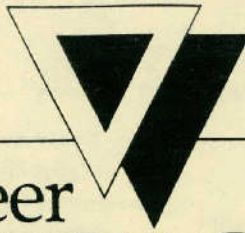


M1000.6

V889d

93/9

TX/Doc



Volunteer DIMENSIONS

A Monthly Information and Idea Source for Volunteer Managers

SEPTEMBER 1993

REFERENCE

LIMITED ACCESS

Government Publications
Texas State Documents

OCT 19 1993

pl

Managing Successful Volunteer Programs

What Goes Wrong and What Can We Do about It?

Depository
Dallas Public Library

The issue of professional staff/lay volunteer relations is of great concern to most managers of volunteer programs. In fact, staff resistance has been identified nationally as the number one problem facing today's volunteer programs. **Keys to successful volunteer/staff relations**

There are several keys to the development of good volunteer/staff relations: the attitudes of staff toward volunteers in general, the expectations and needs of both volunteers and staff, the supervisory situation itself, and the climate of the entire organization. Looking carefully at each of these factors helps us find the source of any problems we're having in this area.

Staff commitment is critical

To be successful, a volunteer program must have the commitment of staff behind it: staff attitudes, however, can get in the way of this commitment. Staff sometimes feel that volunteers are free labor and that any old job can be dumped on them. Other staff members don't think that the jobs volunteers do in

the organization really have much value. And some staff seem to be threatened by volunteers, either because they're afraid of losing their jobs to a volunteer or because they recognize that volunteers can give something to clients that staff can't - love and attention not compensated by salary or restricted to the workday.

For example, some staff counselors at a psychiatric facility where one director worked found it hard to share their clients with volunteers even though the volunteers expanded the services offered by the organization. Furthermore, certain staff members had had bad experiences with volunteers in the past and were lukewarm in their enthusiasm for working with volunteers now. **Expectations must be realistic and understood**

Unrealistic expectations on the part of both staff and volunteers can also cloud relations. If volunteers have not been carefully screened and selected for their jobs, they may be seeking something the job doesn't offer. For example, one elementary teacher remembers from her teaching days that volunteers wanting to work with children often ended up running the copying machine for hours. If staff members want someone to do office work, that should be made clear in a written job description so potential volunteers can say no if they want a different kind of job. It is also important to remember that two-

thirds of today's volunteers work and are often highly skilled professional people (or many have taken early retirement). Careful job design, recruitment, selection, and placement are thus keys to clear expectations and smooth volunteer/staff relations.

Written policies and procedures are imperative

Written policies and procedures for volunteers (covering things like confidentiality, what to do if you're going to be absent, which meetings volunteers should attend, etc.) also help make expectations clear. Each volunteer should receive a copy of these policies and procedures as well as staff so everyone knows what is expected of volunteers in the organization. As for what the volunteers expect, we should be finding that out in our initial interviews. Does the volunteer want job experience, training, social contact, or just to keep busy? Knowing what a volunteer wants from the job and what motivates them helps us put that person in the right placement.

Be clear about supervision

Sometimes volunteer/staff problems occur because no one is clearly designated as the volunteer's supervisor. For a volunteer placement to work well, the volunteer needs someone to report to, get direction from, and feel needed by. This will only happen if the staff member really wants to work with

A Glance at What's Inside

- 1993 Star of TXMHMR Awards, page 3
- Texas Council Convention recap, page 4
- Special resource manual insert on ways to reject a volunteer--an excuse list, follows page 4

(Continued to page 2)

Managing Successful Volunteer Programs

(Continued from page 1)

the volunteer and accepts the fact that supervising volunteers takes time and energy. Even if the staff member wants a volunteer, he or she may not want *this* volunteer, and such personality clashes need to be resolved. The volunteer/staff supervisory situation, then, needs to be clear and positive for both.

