

roles to be played on the parts of the cottage staff and the case workers. There is a tendency for the case workers to slough off on these cases and for the cottage staff to arrogate to themselves the total area of operation, with the result that some of these girls may never be reached by the case worker, even in the limited areas for case work which these cases present.

One of the most pressing problems which still confronts us, and for which a solution must be found if the therapeutic gains we hope to achieve through the twenty-four hour regime are not ultimately to be lost or negated, is illustrated by the case of Mary, the severely withdrawn child. It was apparent to us early that one of the objectives in the treatment of this girl would have to be to help her to give up her own mother, before she would be able to accept a substitute relationship. But we have been faced with the pertinent and vital question of what have we to offer this child as a substitute when she leaves the institution, if we are to pursue the treatment goal of getting her to give up her mother who has abso-

lutely nothing socially constructive to offer her. It follows, therefore, that psychotherapy in the protection of the controlled environment must be geared to the realities of the after-care facilities available.

Conclusion

The treatment problems here touched upon are primarily the concern of the clinical group, but by the operation of the integrative process, they also become the concern of the administrative and cottage personnel. Group discussions must be used, not only for better understanding of the individual child, but for the development of certain therapeutic attitudes toward all the children.

As long as the clinicians remain isolated from the realities of institutional life, the psychotherapeutic services, purchased at great expense to the institution, remain a sterile adjunct to its structure. The development of therapeutic attitudes on the part of the entire institutional staff must be the objective continually to be pursued in any institution seeking to incorporate psychotherapeutic principles and functions into an organic unity.

THE VOLUNTEER AND THE AGENCY

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VOLUNTEERS serve in so many areas of social work that it would be useless to talk about one special type. A volunteer is one who enters into any service without financial remuneration although she may be trained in some way. Volunteers are the connecting link between the community and the agencies for which they work. They give an unprofessional service usually on a part time basis.

The early settlement groups were the pioneers in social work, which originated on account of inadequate relief and the inability of some people to care for themselves. These volunteers were useful in organizing agencies for charitable purposes and operated them successfully until schools for training supplied them with professional workers. William Prior Letchworth and Clifford Beers were volunteers; Jane Addams of Hull House began her career as a volunteer.

Volunteers are also helpful in securing funds for the maintenance of organizations. I think the approach to lay people is usually made more easily by volunteers than by professionals. They are members of boards and committees—some useful in the work of organizing, others in long time planning for the permanent working out of policies and suggestions—and last, in the collecting of funds to maintain the agency. The importance of this must not be overlooked.

In spite of all the changes and improvements in professional work, the volunteer committee will always remain. Courses of lectures are often given to teach people how to become good and

useful board members. They are usually well attended. The war brought the necessity for help in almost every line of social service and the number of trained people were far too few. Hence, the more general use of this type of personnel.

As is even at times the case with trained workers, some were of slight use, but others brought with them good qualities and real ability so that agencies of various types found it advisable to use these people after the emergency ceased. Today, there is an army, small as yet, of aides who by their constant service add to the volume of work that can be done and to its efficiency. The volunteer can serve in many ways but she should never do the technical work of the professional. In Boston, the Red Cross has worked out a very useful training for hospital aides who assist the nurses in the direct bedside care of patients. This type of aide is being used in the Massachusetts General Hospital.

In the work of the professionals there are many services which can be performed by partially trained people, thus releasing the trained worker for the really technical work of her job. Although volunteers have their great usefulness in non-technical jobs, that is not the whole story. Their friendly, genuine interest in the client is spread through an institution and if they make no attempt to interfere with the professional staff they should be most welcome. Miss Ida Cannon of the Massachusetts General Hospital says, "We have some volunteers who have had social training and experience who give us quality of professional ser-

vice. The distinction between volunteer and paid service is not always analogous to the untrained and trained service."

Says a director of a large hospital, "We could not get along without volunteers. We have counted on them for eighteen years." Settlement houses use them successfully to direct clubs and classes. Scout clubs have them, so do the Councils of Jewish Women, non-Jewish Councils, Needlework Guilds, Public Health Associations, Youth Service Leagues and so on, until we are almost convinced that every agency which serves the community can avail itself of the help of these workers.

