

Hygiene Factors in the Management of Volunteer Organizations

ERWIN ALAMPAY*

According to Frederick Herzberg's Motivation-Hygiene Theory, there are factors that influence employee satisfaction (motivators) and dissatisfaction (hygiene factors) in the work environment. This paper discusses the implications of this theory on volunteer organizations specifically the Ugnayan ng Pahinungód/Oblation Corps of the University of the Philippines. It focuses on factors extrinsic to managing volunteer organizations, such as recruitment, staffing, mission, training and benefits. It relates these hygiene factors to the function of assigning volunteers to various tasks. It concludes that the effectiveness of these volunteer assignments influences the volunteers' motivation and commitment.

Introduction

Frederick Herzberg classifies human nature into two entirely separate elements: the animal and the human (Pigors and Myers 1982:111). It is man's animal nature to be negatively oriented, to avoid pain and unpleasantness by adjusting to the environment, with maximum success leading to the absence of discontent. On the other hand, man's human element is shown by his needs consisting of adjusting to one's self. One becomes more of a person by growing in the direction of self-actualization.

Both sets of needs are unidimensional and relate to one side of our nature. Thus, environmental factors that affect an individual's attitude towards a job must be divided into mutually exclusive categories. Herzberg explains this through his Motivation-Hygiene Theory.

The Motivation-Hygiene Theory deals primarily with the causes of job satisfaction and dissatisfaction and their impact on job performance. It identifies factors that influence satisfaction as *motivators* and refers to factors which cause dissatisfaction as *hygiene factors*.

In the context of the Motivation-Hygiene Theory, the study of volunteer organizations would be of interest considering the nature of volunteer work. Volunteer work is technically "free of charge." Very few material rewards are

*University Extension Specialist, Ugnayan ng Pahinungód System Office, University of the Philippines, Diliman, Quezon City.

present, and a person volunteers primarily out of his intrinsic desire to perform a desired activity. Thus, the primary motive is biased towards the content of the service rendered. Job content is a motivational factor that contributes to personal work satisfaction. It may include the sense of achievement, recognition and responsibility (Pigors and Myers 1982) connected to the performance of the voluntary work. The motivational factors are usually highlighted when one speaks of voluntarism.

Though there are inherent factors in volunteer work that motivate individuals, equally important are the extrinsic factors or support provided by the organization managing the volunteers. This is the main focus of this paper, an analysis of extrinsic factors (hygiene) in the context of a volunteer organization. The hygiene factors that Herzberg identified include the organization's administration and policy, supervision, salary, interpersonal relations and working conditions.

This paper looks into the *Ugnayan ng Pahinungód/Oblation Corps (UP/OC)*, the University of the Philippines' volunteer program. It analyzes how the hygiene factors present in the organization impact upon the management of its volunteers.

The Ugnayan ng Pahinungód/Oblation Corps (UP/OC)

On 28 February 1994, the *Ugnayan ng Pahinungód/Oblation Corps (UP/OC)* was established by the University of the Philippines as an answer to the challenge for U.P. to be more involved in the life of the nation. Since then, this challenge has been taken up by more than three thousand volunteers or *Pahinungóds*,¹ composed primarily of U.P.'s faculty, staff, graduates, and students, as well as the units and organizations they represent. *Pahinungóds* have been deployed to as far as Batanes in the North and Tawi-Tawi in the South.

The volunteer service program is an integral part of U.P.'s mission. It enriches the University's performance of its functions of instruction, research and extension, while it expresses, in a more forceful and focused way, its nationalism and social commitment (Ugnayan 1994b).

The Ugnayan ng Pahinungód endeavors to:

- Directly serve the people in behalf of the University through voluntary assistance to underserved communities, government organizations, nongovernment organizations (NGOs), small-scale enterprises, and other academic institutions;

- Promote the orientation of public service, voluntarism and love of country;
- Enhance the relevance of U.P. teaching and research by exposing U.P. units and personnel to the challenges and problems facing real communities and organizations, while learning from the people about the condition and needs of our nation;
- Develop voluntarism as an academic field of study and research; and
- Foster multidisciplinary and inter-campus collaboration among individuals and academic units of the University.

Hygiene Factors

In order to fulfill the UP/OC's objective of "enhancing the potential of students, faculty, staff and graduates for voluntary service" (UP 1994), systems for developing volunteers, programs, and mechanisms for support must be in place. These systems can be considered as hygiene factors according to Herzberg. Inattention to factors such as these can contribute to the dissatisfaction of volunteers.

