

**UNDERSTANDING OUR CRIMINAL JUSTICE VOLUNTEERS:
A STUDY OF COMMUNITY MEDIATORS IN NEW YORK STATE**

**Susan J. Rogers, Ph.D.
Mediator, Brooklyn Mediation Center,
Brooklyn, New York**

October, 1989

**Final Report of "Understanding Our Criminal Justice Volunteers:
Factors Affecting the Length of Service, Degree of Disengagement
and Productivity of Community Mediators", Susan J. Rogers,
Principal Investigator. This research was supported by the State
Justice Institute under grant number SJI-88-03C-D-013, October 1,
1988 to October 31, 1989. Points of view expressed within this
document are those of the author and do not necessarily represent
the official position or policies of the State Justice Institute.**

KFN
6093
R64

KFN
6093
R64
1.2

**UNDERSTANDING OUR CRIMINAL JUSTICE VOLUNTEERS:
A STUDY OF COMMUNITY MEDIATORS IN NEW YORK STATE**

**Susan J. Rogers, Ph.D.
Mediator, Brooklyn Mediation Center,
Brooklyn, New York**

October, 1989

Final Report of "Understanding Our Criminal Justice Volunteers: Factors Affecting the Length of Service, Degree of Disengagement and Productivity of Community Mediators", Susan J. Rogers, Principal Investigator. This research was supported by the State Justice Institute under grant number SJI-88-03C-D-013, October 1, 1988 to October 31, 1989. Points of view expressed within this document are those of the author and do not necessarily represent the official position or policies of the State Justice Institute.

Library

National Center for State Courts

300 Newport Ave.

Williamsburg, VA 23187-8798

rec'd 10-19-90

ACKNOWLEDGEMENTS

My deepest appreciation goes to each member of the research team who contributed so extensively throughout the project. Special recognition goes to the project's Field Coordinator, Susan Kanrich and Lead Interviewer, Ina Steinhauser who demonstrated the utmost dedication in the data collection efforts. Other staff contributors were many during the project and their input was highly appreciated. The Advisory Board of the project deserves my gratitude, including: Ms. Winifred Brown, Ms. Albie Davis, Dr. Sally Hillsman and Dr. Sally Engle Merry. These women contributed expert advice in design, methodology, measurement and analysis and offered highly constructive guidance throughout. In addition, my appreciation goes to consultant, Dr. Robert Yaffee for his expertise in data management and statistical analysis as well as Dr. Richard Lovely for advice given on data management.

To each mediator at the research sites who participated in this study, I express my thanks. I feel privileged to have been given the opportunity to study such a dedicated and dynamic group of volunteers, without whose cooperation this study would not have been possible. Also crucial to the implementation of this project were the Directors and Staff of the participating Community Dispute Resolution Centers as well as the research staff and Director of the Community Dispute Resolutions Centers Programs of the Office of Court Administration in Albany, New York. Even with financial constraints and understaffing, these individuals were extremely helpful and cooperative throughout the duration of the project.

This investigation was supported by the State Justice Institute under grant number SJI-88-03C-D-013. I wish to thank Daina Farthing-Capowich at the State Justice Institute who provided encouragement and guidance throughout this research.

S.J.R.

HIGHLIGHTS

- Community mediators are predominantly white, female, middle-class, middle-aged, and well-educated; overall, their backgrounds do not reflect the clientele they serve.
- Community mediators are highly dedicated volunteers who often serve up to four years at their agencies while at the same time serving as volunteers in their communities in other capacities; most mediators take intermittent breaks in service during this four-year time span.
- Mediators are most often motivated to become a volunteer for altruistic and idealistic reasons rather than for self-motivations; motivations vary significantly by age and education; generally mediators are not motivated to serve because their agency offers a stipend.
- Mediators find their experience to be challenging and fulfilling and are very pleased with the Directors and staff with which they work.
- Mediators are most concerned about the level of underutilization of volunteers at their agencies; Dispute Centers often have low caseloads and high no-show rates of disputants; Centers often utilize a small core group of approximately 15% of the mediator pool to resolve most cases.
- Mediators are concerned about the physical surroundings where they mediate; Centers are often bleak, cramped and noisy and are located in unsafe areas.
- Mediators feel the need for more ongoing feedback concerning their developing skills.
- The satisfaction and commitment of the volunteer mediator are largely influenced by agency factors where the mediator serves.
- The length of service of the mediator is accounted for by agency factors as well as the age of the mediator.
- The degree of disengagement the mediator experiences at a Dispute Center is affected by agency factors as well as the skill level and expectations of the mediator.
- The productivity of the mediator at a Dispute Center is predominantly influenced by factors related to the mediator him/herself; factors include retiree status, whether or not the mediator practices mediation skills in their paid profession, the role assigned to the volunteer work and, most critically, the availability of the mediator to mediate.

TABLE OF CONTENTS

Page

I. INTRODUCTION

Organization of the Report	1
Objectives of the Study	2
Background of Community Dispute Resolution Centers ...	5
Existing Research on the Process of Mediation	7
Existing Literature and Research on Volunteerism	9

II. THEORY AND METHODOLOGY OF STUDY

Theory and Hypotheses Guiding the Research	11
Methodology	14
Methodological Considerations in Data Analysis	17

III. DESCRIPTIVE FINDINGS

Demographic Characteristics of the Sample	18
Characteristics of Community Mediators	18
Site Descriptions	35
Predictive Power of the Data	41

IV. THEORETICAL MODEL AND HYPOTHESES TESTING

Operationalizations	58
Role Expectations and the Expectations of Mediators ..	58
Satisfaction, Involvement and Commitment	63
Productivity	64
Length of Service and Degree of Disengagement from Service	65
Explanations of Length of Service, Degree of Disengagement, and Productivity	66

V. CONCLUSIONS AND RECOMMENDATIONS

Who Are Community Mediators?	78
What Are Community Mediators Motivations for Volunteering?	80
What Are Community Mediators Likes and Dislikes About Their Work and Their Agencies?	81
What Factors Affect How Satisfied and Committed a Mediator Is to His/Her Agency?	84
What Factors Affect How Long a Mediator Will Serve at a Dispute Center, How Disengaged He/She Is, and How Productive He/She Is?	87
Theory Revision and the Need for Further Research on Mediators	88

V. CONCLUSIONS AND RECOMMENDATIONS (cont'd)

Recommendations90

REFERENCES94

APPENDIX A

Table 1: Summarization of Measured Variables

From Four Surveys112

APPENDIX B

Mediator Research Project Consent Form122

My Experience as a Community Mediator123

Director Interview134

Mediator Assessment141

Mediator Interview (a)145

Mediator Interview (b)146

LIST OF TABLES

	<u>Page</u>
Table 1: Mediator Hours Worked Per Month: Brooklyn Mediation Center	3
Table 2: Description of Mediator Sample	22
Table 3: Descriptive Statistics Related to Outcome Variables of Interest	41
Table 4: Site Differences Related to Caseload and Center Operations	45
Table 5: Site Differences Related to Mediators.....	46
Table 6: Site Differences Related to Training	49
Table 7: Site Differences Related to Incentive Systems	51
 Tables	
8A - 8D: Variables Which Can Help Predict Mediator Level of Satisfaction With Agency	54
 Tables	
9A - 9C: Factors Which Can Help Predict Mediator Level of Commitment to Agency	55
 Tables	
10A - 10C: Factors Which Can Help Predict Mediator Length of Service	57
 Tables	
11A - 11C: Factors Which Can Help Predict Mediator Degree of Disengagement from Service	58
 Tables	
12A - 12C: Factors Which Can Help Predict Mediator Productivity	60
Table 13: Statistical Test Results for Hypotheses 1a and 1b	64
Table 14: Statistical Test Results for Hypothesis 1c	66
Table 15: Statistical Test Result for Hypothesis 1d	67
Table 16: Statistical Tests Results for Hypothesis 2	68

LIST OF TABLES

Page

Table 17:	Statistical Tests Results for Hypothesis 3	70
Table 18:	Statistical Tests Results for Hypothesis 4	73
Table 19:	Regression Coefficients of Explanatory Variables for the Level of Abandonment	75
Table 20:	Regression Coefficients of Explanatory Variables for the Length of Service	76

LIST OF FIGURES

	<u>Page</u>
Figure 1: Graphic Representation of Length of Service of Volunteer Mediators for New York CDRC's	3
Figure 2: Mean Response to the Importance Reasons for Mediating	25
Figure 3: Mean Response to Reasons for Selecting Center to do Mediation	27
Figure 4: Mean Response of Level of Fulfillment of Mediator According to Various Expectations of Service	28
Figure 5a: Percent Response for What Mediator Liked Most About Mediation Work	29
Figure 5b: Percent Response for What Mediator Disliked Most About Mediation Work	30
Figure 6a: Percent Response for What Mediator Liked Most About Mediation Center.....	32
Figure 6b: Percent Response for What Mediator Disliked About Mediation Center	33
Figure 7a: Percent Response for What Mediator Feels Center Does Provide to Help Mediation Work	34
Figure 7b: Percent Response for What Mediator Feels Center Could Provide to Help Mediation Work	35
Figure 8a: Percent Response for Reasons for Mediator Break in Service	37
Figure 8b: Percent Response for Reasons for Mediator Termination of Service	38
Figure 9: Mean Response to Outcome Variables of Interest	39
Figure 10: Percent of Mediators in Core Group at 10 Research Sites	47

I. INTRODUCTION

Within the last ten years our state courts have increasingly relied upon nonjudicial personnel to resolve disputes using alternative dispute resolution methods. More specifically, volunteer mediators in court-based Community Dispute Resolution Centers have resolved a significant volume of disputes and therefore been a valuable resource for our state and local courts. The present research project explored a large number of factors that can effect a volunteer's motivation, satisfaction and commitment to serve as well as factors that can account for a mediator's length of service, the degree of disengagement from service and the productivity at their respective Center. The objective of this research endeavor was to provide valuable information which would address the needs of both volunteers and administrators of Community Dispute Resolution Centers (CDRC's) and contribute to a collaborative working environment where quality mediation services can be efficiently rendered to disputing parties.

Although low cost service providers are utilized as a cost containment consideration, administrators of these centers have found relying upon volunteers to be problematic. With a sample of approximately 400 mediators at 10 diverse New York State Community Dispute Resolution Centers (CDRC's), the researcher conducted an exploratory study as well as tested preliminary theory derived from literature on mediation and volunteerism which predicts that the role expectations of the mediator and the ability of the organization to satisfy those role expectations can help account for the length of service, degree of disengagement from service and productivity level among volunteer mediators.

Organization of the Report

The report is divided into five sections. This introductory chapter focuses on the background and objectives of the study of volunteer mediators. Chapter 2 presents a detailed description of the theory and methodology used in the current study, including the theoretical model guiding the research, the sample design, site selection criteria, data items collected, and data collection procedures. Chapter 3 presents a descriptive profile of the sample, including frequencies and correlation matrices of a number of primary variables of interest such as mediator characteristics, site characteristics, mediator motivations for mediating, mediator reasons for selecting Center, mediator likes and dislikes of work and Center, and mediator reasons for temporary inactivity or for terminating service. Chapter 4 presents the results of the multivariate analysis of factors associated with mediator length of service, mediator degree of disengagement from service and mediator productivity level. Finally, Chapter 5 will provide conclusions to the study of community mediators and offer

recommendations to those who work with these volunteers. A Table listing all measured variables in the study is located in Appendix A. A copy of the study's data collection instruments are presented in Appendix B.

Objectives and Background of the Study of Volunteer Mediators

Objectives of the Study

The main goal of the study was to determine factors accounting for the variation in length of service, degree of disengagement from service, and productivity among volunteer mediators in community dispute resolution centers (CDRC's). A growing number of citizen volunteers donate their time, energy and life experience serving as mediators and are responsible for resolving thousands of criminal and civil disputes per year in close to 400 CDRC's nationally. No cost or low cost service providers are a cost containment consideration for the administrators of these centers who are operating under conditions of increasing service demands and limited government funding.

Yet many administrators have found relying upon a volunteer labor pool to be problematic. While CDRC's provide as much as 40 hours of training for volunteer mediators, administrators report training up to two and three times as many mediators as those that are used (Pipkin and Rifkin, 1984). Although some underutilization of trained mediators can be attributed to the low volume of cases at some centers, high volume case centers have evidenced underutilization as well (based on monthly reports to Office of Court Administration, Albany).

In a demographic survey of approximately half the volunteer mediators that service the New York State Community Dispute Resolution Centers (Community Dispute Resolution Centers Program Annual Report, 1987), the pattern of retention of mediators was shown to be somewhat erratic. Approximately, 14% of the volunteer labor pool dropped out of service before a year had lapsed and the largest percentage of mediators dropped out between one and two years (34%). After two years, mediators tended to leave in somewhat equal spurts with 15% leaving between two and three years, 12% leaving between three and four years, and 10% leaving between four and five years. Surprisingly, 16% of the mediators reported to stay on as volunteers more than five years (see Figure 1).

In addition, an initial exploration of the time commitment of volunteer mediators showed significant variation. Although mediators at one New York State CDRC worked an average of 8.4 hours per month, many mediator service hours fell well below and above the average (standard deviation = 4.4) with some mediators working as much as 33 hours per month and others as little as 2 hours per month (see Table 1).

Figure 1
Graphic Representation of Length
of Service of Volunteer Mediators*
for New York CDRC's**

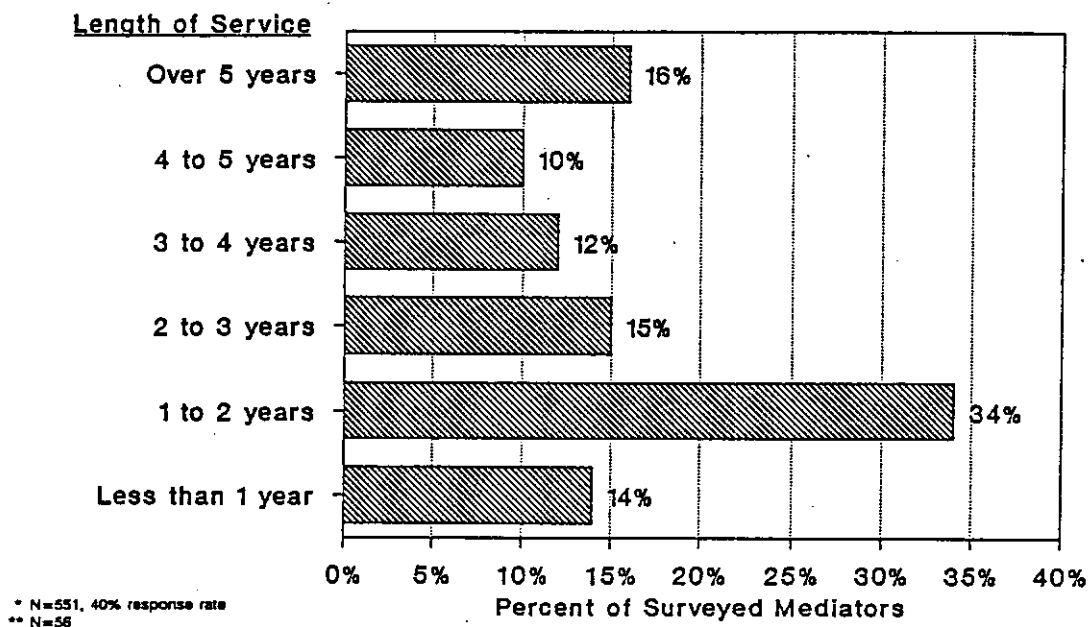


Table 1

Mediator Hours Worked Per Month:
Brooklyn Mediation Center

<u>Month</u>	<u>Media- tors Used</u>	<u>Total Hours Worked</u>	<u>Average Hours Worked (\bar{x})</u>	<u>Standard Deviation</u>	<u>High/ Low</u>
7/86	49	408.50	8.34	4.50	27/3
8/86	37	345.75	9.35	5.41	32.5/3
9/86	58	522.75	9.01	3.76	19.5/3
10/86	60	553.50	9.23	4.18	16.5/2
11/86	52	398.50	7.66	3.58	13.5/3
12/86	48	328.75	6.85	4.75	19.5/3

With the formal research objective of exploring the variation in three outcome variables of interest (i.e., length of service, degree of disengagement from service and level of productivity of volunteers), the researcher sought to address the following research questions in the study:

- Are there certain characteristics or qualities associated with the mediator him/herself that can help explain or help predict his/her length of service, degree of disengagement or level of productivity?
- Are there organizational factors present at mediation centers that can help explain or predict the length of service, degree of disengagement and level of productivity of mediators?
- How much do mediator and organizational factors interact to help explain/predict the length of service, degree of disengagement from service and level of productivity of mediators?

Volunteer mediators have become a valuable resource to our court system. Therefore, another important objective of the study was to develop a better understanding of what could be done to motivate and increase the commitment of this volunteer labor pool. Through the exploration of a large number of factors that can effect a volunteer's motivation, satisfaction and commitment to serve, the study intended to provide valuable information to those that manage volunteers and administer mediation programs.

Overall, the most practical objective of the study was to generate objective information which would address the needs of both volunteers and staff at CDRC's and contribute to a collaborative working environment where quality mediation services can be efficiently rendered to disputing parties.

Background of Community Dispute Resolution Centers

In the last twenty years, alternative methods of resolving civil and criminal disputes in our society have been widely developed. Of all the developments, those promoting the use of informal processes to resolve disputes in the community using citizens who are trained in dispute resolution techniques have gained the widest popularity and institutionalization.

There is difficulty in precisely defining community mediation, as it has emerged from a lengthy history of informal reforms, and their gradual legalization over time (Auerbach, 1983). Community mediation has been initiated by judicial reformers, religious leaders, and community organizers. According to Harrington and Merry (1988), "the making of community mediation is not simple or obvious, but is a subtle transformation of language, personnel and procedure." Many scholars in the field (e.g., Felstiner and

Williams, 1980; Harrington, 1985; Beer, 1986; Adler, Lovaas, and Milner, 1986; Hofrichter, 1987; Silbey and Merry, 1987) contend that the meaning of community mediation and the rationale for the activity has emerged from qualitatively different ideologies. Some advocates of community mediation have promoted this alternative process as more appropriate than the courts because it is more efficient and a more rational allocation of judicial resources as well as more accessible and attractive to potential litigants (Sander, 1976; Tomasic and Feeley, 1982). Others espouse community mediation as community empowerment, as self-governance, decentralized judicial decision-making and the substitution of community members for professional dispute resolvers (Shonholtz, 1984; 87). They also advocate that community mediation be completely independent of the judicial system, with its authority based on the local neighborhood rather than on the state. Still others have promoted community mediation as a process which empowers the individual, increases control over one's life, enhances one's personal skills in dealing with conflict, and teaches techniques that can be applied to other situations.