Organizational climate affects volunteer/staff relations

If you had to write a weather report for your organization's climate, what would it be? (This is an interesting exercise to do with staff.) Organizational climate as a whole also affects volunteer/staff relations. Is there staff coherence and is the agency's program working? Is staff morale high or low? Does the organization as a whole value the contribution of volunteers? Does the organization consider the volunteers' work an integral part of its services or a frill without much real value?

All of these factors have a subtle effect on the satisfaction volunteers get from working in the organization. If the program isn't working and morale is low, staff have little to give to volunteers. If the organization doesn't value the contribution of volunteers, staff who work with them subtly convey that message. Organizational climate is an elusive dimension, but a favorable climate is vital to good volunteer/staff interaction.

If problems exist, talk to the staff

Now, given all these factors to analyze, what do we do next if we feel there are volunteer/staff problems in our organizations? First, talk to the staff. Find out what their attitudes and expectations are, and find out which staff members really want to work with volunteers and which don't. If you find that the staff as a whole really wants to work with volunteers but doesn't know how to use them effectively, you can do some staff training in this area. If staff expectations are unrealistic, you can redesign volunteer jobs so that placements will be more

attractive to potential volunteers. If some staff members say they no longer want volunteers assigned to them, you can reassign any who presently are working with them or try to save the placement by some other intervention. And, if staff as a whole doesn't seem to recognize the value of volunteers, you can remind them of all the things that wouldn't get done and all the goods and services the organization could no longer provide if volunteers weren't involved.

What to do if the volunteer is the problem

If particular volunteers are causing problems for the staff and thus undermining the entire program, the first step is to talk with these volunteers and find out what's wrong from their point of view. If they don't find the job satisfying, perhaps you can reassign them or suggest that they volunteer at some other organization which would have a job more appropriate for their needs. If they have disagreements and clashes with a particular staff member, you might want to assign them to someone else. If their attitudes or capabilities just don't fit your organization, you may have to counsel them out (not fire them but help them see that the situation isn't working out and neither they nor the organization is benefiting).

That's a very difficult thing to do,

but it's preferable to having someone jeopardize staff commitment to the entire volunteer program.

If the organizational climate is a problem

You may not be able to do much to improve volunteer/staff relations if organizational climate is a problem, at least until the climate improves. Perhaps the only thing you can do in a bad situation is stop placing volunteers until the organization can utilize them well. The volunteer director of a psychiatric facility did this when staff repeatedly forgot to let volunteers know that the kids the volunteers were working with were on restriction and couldn't see them. The volunteers would arrive only to be turned away. Sometimes directors of volunteer programs must stand up for the volunteer's right to be carefully placed, well supervised, and genuinely appreciated for their contribution to the work of the organization.

Other things to consider for promoting good relations

These extreme situations aside, what else can we do to promote good volunteer/staff relations? One director found that including volunteers in case discussions is very helpful since staff get to know the volunteers better and come to

(Continued to page 3)

Volunteer DIMENSIONS is published monthly by the Texas Department of Mental Health and Mental Retardation Community Relations Office to serve as an information and idea source for managers of volunteer programs. Volunteer and council news is welcome. Deadline is the end of each month for the following month's publication. Direct submissions or inquiries to John McLane, Community Relations at Central Office, room 261, PO Box 12668, Austin, Texas 78711, or call (512) 206-4540, STS 824-4540, fax (512) 206-4711.

Debbie Pack, administrative assistant
Michelle Quiter, administrative assistant
John McLane, publications coordinator
Lynn VanDelinder, assistant coordinator of volunteer programs
Jane Koock, assistant director of volunteer programs
Nancy Birdwell, director of development
Lucy Todd, director of volunteer programs
Peg Barry, director of community relations

VOLUNTEERS



1993 Star of TXMHMR Awards Presented

Congratulations to the following volunteers who are recipients of the 1993 Star of TXMHMR Awards, which were presented at the TXMHMR Board meeting in Austin on September 10. All recipients of local Star awards from facilities and community MHMR centers are eligible for the Star of TXMHMR Award, which was formerly known as the Commissioner's Award and was established in 1976.