We sent out a note to a number of volunteers asking them what they expected of the agency, what they thought they contributed to the agency and why they volunteered. Here are two answers, one from a hospital, the other from a Big Brother and Sister agency. Says the hospital aide, "It is rather difficult to write exactly what the volunteer brings to the hospital, so much depends on the person; however, let us say:

1. A chance for work to be done which otherwise might not be accomplished.
2. Her time.
3. Her effort and energy.
4. Her eagerness to be of service.
5. Perhaps some ability which may prove helpful to the hospital.

In return she gets the inner satisfaction which comes from being of service and help to others. She gets the chance at the feel of the hospital and if she has any specific ability which is applicable to the hospital she has the place to apply her capabilities. Another thing the hospital gives is the opportunity for new contacts with persons of various strata of culture and background and a good basis for social study. Surely everybody

is interested in people." She continues, "As to what gave me the idea of volunteering, it was the mere culmination of vague thoughts upon the subject. I had just obtained a position as a secretary to a doctor whose office hours were so arranged that I had a few hours to myself each afternoon. Since the doctor himself went to the hospital three times a week, I decided to go along to find, if I could, some sort of work there too. So here I am! I feel that I have been particularly lucky as I am working with children and I get the chance of keeping in practice."

The response from the Big Brother and Sister agency is as follows: "Lately our social ideal has changed. The men and women we admire now are those who are vital and active; who take part in the drama which is whirling us to an end we cannot quite envisage. Now we live in a world of greater social consciousness and the tasks which face us have become more complex and involved. No wonder then that both men and women all over the world are stepping forth as volunteers to take up their share of these burdens. Particularly have changed conditions affected the lives of women. Improved facilities for home making have shifted the emphasis of women's lives away from the home. They have therefore welcomed this chance to widen their horizon and increase their vision by volunteering their services in social work.

"The younger generation, many of whom have had the benefit of college education, and have even specialized in various fields, cannot, after four or six years of mental stimulation, sink back into a limited life. The shortage of jobs has influenced many of those who have some financial security, to find fields where volunteers can be used. As one young woman put it, 'An

added reason for my doing a volunteer job is that I am building now so that when my children grow up and begin to lead their individual lives, I shall still feel vital and useful—and that life begins at forty.' Another young woman said, 'I want to earn the respect of my children and let them feel their mother is a creative person—so I work part time every day in a social agency.'

"The old idea of charity is gone. With the emphasis on the dignity of work has come the greater emphasis on the dignity of human beings."

Some agencies feel that volunteers are more trouble than help. I think these people have not seen the necessity for a good plan for volunteers to follow. This can be done if the supervisor makes the effort to:

1. Decide whether she can absorb volunteers without interference in the usual work.
2. Determine the specific duties in which they are to help.
3. Select someone to be in charge.
4. See that they are trained.
5. Realize that the attitude toward volunteers lends to their success or failure and that an agency must not expect professional work from its volunteers.

In selecting, it matters not whether you deal with men or women. While we cannot demand a specific standard of education, we should aim for as much education and training as possible, with a real sense of responsibility and a firm intention of treating the work as a job not to be give up for a matinee, a movie or a bridge game. In my opinion that type of volunteer is useless. At no time must the volunteer feel that she is doing the agency a favor by working for it. She is employed by them and must act the same as other employees. The job should be well

done and the agency should rid itself of one who is not capable and earnest. The necessary training should be given by the agency, if possible by a trained worker. This expense cannot be incurred in many instances and volunteers themselves make good teachers. In several agencies, volunteers fill out application blanks and pledge themselves to a certain period of service.

No one is useful, no matter who she may be, unless she is willing to work under direction. She must never show that she feels superior, while on the other hand, some self-confidence must be evident. There are rules and regulations in every place where people are employed. The volunteer must follow them as conscientiously as the other workers. The agency expects the volunteer to be regular in attendance. She is of no help, if she comes or goes at will. Remember, she has a definite job which is an important cog in the wheel of the organization.

I heard one able volunteer say that if she gets an interesting assignment and is taught to understand it, no social engagement could interest her in its place. The volunteer on the other hand must give the job a real chance and should feel that the first few weeks are an apprenticeship. If she decides to stay, and is accepted as a worker, she should remember that she is needed and counted on and she should give as much real service as any of the staff. Her loyal outlook conveyed to others is one of the volunteer's chief services. When in doubt the volunteer should not act on her own initiative but should consult her supervisor. She should never take the responsibility of the trained specialist. It is always better for her to do nothing than the wrong thing.