Despite differing ideological origins, research on community mediation has shown evidence of high user satisfaction in a variety of settings (Pearson & Thoennes, 1982; Roehl & Cook, 1985; Syna et al., 1983), as well as high levels of compliance with the decisions reached (McEwen and Maiman, 1984; Pearson & Thoennes, 1982; Syna, et al., 1983). Subsequently, there is evidence that community mediation is improving the quality of life for many of its users. Information related to impact on the courts is not as clear (Pearson & Thoennes, 1982; Roehl & Cook, 1985), but mediation has clear endorsement of officers of the New York City and State courts (including the judges), the location of this study.

With both popular and institutionalized support for community mediation, it is not surprising that there has been a proliferation of community mediation facilities across the country. According to Ray (1989) of the Special Committee on Alternative Dispute Resolution of the American Bar Association, close to 400 community dispute resolution centers (CDRC's) are operating in the United States today. Many are funded by state and local governments and are staffed by trained citizen volunteer mediators. The main goal of these dispute centers is to aid people in handling their ongoing relationships (friends, relatives, neighbors, spouses and former spouses, business associates, landlords and tenants, etc.) and to help in reaching a mutually acceptable resolution of their disputes. The source of case referrals are many including police, district attorneys, court clerks, legal aid, judges, consumer protection agencies and self-referrals. Jurisdictions differ in their predominant sources of referral.

In 1981, New York State became a pioneer in this emerging field when it passed Chapter 847, Laws of 1981, which established the

Community Dispute Resolution Centers Program under the auspices of the Office of Court Administration. This legislation authorized funding to encourage the creation of community based dispute resolution programs throughout the state. With this legislation, the State financed half of the facilities annual operating budget, with the remaining funding generated from other sources in the local communities. Initially 15 counties in New York State applied for and received grants. Over the years there has been many more Centers created so that now there are Centers in all 62 counties of New York State.

Existing Research On the Process of Mediation

Though mediation has existed throughout history, research and writing on how it works is relatively new, with the earliest scholarly contributions dating from 1952. For the most part this literature is experientially based, concerned largely with case studies or personal experiences with mediation in international settings (Burton, 1969; Doob, 1970; Fisher and Ury, 1978, 1981; Hill, 1982; Jackson, 1952; Kelman and Cohen, 1979; Rubin, 1981; Stenelo, 1972; Touval, 1975; Young, 1967, 1972) or labor-management disputes (Blake, Shepard & Mouton, 1964; Douglas, 1962; Kerr, 1954; Kolb, 1983; Kressel, 1972; Peters, 1952, 1955; Rhemus, 1965; Sheppard, 1984; Simkin, 1971, Stevens, 1963; Walton, 1969). Although this literature is rich with experience, no integrated theory was developed.

The first empirical activity in this field involved laboratory experiments on mediation in simulated negotiation settings (Bartunek, Benton & Keys, 1975; Bigoness, 1976; Erikson, Holmes, Frey, Walker & Thibaut, 1974; Harnett and Wall, 1983; Johnson and Pruitt, 1972; Johnson & Tullar, 1972; Podell & Knapp, 1969; Pruitt and Johnson, 1970; Thimaut & Walker, 1975; Vidmar, 1971; Wall, 1979), largely testing hypotheses derived from earlier theoretical writing. Before 1980, only two field studies of mediation process had been conducted, both in labor settings (Kochan & Jick, 1978; Landsberger, 1965). However, the recent expansion of mediation services has spawned a number of field research programs in the United States, Canada and the United Kingdom, involving the following scholars among others: Brett (Brett & Goldberg, 1983; Shapiro, Drieghe & Brett, 1985), Carnevale & Pegnetter (1985), Felstiner and Williams (1978, 1980), Hiltrop (1985), Thoennes and Pearson (1985), McEwen and Maiman (1984), Vidmar (1985), and Wall and Schiller (1983).

Being a relatively new field of study, the majority of research on mediation has focused appropriately on the delivery of services. As yet, the practitioners themselves have been the subjects of only limited systematic inquiry. The majority of the studies on mediators have focused on their varied roles and myriad of strategies and techniques used by a mediator to influence the outcome of mediation (Lovell, 1952; Stevens, 1954; Peters, 1958;

Pruitt & Johnson, 1970; Gulliver, 1977; Wall, 1979, 1981; Kolb, 1981, 1983; Rubin, 1981; Brett & Goldberg, 1983; Vanderpool & Pearson, 1983; Strena & Westermarck, 1984; Haynes, 1985; Goldberg, 1986; Bartos, 1987; Rogers, 1987). Other related studies on mediators have addressed the neutrality and impartiality of the mediator (Young, 1972; Brookmire & Sistrunk, 1980; Bernard, et al., 1984; Smith, 1985), the disciplinary orientation of the mediator (Gold, 1985; Miller, 1985; Marlow, 1985; Susskind, 1985; Mosten & Biggs, 1986; Rowe, 1987), the confidentiality of the mediator (McIsaac, 1985; Freedman, Haile & Bookstaff, 1985), the ethics of the mediator (Laue & Cormick, 1978; Engram & Markowitz, 1985; Goldberg, Green & Sander, 1985) and the background, personality and attitudes of mediators (Landsberger, 1960; Berkowitz, et al., 1964; Breaugh, et al., 1980).

One recent and relative study of community mediators (Harrington and Merry, 1988) addressed the relationship between the mediator selection process and mediation ideology. In an investigation of three ideologically different community mediation programs, the researchers found that groups of core mediators emerged from the selection process. These core mediators mediated a significantly large portion of cases for the dispute center, worked with staff to refine "good" mediation practice, trained other mediators, and articulated a vision of mediation to themselves and others. The study also showed that in local mediation programs, the process of filtering out bad mediators and selecting good mediators, tends to draw in educated, professional people and eliminate those with close ties to the community.

New York State has not only led the country in the development of community mediation facilities, but has also fostered many innovative research studies in State CDRC's. The Community Dispute Resolution Centers Program has independently conducted research through the Office of Court Administration and also encouraged studies of mediation through affiliation between contracting programs and local academic institutions. Research projects have included the following:

- Survey of Directors of Centers - sought information concerning research interests and needs as well as on such issues as accessibility and feasibility of conducting research at local centers; results indicated a general amenability to the research process as well as several specific areas of interest such as mediator quality control; conducted by Office of Court Administration.
- Survey of Program Staff and Volunteer Mediators - solicited information on a variety of demographic variables of the individuals who staff the centers as employees and volunteer mediators; conducted by Office of Court Administration.

- Study of Mediator Training and Development - investigated the sources of mediator competence such as predisposition, training and experience; conducted by Richard Van Slyke while at SUNY Buffalo.
- Study of Mediation With Adolescents - examined issues in the mediation of disputes involving adolescents; conducted by Dr. Joseph Palenski at Seton Hall University in New Jersey.
- Comparison of Mediation vs Med-Arb - examined two alternative models of mediation which are widely used throughout the state and about which there exists some controversy concerning voluntariness versus coercion; results suggest that med-arb may be superior in fostering more problem solving on the part of disputants and thus recommends itself for use; conducted by Dean Pruitt, SUNY, Buffalo.
- Study on the Uses of Caucusing - investigated the role and use of caucusing in mediation (meeting separately with the parties); conducted by Dean Pruitt, SUNY, Buffalo.
- Study of Program and Mediator Development - studied the evolution of goals of mediation programs, values and behavior expectations of volunteer mediators and mediator self-image; conducted by Barbara Schwartz, Cornell University, Ithaca.
- A Depth Analysis of Bad Check Cases - focused on the specific issue of the difficulties of processing bad check cases in the context of a community dispute resolution center; results indicated that although there are some specific problems with these types of cases (e.g., a higher no-show rate), these cases are amenable to mediation; conducted by Joseph Palenski, Seton Hall University.
- Evaluation of Parent-Child Mediation - examined the effectiveness of mediation in dealing with parent-child conflict as an alternative to removal of the child from the home; conducted by Marilyn Stern, SUNY, Albany.

Existing Literature and Research on Volunteerism

The literature on volunteerism has been primarily sociological (Smith and Freedman, 1972; Tomeh, 1973) and has been approached from the standpoint of either organizational theory or social psychological theory. Organizational theory takes the formal voluntary association itself as the unit of analysis and focuses on a variety of organizational factors (i.e., structural characteristics of organizations, their processes of operation, the effect upon structure, conditions or events external to the organization, and the interplay of various elements within organizations) to explain volunteer participation, motivation and commitment (cf. Young and Larson, 1965; Clark, 1968; Laskin and

Phillett, 1965; Motz et al., 1965; Warriner and Prather, 1965; Harp and Gagan, 1971). Empirical research on volunteerism which utilizes organizational theory has found participation to be related to group cohesion and variety of tasks (Steers, 1977; Martin & O'Laughlin, 1984), quality of job training, competency of staff, and amount of communication (Martin & O'Laughlin), control of organizational behavior and belief (Salancik, 1977) and non-intrinsic reward (Farrell & Rusbult, 1981).

Social psychological theory on volunteerism focuses on the personality system and variables stemming from individuals' personal attributes (i.e., demographics, attitudes and beliefs) to account for participation, motivation and commitment associated with a voluntary association (cf. Rose, 1954; Greer and Orleans, 1962; Rossi, 1961; Erbe, 1964; Babchuk and Edwards, 1965; Jacoby, 1965; Tomeh, 1969). Studies that have utilized this realm of theory have found volunteerism to be related to attitudes of altruism (Anderson, 1978; Gidron, 1978; Kemper, 1980; Gross Wallston & Piliavin, 1980; Smith, 1981), egoistic motives and need for personal development (Mueller, 1975; Gidron, 1978; Jenner, 1981; Schram & Dunsing, 1981), need for group associations (Minnis, 1951; Bartlett, 1959; Moore, 1961; Ginzberg, 1966; Gidron, 1978), desire for ephemeral role fulfillment (Zurcher, 1978), personality (Smith 1966, 1975, 1980) as well as demographic factors such as SES (Reissman, 1954; Axelrod, 1956; Scott 1957; Grusky, 1964; Booth et al., 1968; Phillips, 1969; Tomeh, 1969), age and life-cycle stage (Lane, 1959; Hausknecht, 1962; Babchuk & Edwards, 1965), sex (Dotson, 1951; Scott, 1957; Palisi, 1965; Babchuk and Booth, 1969), race (Wright and Hyman, 1958; Hyman and Wright, 1971; Orum, 1966), religion (Bell and Force 1956; Scott, 1957; Wright and Hyman, 1958; Hausknecht, 1962) and residential mobility (Freeman, et al., 1957; Tomeh, 1969; Kasarda and Janowitz, 1974).

Social exchange theory has also been useful in explaining volunteerism (Homans, 1958; 1961). Exchange theory is concerned with the analysis of situations that involve bargaining between two or more individuals who desire something from each other which they are motivated to acquire at minimal cost (Blau, 1964). In the context of volunteerism, Blau (1968) states that "voluntary social actions are contingent on rewarding reactions from others and that cease when these expected reactions are not forthcoming" (p.454).

Empirical research which has found motives of social exchange to influence volunteerism are limited (March & Simon, 1958; Booth and Babchuk, 1969; Schafer, 1979; Phillips, 1982).

Volunteers in Criminal Justice:

The use of volunteers in the criminal justice system has had an erratic history (Abdennur, 1987). The early philanthropic efforts of such pioneers as Elizabeth Fry and John Augustus brought about the legitimation of the correction vs. the punishment of criminals. However, as the various social services became

professionalized toward the middle of the century, the role of the private citizen volunteer was virtually eliminated from the correctional system. Sophisticated social service systems required a workforce with specialized skills, a certain level of education and training, and carefully screened personnel. The training and skills of the ordinary citizen came to be seen as inadequate for a system requiring an efficient and effective level of offender control and rehabilitation.

During a period of rapid social change, the 60's, the use of volunteers came full circle. Although volunteers had been viewed negatively by criminal justice personnel in the past, they came to be seen once again as essential components of the correctional process. Despite the continuing resistance from some professionals, most jurisdictions in the U.S. have accepted the re-entry of volunteers into the criminal justice system. The increasing use of volunteers in criminal justice is documented in many of the publications of National Center for Criminal Justice Volunteers.

A substantial body of literature has developed describing the programs and services provided by criminal justice volunteers and the methods and criteria for their selection and training. In addition to the utilization of volunteers as community dispute resolvers and mediators (Shonholtz, 1984; Wahrhaftig, 1982; Davis, 1986), citizen volunteers have also been utilized in a variety of other capacities in the criminal justice system including:

- the counseling of prisoners, probationers and parolees (Anderson and Paladeni, 1977; California Commission on the Status of Women, 1978; Eskridge and Carlson, 1979; Mullaney, 1981; Lindner and Savarese, 1984; EMT Group, Inc., 1987);
- the counseling of juvenile delinquents (Coffman and Matson, 1977; Greene, 1979; Bauer et. al, 1980; California Dept. of the Youth Authority Prevention and Community Corrections Branch, 1987)
- the counseling of victims of abuse and of abusers (Fisher, 1979; US Dept. of Justice LEAA National Institute of Law Enforcement and Criminal Justice, 1979; Witney, Anderson and Lauderdale, 1980; Clarke, 1982); and
- aiding and augmenting police work (Dow, 1978; Dorsey, 1985; Bocklet, 1988).

Systematic evaluation research has been conducted to assess the different forms of deployment and organization of criminal justice volunteers and to evaluate the effectiveness of volunteers as compared with professionals (Rhodes, 1978; Arthur D. Little, Inc., 1978; Sigler and Leenhouts, 1982; Duquette and Ramsey, 1987;

Andrews & Kiessling, 1980). In addition, research has recognized the substantial role of seniors in criminal justice volunteer programs (Gutkin, 1983; Jaycox, 1981) as well as other identifying characteristics of these volunteers (Sorel, 1977; Ausetts et. al, 1980; Kratcoski et. al, 1981; Kratcoski, 1982; Kratcoski and Crittenden, 1982). Finally, an emense amount of literature has been devoted to discussions of the recruitment, training and management of criminal justice volunteers (Farner and Weinberg, 1976; Lafata, 1980; Missouri Council on Criminal Justice, 1978; Stenzel and Feeney, 1976; National Association on Volunteers in Criminal Justice, 1989).

II. THEORY AND METHODOLOGY OF STUDY

Theory and Hypotheses Guiding the Research

In the investigation of factors that can help explain the length of service, degree of disengagement from service, and productivity among volunteer mediators, the researcher took a predominantly exploratory approach. It was felt that descriptive and first-level analysis are essential elements of early research efforts. On the basis of the literature and empirical research in the fields of mediation and volunteerism, however, an initial theory was developed from which hypotheses were derived.

The theory attempts to explain a volunteer mediator's length of service, degree of disengagement from service and productivity at a Community Dispute Resolution Center. What is meant by "length of service," "degree of disengagement," and "productivity"? In this study length of service was defined as the tenure or length of time that a volunteer mediator remained active or expressed interest in remaining on the "active" roster of mediators at the CDRC where he/she had been trained. The degree of disengagement from service was defined on an ordinal scale from (1) active status or practicing continuing service; (2) break in service status or experiencing one or more intermittent breaks in service; to (3) inactive status or terminating all service. The productivity of the mediator was viewed as that portion of cases that the mediator worked on per year at his/her respective CDRC.

The analysis begins with the assumption made by Jenner (1981), that volunteer work may be used to fill three different roles: it may be the consciously chosen primary work; it may be a supplement to other, primary work; or it may be a vehicle for entry or return to employment. A classification system is offered which involves two dimensions, orientation to, and involvement in, volunteer work. An individual's orientation to volunteer work, evidenced by the role he/she assigns it, will interact with, and influence, his/her degree of involvement in voluntary activities. In general, mediators in the primary category will be highly involved and productive, while those in the supplemental category will be less involved and productive for their respective CDRC. An individual using volunteer work to develop a paid career may channel most of his/her work energy in that direction, or he/she may divide it among volunteering, employment, homemaking, and/or school. By definition, however, he/she differs from others in his/her conscious use of the activity as a means to a future, self-oriented goal outside the realm of volunteerism. Similarly, individuals in the primary or supplemental categories may plan to seek employment but they do not use volunteer work as a means to that end. The typology rests on the conviction that volunteers' conscious reasons for volunteering can be used as a basis for classifying them. The following is a brief description of each hypothetical volunteer type.

- **Volunteer Work as a Primary Career**

The work role an individual sees as primary is likely to be the focus of strong demands and expectations. If an individual identifies his/her volunteer mediation work as his/her primary career, it implies a commitment to the volunteer work as serious and meaningful work. He/she is not likely to be employed full time (or plan to be employed full time in the next five years) and tends to be a homemaker or retiree. Expectations of primary volunteers will generally be high; the satisfactions sought will tend to be those commonly associated with an employed career, such as participation, accomplishment, self-fulfillment, autonomy, and growth (Herzberg, 1966; Katzell, Yankelovich, et al., 1975). Such volunteers will work hard, and will show strong commitment and satisfaction-- not because they are easily satisfied, but because they will quickly move out of a situation that does not offer them the scope of activity they desire.

- **Volunteer Work as a Supplement**

Most people view volunteering as a supplement-- something added to the more important part of life (Tomeh, 1973). The aspect of service is likely to be important. Employed people who volunteer tend to do so out of a sense of community responsibility, and are likely to enjoy affiliation aspects of the experience (Bonjean, Moore, & Macken, 1977). Many supplemental volunteers feel deficiencies of self-actualization and achievement in their primary work or role and are looking towards their volunteer work for fulfillment. Among these individuals are some who, like the career volunteer, work hard, and accept responsibilities. The difference is one of attitude and degree-- the conviction that their primary role/work comes first places a limit on involvement and effort and reduces the importance of the volunteer work experience as a source of satisfaction. The demands or expectations made on the volunteer experience will be less than those of the career volunteer, and the intensity of involvement and effort will be less. Along with lower expectations will go greater tolerance, and people in this group may remain in a volunteer situation that is not particularly satisfying.

- **Volunteer Work to Pursue Another Career**

Some people do volunteer work as an aspect of career exploration or preparation for paid work; others use it to maintain skills and contact while they are out of a labor market (Gidron, 1978; Loeser, 1974; Mueller, 1975). When the decision to use volunteerism for career development is a conscious one, there is likely to be significant commitment

to a long-term goal, along with involvement in a current activity (school, part-time related work) that is considered important. Both the current and the future involvement will reduce the energy and involvement available to be devoted to volunteer work. People in this group care about the values of the cause they serve, and demonstrate involvement in the commitment to the organization, but participation is more a means than an end (Loeser, 1974; White, 1964). Demands are likely to be for growth and a sense of accomplishment; they will stay in an organization as long as the work they do fits their plans and interests. As volunteers in this group progress toward accomplishing their objectives, their work in the agency is likely to become less important to them. Many will become persons for whom volunteer work is a supplement to employment.