The award is presented annually by the commissioner to Texas citizens or to a civic organization. The award honors outstanding achievement in the volunteer field for persons with mental illness and mental retardation.

◆ **Martin Cortez**, San Antonio State Hospital—Cortez assists with direct care for three hours every evening after he leaves his regular job. He also assists with recreation and outings for the persons served by the hospital.

◆ **Highland Park Baptist Church**, Waco Center for Youth—Church members assist the center's chaplain with on-campus activities, transport clients to church and assist discharged clients living in the community.

◆ **Helen and Fred Johnson**, Rio Grande State Center—For ten years, the Johnsons have provided recreation and entertainment for persons with mental retardation at the center. They have also made other contributions.

◆ **Martha Jonas and Marge Folk**, Travis State School—Jonas and Folk have taught weekly art classes for 30 years. They also assist with holiday

celebrations.

◆ **Frances Lee**, Texas Panhandle MHMR Authority—Lee has been a hotline volunteer for 25 years.

◆ **Cynthia Montgomery**, Brenham State School—Montgomery coordinated the school's architectural landscaping project with faculty and students from Texas A&M University.

◆ **Wanda Napps**, Central Counties Center for MHMR Services—Napps has provided 40 years of advocacy, leadership and service on behalf of persons with mental retardation.

◆ **Blanche Ridley**, Tri-County MHMR Services—Ridley has worked with the Public Responsibility Committee, fundraising efforts, religious classes and summer camps.

Managing Successful Volunteer Programs

(Continued from page 2)

appreciate their insight. Inviting volunteers to staff inservice training is also valuable since learning together promotes better communication experiences volunteers and staff can have, the better. Including volunteers in staff parties helps too; it's good for people to get to know each other in social as well as business settings.

Recognition and appreciation is a must

Making sure volunteers get the recognition and appreciation they need from staff is another way to promote good relations. One experienced manager found that doing formal performance evaluations on each volunteer accomplishes this as well as other goals. By asking staff for feedback on the volunteer as you fill out the evaluation form, then sharing that feedback in a meeting with the volunteer, you often pass on positive comments from staff that they have neglected to say directly. Also encourage staff to say thank you frequently and give appreciation

for a job well done whenever it's due. When staff offer time to discuss a problem, listen to and accept a volunteer's suggestion, or seek a volunteer's input in decision-making, the volunteer also gets the feeling of being useful and appreciated.

Planning and organizing: a professional responsibility

Finally, volunteer / staff relations are improved when the entire volunteer program is well planned and organized. We as volunteer program directors need to do our jobs well - to design jobs, recruit, select, train, place and evaluate volunteers in a manner that shows our professional capabilities. If volunteers don't really know what they're doing or why they're doing it (a complaint heard from a number of former volunteers) then staff either will ignore them or resent them for being in the way. So the responsibility for good volunteer / staff relations ultimately rests with us, the directors of volunteers in agencies, as we develop and manage effective volunteer programs.

This material was taken from an article in *Voluntary Action Leadership*, Spring 1981 by Kathy Brown.

ET CETERA

News and Ideas from Facilities and MHMR Community Centers

News from Around the State

◆ **The Gulf Coast Center** is hosting its annual celebration of Destination Dignity Month in September. "Walk & Roll for Dignity" will be held at Stewart Beach Park Pavilion on Friday, September 17 from 1 to 5 pm.

Over 1,000 Walkers & Rollers — consumers, staff, friends, family and community leaders — are expected. This year, five other nearby community MHMR centers, Deep East Texas Regional MHMR Services, Life Resource, MHMRA of Harris County, Riceland Regional MHA and Tri-County MHMR Services, will also participate.