More and more volunteers are being used in new fields never tried before. They are not always a success but if the goal cannot be reached in one way, a resourceful agency will try another. Rochester has a volunteer department in its Council of Social Agencies. Twenty-eight different agencies have been enrolled. They seem to have explored nearly all of the ways in which semi-trained people can help. In the Rochester General Hospital volunteer aides have been working since 1917 and they now have a staff of over two hundred.

I think that volunteers should be fitted to a job and that it is poor policy to make the job for the volunteer. It seems far easier for a volunteer to fill a place waiting for her than it is to create the job in order to absorb an interest. Volunteers cannot be used in all places. Sometimes only highly trained people are of service and the supervisor, if she is clever, senses this before she goes out to find someone.

The routine in one hospital agency is this; the supervisor seeks the worker or as is very often the case the worker applies for a position. It is always a personal interview. She is questioned as to her qualifications, her education, her previous experience if she had any, how much time she wishes to offer each week and then the all important question, "Will you pledge three months of work?" She is given a handbook and some important "don'ts" which she must know. By that time the supervisor has noted the girl's personality, has told the girl what the vacancies are and the girl in her turn can choose the one best suited to her.

There are also places on hospital floors for what is termed floor secretaries. These are a few of their many duties:

1. To act as information clerk at floor desk.

2. To answer telephone calls.

3. To answer patients bells to ascertain if a nurse is needed and to render services she is permitted to give when a nurse is not needed.

4. To inscribe patients' graphic charts.

5. To arrange patients' flowers.

6. To deliver mail.

7. To run errands to the hospital drug store and other places.

8. To help feed patients when they are unable to feed themselves.

9. To cut bandages.

10. To escort patients downstairs when they are leaving the hospital.

11. To put the laundry away.

All these duties are subject to the approval of the floor supervisor. In this branch of service the volunteer can give as much time as she pleases although nothing less than two mornings or two afternoons each week is acceptable.

A Big Brother and Sister agency uses this method: "The volunteers are interviewed by a designated person upon their application for volunteer service. At that time their interests in volunteer work are discussed and their responsibilities as volunteers in the agency described.

"Each volunteer is assigned to work with a professional worker. One of the supervisors in the agency is responsible for accepting and supervising all of the volunteers connected with the organization. Those volunteers who do volunteer case work are under the supervision of a trained social worker with whom they have regular conferences and to whom they report at least once a month. In addition to this individual supervision, the volunteers have study group programs.

"No volunteer is taken on who is not able to pledge one year of service to the organization. While academic back-

ground is regarded as important, and most of the volunteers have college training, greater emphasis is placed on the well integrated personality. Those volunteers who are to take part in the volunteer case work program must be mature, well balanced individuals who have had some experience in handling children and who have the type of personality that would be attractive to youngsters."

In her column "My Day" the First Lady of our land refers to volunteers. While on her way to Beaumont, Texas, she was met on the train by a young girl reporter; an intense and vivid personality she says, who wanted to know what young women could do to serve the cause of their country and democracy. Mrs. Roosevelt thought this was a spirit which most of us would welcome with a sense of gratitude. She would be glad to see the Government make it possible for volunteers to receive training over a given period of time by rendering some services which would be of use to the communities in which they live. Personally I think some communities have already made a splendid start.

The higher type of volunteer today as compared with several years ago is in part due to the change in the present so-

cial set-up. During the past few years all forward looking agencies have become increasingly volunteer conscious. People volunteer their service because they are no longer satisfied to lead a purposeless existence. They want to feel they are doing something definite. Volunteer work permits of a broader contact with people and things, a contact frequently missing in home or business life. As the volunteer is a link between the agency and the community, the agency too performs a better service by drawing more members from the community to themselves, to be used as volunteers. The volunteers in turn can interpret the work of the agency and establish public confidence in it, not only by what they say or do but by the very fact they are working for the agency.

Taken seriously, the success of a volunteer service lies primarily with the agency employing them. The volunteer service must be well organized and under competent supervision. The service must be really needed and those supervising the volunteer must respect the job to be done. Under these conditions the volunteer will respect her job and give of her best, and receive in turn the satisfaction of a job well done.