Hypotheses

A set of specific hypotheses related to the three roles described-- Primary, Supplemental, and Career Instrumental-- provide a framework for the gathering and the analysis of data.

Hypothesis 1: Level and Type of Expectations

- (a) Primary volunteers expect more from their agency than other volunteers.

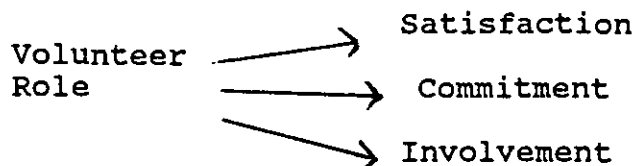
Volunteer role —————> Level of Expectation of Agency

- (b) Primary volunteers expect a sense of accomplishment, participation, self-fulfillment, and autonomy with their work.
- (c) Supplemental volunteers expect to be able to serve the community, and feel a sense of association, accomplishment and self-fulfillment.
- (d) Career Instrumental volunteers expect a sense of accomplishment and growth.

Volunteer role —————> Type of Expectation of Agency

Hypothesis 2: Satisfaction, involvement, and commitment

Primary volunteers are more satisfied involved and committed than other volunteers.



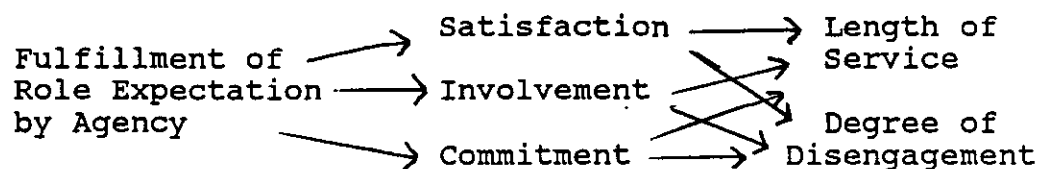
Hypothesis 3: Productivity

Primary volunteers will be more productive than other volunteers.

Volunteer role → Productivity

Hypothesis 4: Length of service, Degree of disengagement of service

Primary volunteers who feel that the agency has not met their expectations and whose satisfaction involvement and commitment are not high will have a shorter length of service and a higher degree of disengagement than other volunteers.



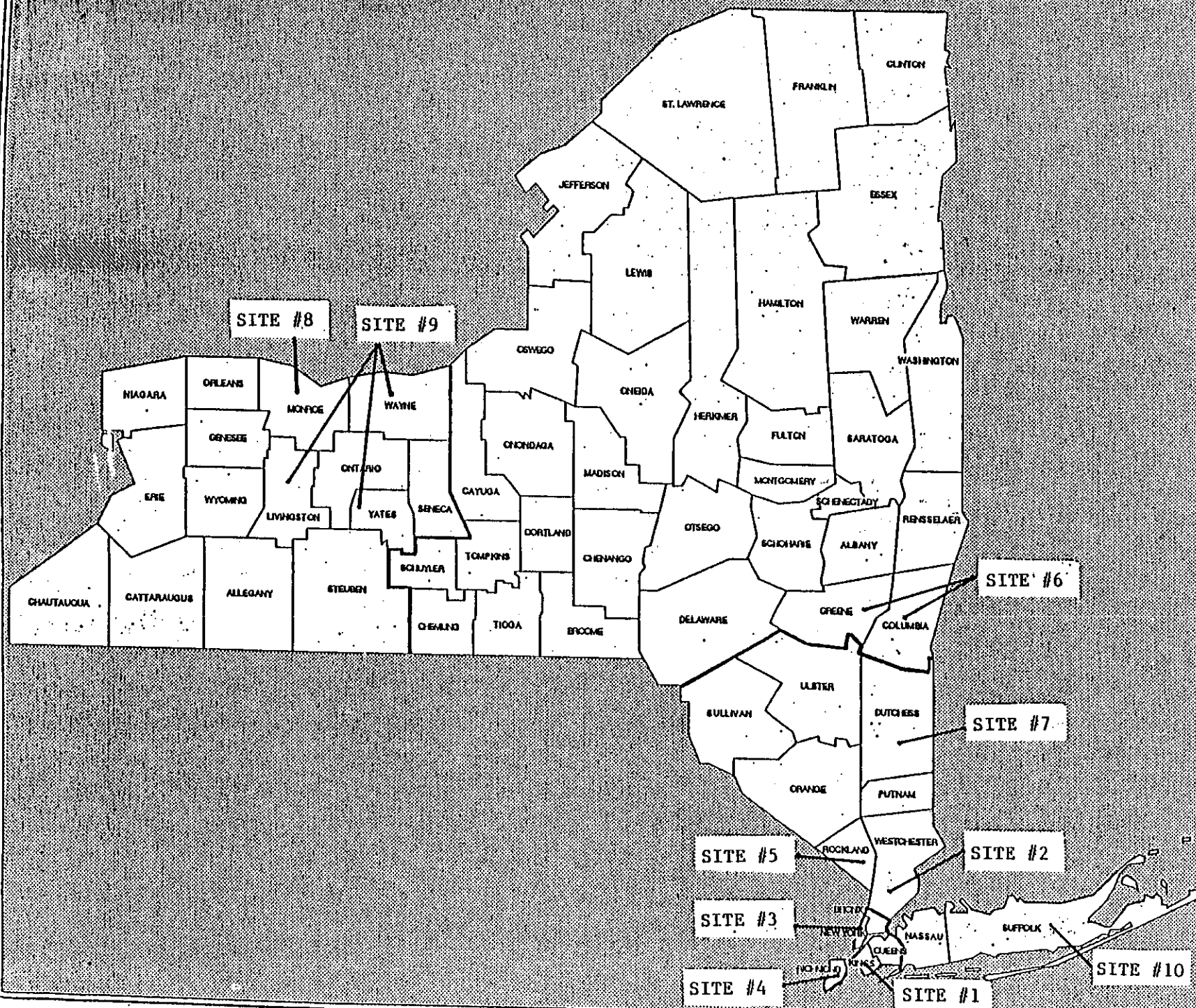
Along with the testing of the reviewed hypotheses, descriptive analysis was also done to see how well the three outcome variables of length of service, degree of disengagement and productivity correlated with other factors on the mediator (i.e., demographics) and the agency (i.e., retention rates of mediators, staff-mediator contact, physical environment of center, caseload, kinds of cases mediated, stipend). Because of the exploratory nature of the study, researchers also paid close attention to qualitative data that was gathered from the mediators and staff so that the combined information could improve the developed theory.

Methodology

In order to systematically investigate the reviewed research questions and theoretical model related to the study of volunteer mediators, certain methods were used to collect information. The techniques of sample and site selection and data collection are described as are various methodological considerations of data collection.

• Sample and Research Sites:

Data was gathered at community mediation centers in ten different locations throughout the State of New York including mediation centers located in Kings County, Westchester County, New York County, Richmond County, Rockland County, Columbia-Greene Counties, Dutchess County, Monroe County, Livingston-Yates-Wayne Counties, and Suffolk County (see Illustration 1; for description of mediation centers, see Chapter III, Descriptive Findings: Site Descriptions). These sites were selected because the mediation centers at these locations vary markedly in a number of the key independent variables of



interest in the study (i.e., caseload, types of cases mediated, stipend, etc.) and allowed for the exploration of some of the proposed hypotheses on a between-center as well as within-center basis. The main limitation of the site selection is that five are predominantly in one area -- the New York City metropolitan area -- a budgetary consideration in order to keep travel and phone expenses at a minimum.

Approximately four hundred mediators in the study came from an availability sample from these locations. A list of both active and inactive mediators were obtained from the participating sites; the sites varied in regard to their record-keeping of mediator information. Many sites were not able to provide much information on mediators who had terminated their service with the site. With all available information and a thorough drive took place by the research staff to recruit 585 mediators. Mediators first heard about the study through a notice placed by the researcher in the monthly correspondence they received from their CDRC's. All available mediators were personally phoned and recruited into the study on a volunteer basis; all mediators who could not be reached by phone were sent written correspondence by mail. A total of 561 surveys were sent to mediators who agreed to be in the study.

Each participating CDRC received a \$500 stipend for reimbursement of staff time devoted to the study. This contribution was essential, as the paid staff and volunteer mediators in these agencies are already overworked and are operating under severe fiscal constraints.

Data Collection:

Data collection took place in three phases with the utilization of several survey instruments which had been reviewed by experts in the field and piloted¹ (see Appendix B for all instruments). Informed consent was solicited from all participants in the study (see consent form, Appendix B) and the confidentiality of records was protected in several ways. All data was kept under lock and key and only examined by project personnel. An identification number was attached to each study participant so that all data pertaining to that participant could be integrated. A list of each participants name associated with each number was kept separately from the data in a locked file.

¹Instruments were piloted during the summer before this study commenced under a grant provided by the Professional Staff Congress of the City University of New York.

The most comprehensive instrument that was utilized for data collection purposes and distributed during phase one of data collection (January - March, 1989), was the survey, My Experience As a Community Mediator. This ten page self-report survey was mailed to mediators with a self-addressed stamped return envelope in early January and again in March as a follow-up to non-respondents. The instrument was designed to assess a large number of independent and dependent variables including length of service, degree of disengagement, productivity, attitudes toward service, reasons for volunteering, level of fulfillment of service, perception of mediator role, satisfaction and commitment, reasons for breaks in service and reasons for termination of service, demographics and others (see Table 1 in Appendix A for listing of variables and level of measurement).

Another developed instrument, the Mediator Assessment Survey, was distributed to Directors of the participating CDRC's in the second phase of data collection (April - May, 1989). Each Director received an Assessment Survey for every mediator who was participating in the study from that specific CDRC. Directors assessed the productivity of the mediator, the skill level of the mediator, factors associated with the mediator at the time initially hired (i.e., reasons for volunteering, motivation level, level of expectation), reasons for breaks in service, reasons for termination of service, level of satisfaction and commitment and others (see Table 1, Appendix A for listing of variables and level of measurement).

In addition, two interview schedules were developed to collect the remaining data in phase three of data collection (June, 1989). One face-to-face interview was conducted with the Directors of each of the participating CDRC's. From close-ended and open-ended questions the interview assessed a number of factors on the agency including mediator selection criteria, how mediators are utilized at the site, how mediators are recognized for their service, the use of incentives, promotion or stipend rewards for mediators, and other important factors (see Table 1, Appendix A for a listing of variables and level of measurement). The other developed interview was conducted on the telephone with mediators who had experienced a break in service or terminated their service. This interview explored more deeply the mediators reasons for becoming inactive and when they had last mediated a case (see Table 1, Appendix A for listing of variables and level of measurement).

Another data collection method used in the study was the use of existing records. All the CDRC's in the state are required to send pertinent data on their cases and mediators to the Office of Court Administration (OCA) in Albany, New York on a regular basis. Through the cooperation of the research staff at OCA, data on participating sites were forwarded so that a site retention rate of mediators over a five year period could be calculated as well as a productivity rate for all the participating mediators in the study.

A final data source for the study came from the independent observations of two research staff members who made visits to each of the participating CDRC's. On an ordinal scale, staff members assessed the level of development of mediator-mediator relations (i.e., presence of supportive, congenial interchange between mediators), of mediator-staff relations (i.e., presence of supportive, congenial interchange between mediators and staff) and the environmental surroundings of the site (i.e., presence of an environment that supports the physical and emotional comfort of mediator). High inter-rater reliability ($\geq .70$) was established with this observational method.

Another method that was employed in the study, which did not directly relate to data collection but important in theory construction, was the use of the focused group interview. In the second phase of data collection, the researcher conducted a focused group interview at each of the participating sites. This usually included approximately five mediators who met with the researcher at an off-site location under strict confidential guidelines. The researcher attempted to bring together individuals of diverse demographic backgrounds and ask for their feedback on some of the initial research findings. This method proved to be extremely rewarding not only in guiding theory construction but in helping the data to "come alive" and provide a human link between the researcher and the subjects of the study.

Methodological Considerations in Data Analysis

The analysis of the collected data involved the use of several techniques. For predictor variables that involved categories (i.e., types of fulfillment, roles of the mediator), data analysis employed F and chi square. For predictor variables that were quantifiable (i.e., level of satisfaction, commitment), correlational techniques were employed. The hypotheses about interactions between predictor variables and their relation with the outcome variables of interest were tested by means of multiple regression analysis (Cohen and Cohen, 1975). Put quite simply,

these techniques test causal relationships. With the developed causal model reviewed earlier, the analysis is able to calculate the strength of both all direct relationships and determine the overall power of the theoretical model.

Before multiple regression could be conducted, the researcher had to be sure that the major assumptions concerning the data had been met. These assumptions include: (1) the development and use of reliable instruments for the measurement of variables; (2) the testing of multicollinearity among predictor variables in the model and (3) the testing of linearity between dependent and independent variables. All three assumptions were tested and none proved to be violated.

III. DESCRIPTIVE FINDINGS

An overview of characteristics of the sample of the study and descriptive findings related to the data that were gathered are provided in this section. More specifically, the demographic characteristics of the sample are presented and data related to the mediators and the participating Community Dispute Resolution Centers are reviewed. Explanation and discussions of the findings are provided in the last chapter of the report.

Demographic Characteristics of the Sample

The sample of this study was comprised of 398 mediators from ten locations in New York State. Although the response rate from the mediator survey was 71%, only a small segment of the sample (17%) had actually terminated their service as mediators. The goal of gathering the sample was to obtain equal numbers of active and inactive mediators. Most sites had not kept the records of inactive mediators, which made sample gathering efforts problematic. This bias should be noted in the interpretation of the findings.

The location of the participating sites included Dispute Resolution Centers in Kings County (Site #1), Westchester County (Site #2), New York County (Site #3), Richmond County (Site #4), Rockland County (Site #5), the Columbia-Greene Counties (Site #6), Dutchess County (Site #7), Monroe County (Site #8), Livingston-Wayne-Yates Counties (Site #9), and Suffolk County (Site #10). Mediators were predominantly female (60%) and an average of 48 years of age. Close to two-thirds of the sample (63%) worked full-time and were employed in diverse occupations including business-related jobs (31%), education-related jobs (27%), social service-related jobs (18%), law-related work (13%) and mediation-arbitration work (5%). Participating mediators were also homemakers (18%), retirees (18%) and students (12%). On an average, mediators had completed 17 years of education and lived on an average household income of between \$56,000 and \$65,000 with two persons contributing to the income. Over half of the sample was married (56%) and the majority (64%) had two or more financial dependents in the household. The ethnicity of the sample was predominantly caucasian (86%).

Mediators were not distributed equitably across the ten locations in the study due to variation in the size of the operations at the participating CDRC's. The largest part of the sample was drawn from Site #10 (30%); smaller subsamples were drawn from the other locations: Site #8 (12%), Site #1 (12%), Site #7 (11%), Site #4 (8%), Site #6 (8%), Site #9 (7%), Site #2 (6%), Site #5 (5%) and Site #3 (2%). Demographic data on the mediator sample is displayed in Table 2.

Table 2
Description Of Mediator Sample

Number Of Mediators In Sample	398
Percent Of Mediator Population From Selected Sites	71%
Characteristics Of Respondents By:	
A) Community Dispute Resolution Center Location	
Site #1	12%
Site #2	6%
Site #3	2%
Site #4	8%
Site #5	5%
Site #6	8%
Site #7	11%
Site #8	12%
Site #9	7%
Site #10	30%
B) Sex	
Male	40%
Female	60%
C) Age	
Under 25	3%
25 - 40	24%
41 - 60	55%
Over 60	18%
D) Employment Status	
Full-time	63%
Part-time	27%
E) Occupation	
Law-related	13%
Social service-related	18%
Mediation arbitration-related	5%
Education-related	27%
Business-related	31%
Other	6%
Homemaker	18%
Retiree	18%
Student	12%

Table 2
Description Of Mediator Sample
(Continued)

F)	Education Completed	
	Less than 12 years	1%
	12 - 16 years	43%
	Over 17 years	56%
G)	Household Income	
	Under \$26,000	13%
	\$26,000 - \$45,000	27%
	\$46,000 - \$65,000	23%
	\$66,000 - \$85,000	15%
	Over \$85,000	22%
H)	Persons Contributing To Household Income	
	One	39%
	Two	59%
	Three or more	2%
I)	Marital Status	
	Single, never married	11%
	Living together	2%
	married	67%
	Divorced	11%
	Separated	5%
	Widowed	4%
J)	Number Of Financial Dependents	
	One	36%
	Two	29%
	Three	19%
	Four	10%
	Five or more	6%
K)	Ethnicity	
	Caucasian	86%
	Black	7%
	Hispanic	3%
	Asian	1%
	Native American	1%
	Other	2%

Characteristics of Community Mediators

The study produced a variety of insightful findings about community mediators which allows us a more thorough understanding of these criminal justice volunteers. These findings will be reviewed according to a number of relevant subjects including:

- Reasons why mediators choose to do this volunteer service;
- Reasons why mediators select a certain agency;
- What kinds of expectations mediators have of their service and how fulfilled they are with it;
- What mediators like and dislike about their work;
- What mediators like and dislike about their agency;
- What mediators feel their agencies do and do not provide to aid their work;
- Reasons why mediators experience breaks in service or terminate their service;
- How committed and satisfied mediators are with their work; and
- How mediators vary according to key variables of interest in this study (i.e., mediator role, length of service, degree of disengagement, level of productivity).