Additional Destination Dignity activities include a T-shirt art contest for individuals receiving services from the six centers, a panel discussion conducted by Gulf Coast Center medical director **Dr. Sharon Dott**

from 10 am to noon on September 17 and a Destination Dignity Kick-Off (Warm-up) Stroll and Picnic in Brazoria County on Business Highway 288 in Angleton that took place September 3 from 10 am to 2 pm.

For more information, contact **Theresa Haak** and **Cheryl Robinson** in the Gulf Coast Center's Community Relations department.

◆ **The Volunteer Services Council of San Antonio State School** is preparing for Christmas by sponsoring the first-ever *Visiones de Navidad* (*Visions of Christmas*). *Visiones* is a fundraising project that will use the artistic talents of individuals at the school to share their view of the holiday season and create a series of 12 full-color greeting cards.

The project was developed by new council board member **Curt**

Slangal, owner of Ad One Group. Five local celebrities chose the 12 best entries at an exhibit and judging on August 11 at the school's Volunteer Pavilion. Call **Roy Rangel**, director of Community Relations at (210) 532-9610, ext. 1679, for more information.

◆ **Margie Dornak**, Community Relations Coordinator at Riceland Regional Mental Health Authority, reports that the Riceland Cookbooks are now in the black. Riceland has been reimbursed for the initial cost of printing and shipping.

The cookbooks sell for \$5.00 apiece. Volunteer hours of service to Riceland were 405 hours for March and April and donations of time, cash, etc. amounted to \$525, for a grand total of \$2,565 in contributions for that period.

Texas Council Holds Annual Convention in Lubbock

by **Tami Asmussen, Lubbock Regional MHMR Center**

What do you get when you have an open house, a groundbreaking and a statewide conference all at the same time? Destination Dignity—one of the most exciting weeks ever at Lubbock Regional MHMR Center! July 28-31 was a time of celebration as the center's employees took advantage of the opportunity to share Destination Dignity with counterparts from other community MHMR centers.

The Texas Council of Community MHMR Centers Staff & Trustees Training Conference was kicked off on July 28 with an Ed Sullivan Show opening session complete with personal appearances by Elvis, Diana Ross, Theresa Marie, the Yodeling Cowgirl, and Circus Babette. In all, the conference

brought together over 1,000 staff and trustees for a week of fun, learning, networking and, of course, Destination Dignity festivities.

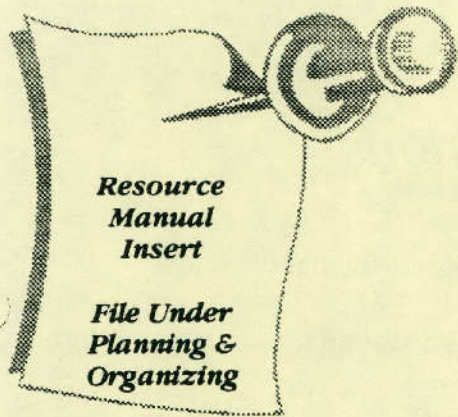
Each year, Lubbock Regional MHMR Center takes time to celebrate the never-ending goal of dignity for the individuals the center serves. Festivities were begun with an Open House/Ribbon Cutting on July 29 at the center's new facility at 1602 10th Street. The new facility is the home of Mental Health, Drug Abuse, AIDS Education and Administrative Services.

The old facility was built in 1917 and it had a leaky roof, no air conditioning on one floor, no parking, a balky elevator and no possible hope of meeting ADA standards. The new facility provides a safe and pleasant atmosphere and has plenty of parking.

On July 30, a groundbreaking

ceremony was held at the site of the \$3.5 million Mental Health facility scheduled to open in March 1995. The new facility will provide an opportunity for an unparalleled continuity of services between inpatient and outpatient treatment. These advances are helping the center reach its goal of providing the highest quality services available.