Administration

The UP/OC has a decentralized organization, with a System office that monitors and coordinates satellite offices located in each autonomous university (AU). U.P. Diliman includes the campuses in San Fernando and Baguio; and U.P. in the Visayas covers the campuses in Miag-ao, Iloilo City, Cebu, and Tacloban. There are other AU offices located in the Manila and Los Baños campuses.

The primary advantage of a decentralized organization is the flexibility to tailor programs to the needs of separate organizational units and to introduce volunteers where support for them is greatest (Brudney 1988: 100). This is highly compatible with the University of the Philippines System setup: the geographically dispersed campuses, called autonomous universities, have specialized programs (i.e., U.P. Manila specializes in the medical sciences; U.P. Los Baños, agricultural sciences; U.P. Visayas in fisheries; U.P. Diliman is expected to be a comprehensive university). Likewise, it is decentralized in recognition of the geographic dispersion of the campuses.

For System-wide programs, however, the geographic dispersion of campuses creates problems in terms of control and implementation. There is

also duplication of efforts across several departments, problems in coordination, and difficulty in locating sufficient expertise in volunteer management. These problems are manifested in the fact that most resource persons for System programs are based in U.P. Diliman while health programs, even if sponsored by other AU offices, rely heavily on U.P. Manila *pahinungóds*. Although it is fortunate that there is varied expertise in each AU, it can become a logistical nightmare with regard to coordination. In U.P. Visayas for instance, bringing together people from its three different campuses requires transporting, by plane or by boat, the faculty and students from three different island groups.

The different campuses also do not benefit equally from the program. It is ironic that a *Pahinungód* program is not in place in the UP San Fernando campus considering the urgent need of San Fernando and the rest of Pampanga for volunteers in light of the lahar emergency.

The decentralized management of the volunteer programs in the different U.P. campuses can be made more effective if the skills and expertise of the UP/OC managers, facilitators and staff in each unit are strengthened and equally developed.

Decentralization might be ideal in specialized missions (like surgical missions, or veterinary and psycho-social and relief missions) but for long-term, full-time fielding of volunteers, a centralized system might be a better option. A decentralized selection system tends to restrict flexibility in assigning the volunteers to more suitable areas that offer better opportunities for job-enrichment. It limits the alternatives where a volunteer, with a given set of qualifications and interests, can be fielded and in turn causes dysfunction in matching volunteers to the institutions.

It is important that the person volunteering identifies with the needs and benefits provided by the organization, for him to provide long-term service. There must be a balance between volunteer needs and an organization's needs (Bates 1996). Centralizing the function of matching volunteers with the requests for assistance in all the units would increase the chance of having an optimum match between the motivational needs of the volunteers and the service needs of the recipient organization. Centralizing this function demands strong support across the organization, especially from the Program Directors in each autonomous unit, to overcome the issues that may be raised by staff and resource limitations.

A Matrix Organization

The UP/OC can be considered as having a matrix organization in terms of the management of its programs. Any organization, if it is considered as a

matrix organization, employs a system that not only includes a multiple command structure but also a related support mechanism as well as an associated organizational culture and behavior pattern.

At the System-level, the System Director coordinates with Autonomous Unit (AU) Directors regarding the implementation of various programs in their respective units, even as, simultaneous to this, AU Directors report directly to their respective Chancellors. Projects may evolve, both at the System-level and AU-level, that require the creation of *ad hoc* teams or special committees to handle specific programs. Faculty members from different academic departments within the university or from the alumni may be tapped to compose the teams or program committees. Such was the case in the Pahinungód Peer Counseling Program, the Carabao Epidemic in Samar, the Disaster Administration Program, among others. Each autonomous unit develops its own programs and projects by tapping its vast resource of students, faculty, staff, and alumni. Thus, emergency teams can be immediately and easily formed for special missions, or ad hoc committees.

A matrix organization gives the UP/OC the needed flexibility to respond more quickly to different issues and pressing concerns aside from maximizing the utilization of the vast array of people or volunteers at the University's disposal.

Staffing

The System Office is headed by the System Director, and staffed with an Administrative Officer, four Extension Specialists, an Information Officer, a Data Encoder and Machine Operator, and a driver. Under the System office are two central committees: the Human Potential Facilitation Group (HPFG) and the Academic Program Development Group (APDG). Both groups are composed of faculty from the different colleges, based mainly in U.P. Diliman.

