered in the orientation of such volunteers;

- The organization should have a formal orientation programme for new volunteers which includes the history and mission of the organization; management and funding of the

organization; history and aims of the volunteer programme; discussion of the volunteer policy; the forms volunteers need to complete and the rationale for completion and the physical layout of building and staff toilets, tea room; introductions to permanent staff and other volunteers; and discussion of the volunteer tasks;

- All social workers should be orientated to the process of volunteer orientation before embarking on the recruitment and utilization of volunteers.

5.3.9 Training of volunteers

The following recommendations are made for the training of volunteers:

- Training of volunteers should be specific according to the organizational needs;

- Training sessions should include a plan of who will do the training, what the training will entail and when training will take place;

- Training sessions should be based on the educational level of volunteers as well as the tasks volunteers must perform;

- The Cape Town Association for the Physically Disabled is to decide on the best method of training in terms of group, external community workshops, simulations, workshop format or giving volunteers information to read in the forms of a reading package or on-the-job training on a more individual basis;

- Experienced volunteers are to be included in the training sessions as co-facilitators and co-presenters.

5.3.10 Supervision of volunteers

The following is recommended in terms of supervision of volunteers:

- All registered volunteers should be subject to regular supervision sessions;

- The supervision of such volunteers should include the monitoring of allocated tasks according to performance and expected results by a designated person;

- The organization should have an outlined method of supervision in the form of support on a group level where particular attention will be given to development of existing strengths within the context of the organizational objectives.

5.3.11 Recognition and retention of volunteers

The following recommendations are made for the recognition and retention of volunteers:

- The organization should have a system of affirming the value of volunteers on a regular basis in the form of informal rewards;
- Formal rewards are to be coupled with criteria for eligibility for such rewards and the form of rewards;
- The volunteer recognition function should be a regular event on the calendar of events of the Cape Town Association for the Physically Disabled.

5.3.12 The human resources model of management of volunteers

In conjunction with the above recommendations it is further proposed that the Cape Town Association for the Physically Disabled implement the human resources model of management for volunteers where the spotlight will be on the input, throughput and output focusing on developing the strengths of volunteers and also utilizing the untapped strengths of volunteers, where an environment is conducive, and making volunteers feel a sense of belonging.
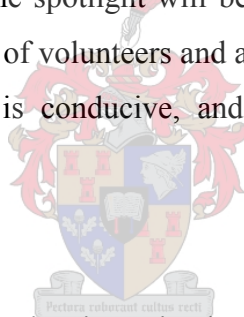
5.4 FURTHER RESEARCH

In light of the results of this explorative investigation with regards to the management of volunteers at the Cape Town Association for the Physically Disabled, it is suggested that further internal organizational research be undertaken after implementation of recommendations of this research to assess the effectiveness of volunteer management as a function of social work management. This will facilitate the development of the volunteer programme of the organization and will formalize internal organizational processes for programme implementation and organizational policy.

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ANNEXURE A

Semi-structured interview schedule for social workers

Biographical details

Name of respondent: …………………………………………….

Designation: ………………………………………………………

1. Are you currently, or were you previously involved in utilizing volunteers?

YES	NO

2. How long have you been using volunteers

1–2 years	
3-4 years	
> 4 years	

3. In your own words define a volunteer?

....

....

....

....

4. In your own words define volunteer work?

....

....

....

....

5. For what tasks do you / did you use volunteers?

Clerical work	
Direct client work	
Fundraising	
Other – please define	

6. In an organization such as Cape Town Association for the Physically Disabled, describe the type of volunteer you would use most in terms of (please tick all where applicable):

Gender:

	Always	Frequent	Often	Sometimes	Never
Male					
Female					

Age:

	Always	Frequent	Often	Sometimes	Never
18–20 yrs					
21–30 yrs					
31–40 yrs					
41–50 yrs					
> 51 yrs					
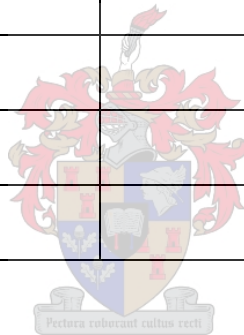
Qualifications:

Primary school education	
High school education	
Passed matric	
Has a diploma	
Has a certificate	
A degree	
Other	

If other please specify: ....

Employment status:

Unemployed	
Employed part time	
Employed full time	
Self-employed	
Currently studying	
Other	

If other please specify: ....

Race:

Black	Coloured	White	Other: specify ………………

7. What do you think is the motivation for people to volunteer at an organization such as Cape Town APD?

....
....
....
....
....
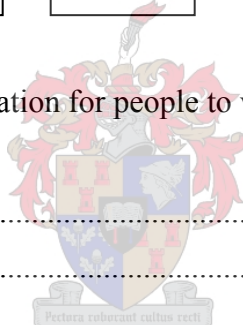
8. What are the benefits of volunteering at CTAPD for

The volunteer:

....
....
....

The organization:

....
....
....

9. What in your opinion should the responsibilities of the organization be towards the volunteers in terms of:

(a) Financial responsibilities:

....
....
....
....
....

(b) Time & control:

....
....
....
....
....

(c) Ethics:

....
....
....
....
....
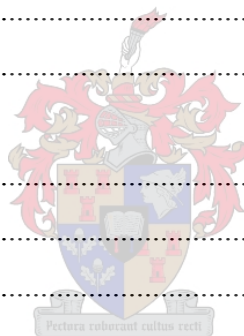
10. Describe in your own words and understanding how you see volunteers are being managed or were managed in CTAPD?

....
....
....
....
....
....
....

11. When it comes to the management of volunteers, there are different models of management of volunteers. Do you think that volunteers are/were managed in a:

(a) bureaucratic manner | Yes | | No |

(This means that volunteers are strictly controlled and supervised where there are fixed procedures routines for volunteers). Please explain:

....

....

....

....

(b) A resourceful manner | Yes | | No |

(Utilizing volunteers as resources in the organization by tapping into volunteers' strengths)

Please explain:

....

....

....
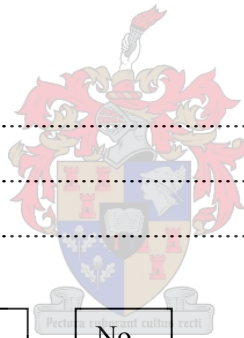
(c) Building relationships: | Yes | | No |

Creating a sense of belonging and making volunteers feel useful and needed)

Please explain:

....

....

....

12. What skills did you or are you using to manage volunteers? - Please also elaborate.

....

....

....

....

13. Which of the following management tasks did you or are implementing in the management of volunteers? – Please elaborate:

TASK	Always	Frequent	Often	Some-times	Never	ELABORATE
Organizing						
Planning						
Control						
Lead						

14. Do the volunteers you have utilized or are utilizing have task descriptions?   Yes   No

If no please state reason:

....
....
....
....

15. Are you aware of your organization's framework for a volunteer programme policy?

Yes   No

If yes then please describe how this is implemented:

....
....
....
....
....

16. What method of recruitment did you use to get volunteers?

Advertising	
Word of mouth	
Other	

If other please elaborate:

....

....

17. Describe your screening and selection process you used for volunteers?

....

....

....

....

....

18. Do/did the selected volunteers receive the following:

	YES	NO
Orientation		
Training in terms of what is expected		
A task description		
Supervision		

19. How are volunteers retained and recognized at your organization?

....

....

....

THANK YOU FOR YOUR TIME FOR PARTICIPATING

IN THIS RESEARCH