Special guests who attended these special events included State Senator John Montford, Ann Utley, TXMHMR Board Chair, Commissioner Dennis Jones, Deputy Commissioner for Mental Health Services Dr. Steven Shon, Associate Deputy Commissioner for Mental Health Services Dave Wanser, Lubbock County Judge Don McBeath, Lubbock City Councilmen Randy Neugebauer and T.J. Patterson and hundreds of conference attendees.



Ways to Reject A Volunteer Program: The Great Excuses List

1. "Volunteers aren't reliable."
2. "They'll never understand what we do."
3. "I don't have the time to work with volunteers."
4. "You can't get enough of them."
5. "They'll all be different."
6. "We'll get sued."
7. "We don't really have any problems around here."
8. "My job is too complicated for anyone else to learn."
9. "It didn't work in Kalamazoo."
10. "Volunteers eat clients."
11. "We don't need any more women around here."
12. "We've never had them before, so why start trouble now?"
13. "They should stay home and look after their children."
14. "This organization doesn't do tea parties."
15. "Ronald Reagan likes volunteers."

Reasons For Poor Volunteer/Staff Relations

1. Fear of job replacement.
2. Fear of decrease in quality of services.
3. Fear of superior volunteers.
4. Lack of staff involvement in planning volunteer usages and job designs.
5. Lack of involvement in recruiting, interviewing, acceptance of volunteers.
6. Absence of staff 'ownership' feeling for volunteer program.
7. Lack of understanding of volunteer roles.
8. Absence of clarity of staff role in supervision.
9. No previous supervisory experience with volunteers.
10. No previous supervisory experience.
11. Previous bad experience with volunteers.
12. Lack of understanding of volunteer motivations.
13. Resentment of additional work load.
14. Lack of reward system for utilizing volunteers.
15. Unrealistic expectations regarding volunteers.
16. Personal antagonism toward particular volunteer.
17. Wrong volunteer placement/match.
18. Fear of loss of control of program.
19. Staff person is a jerk.
20. Volunteer is a jerk.
21. Fear of community examination.
22. Fear of change.
23. Feeling that volunteer program is an excuse for not solving real problems.

Reprinted with permission from 101 Ideas by McCurley & Vineyard, 1986.

Fundraising Savvy

Fundraising Seminar with Dr. Dennis J. Murray Held in Austin

by Nancy Birdwell, Community Relations director of development

On August 17-19, Dr. Dennis J. Murray presented a seminar, "How to Develop a Fundraising Plan," at the Red Lion Hotel in Austin to 47 Community Relations staff from 12 community MHMR centers and 17 state facilities.

Dr. Murray, currently president and professor of Public Policy at Marist College in New York, has participated as a board member or development officer in funding campaigns that have produced more than \$100 million. His experience includes fundraising for large state universities, small liberal arts colleges, hospitals and a wide variety of civic organizations.

Dr. Murray's presentation focused on applying management concepts to the field of fundraising. He said, "There are five basic questions any food fundraising plan

should answer. These are the same for any office, no matter how large or small your fundraising programs are."

The five key questions are:

1. **Assessment:** Did you and your leaders think about how much you could raise?
2. **Objectives:** Did you decide how much you were going to raise?
3. **Action plans:** Did you determine how you were going to get this money?
4. **Monitoring:** How will you review your progress?
5. **Evaluation:** How will you determine success?

The final day consisted of presentations by a five-member panel of development professionals from a variety of organizations in Austin including Penny Burnett, director of development, Austin

Lyric Opera; Beverly Fondren, development officer/Annual Giving, University of Texas at Austin; Cyndy Perkins, director of development, Texas Council on Family Violence; Rick Resnik, director of development, The Seton Fund, Seton Hospital, Austin; and Toni Turner, director of development, Law School Foundation, University of Texas at Austin. These experts gave an overview of their respective development programs, answered questions from the floor and took part in roundtable discussions concerning case statements.