Each Autonomous University (AU) office has a Director who is assisted by an Administrative Officer, Information Officer, Extension Specialists and Data Encoders. The AU staff are in direct contact with the volunteers because most projects are implemented at the AU-level.

The Human Potential Facilitation Group

The Human Potential Facilitation Group (HPFG) works with students, faculty, staff, and graduate volunteers to enhance their potential for voluntary service (UP 1994).

The HPFG's responsibilities are:

- to enhance the volunteers' psychological, mental and physical preparation for volunteer work;
- to sustain the volunteers' level of motivation while acquainting them with the conditions in the field and equipping them, to the extent possible, to face the difficulties and challenges to be met there;
- to aid in the matching of the capacities, needs and personal qualities of the volunteers with the demands and opportunities offered by the receiving and requesting areas;
- to assist in the monitoring, debriefing, and evaluation of the volunteers; and
- to perform other tasks necessary to fulfill the work of a human potential facilitation group.

In essence, the HPFG functions similarly to a Human Resource Development Office (HRDO). Initially, the HPFG was tasked with conceptualizing the recruitment of volunteers, including the requirements, application procedures, tests, training design as well as the establishment of the requirements for the partner institutions. This task was performed by the HPFG, by default, since at the beginning the respective AUs had no staff to work with.

Although it had been proposed that an HPFG be established in each AU by tapping the faculty and guidance specialists in their respective campuses, the task of volunteer development eventually fell on the AU staff and extension specialists. No HPFG subcommittees have yet been put in place in any AU.

Volunteer Development

Recruitment

The Ugnayan ng Pahinungód recruits volunteers who are directly connected with the University. Applicants to the various programs must be either students, faculty, academic non-teaching personnel, non-academic personnel, or alumni of the University.

During the program launching, the University signed seven Memoranda of Agreement (MOA) with various national and local agencies, dealing with the

fielding of volunteers from U.P. through the Ugnayan ng Pahinungód to the said organizations. Simultaneously, the UP/OC was recruiting volunteers, even though the specific needs of the partner organizations were not yet determined.

Ideally, the recruitment of volunteers should not be an undifferentiated search for people irrespective of qualifications, but a selective mission to locate and entice citizens with appropriate backgrounds and aspirations to fill designated agency, area, or organizational needs. However, much like putting the cart before the horse, the recruitment of volunteers started without a definite program or need in mind. The burden placed on the UP/OC was to find a place to send the volunteers to instead of finding volunteers to fill up identified needs.

Just like recruiting paid personnel, it is important to have specific job descriptions when calling for volunteers. A volunteer will need the same information as a paid employee to determine whether the position is of interest (Manchester and Bogart 1988). It is important for the UP/OC, especially for *full-time* and *mission volunteers*,² to be able to determine the job requirements, proposed starting and ending dates, responsibility, authority and reporting relationships. By providing volunteer positions, the selection and matching of agency requirements with the talents and interests of prospective volunteers would be better facilitated, contributing to a more productive program.

Selection

Selection involves the process of choosing people, areas and partners based on set criteria. Selection in the Ugnayan ng Pahinungód occurs at two levels: (1) volunteer selection, and (2) selection of partner institutions.

The careful matching of citizens with organizations not only improves volunteer motivation but also organizational performance.

Volunteers. The idea of establishing a process for the selection and screening of volunteers was an area of debate because, as some argued, setting up a system for selection is contrary to the spirit of voluntarism.

The UP/OC, as a public agency, has a responsibility to its partner clients, who can hardly be expected to benefit from a misplaced or deficient volunteer assistance. For this reason, the UP/OC should be under no obligation to accept all interested volunteers (Brudney 1988). The idea behind screening and selection is to assess the basic fit of prospective volunteers to the tasks at hand, and in the end, to serve the interests of all those involved.

The primary screening tool used by the UP/OC is the intake interview, which is used to assess the motivations of the applicants for volunteer service and determine their interests and skills. Ideally, the members of the HPFG should perform the interviews but because the HPFG is composed primarily of full-time faculty, it is constrained by time in performing the said task adequately. These interviews are instead performed by the AU Directors and their Extension Specialists.

In seeking to determine the applicants' inclinations, skills, background and potentialities, every effort is made to find a suitable match based on the available list of needs of partner agencies of the respective Autonomous Offices.