Reasons For Mediating

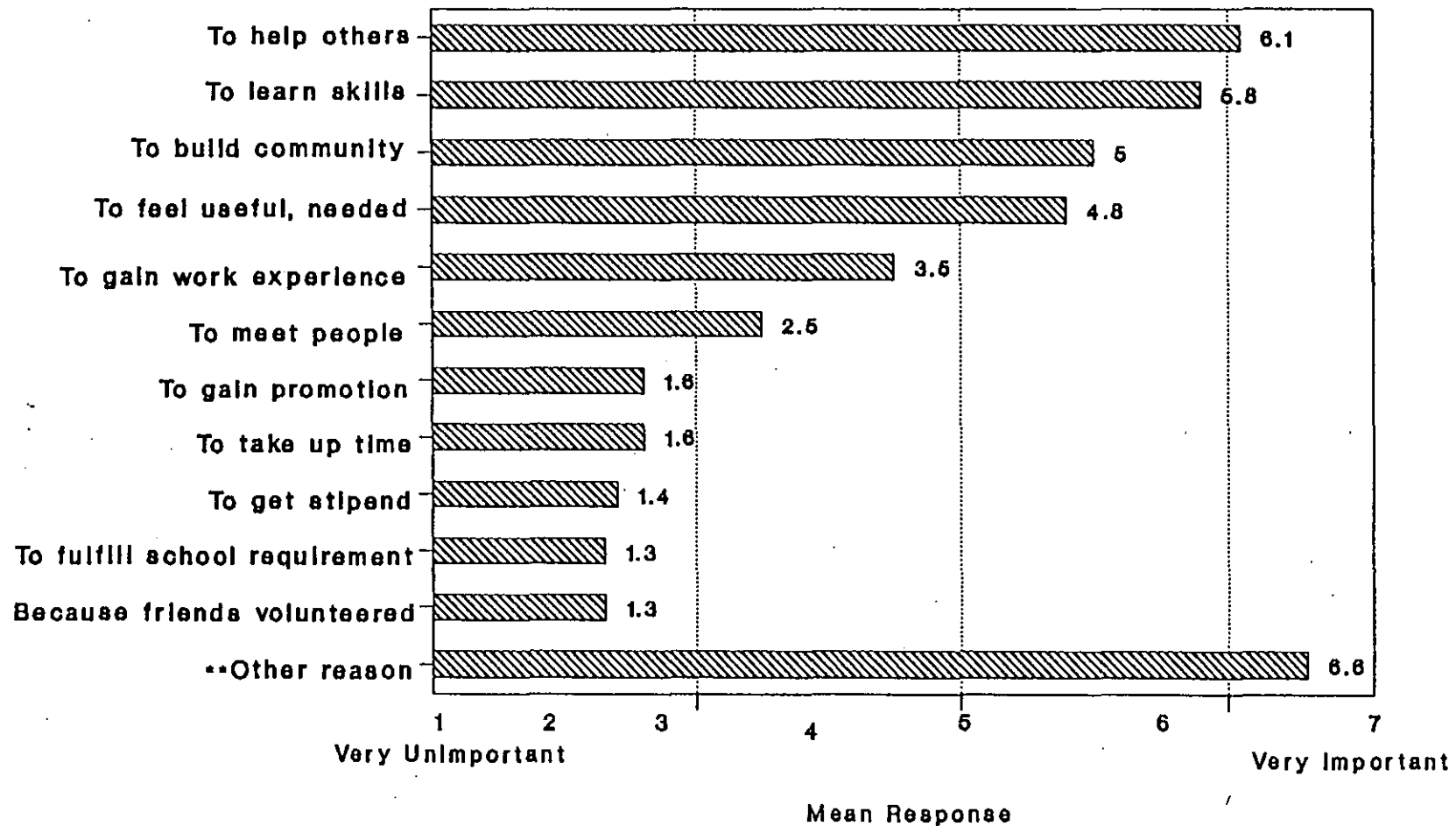
Volunteers have a variety of reasons for wanting to devote their free time to the activity of resolving disputes. According to Figure 2, the most commonly identified reasons were altruistic in nature: mediators wanted to help others who were in need, promote peace and overall help the justice system. Mediators also expressed that they wanted to volunteer their service because they wanted to learn mediation skills, build the community and feel useful and needed. Findings indicate that mediators felt that to gain work experience and meet people were only moderately important as reasons to volunteer their service. Finally, mediators expressed that a number of reasons to serve were relatively unimportant to them including: to take up extra time, to get stipend, to fulfill a school requirement, or to serve because friends were doing so.

Reasons For Selecting Agency

Mediators also had recognized reasons for selecting the Center where they carried out their volunteer service. As is shown in

Figure 2
Mean response to the importance of
reasons for mediating*

Reasons



* N=398

** Other reasons included to promote peace, to help justice system and to do stimulating challenging work.

Figure 3, they most often selected a CDRC because it provides service to their community. Mediators also expressed practical reasons for selecting a specific Center. Many of them chose a specific CDRC because it offers flexible hours and because it is located close to home. Findings showed that other likely reasons why agencies are selected by volunteers are because the agency has a good reputation or because the mediator did not know of any others. Interestingly enough, mediators did not tend to select a Center because it has a monetary stipend to offer the volunteer. When the mediators from the sites that offer a stipend were compared to those from sites that do not, the former group did view the stipend offer as a more important reason for selecting the agency than the latter group, yet did not rate it as a predominant reason for site selection.

Expectations and Fulfillment

Results indicate that mediators had a variety of expectations of their volunteer service and correspondingly that these expectations were fulfilled to a varying degree. Figure 4 demonstrates that mediators found their work to be most fulfilling because it allowed them to learn and use dispute resolution skills, because it enabled them to help other people and build the community, and because it made them feel useful and needed.

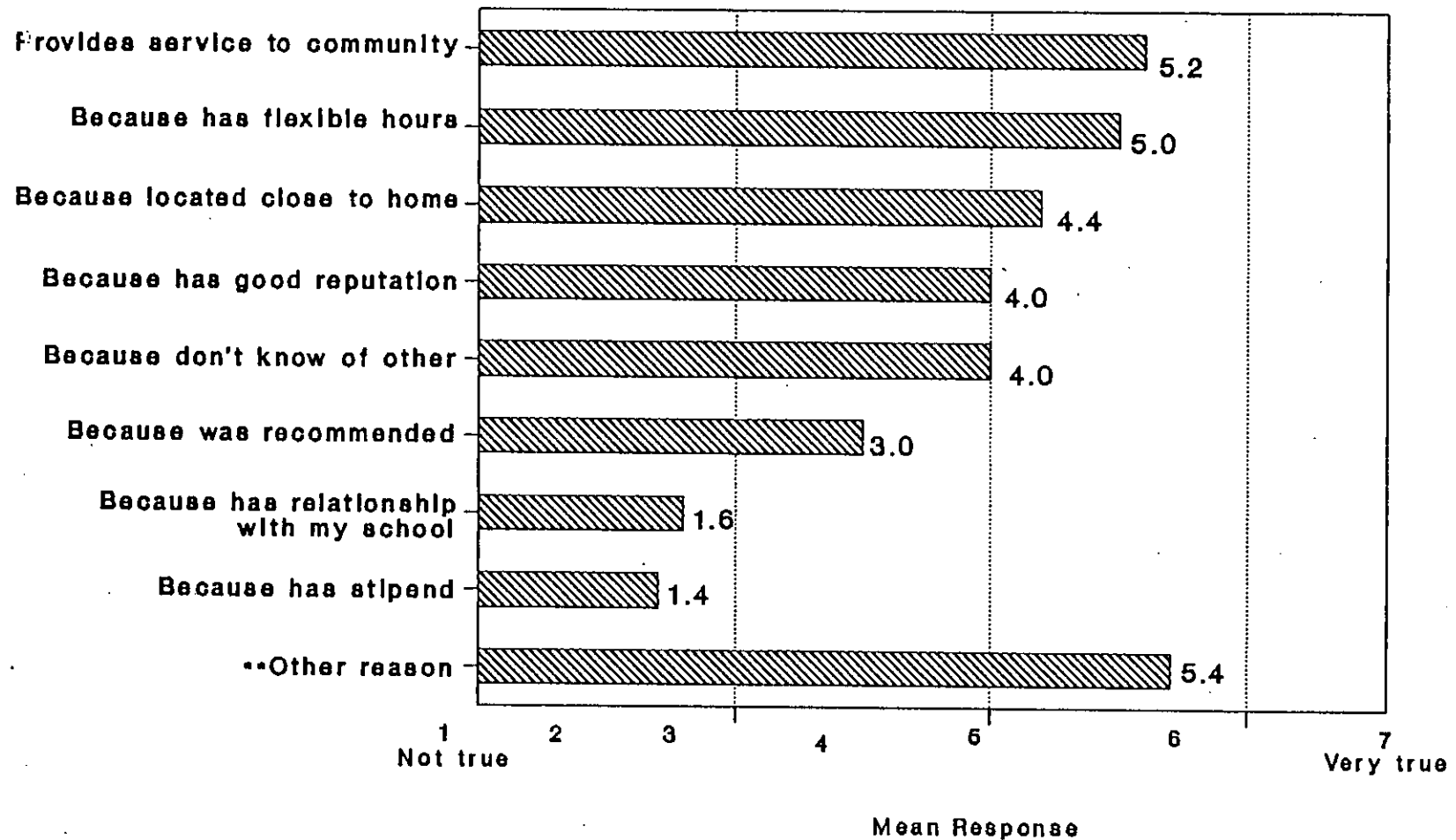
Likes and Dislikes of Mediation Work

The surveyed mediators expressed candidly in the study what they liked and disliked with their mediation work. Figures 5a and 5b summarize these findings. Overall, mediators were found to have a passion for this kind of "people work," and wrote at length about the aspects of their work that they enjoyed most. The most commonly expressed "like" by over half of the mediators (51%) was being able to help others and serve the community. Smaller parts of the sample liked the personal growth they experienced with mediation work (i.e., found it stimulating and challenging, found it to have a positive influence on their own conflict behavior) (18%) and liked the social contacts they developed with other mediators and agency staff (14%). Mediators also expressed other things they liked about their work including a respect and compassion for the process of mediation and an appreciation for the variety of people that they interacted with in the role of a community mediator.

Mediators also were quite vocal about what they disliked about their work. The most commonly mentioned "dislike" by close to a quarter of the sample (22%) was feeling underutilized in some capacity (i.e., not receiving an adequate amount of mediation work and not utilizing their mediation skills). Other complaints about work included a feeling of frustration that the mediator could not get to the root of the conflict when mediating (9%), that they were not able to follow-up on cases after the settlement agreement was

Figure 3
Mean response to reasons for selecting
Center to do Mediation*

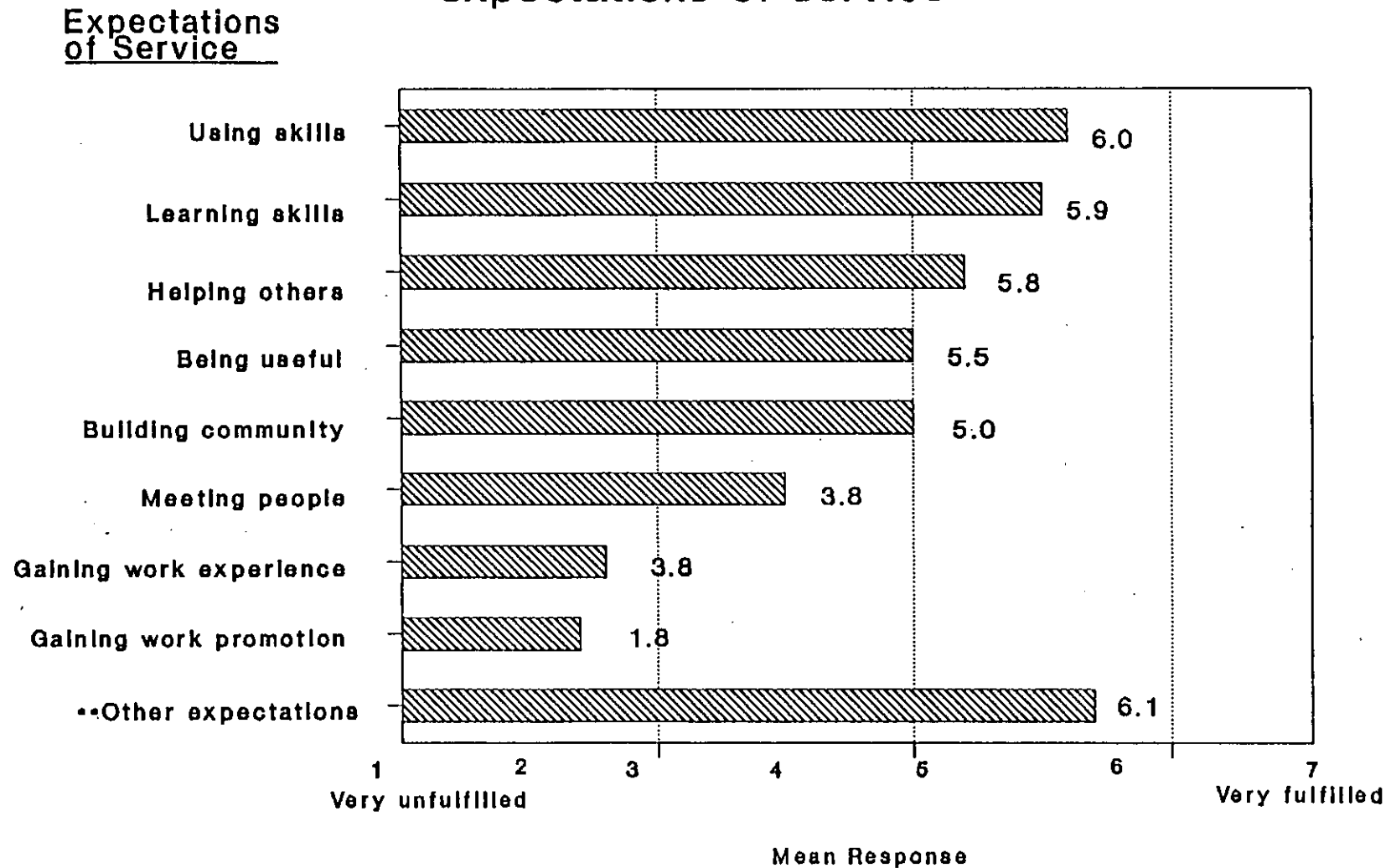
Reasons



* N=398

** Other reasons included because there were no other Centers in my region, because of the good promotion of the agency.

Figure 4
Mean response of level of fulfillment
of mediator according to various
expectations of service*