The TXMHMR Community Relations Office has a few copies of Dr. Murray's book, *The Guaranteed Fundraising System*. If you wish to order, please contact Nancy Birdwell at (512) 206-4540. The cost is \$100. It is an excellent book and when they're gone, they're gone.

Resources

The Grassroots Fundraising Book

by Joan Flanagan

This book is an updated and revised version of a practical and comprehensive resource for novice fundraisers.

Achieving Excellence in Fundraising

by Henry A. Rosso

This volume is a comprehensive guide to successful and ethical fundraising including principles, concepts and techniques.

What to Ask When You Don't Know What to Say: 555 Powerful Questions to Use for Getting Your Way at Work

by Sam Deep and Lyle Sussman

Did you know the ability to influence others successfully is within your grasp? What is the career-building skill that you can master with little practice? The skill is knowing when and how to turn a tough situation around with a question—instead of being caught at a loss for words.

This is just one of the skills laid out for you in this book. The 310-page paperback is divided into 21 chapters that cover a variety of business problems: "Handling Criticisms and Complaints," "Resolving Conflict," and "Satisfying Bosses."

A sample:

- ◆ **Someone** steals your idea and

gets credit for it. A question: "Should you or should I tell the boss where the idea came from?"

The authors also offer some general principles to guide your career:

- ◆ **Avoid asking** a question with demeaning tone or intent.
- ◆ **Be sure** to listen to the answer after asking a question.
- ◆ **Don't turn** a question into a speech.

Source: *What to Ask When You Don't Know What to Say: 555 Powerful Questions to Use for Getting Your Way at Work*, by Sam Deep and Lyle Sussman, Prentice Hall, Englewood Cliffs, NJ 07632—\$12.95. Reviewed in *Communication Briefings*, Vol. 12, No. 10.

FOOTSTEPS



Follow the Path of Other Innovative, Successful Ideas

Victory Garden Planted at Brenham State School

A unique community service project is under way at Brenham State School. In February, plans were made for a community garden that would be planted next to the water tower at the school.

At that time, the land looked like a pasture, with a variety of grasses, weeds and wildflowers. In recent weeks, volunteers from the Brenham area have met every Saturday morning to mow and till the area to prepare the ground for a fall garden.

The garden is designed to serve

a two-fold purpose: (1) To raise vegetables, berries and possibly fruit for the needy; and (2) to teach volunteers who are committed to community service how to garden, or how to garden better. The produce from the garden will be gathered and given to the Faith Mission and Help Center, which, along with the Bread Partners, will be responsible for distributing the food to the area's neediest families. Both of these groups are non-profit organizations in the Brenham area.

Participants in the project also

envision making the garden a community showplace, using unique gardening methods and growing a wide variety of vegetables, berries and fruit. No chemical fertilizers or insecticides will be used at the site. Most of the growing beds will be mulched to discourage weed growth and to conserve moisture. For more information, contact the Faith Mission and Help Center at (409) 830-1488. (Note: Information for this story originally appeared in an article by Cathy Ganske in *The Brenham Banner-Press*.)

Handling Four Types at Meetings

Consider these suggestions for handling four personality types at meetings:

◆ **Complainers**—Try to prevent them from speaking until others have offered positive comments. Ask them questions such as, "How would you handle it, Pat?" Or, "Can you think of one or two ways we could make improvements?" Avoid negative words when you phrase these requests.

◆ **Quiet Ones**—Draw them out with statements such as, "We value everyone's input. Let's agree that it's okay to disagree, but it's not okay to tune out." Give them a "speaking part," perhaps to introduce a speaker or read a report.

◆ **Know-It-Alls**—Don't discourage them, but don't let them off easily. Probe them for specific information that supports their statements. Sometimes they do, in fact, know what they're talking about.

◆ **Actors and Actresses**—These folks love the spotlight, have little to say but take a long time to say it. Ask them "funnel" questions that start wide but narrow to specifics. Example: "The convention is three weeks away, and a local transportation strike is likely. Can we come up with a practical way to get our guests around town?"

Source: *Creative Secretary's Letter*, 24 Rope Ferry Road, Waterford, CT 06386. Reprinted from *Communication Briefings*, Vol. 12, No. 10.

A Reminder to all Readers

Please remember to send any council, facility or center news for *Volunteer Dimensions*. It's a great opportunity to share ideas and successes statewide. The newsletter has a special section for council news (as well as other sources for innovative ideas) entitled, "Footsteps."

Also, if there is information which would be helpful to your council, facility or center, please let us know and it can be featured in the newsletter. The deadline is the end of the month for an upcoming issue. The information does not have to be copy ready.

Thanks!

Be Perceived as a Leader

If you want to be perceived as a leader, watch your nonverbal cues. Pay attention to the way you move, gesture, sit, smile and look at others. Some suggestions:

◆ Keep your hand and body gestures to a minimum. Studies show that people who are perceived as leaders move and gesture less.

◆ Never adopt a symmetrical pose or rest your chin on both hands or both your arms on a table. Turn slightly to one side. Rest one arm on a table or place your chin on one hand.

◆ Be sure your eye level is higher than others when you want them to listen to you. Sit high. Stand, if you must.

◆ Smile when appropriate. But never oversmile.

◆ When you do speak, keep the pitch of your voice low.

Source: *Getting What You Want*, by Kare Anderson, Dutton, Penguin Books USA Inc., 375 Hudson Street, New York, NY 10014. Reprinted from *Communication Briefings*, Vol. 12, No. 10.



Training

Volunteer Management Program: Second-Level Workshop

A workshop that will involve administrators of volunteer programs in creative learning experiences led by national leaders in the field. The workshop will concentrate on the broader challenges of volunteer program management rather than on basic skills.

In order to derive maximum benefits, participants attending this workshop should have attended a previous Volunteer Management Program First-Level Workshop or have at least three years of experience in the field. Topics include Present Realities/Future Trends and Training for Volunteers and Staff. Scheduled for November 8-12, 1993 in Boulder at the University of Colorado.

Fee before October 29 is \$360, payable to the University of Colorado. After October 29, fee is \$375. For more details and registration information, contact the Office of Conference Services at (303) 492-5151.

LEADERSHIP Texas 1994

A dynamic program providing women leaders essential information, making them aware of ongoing changes, helping them adopt the flexibility and the initiative to sharpen their understanding and, where necessary, rewrite the rules.

During 1994, the program will discuss the transformation of Texas as the state adopts a strategy of revitalization and reframing. The women selected for LEADERSHIP Texas are leaders in their own communities and professions. Applicants are expected to remit a \$10 application fee.

Participants will attend five seminars held in various cities across the state. If accepted, tuition fee is \$3,000. For more information, contact LEADERSHIP Texas office, 3500 Jefferson, Suite #210, Austin, TX 78731-6200, (512) 459-1167.

Application and requested materials must be received in the LEADERSHIP Texas office no later than October 15, 1993.

Volunteer Leaders: Building Communities for a Greater Texas

The 17th Annual Governor's Volunteer Leadership Conference for Volunteer Leadership is scheduled for September 27-28 in Austin at the Red Lion Hotel. The theme of this year's conference highlights the critical role that volunteer managers and leaders play in addressing the social and economic concerns that face the state.

Speakers include Governor Ann Richards and State Rep. Wilhelmina Delco. For additional information, call (512) 475-2615.

DOVIA: The Texas Network

DOVIA (Director of Volunteers in Agencies): The Texas Network will have its annual meeting Tuesday, September 28 at 7:00 am during the Governor's Volunteer Leadership Conference. The featured speaker is Lynn Leverty, executive director, Governor's Office-Community Leadership.

DOVIA will have a reception at the conference on Monday, September 27, at 6:30 pm in the Hospital Suite. The reception is open to all conference attendees.

Texas DOVIA is a statewide consortium of local associations of volunteer directors and was formed to support the effective management of volunteers through a professional, visible network. It was formally organized in September 1990. Membership is open to those interested in the professional and effective management of volunteers.

The organization is committed to building a support system for all volunteer management professionals in the state. Membership dues are \$5 for a student, \$10 for an individual and \$15 for an association.

For additional information and a membership application, contact DOVIA: The Texas Network, 1410 Braewood Place, Duncanville, TX 75137.

Chorda Conflict Management, Inc. Seminars

Preventing lawsuits, controlling costs and enhancing cooperation in the work environment are critical objectives for businesses and government agencies as the twenty-first century approaches.

To help you achieve those goals, Chorda presents five excellent learning opportunities this fall: Collaboration Skills (20 hours); Advanced Mediation Training (20 hours); Conflict Management Systems Design (20 hours); Complaint Handling 101 (8 hours); and Collaboration Skills (16 hours). Cost for the first three seminars is \$700 per person, with a discount of 15% for two or more from the same company.

The last two seminars train the trainer. Courses are held at Norris Conference Center in Austin. For more information, including price for the last two seminars, call (512) 482-0356.

The Manager as Coach, Trainer and Team Leader

What makes a good team great? Keye Productivity Center presents a seminar that will teach you how to build and keep a cohesive team that is motivated, cooperative and productive. You will learn how to: stop team performance problems in their tracks; fine-tune your leadership skills; sustain your team through thick and thin; and mold your team for success.

This seminar will be presented in various Texas cities this fall. Cost is \$125 per person. For more information, call (800) 821-3919 or (913) 345-2140.



Criminal History Checks for Professional Clinical Interns

(The following is reprinted from an August 16, 1993 memo from Commissioner Dennis Jones to superintendents and directors of all TXMHMR facilities.)

As a result of the department's efforts to promote public academic linkages, a number of facilities now utilize "professional clinical intern" programs. A professional clinical intern is defined as an individual who is enrolled in a formal clinical rotation in a professional university/college training program accredited by the appropriate licensing authority or board of examiners, or is engaged in a recognized graduate level, clinical professional degree program.

Professional programs include, but are not limited to, nursing, pharmacy, physical therapy, occupational therapy, medicine, clinical psychology, social work and dentistry. When the department's criminal conviction policy went into effect at

the beginning of this year, its application extended to all employees, volunteers and interns who have direct contact with persons served. Since then, a number of questions and comments have been raised concerning its application to professional clinical interns.

Our responsibility to ensure protection for our clients — as well as our legislative mandate — precludes exempting any group of individuals from the criminal conviction clearance. By their design, however, professional clinical intern programs incorporate additional safeguards and provisions which are designed to address and enhance the safety of persons served by the department.

It is the department's conclusion that these special circumstances permit some room for shared responsibility in carrying out the criminal conviction policy.

In view of this, facilities may elect to adopt a memorandum of understanding with each professional training program which states that:

- ◆ client care responsibility is retained by the state facility; and
- ◆ the university/college is responsible for conducting a reasonable background check for individuals serving as professional clinical interns.

To facilitate the check, the university/college may elect to include a provision in the MOU which states that TXMHMR will conduct a criminal history check of professional clinical interns. In the absence of such an MOU, the facility maintains the responsibility for conducting criminal history checks of professional clinical interns in accordance with department policy.

Volunteer DIMENSIONS
TXMHMR Community Relations
PO Box 12668
Austin, Texas 78711-2668

*"The quality of mercy is not strain'd,
It droppeth like a gentle rain from heaven
Upon the earth beneath. It is twice blessed:
It blesseth him that gives and him that takes."*

William Shakespeare, The Merchant of Venice, as quoted by Ann Utley at the VSSC State Convention