A possible limiting factor to consider in screening volunteers is the setting up of quotas for the number of volunteers the program can accept. This was done in the Affirmative Action Program³ in 1995 since the program could only accept 40 volunteers to cover ten different areas. By having quotas, only the most qualified volunteer should be accepted. In the Affirmative Action case, however, the main criterion followed was the first come-first served rule.

The Jesuit Volunteers of the Philippines (JVP)⁴ cannot accept everyone who applies because of logistical and funding considerations. The JVP screens volunteers through a set of psychological tests, interviews them to determine the most suited applicants, and then ranks them accordingly. The JVP has an easier task of identifying and recruiting volunteers because they have limited their service needs to three areas: community organizing, teaching and catechetical work.

The difference in the UP/OC's case is that it has not yet defined the parameters and limitations by which it intends to serve the nation. By and large, just about any request for assistance can be accepted for as long as the needed expertise is available in the University. This makes it difficult not only to rank volunteers, but also to set criteria in analyzing the attitude, background and skills of the people, relative to the service they can perform. The UP/OC has an almost unlimited area to cover, considering that the pool of people it can tap have varied interests and expertise. By not having an identified parameter of services to offer, the UP/OC accepts everyone who applies simply because he or she belongs to the U.P. community.

What the different AU offices do to address this problem of accepting "undefined volunteers" (meaning any volunteer with a particular skill or interest but with no matching request for assistance) varies. U.P. Manila, for instance, has defined and limited the programs it offers, and, in return, volunteers choose by simply signing up in their respective areas of interest.

Others resort to data banking volunteers and only when a formal request is made for that specific technical skill does the UP/OC activate the volunteer. The dilemma in data banking however, is that the motivation to volunteer might wane during the waiting time or if the placement takes too long. Thus, in some cases, the UP/OC has had to find matches for the volunteers even though the match was far from perfect. This happened particularly at the inception of the program, where the main concern was to get volunteers fielded, resulting in the poor matching of volunteers to agency needs.

Partner Agencies. Although the mission of any service organization is to help other agencies in need, it should also be realistic enough to understand that it cannot serve all requests for help. Foremost in its considerations should be the interest of the volunteers.

For another, the mission and goals of the requesting agency should be compatible with the mission and goals of the Ugnayan ng Pahinungód.

A model for area selection may be adapted from the Jesuit Volunteers of the Philippines' criteria for the selection of areas and partner institutions. Priority is given to those agencies that have the least available resources to carry out their developmental programs and, therefore, have the greatest need for volunteers. The need for the volunteer is also assessed based on the absence or presence of the required technical expertise in the requesting area. Only if the expertise cannot be extracted from within the area itself should volunteers be fielded. In short, the main criterion for selection of areas or sites for volunteer fielding can be compared to the UP/OC's mission of *sending volunteers to the most underserved areas of the country*, or more specifically, sending them to groups or organizations with the *greatest need*.

One constraint to this criterion is that the Ugnayan ng Pahinungód is bound by Memoranda of Agreement (MOA) with various government agencies and NGOs. Many of these MOAs were signed during the launching of the program itself. Thus, there were no criteria set for choosing partner agencies when the MOAs were signed. Even as the MOAs signed were general enough to allow for some flexibility, they posed problems in terms of making compatible matches between the volunteer program and the agencies' specific programs.

For instance, some of the provinces and local government units with which the program has MOAs are not necessarily *areas with the greatest need* (e.g., Miag-ao, Manolo Fortich, Quezon City, Manila) although the needs they articulated were significant enough. However, because the UP/OC has MOAs with them, volunteers had to be sent to the said areas or institutions. Likewise, the partnerships involving government agencies, where the service can be provided by technical people within the agencies themselves, raise the

question of whether the program simply becomes a source of cheap labor. It could also become a source of tension because the volunteers might threaten the paid employees' job security. These were issues that management, staff, and volunteers raised in the course of the experiences of the UP/OC's first batch of volunteers. Tension between paid staff and volunteers is a common phenomenon in other volunteer agencies (Brudney 1988).

Another criterion which the JVP looks into is the capability of the partner agency to provide for the personal and career development of the volunteer. This involves assessing the supervisory roles, culture and people within the prospective partner organization, because the receiving organization performs the direct supervision of volunteers. The success of the volunteer experience, and the volunteer's motivation to serve, rely more on the quality of partner institutions, areas, and agencies which the AUs generate, rather than the training program or incentives that the Ugnayan ng Pahinungód provides. It is critical that the volunteers find fulfillment in the work or activity they perform in the area because the type of work and their contribution to the area are a significant source of motivation. Thus, when the UP/OC screens the partner institution, the partner agency and the nature of the tasks to be assigned to the volunteers should be able to address the volunteer's developmental needs and motivations for performing the voluntary duty.

Other factors that must be taken into consideration are the security of the area and the safety of the volunteers, and the ability of the partner institutions to provide for the basic needs of the volunteers while they are in the area.

On the positive side, the UP/OC is now in a better position to be more proactive. It is now able to initiate programs, and can identify needs where volunteer assistance can be tapped, as in its Pahinungód Peer Counseling Program. In such cases, it can easily identify the type of volunteers it requires, and appropriate criteria for selection can be drawn. In the long run, the criteria with which to gauge the suitability of requests can be more adequately applied, unlike the constraints experienced at the start-up stage of the program.

Training

Training and orientation are basic tasks performed by organizations taking in new personnel. For volunteers, their orientation takes place in two stages. First, the volunteer is oriented on the volunteer organization itself, in this case the UP/OC. The volunteers should have knowledge of the objectives, goal and mission of the UP/OC and place their own goals and objectives in perspective. The individual and the organization should have compatible

values to begin with. Second, the volunteers have to be oriented to the specific place they are assigned to and the duties connected to their task. It may include on-the-job-training, working relationships, and an orientation to the receiving organization's culture, mission, philosophy, and goals.

In the Ugnayan ng Pahinungód's case, the inherent differences in each autonomous university due to their specialized technical capabilities lead to varied orientations. This is aside from the more specific program orientations within the AU-level itself. For instance, U.P. Manila has ten different programs, and for each program, a different orientation-seminar is held for its volunteers. Los Baños, on the other hand, has institutionalized its immersion program, U.P. Visayas is greatly involved in technological transfer, and U.P. Diliman is geared towards long-term fielding of volunteers. Also, because the population from which the UP/OC takes in volunteers has the advantage of already being "educated" for specific careers, the need for more specific training is minimal. Thus, doctors can be sent on surgical missions, lawyers to handle court cases, agriculturists to cope with locust infestation, veterinarians to treat animal diseases, and so forth, without necessarily having to provide costly hands-on training. Because of this, however, there is no set "pattern" for the training of volunteers. There is no "identifying" standard or mark by which a "Pahinungód" can be defined, except for the fact that they are all U.P. volunteers.

There are cases where special training courses are provided to develop skills in the Pahinungóds. An example of this is the training of Critical Incidence Stress Debriefing counselors for crises or disasters. Because volunteers are trained, the source groups to draw volunteers from are broadened. It can also restore the balance between volunteer needs and client needs (Bates 1996).

Matching

Every effort must be made to place the volunteers in the type of work and place to which they are most suited. The proper deployment of volunteers is crucial to the long-term success of the relationship between the volunteer and the area or organization. The careful matching of people with positions improves volunteer motivations and organizational performance (Wilson 1976).

In the UP/OC's first effort to field volunteers, one weakness was the limited pool of volunteers to select from, as well as the limited placement opportunities to field volunteers to. At present, the matching of volunteers occurs at the level of the autonomous university office, which is limited by both the number of volunteers it handles and the number of areas or partner agencies it covers. Thus, although all the volunteers who applied may be

fielded, the matching of volunteers may be far from optimal, because of the decentralized nature of matching volunteers with requested needs. In the first batch of full-time volunteers that U.P. Diliman fielded, less than 50 percent completed their original duties. Some had to be redeployed to allow for a more optimal use of their training and preferences.

Benefits and Support Services

During the period of the Volunteer Corps' conception, another area of debate was the idea of giving allowances to volunteers. The argument revolved on whether compensation and other supportive factors were necessary. Some felt providing support and other benefits detracted from the spirit of voluntarism which is meant to be "an unconditional offering of one's skills and talents."

Although the spirit of voluntarism means the volunteer expects nothing in exchange for his/her services, the UP/OC recognized that it still had to provide other support systems and structures in order to help maintain the dignity of the volunteers in the course of their service. A consideration of the UP/OC was if a volunteer were to receive completely nothing, then perhaps only the rich will be able to afford the luxury of volunteering on a full-time basis. Thus, among the benefits that volunteers receive from the UP/OC is a ₱100 daily allowance (for full-time volunteers), insurance, medical coverage, and use of University facilities, aside from other benefits that the partner agency might be willing to shoulder (Ugnayan 1994c). In some cases, it is the partner agency that provides the daily allowance.

During the volunteer period, volunteers undergo a pattern of adjustment and development, moving from the initial excitement, to boredom, to disillusionment, withdrawal, adjustment, fulfillment and so forth. It is during these phases that the role of the HPFG is crucial. The HPFG should be able to address the concerns of the volunteers as they go through the valleys of disillusionment and withdrawal. Support can also come from the UP/OC staff and also from the volunteer's direct supervisors at the agency or partner organization. This points to the need for thorough year-round formation, training and support from the mother institution and the partner organization. It is important to keep in touch with the volunteers, lend moral support and put into proper perspective the volunteers' experiences. The JVP, for instance, has a formation program that includes a module on the re-entry of the volunteers into the mainstream of society. Re-entry is one area which the UP/OC has not yet fully explored, considering the limited experience it has in fielding long-term, full-time volunteers. Voluntarism should be able to expand horizons and open new opportunities for the individuals who volunteer.

Conclusions

This paper uses the perspective of Herzberg's Motivation-Hygiene Theory to analyze the Ugnayan ng Pahinungód, a program aimed at developing the "volunteer spirit" in people in the University and motivating them in their voluntary activities.

The primary factors that motivate people to volunteer are intrinsic to the needs of organizations for volunteers. The organizations must complement those qualities that people bring to the UP/OC, like their idealism, intellectual ability and so on, with work that is also motivating. Volunteers will be motivated in their performance by the type of work they are assigned to perform, the responsibility it entails, and the concrete impact (sense of achievement) that results from the work. The motivational aspect of volunteer work falls heavily upon the work that partner organizations assign to their volunteers.

Though the job itself is the motivator for volunteers, it is the hygiene factors - the systems, administration, support and process of selection - that impact upon the assignment of volunteers to their work. Hygiene, or factors connected with "job context," play a significant role for a volunteer organization like the Ugnayan ng Pahinungód, in matching volunteers with outside needs. The need to properly match the skills and interests of volunteers with the type of work requested by partner institutions is the most crucial aspect in motivating people in their voluntary work.

It is important that the partner agencies or organizations that volunteers work with also work under policies and programs that are compatible with the UP/OC's mission. The burden of ensuring the safety of the volunteer also falls on the organization, by adequately screening the partner institutions and field areas.

The combination of decentralization and a matrix form of organization provides the UP/OC with the needed flexibility to provide a wide range of services. This does not mean, however, that the entire process of volunteer development should be decentralized to the respective AUs and receiving organizations. It is precisely because of its decentralized nature that the selection process, including the matching of volunteers with partner institutions, is not optimized. It is a function which is best centralized for optimum matching of volunteers and assignments. But then, the matching of volunteers may become difficult because the scope of the UP/OC's services is not delineated, and the requirements for the volunteers are not thoroughly specified.

Likewise, volunteers should not be expected to pay for out-of-pocket expenses when they are already rendering their services for free. Connected

to this, the organization must provide mechanisms to cover the risks that may be involved in fielding the volunteer, including insurance and medical coverage. Reintegration to mainstream life is another area that volunteer organizations should explore and address.

In the end, failure to satisfy the volunteers' hygiene needs may generate considerable organizational distress. However, the satisfaction of hygiene needs leads only to a temporary absence of dissatisfaction. In the long run, it is the ability of the partner organizations and the UP/OC's programs to provide meaningful tasks that can stimulate greater motivation and elicit higher productivity from volunteers.

Endnotes

¹Pahinungód is a Filipino term originally from Cebuano which refers both to the act of offering oneself to a higher cause and to the person who makes such an offering.

²Full-time volunteers are volunteers who are assigned to the field daily, for the entire year, as differentiated from part-time volunteers who go only on their free time, or special project volunteers who go the field with specific objectives planned within a short duration of time.

³In the Affirmative Action Program, teams of four to six volunteers each were fielded to ten under-represented provinces (provinces whose enrolled student population in U.P. is lowest), for two weeks to teach top high school students of the ten provinces in Mathematics, English proficiency and the Sciences.

⁴The Jesuit Volunteers of the Philippines is a volunteer organization based in the Jesuit-run universities in the Philippines, particularly, the Ateneo and Xavier Universities.

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