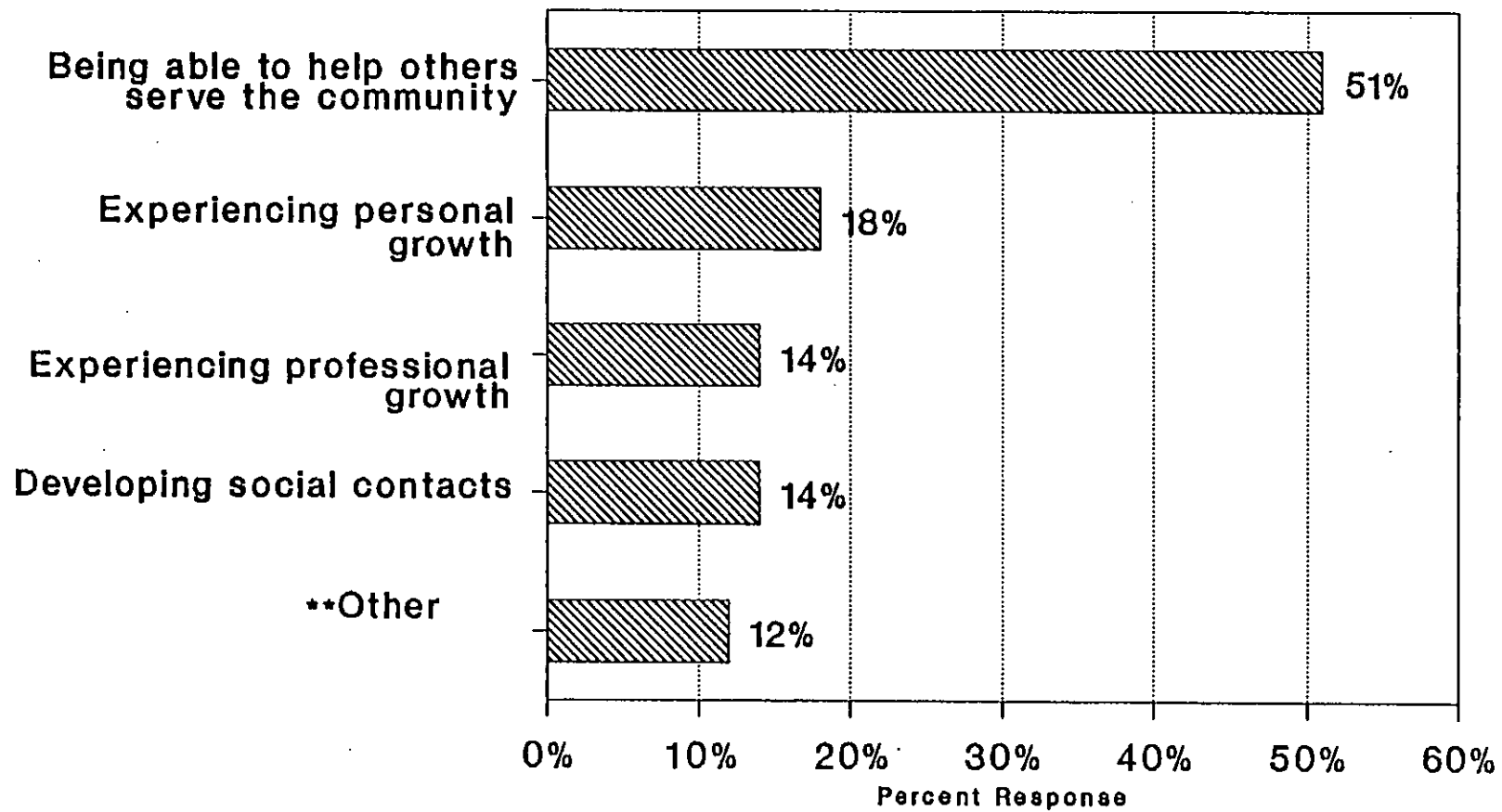


* N=398

** Other reasons included doing interesting stimulating work,
 helping judicial system.

Figure 5a
Percent response for what mediator liked
most about mediation work*

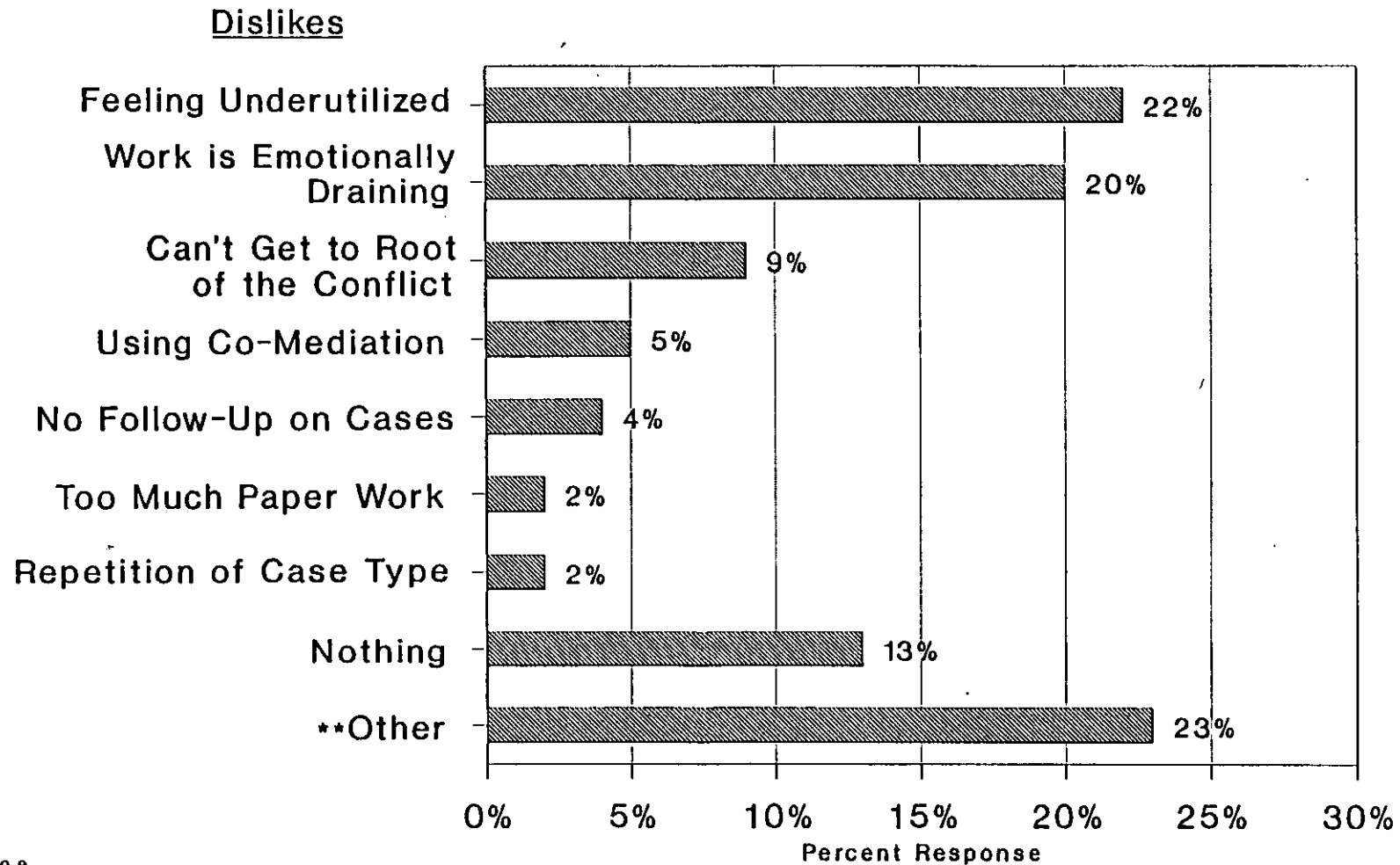
Likes



* N=398

** Other includes liked process of mediation, variety of people.

Figure 5b
Percent response for what mediator
disliked most about mediation work*



* N=398

** Most other dislikes were related to the specific Dispute Center and were analyzed and reported on in Figure 6b.

reached (4%), and complaints of too much paper work and repetition of case type to mediate. Still others expressed discontent with the clients they serviced (viewed as stubborn, crazy and out of control), discontent with the process of co-mediation and with feeling emotionally drained from handling difficult disputes. Despite this variety of complaints, a significant portion of the sample (13%) stated flatly that they had absolutely no complaints about their work.

Likes and Dislikes of Agency

The surveyed mediators also were questioned about what they liked and disliked about the agencies for which they worked. Findings indicate that mediators overwhelmingly respected and appreciated the agencies which they serviced. As shown in Figures 6a, close to two-thirds of the sample (63%) made favorable remarks about the people who managed the Centers' ongoing operations (i.e., Directors and staff). Mediators described the paid staff as supportive, professional, appreciative, and energetic. Mediators also mentioned other aspects of their agencies which they liked including the variety of cases they mediate (8%), the comfortable environment that the Center offers (5%), its convenient location (5%), and the good training it gives to mediators (4%). In addition, mediators liked feeling part of a team and helping the community where the Center was located.

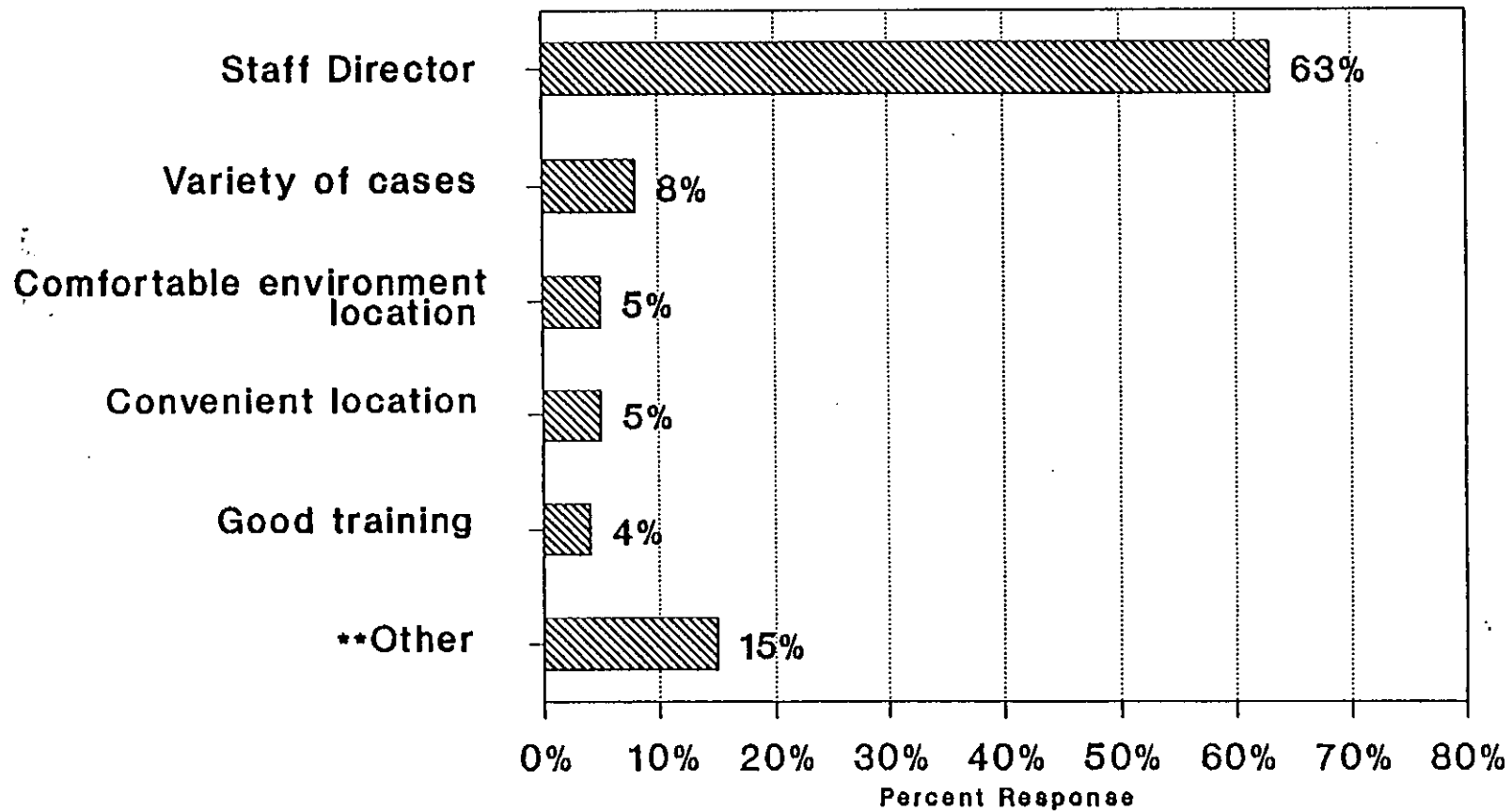
Figure 6b summarizes what mediators disliked about their agencies. Close to a quarter of the sample (22%) made negative remarks about the physical environment at their Centers. Mediators described the surroundings as bleak, dismal, unsafe, cramped and noisy. In addition, one out of six mediators (16%) complained about feeling underutilized at their agency. Mediators expressed frustration with the high failure to appear rate of clients and with not being called on a regular basis to mediate cases. In addition, some mediators were disgruntled with the location of their Center (7%), with their perceived lack of supervision (5%), and problems with individual staff members (5%). Others expressed discontent with how cases were scheduled, with the clients they serviced, and with the process of co-mediation. Despite the myriad of remarks that were put forward by mediators concerning their agencies, nearly one in every five mediators (18%) stated that there was nothing they disliked about their respective CDRC.

What is Provided, Not Provided by Agency

Mediators were also asked what their agency provides and does not provide to aid them in their mediation work (Figures 7a and 7b). Consistent with earlier findings, many mediators (29%) expressed their pleasure with the highly supportive staff at their CDRC's. A significant part of the sample (28%) also made positive comments about the in-service training that is provided to mediators as well as the initial training that they receive as new

Figure 6a
Percent response for what mediator liked
most about mediation Center*

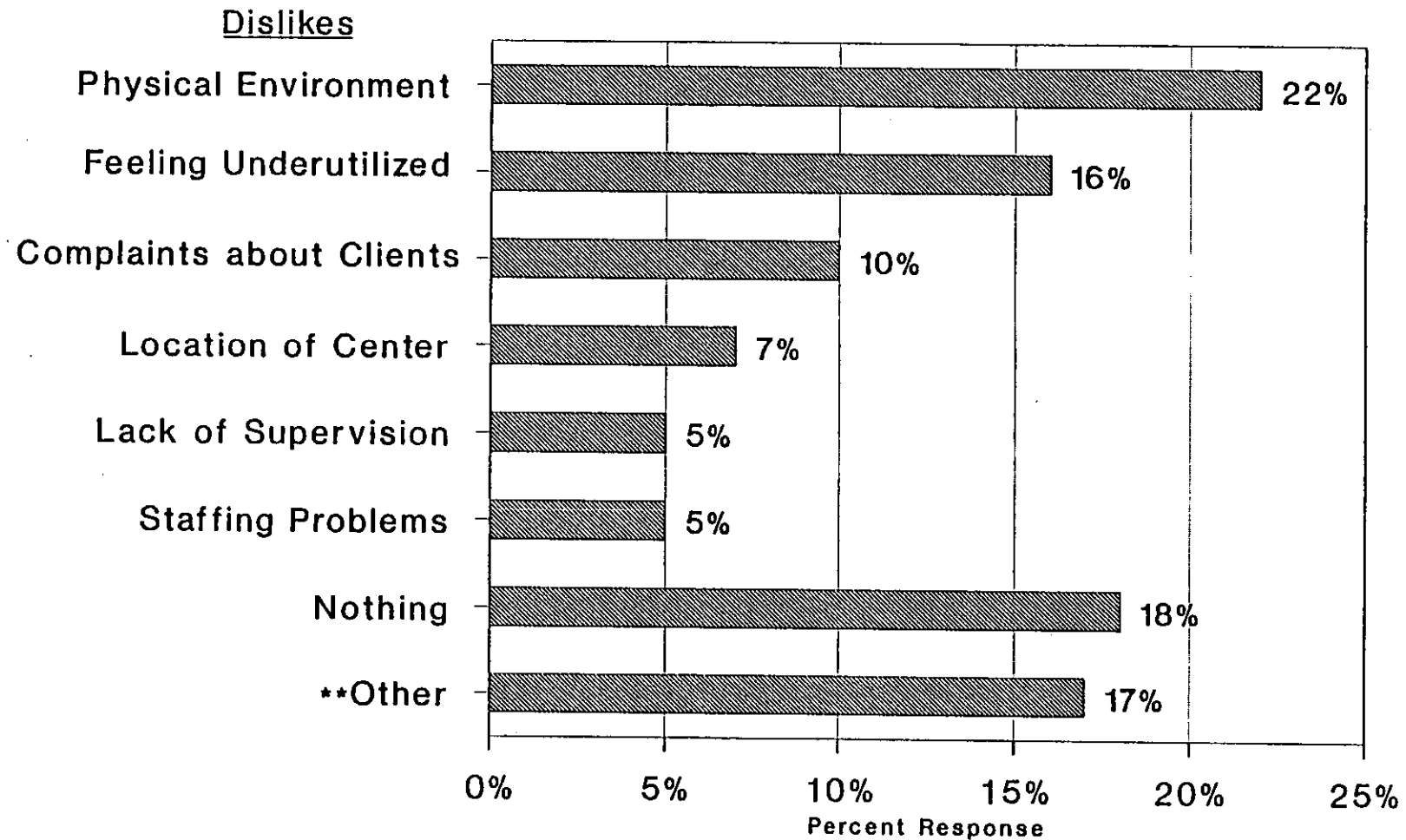
Likes



* N=398

** Other Includes being part of a team, helping my community.

Figure 6b
Percent response for what mediator
disliked most about mediation Center*

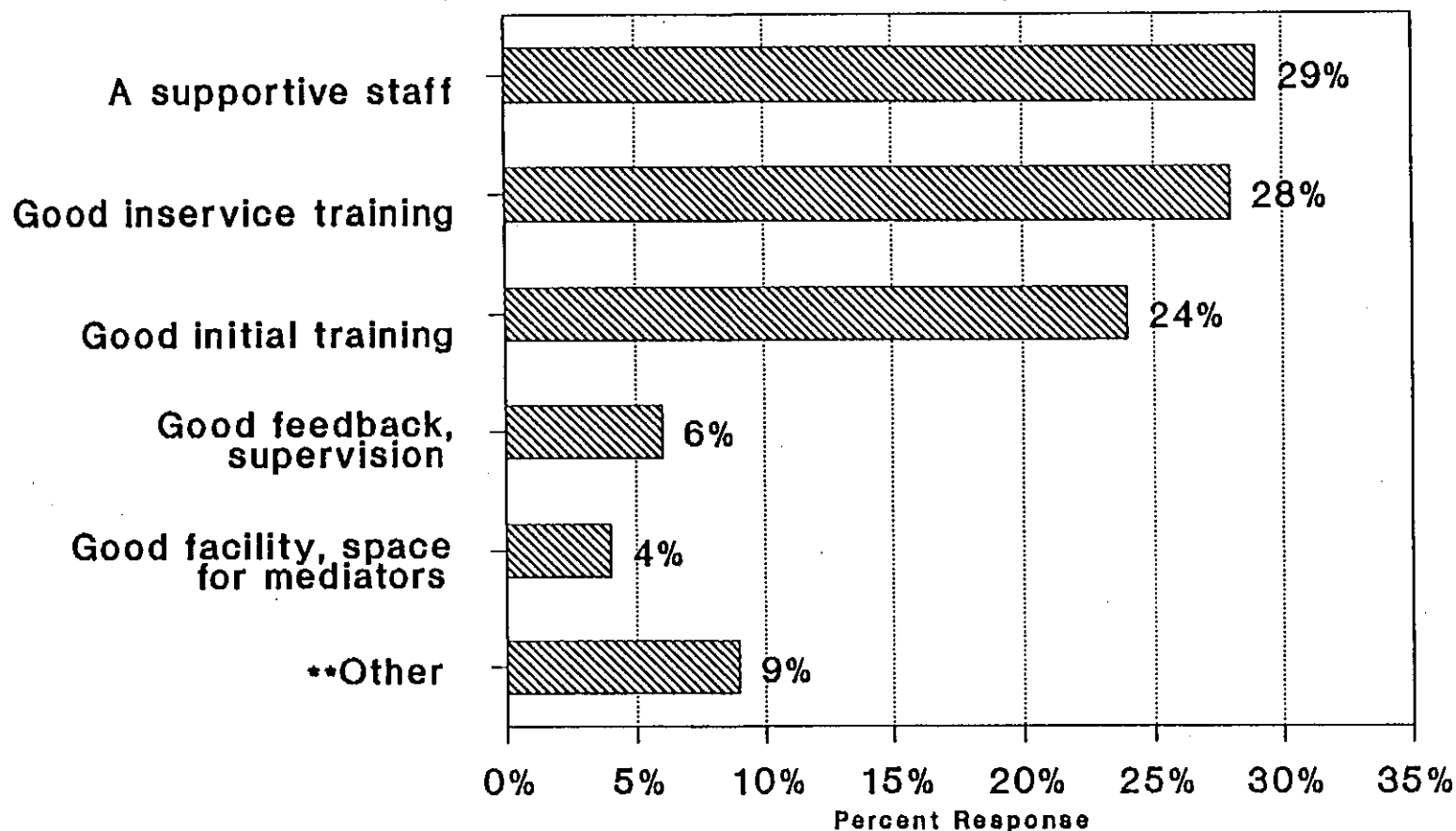


* N=398

** Complaints include poor scheduling of cases, complaints about co-mediation, and others.

Figure 7a
Percent response for what mediator feels
Center does provide mediation work
which helps*

What Agency
Does Provide

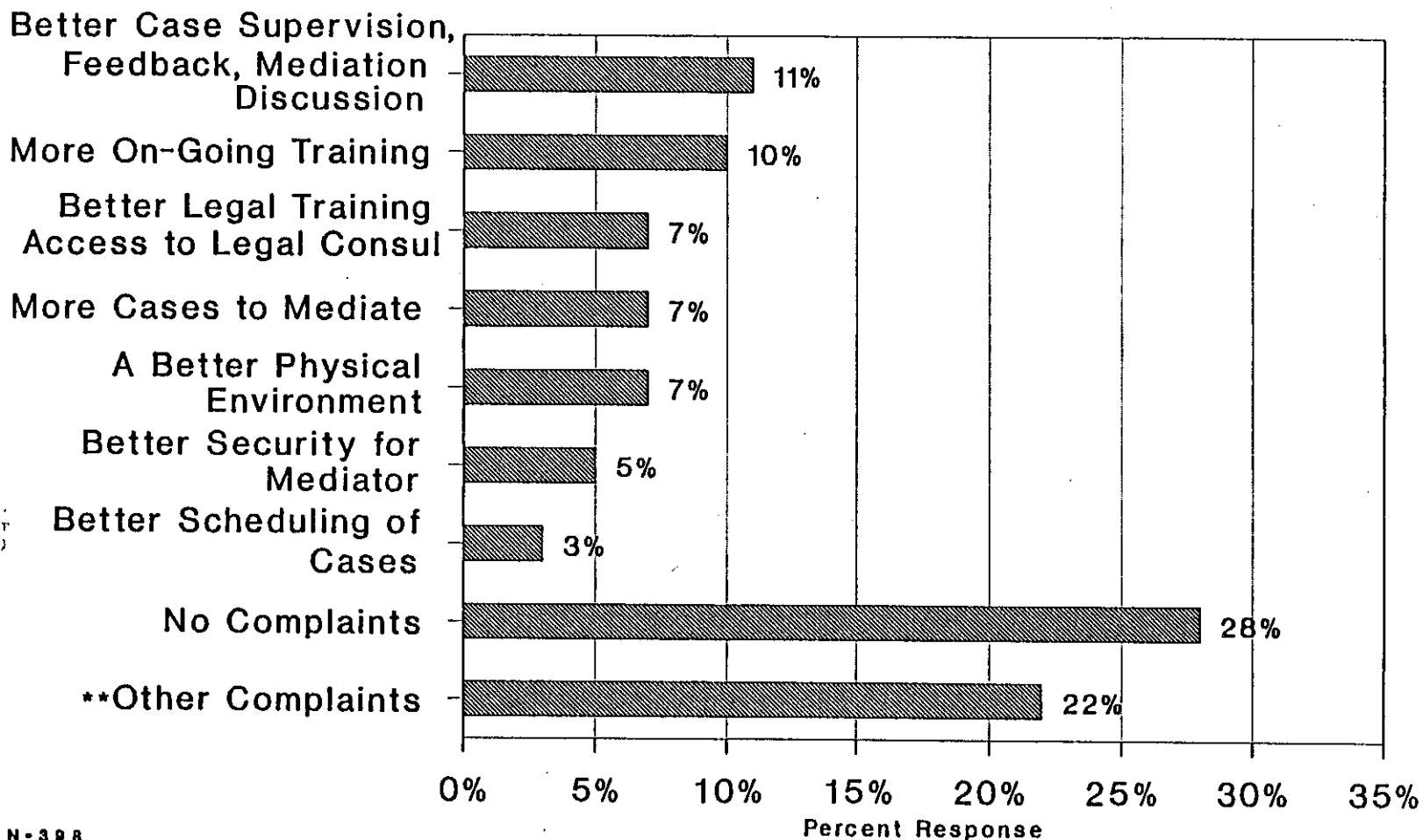


* N=398

** Other includes good written communication with mediators, ways to allow for mediator contact.

Figure 7b
Percent response for what Center
does not provide which could help

What Agency Does Not Provide mediator*



* N=398

** Other complaints include better office equipment, more information on happenings in the field, and others.

volunteers. Some mediators noted how the regular supervisory feedback helps them with their mediation work as well as the informative mailings from the Centers and available opportunities to confer with fellow mediators.

Mediators also made constructive comments about what Centers could provide in the future which would aid their work. Suggestions included an improved physical environment (7%), more supervisory feedback and group case discussion (11%), better legal training and available legal consul (7%), more cases to mediate (7%) and more on-going training (10%). Other suggestions were better security for mediators at the Centers, better office equipment, and more available information about what is going on in the field. Along with these constructive ideas, it should be noted that over one quarter of the sample (28%) clearly indicated that they felt there was nothing else that their Center needed to provide to help them with their work.

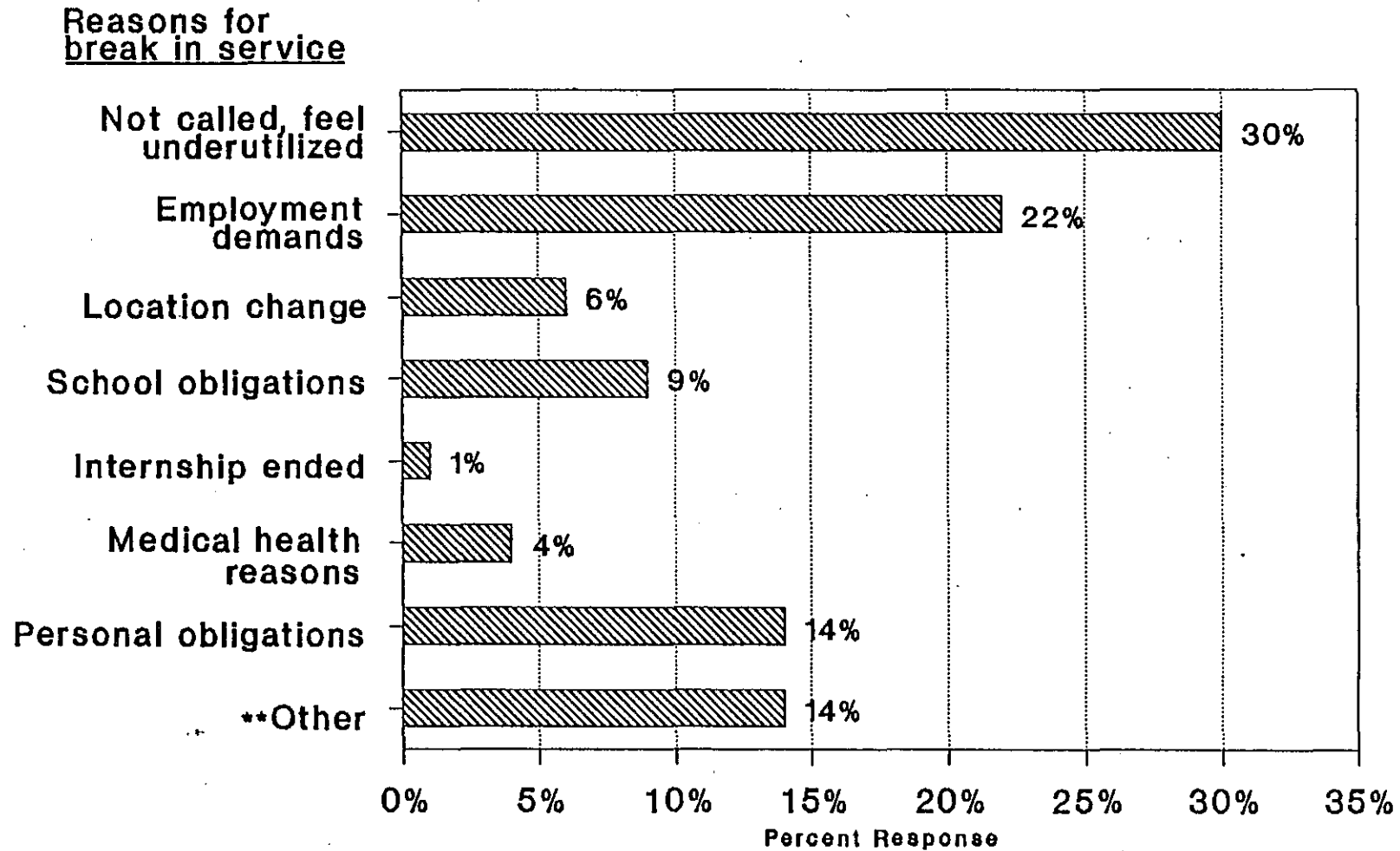
Reasons for Breaks in Service, Termination of Service

Of particular interest in this study were findings related to reasons why mediators experienced breaks in service or why they terminated their service. Figures 8a and 8b summarize this information. Close to a third of the mediators (30%) who had experienced a break in their volunteer service did so because they were not called or because they were feeling underutilized. Close to a quarter of the subsample (22%) took a break in service because of employment demands. Other common reasons for breaks in service were personal obligations (i.e., family commitments) (14%), a location change (6%), school obligations (9%), and medical or health reasons (4%). Mediators terminated their service for similar reasons. Reasons associated with underutilization were most often cited (28%), as was employment demands (18%), location change (13%), school obligations (5%), and personal obligations (9%). A small number of mediators quit because their school affiliated internship with the Center had ended, because they had bad experiences with a staff member or client, or because they felt a need to move on to other volunteer experiences.

Factors Affecting Outcome Variables of Interest

The data analysis also yielded interesting findings on several factors that can affect how long a mediator serves, whether a mediator disengages from his/her volunteer service, and the productivity of a mediator (i.e., the key variables of interest in the study). As portrayed in Figure 9, data indicate that the mediators in the gathered sample had a relatively high level of commitment to their respective Centers and a high level of satisfaction with the activities they are assigned, the training they receive, and, overall, with the agency they serve. In addition, findings show that mediators have a relatively high level of contact with other mediators and with staff at their Centers and

Figure 8a
Percent of response for reasons
for mediator break in service*

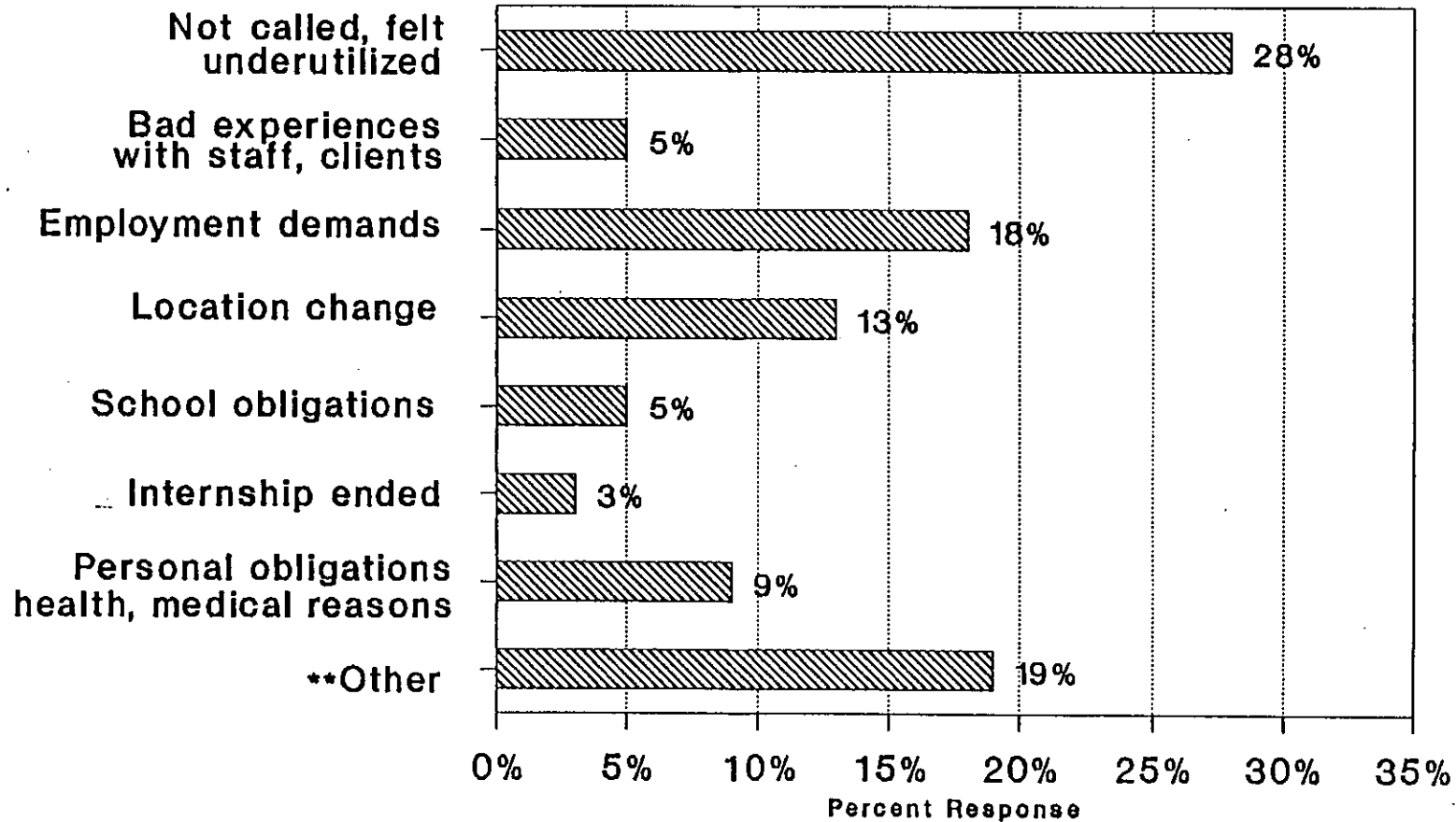


* N=214

** Other reasons included other commitments and need for new volunteer experiences.

Figure 8b
Percent of response for reasons
for mediator termination of service*

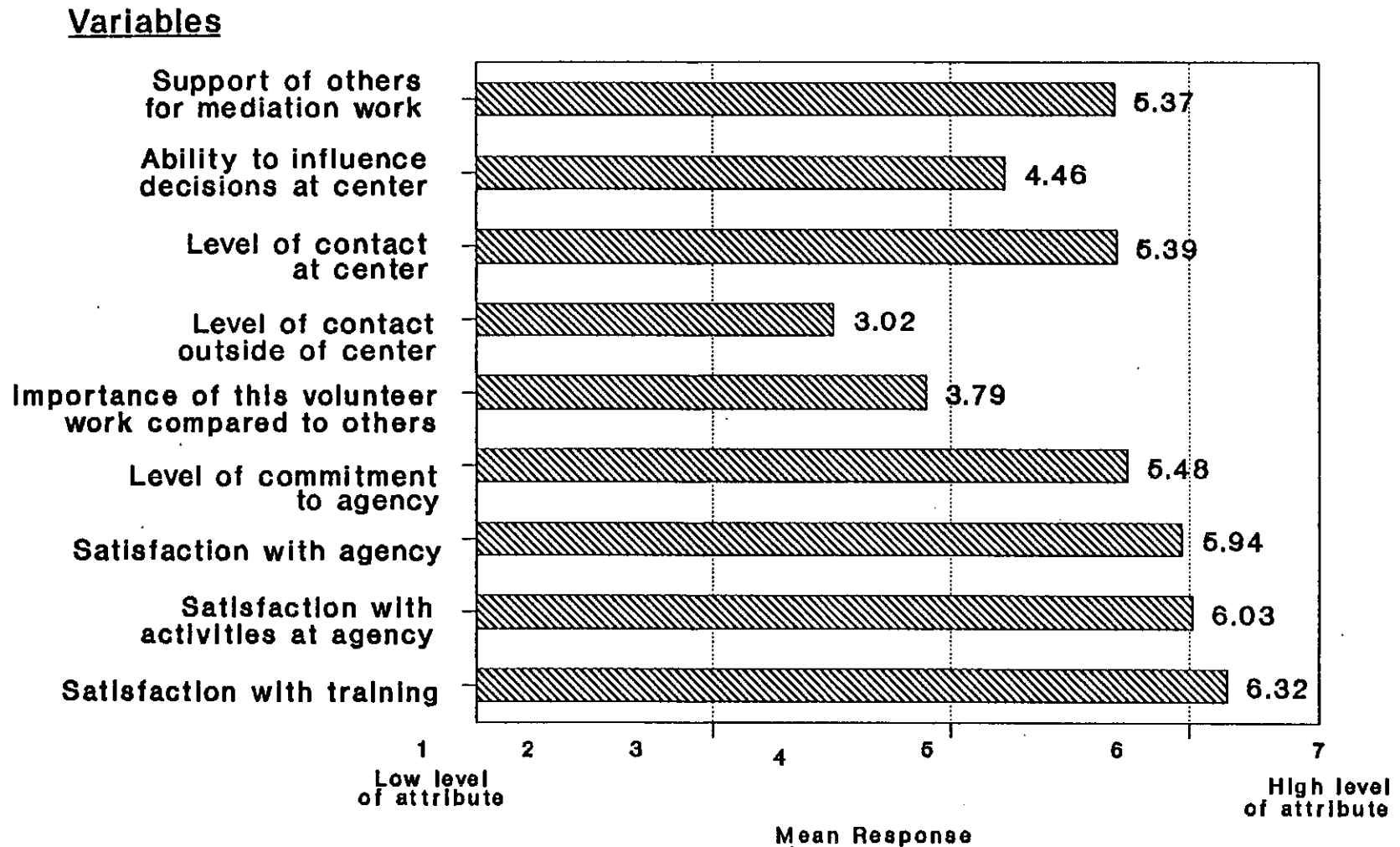
Reasons for
termination of service



* N=67

** Other reasons included other commitments and need for new volunteer experiences.

Figure 9
Mean response of mediators on variables
affecting outcome factors



receive an ample amount of support from significant others for the mediation work they do. Furthermore, findings demonstrate that mediators feel they are moderately able to influence decisions that are made at their Centers, have a moderate level of contact with other mediators and staff outside of their Center and feel that this volunteer work is moderately important when compared to other volunteer work they do.

Key Variables of Interest

The sample can be concretely described in regard to the key variables of interest in this study. Table 3 summarizes findings on mediator role, length of service, degree of disengagement from service, and productivity level of mediators. Approximately three quarters of the mediators (77%) described their role as supplementary (secondary to key part of their lives), while one in six mediators (15%) thought of their role as a career role (preparation for future professional work). Only a small portion of the sample (8%) felt their mediation service filled a key role in their lives. Data on mediator length of service demonstrates that the sample constituted a significant number of veteran mediators. Over half of the mediators had served for over two years (58%) and over a third had served for five years or more (34%). On the other hand, over half of the mediators in the study (57%) had disengaged from their service on some level. Approximately two out of five mediators (40%) had experienced one or more breaks in service from their CDRC's and one in five mediators (17%) had formally terminated their service. Findings shown in Table 3 also indicate that a significantly small portion of mediators in the study have relatively high levels of productivity at their CDRC's. The majority of mediators in this study (85%) were found to individually handle only 3% or less of the cases at their respective Centers, while a small segment of the sample (15%) had significantly higher levels of productivity ranging from 4 - 17%.

Summary of Mediator Characteristics

The mediators in this sample were predominantly Caucasian, female, well-educated, and from middle-income households. They mediated in ten diverse locations within New York State including urban, suburban and rural environments. Most had served as volunteer mediators for over two years and described their mediation work as supplementary to other key parts of their lives. Although mediators had served for an extended period of time, the majority had either experienced breaks in service or become inactive.

Overall, these mediators were driven by idealistic and altruistic motives rather than practical or professional reasoning. The overriding theme which emerged from the data was that mediators wanted to help others in crisis and bring more peace to their

Table 3

**Descriptive Statistics Related To Outcome Variables Of Interest
(N=398)**

A) Mediator Role:	What role do the mediators assign their work?	
	Key role	8%
	Supplementary	77%
	Career Role	15%
B) Length of Service:	How long have the mediators served?	
	Less than 1 year	7%
	1-2 years	35%
	3-4 years	24%
	5 years	34%
C) Degree of Disengagement:	How much have the mediators disengaged from service at their agencies?	
	Actively serving	43%
	Experienced one or more breaks in service	40%
	Terminated Service	17%
D) Level of Productivity:	How productive are the mediators for their agencies?	
	Handle less than 1% of the cases	13%
	Handle between 1-3% of the cases	72%
	Handle between 4-6% of cases	11%
	Handle between 7-17% cases	4%

communities. With this predominant expectation, mediators were most disillusioned when they felt underutilized and unable to help others. Generally, however, the mediators were pleased with their work and with the agencies for which they worked. Most of all they felt a sincere appreciation for those who had trained, supported and nurtured their growth as volunteers -- the Directors and staff at their respective CDRC's.

Site Descriptions

The participating Community Dispute Resolution Centers varied a great deal by a number of relevant characteristics. A brief description of the Centers is provided as well as a review of site differences based on a number of factors including:

- data on cases and Center operations (years of operation, staff turnover, caseload, variety of cases, percentage co-mediated);
- data on mediators (retention rates of mediators, extent of utilization of mediators, expectation of service of mediators, average number of cases processed by volunteer);
- data on training of mediators (amount of pre-service training, amount of in-service training, time lapse between training and service, percentage of mediators who participate in in-service training); and
- incentive system (frequency and kind of recognition of mediators, promotion opportunities, monetary stipends).

Overview of Participating Dispute Centers

The Dispute Center at Site #1 is located in a large urban borough of New York City and has been in operation since 1981. The Center is located in a municipal court building and is co-sponsored by the District Attorney's Office. This site processes a large number of cases, although most cases involve a limited scope of issues. A large pool of mediators service this site and many are students participating in a mediation internship from a nearby law school.

Site #2 consists of a Dispute Center located in an urban environment in a county outside of New York City. The agency is part of a larger community-based organization and has been in operation since 1983. A small pool of mediators handles a relatively small caseload of neighborhood disputes, housing disputes referred from the Dept. of Social Services, and school disputes.

The Mediation Center at Site #3 is a small community-based program in northern Manhattan which has provided services to a specific neighborhood of New York City since 1981. The Center receives case referrals from the local police precinct and from community agencies. This Center has a small but diverse mediator pool which services largely Spanish-speaking clients.

Site #4 consists of a Dispute Center located in a large borough of New York City. This site has been in operation for approximately seven years and handles a relatively large caseload. It receives most of its referrals from court and works closely with the District Attorney and the Probation Department. A relatively large mediator pool processes both neighborhood and school disputes.

The Dispute Center at Site #5 serves a suburban county outside of New York City and has been in operation for ten years. This Center is one of five other programs administered by a larger community-based organization. A small pool of mediators handles a modest caseload of neighborhood and school disputes.

The Dispute Centers at Site #6 are located in two rural counties in upstate New York which have been in operation since 1983. The Centers are administered by parent agencies and handle small caseloads. The small mediation pool processes a diversity of cases for its size at both of the Center locations and alternative locations throughout the counties.

Site #7 consists of an operation that is located in an urban environment and services a predominantly rural county in upstate New York. Started in 1982, this Center has a moderate caseload and mediator pool which handles both adult and juvenile cases that are largely court referred.

The Dispute Center at Site #8 is the first established Center in New York State. It is located in a large urban environment in upstate New York which services a predominantly rural county. Approximately five years ago this Center opened offices in five surrounding counties. A large mediator pool processes a diverse caseload.

Site #9 consists of Dispute Centers in three rural upstate counties which have been in operation since 1984. These three sites are administered by the urban Dispute Center described as Site #8 and manage a small pool of mediators who process a small but diverse caseload.

Site #10 serves a large suburban county near New York City and has fifteen operating satellite offices. This Dispute Center is one of the oldest operating mediation centers in the State and it processes a relatively high caseload. The large mediator pool

handles a diverse caseload including neighborhood disputes, school conflicts and bad check disputes.

Center Caseload and Operations

Table 4 portrays site differences related to caseload and Center operations. In regard to years of operation and staff turnover (1= low turnover, 3= high turnover) data indicate that all Centers have been in operation for at least seven years with three of these Centers having operated for ten years or more (Sites #5, #10, #8). Four Centers in the study have maintained the same Director and thus experienced low staff turnover (Sites #3, #7, #8, #10) while the other sites have witnessed moderate to high staff turnover.

Table 4 also displays a significant variation in Center caseload (total cases mediated, arbitrated or conciliated per year). Generally, the Centers that are located in more highly populated areas have higher caseloads (Sites #1, #5, #8, #10). This phenomenon does not hold true, however, when the Site #3 and Site #7 are compared, one highly urbanized site and another relatively rural. Site #3 has a significantly lower caseload than either Site #7 or any of the other urban sites. Part of the explanation may be found in whether or not the CDRC is court-affiliated and/or it has established a cooperative relationship with the local district attorney for receiving court referrals. Generally speaking, those CDRC's that are strongly community-based and do not rely on court referrals, such as the Center in New York County, have lower caseloads.

Table 4 also shows data related to the variety of cases mediated (i.e., community disputes, landlord-tenant conflicts, small claims cases, family disputes, school conflicts and others) and the percentage of cases that are co-mediated at the Center (more than one mediator helps resolve the dispute). Overall, findings indicate that Centers which have a higher caseload offer a wider variety of cases to mediate. There are certain exceptions to this finding where, for example, Site #6 has the smallest caseload yet offers a moderate degree of variation of cases to mediate. Although some Centers may run a fairly limited operation, the staff direct energy toward training mediators to handle a wider spectrum of cases, as is the case in Site #6. In regard to the co-mediation of cases, findings indicate that four sites (#10, #5, #6, #7) use predominantly a co-mediation model to process cases, while six locations (Sites #1, #2, #3, #4, #8 and #9) rely on solo-mediation for their operations.

Center Mediators

Table 5 and Figure 10 summarize the site differences on mediator data. According to the Table, the participating Centers show significant variation in mediator retention rates and service

Table 4

**Site Differences Related To
Caseload And Center Operations**

<u>Sites</u>	<u>Years Of Operation</u>	<u>Staff Turnover*</u>	<u>Caseload Per Year</u>	<u>Case Variation**</u>	<u>Percent Of Cases Co-Mediated</u>
#1	8	3	3704	4.0	19%
#2	7	2	218	3.2	28%
#3	8	1	305	2.8	23%
#4	7	2	838	4.4	13%
#5	10	3	115	3.1	78%
#6	7	2	121	3.5	76%
#7	7	1	392	2.6	75%
#8	17	1	426	4.0	13%
#9	7	2	278	3.7	16%
#10	12	1	644	3.6	97%

* 1 = low staff turnover
 2 = moderate staff turnover
 3 = high staff turnover

** 2 = low case variation
 3 = moderate case variation
 4 = high case variation

Table 5

Site Differences Related To Mediators

<u>Sites</u>	<u>Retention*</u> <u>Rate</u>	<u>Service**</u> <u>Expectations</u>	<u>Cases***</u> <u>Processed</u>	<u>Service</u> <u>Hours/</u> <u>Month</u>	<u>Percent</u> <u>Who</u> <u>Mediated</u> <u>On Regular</u> <u>Basis****</u>
#1	2.31	1 year, 3hrs/wk	104	13	98%
#2	2.26	1 year, 1-2 cases/mo	15	5	80%
#3	2.64	1 year, 1-2 cases/mo	15	4	40%
#4	4.37	1-2 cases/ quarter	81	6	50%
#5	3.61	1 case/mo.	38	4	80%
#6	3.27	1 night/wk.	15	7	50%
#7	3.02	1 case/mo.	23	5	40%
#8	2.44	2 years, 3hr/mo.	61	6	95%
#9	1.70	2 years, 1 case/mo.	28	6	80%
#10	3.45	6 cases/ year	100	9	50%

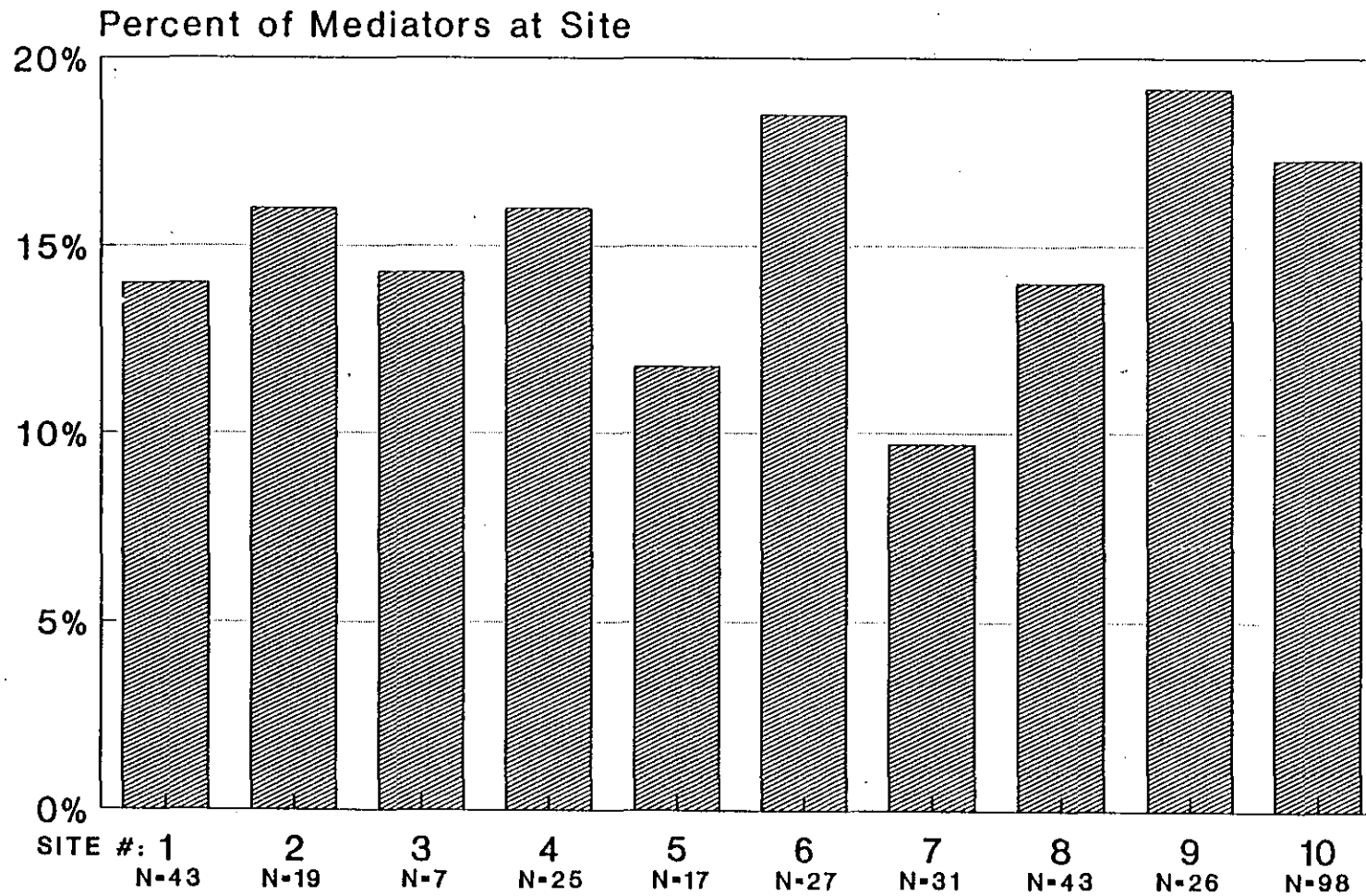
* Average number of years of service of mediators over five years: 1983 - 87.

** The expectation by Center of Service obligation of mediators.

*** Average number of cases processed by a mediator in his/her service career.

**** Regular basis is defined differently for each site depending on caseload and number of mediators at site.

Figure 10
Percent of Mediators in Core Group*
at 10 Research Sites



*Core group of mediators include highly productive mediators who individually handled 4-17% of the cases at their Centers.

expectations that Centers have of their mediators. Overall, those Centers that expected the mediator to offer volunteer service for a specific length of time (i.e., one or two years) showed a lower retention rate over a five year period (1983-87) (Sites #1, #2, #3, #8, #9) than those Centers that had no specific length of service expectation (Sites #5, #4, #6, #7, #10). In addition, a logical pattern is evident between cases mediated and mediator hours. Overall, mediators who averaged more hours of service per month handle a larger number of cases at their Centers.

The utilization statistics are also displayed in Table 5 as well as Figure 10 (i.e., percent of mediators who resolve disputes on a regular basis and percent of mediators who resolve a significantly larger portion of the cases). Data indicate a substantial pattern of underutilization of mediators at the Centers and use of a core group of mediators to resolve disputes. Half of the Centers utilize the majority of their mediators on a regular basis to resolve disputes (Sites #1, #2, #5, #8, #9), while the other five sites do not (Sites #3, #4, #6, #7, #10). In addition, as indicated in Figure 10, Centers utilize 18% or less of their mediators to handle a large percentage of their cases.

Center Training

Site differences in regard to the training of mediators are displayed in Table 6. Findings indicate that all participating CDRC's offer over 30 hours of pre-service training (i.e., initial training and apprenticeship) with four sites training mediators between 42-61 hours (Sites #1, #8, #9, #10). Centers varied significantly in respect to how quickly they were able to integrate mediators into service after their initial training had ended. Although the integration of new mediators depended heavily upon the caseload at the time that training had ended, only three Centers were able to integrate new mediators into service within one week (Sites #1, #4, #6). Five Centers tried to integrate new mediators into service within two to four weeks (Sites #2, #3, #5, #8, #10) and two Centers spent between two to nine months integrating new mediators into service (Sites #7, #9).

Table 6 also displays data on in-service training (training that is offered, usually on a volunteer basis, after the mediator has started his/her service). Most participating CDRC's offered in-service training to mediators on a quarterly basis (Sites #2, #3, #4, #7, #8, #9), which is recommended and monitored by the Office of Court Administration. A smaller subsample of Centers provide in-service training on a monthly basis (Sites #1, #5, #6). Data indicate that there are usually between 25-50% of the mediators at the participating CDRC's who participate in in-service training (Sites #3, #5, #6, #7). Three Centers usually experience less participation than this (Sites #1, #2, #4), while three Centers find that over half of their mediators take part in in-service training (Sites #8, #9, #10).

Table 6

Site Differences Related To
Training of Mediators

<u>Sites</u>	<u>Hours Of Pre-Service Training</u>	<u>Time Lapse Between Training & Service</u>	<u>Frequency Of In-Service Training</u>	<u>Percent Who Participated In In-Service Training</u>
#1	61	1 week	monthly	10-25%
#2	40	2 weeks	quarterly	10-25%
#3	37	2 weeks	quarterly	25-50%
#4	37	1 week	quarterly	10-25%
#5	37	up to 1 month	monthly	25-50%
#6	37	1 week	monthly	25-50%
#7	31	up to 2 weeks	quarterly	25-50%
#8	46	up to 1 month	quarterly	over 75%
#9	45	up to 9 months	quarterly	50-75%
#10	42	2 weeks	on no regular basis	50-75%

Incentive Systems for Mediators

Table 7 summarizes the site differences in regard to incentive systems employed for the motivation and nurturing of volunteer mediators. Data indicate that with respect to the recognition systems developed by the participating CDRC's (3= high degree of recognition given to mediators, 1= low degree of recognition), all the sites carried out systematic recognition programs. Centers recognized their mediators in several creative ways including:

- verbally acknowledging their work at the Center
- formally acknowledging their service in personal written correspondence
- sponsoring formal recognition events where plaques, certificates, or pins are given to dedicated mediators or Judges are present for formal recognition
- displaying the names of dedicated volunteers at the Center in some formal fashion (i.e., newsletters, mediator notices, wall plaques, etc.)

In regard to stipends or monetary rewards given to mediators, Table 7 reveals that only two participating CDRC's employed this incentive method (Sites #4, #10). Three Centers had given stipends in the past (Sites #6, #7, #8), while three other sites never offered this incentive (Sites #1, #2, #9). All participating sites used promotional strategies with their mediators although some sites used more strategies than others (1= few promotional strategies, 3= many promotional strategies), as is displayed in Table 7. Promotional strategies included:

- employing veteran mediators to assist with the training of new mediators
- utilizing veteran mediators to assist in evaluation of new mediators
- utilizing mediators in public relations work for the Center
- offering more specialized training to mediator to enable them to mediate more complex cases
- employing mediator in supervisory role for an evening (i.e., acting as lead mediator)
- formally promoting mediator to paid staff position

Table 7

**Site Differences In Regard To
Incentive Systems**

<u>Site</u>	<u>Stipend</u>	<u>Recognition System*</u>	<u>Promotion Strategies**</u>
#1	No	3	3
#2	No	3	1
#3	No	3	2
#4	Yes	3	3
#5	No	3	1
#6	No, but did in past	3	2
#7	No, but did in past	3	2
#8	No, but did in past	3	2
#9	No	3	1
#10	Yes	3	3

* 1 = low degree of recognition of mediators
 2 = moderate degree of recognition of mediators
 3 = high degree of recognition of mediators

** 1 = few promotion strategies
 2 = some promotion strategies
 3 = many promotion strategies

Summary of Site Characteristics

The participating CDRC's in this study had all been in operation for a long period of time and many had experienced a high degree of staff turnover. They varied significantly in the amount of cases they processed each year and the variety of cases they handled. Generally, the caseload of the Center strongly affected the service hours and number of cases mediated by individual mediators: Centers with higher caseloads had pools of mediators who served more hours and mediated more cases than Centers with lower caseloads. CDRC's had differing expectations of service of the mediators that they trained, but overall those that had a specific length of service expectation (i.e., mediator commitment of one or two years), had a lower retention rate of mediators.

Many of the CDRC's were found to be underutilizing their pool of mediators. Half of the sites did not utilize the mediators on a regular basis and the majority of sites utilized approximately a quarter of their mediators to process most of the caseload. They provided 30 hours of pre-service training to new mediators and in-service training at least once a quarter. Due to erratic case scheduling however, many Centers were not able to integrate newly trained mediators into service until after four weeks had elapsed. In addition, many Centers found that the in-service training they provided was not well attended by mediators. Finally, findings showed that the participating Centers had well developed recognition systems to informally and formally acknowledge their mediators, that many employed promotion strategies with their mediators, and that few offered a monetary incentive to their mediators.

Predictive Power of the Data

Correlation analyses (Pearson's r) were conducted to test what independent variables could be used to help predict several dependent variables of interest including: (1) the mediator's level of satisfaction with the agency; (2) the mediator's level of commitment to the agency; (3) the length of service of the mediator at the agency; (4) the mediator's degree of disengagement from the agency; and (5) the mediator's productivity at the agency. Correlation analysis reveals the strength and direction of association between two variables. Variables are positively correlated if cases with low or high values for one variable also tend to have low or high values for another variable; negatively correlated variables show the opposite relationship: the higher the first variable, the lower the second tends to be. Independent variables that are reported on here were found to be statistically significant ($p \leq .01$, two-tailed test of significance).

Level of Satisfaction With the Agency

Tables 8A - 8D summarize what variables had the strongest power in predicting a mediator's level of satisfaction with his/her agency. Mediators who experienced a high level of satisfaction with their agency were those that liked the agency staff, liked the work activities they were assigned, and liked the training they received (Table 8A); those that experienced a low level of satisfaction with their Center were those that felt underutilized by their Center and felt that their agency did not provide enough cases to mediate (Table 8A). Table 8B indicates that mediators who experienced a high degree of satisfaction with their agency found nothing they disliked about mediation work and were most likely to feel fulfilled with their volunteer service because they were serving the community (altruistic and idealistic fulfillment) as opposed to gaining professional growth (professional fulfillment). Table 8C shows that mediators who felt a high level of satisfaction were those who the Director felt had strong mediation skills, mediated a large number of cases, mediated a broad variety of cases for the agency, and maintained a great deal of contact with their agency. Those who experienced a low level of satisfaction with their Center, overall, the Director felt had weak mediation skills. Table 8D demonstrates that mediators who experienced a high degree of satisfaction were those from an agency with positive mediator-staff relations and large caseloads; a lower level of satisfaction was associated with Site #6.

Level of Commitment to the Agency

Tables 9A - 9C display what variables had the strongest power in predicting the mediator's level of commitment to his/her agency. Table 9A indicates that mediators who felt a high degree of commitment to their agency were those who maintained a great deal of contact with their agency, those who had a strong support system (i.e., significant others who supported their involvement with mediation work), those who saw their volunteer service at their agency as more important than other volunteer service, those who experienced a broader variation in activities they did at the agency and those who mediated a broader variety of cases; a low level of commitment to the agency was associated with Caucasian mediators. Table 9B demonstrates that the Center Directors' assessment of mediators helped predict the mediator's level of commitment. Mediators who Directors assess have realistic expectations of service, strong mediation skills and are usually available to mediate, are the most committed to their agency. Mediators who Directors assess have weak mediation skills and are often not available to mediate are the least committed to their Center. Table 9C shows that mediators who experienced a low level of commitment to their agency are often affiliated with Site #6.

8. Factors Which Can Help Predict Mediator Level of Satisfaction With Agency

Table 8A: Attitudes Toward Center

	<u>Likes Staff</u>	<u>Likes Work Assigned</u>	<u>Likes Training</u>	<u>Feels Underutilized</u>	<u>Feels Agency Does Not Provide Cases</u>
<u>Level of Satisfaction With Agency</u>	.158**	.605***	.537***	-.154**	-.169***

Table 8B: Attitudes Toward Agency

	<u>Nothing Dislike About Mediation Work</u>	<u>Feels Fulfilled With Serving Community</u>
<u>Level of Satisfaction With Agency</u>	.177***	.574***

Table 8C: Other Mediator Factors

	<u>Variation In Cases Mediated</u>	<u>Contact With Agency</u>	<u>Cases Mediated</u>	<u>Strong Skills</u>	<u>Weak Skills</u>
<u>Level of Satisfaction With Agency</u>	.261***	.300***	.178***	.289***	-.210***

Table 8D: Site Factors

	<u>Mediator-Staff Relations</u>	<u>Caseload</u>	<u>Site #6</u>
<u>Level of Satisfaction With Agency</u>	.176***	.147**	-.291***

N = 398

** $\leq .01$

*** $\leq .001$

9. Factors Which Can Help Predict Mediator Commitment to Agency

Table 9A: Mediator Factors

	<u>Contact With Agency</u>	<u>Outside Support</u>	<u>Importance Of Service</u>	<u>Variation In Activities</u>	<u>Variation In Case Type</u>	<u>Caucasian Ethnicity</u>
<u>Level of Commitment to Agency</u>	.440***	.343***	.254***	.157**	.290***	-.184***

Table 9B: Directors' Assessment Factors

	<u>Mediator Available</u>	<u>Strong Skills</u>	<u>Mediator Unavailable</u>	<u>Weak Skills</u>	<u>Realistic Expectations Of Service</u>
<u>Level of Commitment to Agency</u>	.179**	.158**	-.233***	-.148**	.176***

Table 9C: Site Factor

	<u>Site #6</u>
<u>Level of Commitment to Agency</u>	-.176

Length of Service of the Mediator

Tables 10A - 10D summarizes what factors had the strongest power in predicting a mediator's length of service at his/her agency. As indicated in Table 10A, mediators who had served for a long period of time tend to be older. Those who had not served very long tend to be students and in an occupation which was law-related. Table 10B indicates that mediators who served longer assigned a key role to their work, had extensive contact with their agency, were involved in a wide spectrum of activities at their agency and mediated a broad variety of disputes for their Center. Those who did not serve very long had chosen to do mediation work because it fulfilled a course requirement and had selected their agency because it was close to home. Table 10C demonstrates that mediators who served for an extensive period of time tend to feel strong commitment to their agency and feel highly satisfied with their Center. In addition, they feel involved in decisions that are made at their agency, disliked nothing about their mediation work and feel fulfilled with their mediation work because they are serving the community (altruistic motives) rather than fulfilling professional needs. Table 10C shows that mediators who served a long period time tended to be affiliated with Site #8 and Site #10. Those who did not serve a long period of time were most often affiliated with Site #1 and with a Center which had positive mediator-mediator relations and positive mediator-staff relations.

Degree of Disengagement of the Mediator

Variables that hold the strongest power in predicting a mediator's degree of disengagement from service are displayed in Tables 11A - 11C. Table 11A demonstrates that volunteers who experience the lowest degree of disengagement from service are those who feel a high level of commitment to their agency, experience a high level of satisfaction with their agency and those who began their service relatively recently. Table 11B shows that mediators who have experienced the highest degree of disengagement from service are most often affiliated with Site #10.

The sampling bias concerning inactive mediators is a strong factor accounting for degree of disengagement of mediators exhibited at Site #10. As stated earlier, Site varied in regard to their record-keeping information of mediators that had terminated service. Site #10 provided more extensive information on inactive mediators than other sites and therefore this site surfaced as significant in regard to degree of disengagement.

Mediators with the lowest degree of disengagement from service are most often from Centers with positive mediator-staff relations. Table 11C demonstrates that a number of factors which were assessed by Center Directors can help predict degree of disengagement from service. Mediators who are assessed by Directors to have strong

10. Factors Which Can Predict A Mediator's Length Of Service At The Agency

Table 10a: Mediator Demographics

<u>Length of Service of Mediator</u>	<u>Age</u>	<u>Student Status</u>	<u>Occupation Law-Related</u>
	.228***	-.172***	-.171**

Table 10b: Mediator-Site Factors

<u>Length of Service of Mediator</u>	<u>Variation In Activities</u>	<u>Variation Of Cases Mediated</u>	<u>Key Role</u>	<u>Contact With Center</u>	<u>Selected Center Because Close</u>	<u>Mediates Because School Requires</u>
	.379**	-.378***	-.167***	.284	-.180	-.167**

Table 10c: Mediator Attitude Factors

<u>Length of Service of Mediator</u>	<u>Commitment To Agency</u>	<u>Satisfaction With Agency</u>	<u>Feels Fulfilled Thru Community Service</u>	<u>No Dislikes About Mediation Work</u>	<u>Feels Involved In Decision-Making</u>
	.260***	-.180***	-.237**	.172***	.192***

Table 10d: Site Factors

<u>Length of Service of Mediator</u>	<u>Mediator/ Mediator Relations</u>	<u>Mediator/ Staff Relations</u>	<u>Site #1</u>	<u>Site #8</u>	<u>Site #10</u>
	-.180***	-.172***	-.258**	.331**	.223***

N=398

** $\leq .01$

*** $\leq .001$

11. Factors Which Can Predict A Mediator's Degree of Disengagement At The Agency

Table 11a: Mediator Factors

	Level Of Commitment To Agency	Level Of Satisfaction With Agency	When Began Service
Degree of Disengagement of Mediator	-.235***	-.217***	-.163**

Table 11b: Site Factors

	Mediator/ Staff Relations	Site #10
Degree of Disengagement of Mediator	.157**	-.241***

Table 11c: Director Assessment Factors

	Skill Level Of Mediator	Realistic Expectations Of Mediator	Level Of Motivation Of Mediator	Level Of Satisfaction Of Mediator
Degree of Disengagement of Mediator	.158**	-.239***	-.317***	.342***

skills, realistic expectations of service, a high level of motivation and experience a high degree of satisfaction were most likely to have a low degree of disengagement from service.

Productivity of the Mediator

Tables 12A - 12C summarize the factors which have the strongest power in predicting the productivity of the mediator (i.e., proportion of cases handled by the mediator for the site). Table 12A shows that mediators who are retired and who practice mediation or arbitration in their paid occupation are most likely to be the most productive mediators at their agency. Table 12B shows that mediators who assign a key role to their service, who view their mediation work as their most important volunteer service, who experience the most variation in activities at their agency, and mediate a wide variety of disputes for their agency tend to be the most productive mediators. Table 12C shows that factors which Center Directors assess can help predict how productive mediators are. Data indicates that mediators who Directors assess as highly motivated, satisfied and committed are the most productive mediators. Mediators who Directors assess are often not available to mediate cases are the least productive mediators.

Summary of the Predictive Power of the Data

From the correlation analysis, results showed that various indicators could be used to help predict important characteristics of volunteer mediators. Overall, findings showed that:

- Mediators who like the agency staff, like their assigned activities, like the training they receive, found nothing they disliked about mediation work, felt fulfilled with their work because they served the community, had strong mediation skills, mediated a large number and variety of cases, had a great deal of contact with the agency, were affiliated with a Center with positive mediator-staff relations and were from agencies with high caseloads, were mediators who were the most satisfied with their agency;
Mediators who felt underutilized, felt their agency does not provide enough cases to mediate, had weak mediation skills and were affiliated with Site #6, were those mediators who were the least satisfied with their agency.
- Mediators who maintained a great deal of contact with their agency, had a strong support system, saw their volunteer mediation work as their most important volunteer commitment, experienced a broad variety of activities at their agency, mediated a variety of disputes, were assessed by Directors to have realistic expectations of their service, strong mediation skills, and were usually available to mediate, were mediators who were the most committed to their agency;
Mediators who are Caucasian and were assessed by Directors to

12. Factors Which Can Help Predict The Productivity Of Mediator At The Agency

Table 12a: Demographics Of Mediator

	<u>Retired</u>	<u>Practices Mediation-Arbitration Skills In Occupation</u>
<u>Productivity of Mediator</u>	.150**	.239***

Table 12b: Mediator Assessment Factors

	<u>Variation Of Activity</u>	<u>Variation Of Cases Mediated</u>	<u>Most Important Volunteer Service</u>	<u>Key Role</u>
<u>Productivity of Mediator</u>	.234***	-.336***	.267**	.200***

Table 12c: Director Assessment Factors

	<u>Mediator Often Not Available To Mediate</u>	<u>Mediator Motivation</u>	<u>Mediator Satisfaction</u>	<u>Mediator Commitment</u>
<u>Productivity of Mediator</u>	.186***	-.200**	-.187***	.170**

N=398

** ≤ .01

*** ≤ .001

have weak mediation skills and often not available to mediate, were the mediators who were the least committed to their agency.

- Mediators who were older, highly satisfied and committed to their agency, assigned a key role to their volunteer service, had extensive contact with their Center, were involved in a variety of activities at their agency, mediated a variety of disputes for their agency, disliked nothing about mediation work, felt fulfilled with work because of serving the community, and were affiliated with either Site #8 or Site #10, were mediators who served the longest at their agency; Mediators who were students, in law-related occupations, chose mediation service because it fulfilled a course requirement, chose their agency because it was close to home, were affiliated with Site #1 or an agency with positive mediator-mediator relations or positive mediator-staff relations, were mediators who served the shortest length of time at their agency.
- Mediators who felt a high degree of satisfaction and commitment to their agency, had not served their agency long, were from an agency with positive mediator-staff relations, were assessed by Directors to have strong mediation skills, realistic expectations of service, and to be strongly motivated and highly satisfied, were mediators who least often disengaged from service at their agency; Mediators who were from Site #10 were mediators who most often disengaged from service at their agency.
- Mediators who were retired, practiced mediation or arbitration in their paid occupation, assigned a key role to their volunteer service, viewed their mediation work as their most important volunteer service, did a variety of activities at their Center, mediated a variety of disputes at their agency, and were assessed by Directors to be highly motivated, satisfied and committed, were mediators who were the most productive at their agency; Mediators who Directors assessed are often not available to mediate were mediators who were the least productive at their Centers.

IV. THEORETICAL MODEL AND HYPOTHESIS TESTING

The theory and hypotheses of factors explaining length of service, degree of disengagement, and productivity of volunteer mediators will be operationalized and tested in this chapter. The focus of this discussion centers on the part that the role orientation of the mediator plays in explaining these outcome variables of interest. Specific hypotheses concerning the role orientations of the mediator as a key factor influencing the length of service, degree of disengagement, and productivity of these mediators are tested. Finally, general statistical analyses are presented including the extent that: 1) sociodemographic factors; 2) mediator attitudinal factors; 3) organizational-process factors; and 4) the interactions between the mediator attitudes and organizational factors can successfully explain the length of service, degree of disengagement, and the productivity of the mediator.

Operationalizations

In this study it is hypothesized that primary volunteers expect more from their agency than other volunteers. What is meant by these terms? Primary volunteers are distinguished from other volunteers according to whether the respondent answered that this mediation is (or was, if they ceased mediating) a key part of his/her life activities. If the mediator indicated an answer other than this response, he/she is categorized as a non-primary role mediator. Expectations are inferred from the reason given by the mediator for volunteering for this service. The logical linkage between the reason and the expectation of being able to fulfill this purpose at their chosen mediation center provides the rationale for using these reasons as indicators of what the mediator expected from mediation at the agency.

Among the volunteer mediators who did not indicate that mediating is or was a key part of their lives were the supplemental and the career volunteers. Supplemental volunteer mediators indicated that mediation is (or was, if they were no longer mediating) a supplement to other parts of their life activities. Career volunteers responded that their mediation was or is a way to prepare for a new or changed career. Of these three role descriptions, the respondent chose that which best described his conception of his/her mediation. These categories of mediators were mutually exclusive and collectively exhaustive, allowing a focus on how one group significantly differed from the others.

Role Orientations and the Expectations of Mediators

Hypothesis 1a:

Primary volunteers are hypothesized to expect more from their agency than others. Primary volunteers are thought of as being

more altruistic than others: More inclined to help others, more inclined to feel useful and needed, and more likely to help build a sense of community. Respondents were questioned as to the relative importance of these reasons to mediate among several reasons. They ranked these items from 1 to 7, with the higher rankings indicating more importance assigned to that reason. If primary volunteers expect more from their agency than others, they would assign, on the average, more importance to these reasons than others. They would also assign, on the average, more importance to a summated "community service" index (combination of these items) than they would to others.

To test this hypothesis, the respondents were divided into primary and non-primary groups and their mean ranking on each of these reasons for mediation was calculated. A statistical test² was conducted which tested if there was a significant difference between the mean rankings.

The results of these tests, depicted in Table 13 below, did not support the hypothesis that primary role volunteers expect more from their agency than others with respect to these reasons for mediation. While the results showed that the primary volunteers exhibit higher rankings with respect to expecting to help others, building a sense of community, and the overall community service index³, these differences were not large enough to be considered significant. As for feeling useful and needed, the data did not support the hypothesis that primary volunteers expect more of this from their agency. Surprisingly, the expectation of feeling useful and needed of primary volunteers was, on an average, lower than that for other mediators.

The probability levels that these differences could occur by pure chance in repeated samples are all much greater than .05, which may be found in the last column of Table 13. For one-tailed test used here, where the research hypothesis is that the primary volunteers have greater scores than the others, half the probability in the 2-tailed test is taken and posted in the last column of this table. Consequently, the null hypothesis that the

²The statistical test used was the Mann-Whitney U test, sometimes referred to as the Wilcoxon Rank Sum W test. This test does not require specific characteristics of the distributions of the population or samples to be true for the test to produce valid results. Because these characteristics-- particularly, sufficiently large sample size, equal variance between the samples and normal distribution of the samples or populations-- did not hold for these two groups, this test was chosen.

³ The Cronbach's alpha internal consistency coefficient for this community service index was .514. This coefficient measures the compatibility of items for summation into an index or scale.

primary volunteers have an average ranking of importance of the expectation less than or equal to that of the other group cannot be rejected for any of these comparisons. That primary volunteers expect more from their agency than others is not consistent with these data.

Table 13
Statistical Test Results for Hypotheses 1a and 1b:
Primary Volunteers expect more from their agency than others

	Primary Mediators Mean Rank (n)	Other Mediators Mean Rank (n)	U coeff	1-tailed Prob
To Help Others	218.25 (28)	196.46 (367)	4571	.145
Feel Useful and Needed	194.81 (26)	196.62 (366)	4714	.468
To Build sense of Community	223.00 (26)	191.91 (361)	3939	.081
Community Service index	206.58 (25)	191.52 (359)	4136	.255

Hypothesis 1b:

Hypothesis 1b maintains that primary volunteers expect a sense of self-fulfillment and participation with their work. Table 13 contains results that show that the self-fulfillment, that could come from feeling useful and needed, and the participation, that could come from helping others and building a sense of community, is not significantly greater for primary role volunteers than it is for the other groups. Therefore it must be concluded that these characteristics cannot be said to distinguish these primary volunteers from other mediators in this sample. Whether these mediators possess these personality traits more than other non-volunteer mediator groups is not a question that can be answered with this sample.

Hypothesis 1c:

Supplemental volunteers are hypothesized to expect to be able to serve the community and feel a sense of association. Serving the community was defined according to the ranking of importance the mediator gives to building a sense of community and his score on the community service index. Expecting to feel a sense of association was indicated according to the mediator's ranking of expecting to: 1) build a sense of community, 2) meet people and

3) mediate because his/her friends volunteered. Expecting to experience a sense of association was also indicated by the social development index, formed by summing the rankings of reasons for mediating of taking up time, meeting people, friends volunteered and an attached stipend.⁴ These variables--coded from 1 to 7, with the high rankings signifying greater importance for the mediator--formed the criterion variables according to which the supplemental and other groups were compared to test the hypothesis that supplemental volunteers expect to be able to serve the community and share a sense of association.

The results of the statistical test of hypothesis 1c are presented in Table 14. Supplemental volunteers did not exhibit higher mean rankings than other groups with respect to building a sense of community in particular or on the general community service index. Although the mean rankings of the supplemental mediators were higher with respect to expectations of meeting people and volunteering because their friends had or were doing so, these differences were not so large that they could be considered significant. In fact, on the general social development index the supplemental volunteers had lower mean rankings than did the other volunteers. In all of these respects, the null hypothesis that these supplemental volunteers were not significantly less than or equal to others in their ranking in this sample cannot be rejected. That is to say, supplemental volunteers do not appear to empirically distinguish themselves by emphasis on community development and sharing a sense of association.

Hypothesis 1d:

Career-oriented volunteer mediators are hypothesized to expect a sense of growth. This sense of growth is operationalized as: 1) skill development, 2) work-related experience, 3) fulfillment of school requirement, and 4) employment promotion. