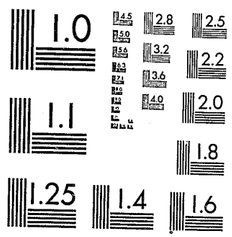

Federal Probation

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All phases of preventive and correctional activities in delinquency and crime come within the fields of interest of FEDERAL PROBATION. The Quarterly wishes to share with its readers all constructively worthwhile points of view and welcomes the contributions of those engaged in the study of juvenile and adult offenders. Federal, state, and local organizations, institutions, and agencies—both public and private—are invited to submit any significant experience and findings related to the prevention and control of delinquency and crime.

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Federal Probation

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This Issue in Brief

Can Corrections Be Rehabilitated?—During the last 30 years much progress has been made toward dissolving the barriers of hostility that generated violence and distrust between correctional staffs and prisoners. Because of forthcoming budgetary stringencies, rapidly increasing populations, and a vast increase in the level and frequence of violence, much of that progress is in danger of reversal. Author John Conrad feels it is urgently necessary to reduce prison intake by making maximum use of community-based corrections. He proposes a new model of sanctions that will be more severe than the present community corrections without resort to incarceration.

"It Only Gets Worse When It's Better."—This article by W. Clifford of the Australian Institute of Criminology, and the following article by Professor López-Rey of Cambridge, England, present two differing perspectives on world corrections. Mr. Clifford states that in the past 10 years regimes have changed or been overthrown, ideologies have been transformed, but corrections throughout the worlu has not changed all that much. Some of the older and outdated systems are yet 10 years more behind the times. In fact, he adds, corrections in its old form has a remarkable facility for surviving all kinds of revolutions and looking much the same afterwards.

Crime, Criminal Justice, and Criminology: An Inventory.—This article by Professor Manuel López-Rey attempts to demonstrate that crime is not an ensemble of behavioral problems but a sociopolitical phenomenon, that criminology should overcome excessive professional aims, and that criminal justice is increasingly unable everywhere to cope with the problem of crime, even within the limits of common crime.

Adopting National Standards for Correctional Reform.—The concept of correctional accreditation, according to Dale Sechrest and Ernest Reimer, is built on the foundation of humanitarian reform of prison conditions through the application of standards of performance. A Commission on Accreditation for Corrections was formed in 1974. The Commission, using trained professionals, has accredited over 250 correctional agencies including 80 prisons, having a total involvement of over 500 correctional facilities and programs of all types.

Volunteers in Criminal Justice: How Effective?—The acceptance or rejection of the use of volunteers in justice settings has been based primarily on personal belief rather than on sound empirical evidence, assert authors Sigler and

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Leenhouts. While many volunteer programs have been evaluated, the results are questionable because of methodological errors. Two methodologically correct professional evaluations have indicated that volunteeers are successful in working with justice system clients.

Volunteers in Corrections: Do They Make a Meaningful Contribution?—This article by Peter C. Kratcoski examines the roles of volunteers in corrections in the past, the advantages and problems associated with using volunteers in a correctional setting, correctional agency administrators' and staff members' attitudes toward them, and the motivations and satisfactions of the volunteers. The findings of a study of the characteristics and motivations of a national sample of volunteers in probation are reported.

A Delphi Assessment of the Effects of a Declining Economy on Crime and the Criminal Justice System.—The research discussed in Professor Kevin Wright's article utilized the Delphi method of forecasting in order to obtain an initial and expedient answer to the question of what effect economic adversity will have on the incidence of crime and on the criminal justice system. Certain types of crime are expected to increase; however, an uncontrolled outbreak of crime is not predicted. Specific economic factors are identified as the primary producers of fluctuations in the incidence of crime. Some elements of the criminal justice system are expected to be burdened by economic decline.

Presumptive Parole Dates: The Federal Approach.—The procedure adopted by the United States Parole Commission to avoid unnecessary indeterminacy in making its determinations relative to prison confinement, while at the same time allowing for consideration of significant changes in circumstances, is the focus of this article by Drs. Barbara Stone-Meierhoefer and Peter Hoffman. The presumptive parole date procedure implemented by the Parole Commission is described, and its relationship to the Commission's system of explicit guidelines for parole decision-making is discussed.

Court—Prosecutor—Probation Officer: When Is Discretion Disparity in the Criminal Justice System?—There is not yet in America any clear, consistent, rational policy regarding whether to pursue a correctional philosophy of rehabilitation or one of retribution. Former emphasis on treatment is being replaced by emphasis on punishment and uniformity of sentence. Supervising Probation Officer Robert L. Thomas believes traditional definitions of discretion and disparity are being prostituted to cover up the belated realization that after-the-fact solutions to crime do not work. What is really needed, he insists, is more realistic alternatives to traditional dispositions and a clearer understanding of who should or should not go to prison.

Rekindling the Flame.—The syndrome of burnout is a symptom of the crisis presently affecting the social service professions, asserts James O. Smith of the Pennsylvania Board of Probation and Parole. As such, the phenomenon presents both the danger of poorer quality services and, paradoxically, the opportunity for enhancement of services. Using as a general framework Maslow's heirarchy of human needs, this article maintains that through the medium of a comprehensive, in-service training program an organization can positively affect the "esteem needs" of its staff. The outcome of this relationship, as it is suggested, is higher quality service with less staff burnout.

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Volunteers in Corrections: Do They Make a Meaningful Contribution?

BY PETER C. KRATCOSKI, PH. D.
*Kent State University, Kent, Ohio**

AT A RECENT national meeting of the National Association of Volunteers on Criminal Justice, speaker after speaker stressed the point that volunteers are going to be called upon to assume a more extensive role in every aspect of criminal justice and corrections activity. President Reagan has expressed the confident opinion that volunteers can help fill the gaps in social services which will be created by budget cuts and new policies, and this notion has particular importance when applied to what is happening in corrections. The Reagan administration had already proposed a reduction of $11.5 million in the budget of the Department of Justice, with more cuts to come. It has suggested elimination of the Federal Office of Juvenile Justice and Delinquency Prevention, and expects state and local governments to take over its delinquency prevention and diversion projects already in operation. The demise of the Law Enforcement Assistance Administration, elimination of the bulk of CETA programs, and financial pressures within Federal, state, and local agencies all mean less money available to support professional personnel and programs. The extension of determinate sentencing, get tough policies with repeat offenders, and proposed new restrictions on bail for suspects previously convicted or accused of committing crimes all point toward a growth in prison and jail populations and increased demands for correctional services. The number of inmates in Federal and state prisons increased by 20,000 in the first half of 1981, and the National Institute of Justice reported there currently are over 349,000 persons incarcerated in state or Federal prisons. This is a 65 percent increase since 1970. Norman Carlson, director of the Federal Bureau of Prisons, noted that there are 36 state prison systems currently under court orders to resolve human crowding conditions which have resulted from the new trends in sentencing.

These developments call for an examination of what volunteers have been able to accomplish in criminal justice and corrections in the past, the advantages and problems associated with using volunteers in a correctional setting, correctional agency administrators' and staff members' attitudes toward them, and the motivations and satisfactions the volunteers themselves experience.

Historical Perspectives

The earliest criminal justice and social control elements in American society relied upon volunteers. The night watch system used as cities on the Eastern seaboard developed was made up of volunteers, and so volunteers helped maintain law and order when the West was settled. The probation system in the United States was initiated by a private citizen, John Augustus, in 1841, and early parole programs depended upon volunteers until they became part of the formal justice system. At the close of the 19th century, it was volunteers involved in the Child Saving Movement who pressed for legislation separating juveniles from adult offenders and brought about creation of the first juvenile courts. Citizen involvement tends to increase when the public feels that its important needs and concerns are being left unattended.

Volunteer activity has followed a set pattern of development in the past. As Vernon Fox noted, private groups usually initiate new social service programs, and the government becomes involved when the problem becomes too great for private individuals and groups to handle. The next step is that the government agencies begin to subsidize the provision of services, with volunteers then being used to fill gaps which are identified in the services made available through government intervention.

Correctional services in this country have certainly followed this pattern. As probation and parole activities became well organized and institutionalized into agencies, volunteers were used less frequently. Probation and parole departments sought to professionalize their paid personnel and tended to discourage the use of unpaid volunteers.

*Professor of Sociology and Criminal Justice Studies, and Director, Justice Volunteer Center.

However, in the 1950's use of volunteers in criminal justice and corrections began an upswing which peaked in the 1960's, when social concerns and issues became the focus of American life. The rising incidence of crime, particularly types of crime which touched private citizens—street crime, burglaries, violence against the elderly, juvenile crime—led to a tremendous renewal of interest in volunteerism which continued through the 1970's and is still with us today. The National Institute of Law Enforcement and Criminal Justice reported in 1977 that it was aware of approximately 2,000 criminal and juvenile justice volunteer programs in the United States, and it estimated that more than 250,000 people were involved in these programs. As funding available through the establishment of new government agencies made the development of many new programs possible, volunteers were welcomed because it became impossible for the professional employees to provide the types or intensity of services proposed without the assistance of volunteers.

Today, volunteers are involved in every facet of criminal justice and corrections activity. They have formed groups to press for legislative changes on the Federal, state, and local levels, conduct fund raising activities to provide legal assistance to individuals involved in test cases of the constitutionality of court decisions, and are members of commissions pressing for court and prison reform. Although the bulk of corrections volunteers work in jails, prisons, probation, and parole, volunteers are also involved in efforts to establish halfway houses, detoxification centers, refuges for runaways, and job training programs for ex-offenders, and serve in various capacities in such programs already under way. Counseling services for offenders and their families and programs to assist female prisoners in providing care for their children have also been developed with volunteer assistance. Volunteers work with juveniles in many types of tutoring, counseling, supervision, and diversion programs.

Agency Resistance to the Use of Volunteers

Some volunteer programs in corrections have gained national attention and endorsement from politicians and correctional administrators, along with substantial public contributions. However, most volunteers in corrections do not receive extensive funding, publicity, or even wholehearted support of their efforts. In spite of the fact that correctional administrators readily admit that their resources and personnel are under severe pressures, many are reluctant to turn to volunteers for assistance. When approached, they describe past bad experiences with volunteers, or mention problems which have occurred in other agencies. They may still embrace the stereotypical view of a correctional volunteer as being an upper middle class, meddlesome woman, who has little appreciation for the need for rules and security and demands a good deal of staff time and attention, while contributing little that is worthwhile in return.

Concerns of those reluctant to use volunteers tend to focus on the following suppositions:

(1) Some volunteers are fascinated with the possibility of associating with individuals they view as immoral or deviant, and have little real interest in helping the agency. Others drawn to this activity have emotional or psychological problems which make them totally unfit for such work. A few are seeking sexual contacts or criminal associations.

(2) Many volunteers are thinly disguised religious reformers seeking a captive audience for their high pressure sermons and exhortations, and the result of their attempts at evangelism may be the creation of a climate of agitation or insecurity among those approached.

(3) Other volunteers see inmates or those accused and awaiting trial as victims of social or economic circumstances, and view the staff members as overly cynical, suspicious, and security conscious.

(4) Some volunteers violate their privilege of coming into a secure setting by bringing contraband into jails or prisons.

(5) The presence of volunteers creates a need for greater security for their protection, and through their naivete or inexperience they can create situations which physically endanger themselves, staff members, and inmates.

(6) Volunteers may interpret security procedures as forms of cruelty or harassment of prisoners and express uninformed opinions to the media or general public, creating public relations problems for correctional officials.

(7) Volunteers may arouse the expectations and hopes of clients and then bitterly disappoint them by failing to keep appointments or provide support activities they had promised.

David Gooch, associate director of the National Association on Volunteers in Criminal Justice and a former director of volunteer services for the State of Tennessee, stated that in his efforts to increase and coordinate volunteer involvement in corrections he had found some administrators to be receptive and others resistant. However, he further observed that, "Often I found that the ones that were not receptive to the use of volunteers were those who were not receptive to other new ideas in corrections. Some really believed that

volunteers wouldn't work. But they didn't convince me. . . . There's too much evidence to the contrary. . . . The studies I've read at the very worst show that they (volunteers) are at least as effective as paid staff in the work they do with various types of clients in the system. . . . I have never seen one that shows that the professional staff is more effective. . . . Therefore the added kick of involving criminal justice volunteers is the community education factor and increasing the potential of involvement of . . . hands working on the problem."

The introduction of one successful volunteer program can lead to the use of others. For example, the Portage County (Ohio) jail now has a network of volunteer programs for prisoners which includes visits by ministers, contacts with social service agencies regarding psychological services and mental health, visits by representatives of Alcoholics Anonymous, drug abuse counseling, and an adult education program leading to a high school equivalency diploma. All of these programs were added after an initial volunteer effort, a jail commissary program, proved successful. As Chief Deputy Witkosky, administrator of the jail, stated, "The use of volunteers was never tried in the jail until the volunteers from Kent State Justice Volunteer Center came in. Taking on a new venture of having outsiders, those outside the criminal justice system, come into the jail, interact with prisoners, and handle money and supplies was viewed with some concern. We wondered why volunteers would want to spend their time doing this. In all police organizations today, when you hear the word 'volunteer,' people perk up a little, because normally people don't volunteer for anything. But we were in a bind. We did not have a commissary and Ohio was changing its state standards to require that prisoners have regular opportunities to purchase certain items. We had to send out employees to the stores to purchase them, and this was a waste of manhours and taxpayers' money." The Chief Deputy also said, "There was some concern about the safety of the volunteers. On our second and third floors we have male prisoners, and the majority of the volunteers are female. We were worried about the volunteers, especially since the prisoners have free run of the floor areas during the daytime hours. But so far, because of the way it has been handled and the procedures followed by the volunteers in the program, we haven't had one complaint." He also noted that the cumulative effect of the volunteer program now operating in the jail is that prisoners can express their concerns to people who care and work on some of the problems that brought them into conflict with the law. This has cut down on violence in the jail from being cooped up day after day and not having anyone to talk with but other prisoners.

In summary, it is well to consider that the limitations and potential problems which apply when volunteers come into a correctional setting could apply equally to staff members and might be termed functional hazards of correctional work. As David Gooch observed, "Yes, there are volunteers who fail. Some volunteers do not do a good job, and they should be dismissed, like staff should be dismissed when they are not effective. Volunteers ought to be viewed as unpaid staff. If a staff member is giving you that much trouble, you're going to find a way to deal with him. Likewise with a volunteer. There has to be a volunteer director or staff member who has the responsibility to supervise volunteers."

Mr. Gooch viewed screening, training, and supervision as the keys to successful programs. He stated, "When traveling to different institutions and field offices across the State (Tennessee), and getting their impressions, . . . I found that their definition of a volunteer was so distorted that if I were an administrator I wouldn't want this person in my agency either. They certainly weren't trained, they certainly weren't doing anything that really had any meaningful impact. . . . I have seen some pretty pathetic training programs in institutions, because they weren't thought through. . . . It's (easy) to check out a movie and show it to people that you box into a room. . . But if you can have good training and good personnel development programs you can have a good volunteer services effort. (This requires that) you think through it, train (volunteers) and address the pitfalls and the dangers."

Volunteers' Characteristics and Motivations

To explore the characteristics and motivations of volunteers, this author conducted a study of volunteers involved with agencies listed in the directory of the Volunteers in Probation Association. A sample of 545 volunteers, representing 36 different programs, responded to the survey questionnaire. In addition, an indepth analysis of the volunteers working in the "Probation Friends" program in Cuyahoga County (Ohio) was undertaken.

A profile of the volunteers showed them to be about equally divided in sex, with slightly more females. They were predominantly white, and the large majority had some formal education beyond high school. All age groups were represented, but

almost 40 percent of the volunteers were under 30 years of age. Slightly more than half were married, 30 percent had never been married, and those divorced and widowed rounded out the sample. A large number were professionals, but other types of occupations were well represented.

The desire to help others was a strong motivation for these volunteers, and feelings of civic responsibility and religious convictions were also influential. Some volunteers were seeking personal involvement, while others viewed this work as a new and exciting experience. The least strong motivations were those related to career opportunities, a rather surprising finding in the light of the fact that 17 percent of the volunteers were students.

In expressing their individual reasons for becoming involved, some mentioned general trends they had observed and read about, such as high crime rates or victimization of the elderly, which they felt they might change. Others had personally observed or experienced the inadequacies or injustices of the system or been close to those who had, and wished to spare others the problems they had encountered. Still others felt they had a special ability to counsel or relate to others or were grateful for their own happiness and good fortune and wished to help those less well off.

The volunteers in the sample were almost evenly divided in their assignments to adult and juvenile agencies. Eighty-one percent of the volunteers had received some training before they assumed their duties, but only about half regarded the training as adequate. More than 90 percent of the volunteers felt that they received adequate supervision.

Volunteers' Activities and Effectiveness

The effectiveness of volunteers can be gauged by examining what volunteers do, how well they perform their assigned duties, and whether this activity is a significant contribution to the general correctional endeavor.

The effectiveness of most correctional programs has been measured in terms of recidivism statistics, and this also applies to volunteer programs if the volunteers' activities are directly related to efforts to reduce criminal activity. However, volunteers provide vital services to agencies and the community which may not involve direct supervision or services to inmates, probationers, or parolees. As Norman Carlson, director of the Federal Bureau of Prisons, stated in an address to the National Association on Volunteers in Criminal Justice, "Criminal justice volunteers have been a great ally of ours. What you have done is provide support and assistance as we needed it to help improve our Nation's criminal justice system, not only the part I'm responsible for, the Department of Corrections. We simply must have greater awareness on the part of the public."

In Florida, the State legislature enacted the "Salvation Army Act," (§945.40 Florida Statutes) which provides that "anyone on probation or parole shall be required to contribute $10 per month to a court approved public or private entity providing him with supervision and rehabilitation." Additionally, the Act allows the Salvation Army or other approved public agencies to use its facilities to provide probation supervision and services. A study of the implementation of this program by Professor Charles A. Lindquist of the University of Alabama revealed that the Salvation Army supervises an active caseload of over 6,000 clients in 30 counties. In examining the recidivism of all those who completed the program during a 16-month period, he found a very high success (lack of probation or parole revocation) rate. The Salvation Army programs relied upon both professional correctional counselors and regular Salvation Army staff members to supervise those placed on probation. They provided counseling, supervision, and referrals to other community agencies. Part of the contract with each probationer involved payment of restitution when warranted and payment of fines. While there are other examples of private and nonprofit organizations which have established contractual programs to provide services to correctional clients, the majority of volunteer programs are based and supervised within the organizational structure of a correctional agency.

Another innovative program, known as PACE (Programmed Activities for Correctional Education) was established by John Erwin in Chicago's Cooke County Jail. It uses staff and volunteers to teach inmates basic reading skills and prepares them for employment by training in a modernly equipped shop within the jail. Other programs are oriented toward providing services for the families of those incarcerated. When the crisis of arrest occurs, in most cases the family of the defendant receives no assistance in coping with it. Family members may be bewildered by the chain of events, including the numerous criminal justice personnel and agencies with whom they must deal, sudden loss of income, changes in attitudes and behavior on the part of neighbors, friends, and schoolmates, the need to raise money for bail or legal services, and general feelings of fear and anx-

iety. Volunteer programs have established crisis intervention centers for such families, which provide information on the criminal justice process, and assistance and counseling to help them redefine their economic dependencies and enable them to locate appropriate community service agencies. Counseling is geared toward assisting them in handling emotional reactions and plan for the future.

The author's research revealed that volunteers' efforts were directed to a wide variety of areas. Much of their activity involved arranging contacts or performing services. This included providing transportation, seeking job opportunities, assisting clients in formulating educational programs, and offering personal counseling and friendship. This function of providing opportunities for friendship may well be the most important function volunteers perform.

The element of caring and concern appears to permeate the correctional volunteer movement, and its importance has been recognized by those who hold important administrative positions in corrections, volunteers, and those who are the recipients of volunteers' efforts. Norman Carlson stated, "That public thinks rehabilitation is the basic goal of prisons and jails. I can't disagree with that, but . . . rehabilitation is very elusive to predict. It is really something that we know little about. I think we assumed in the past that with more resources, more psychologists, more social workers, teachers, and on and on . . . that this would change individuals. I think that research conducted here and abroad conclusively indicates that you cannot coerce a person to change. . . . All we in the field of corrections can do, and I think you can put volunteers in the same situation, is to facilitate change. The word facilitate to me means . . . to provide an opportunity—to provide an atmosphere and environment which demonstrates care, concern and love for our fellow man. If the offender is willing to take advantage of (this) frequently they can and do change. It is a myth in this country that 85 to 90 percent of the individuals who are released from prison immediately go off and recidivate and return to prison. . . . Fortunately, that's not true at all. Many offenders can and do change. We have all seen that experience and it's the only reason so many of us . . . have stayed in the field as long as we do. Because we have to as long as individuals do change—again under the proper environment—particularly an environment that demonstrates our concern about them as human beings. We do want to try to assist them in every way we possibly can. . . . The volunteer is particularly important because you can demonstrate much more than we ... in the category of an administrator. You can demonstrate what society is all about."

Essentially the same message is reiterated by Margaret G. Bidlack, who has been an active volunteer at the Trumbull County (Ohio) jail for more than 4 years. She perceives her role as providing an extra spark of kindness or caring and assisting in some special services which will otherwise not be provided. One of her functions is to serve as a sounding board for inmates' complaints. "The women inmates complain to me frequently about the lack of facilities for laundering their underclothing, that once a week is not often enough for a clean towel, and that even their sheets of toilet tissue are counted." A second function she notes is providing emotional support. "Frequently, among an inmate's first requests is to "have someone bring a picture of my kid." Often the picture is shown to me proudly and lovingly. Repeatedly women inmates ask me to contact their homes to ask relatives to visit them. Too often the answer from home is a denial. I am also asked to contact prisoners' attorneys. People on the outside easily forget those on the inside; so my contact with friends and relatives of inmates to encourage their visits and letters to the jail, to build understanding, to establish better relationships may hopefully help to make their return to society more successful. I have yet to encounter any instance where my communication was resented."

The Criminal Justice Division of Women in Action, Houston, Texas, provides volunteer visitation programs to the Harris County jails, penitentiary visitation, and various educational and therapeutic programs. One inmate, commenting on the efforts of these women, summed up their functions in this way, "I guess they can't change the prison rules. But they really do make life easier by listening, making us feel like people. They don't preach or nothing. They just care." A probationer assisted by a Probation Friend in Cuyahoga County (Ohio) noted that even though his probation was revoked his volunteer friend did not desert him. "Although I am in jail now, my friend has made every effort to try to see me and help me out. I have a good man as a probation friend, and know we will make it together."

An indepth study of the Probation Friends program by this author revealed that the probation officers did not attach the same high degree of importance to the friendship element of the relationship. Several flatly stated that friendship alone is not enough to justify the existence of the program.

Instead, they viewed the probation volunteers as "service brokers," individuals who provide direct services to the probationers in the form of employment counseling and assistance in finding jobs, and obtaining psychological and medical attention and welfare benefits. The officers in this program were generally supportive of volunteer work, and 60 percent of them had served as volunteers in the past. The probation officers also felt that some activities were definitely *outside* the scope of volunteer work. The specific areas in which they felt the volunteers should not become involved include interfering with the officer and probation rules, acting as a supervisory or authority figure, getting too personally involved, misleading the probationer by having him expect rewards, and giving legal advice. The probation department administrators, while generally supportive of this volunteer program, did express some concern about its functioning. They felt that many of the problems and areas of conflict between the volunteers and the probation officers could be eliminated with improvement in communication. Even the strongest supporters of the program suggested that the goals and objectives of the program be specifically stated in measurable terms and that the means the volunteers used to accomplish these goals should also be specified, that potential volunteers should be more carefully screened so that better matches between client and volunteer could be made, that more emphasis should be placed on providing concrete services and utilizing specific skills of the volunteers, and that the probation officers should receive feedback from the volunteers on the progress of the clients.

Conclusion

It is reasonable to expect that continued and expanded citizen involvement in the criminal justice process, and specifically in corrections through volunteerism, can make a vital contribution. However, the existence of a program presupposes that funds and resources will be allotted to its administration. Since an ineffective volunteer program is worse than none at all in the sense that funds, efforts, and scarce resources are wasted, programs in the future must prove effective enough to justify their own existence. Those who are administrators of volunteer organizations are the first to agree with this assessment.

Jeff Pryor, director of "Partners," a pioneer program in criminal justice volunteerism, frankly states that, "The future of criminal justice volunteerism will be directly related to the credibility it can establish. At present, the credibility of volunteerism is relatively low. Over half of all volunteer programs fail within 2 years, and criminal justice organization administrators are skeptical. While the volunteer programs and the individuals who staff them and serve as volunteers are not perfect, they do have a common goal, that is, to fill the void that has been created.

A report by the Joint Commission on Correctional Manpower and Training revealed that directors who had used volunteers were enthusiastic about them and planned to expand their activities, while those most opposed to including volunteers had little or no actual experience in their use. Reluctant administrators may not be aware of the purposes and goals of the proposed volunteer program, or they may have had negative experiences with volunteer programs in the past. Staff members of correctional agencies frequently voice the complaint that volunteers get to do all of the "good guy" things with offenders, while professional staff must assume the enforcement and sanctioning aspects of supervision. In the author's study, probation officers in one agency revealed that in some instances volunteers criticized the professional staff in the presence of offenders and allowed probationers to circumvent rules set by the officers without receiving penalties for these violations.

The manner in which proposed use of volunteers is presented to professional staff members appears to be crucial to their successful utilization. If roles and hierarchies of authority are clearly defined from the outset, authority and role conflicts between staff members and volunteers can be avoided. When professionals and volunteers view themselves as performing complimentary rather than competitive functions, they can cooperate most fully.

Crucial factors in volunteer retention are effective training, matching the volunteers' talents with the needs of the agency, recognition of volunteers' efforts and successes; feedback on the success of efforts with offenders; establishment of a friendly, relaxed, cooperative staff-volunteer relationship; and recruitment from minority groups of volunteers who can relate particularly to specific types of offenders. The development of precise job descriptions for volunteers could go a long way toward alleviating staff-volunteer conflicts, and input from staff members and experienced volunteers when new programs are being developed could result in maximization of the volunteers' potential contributions.

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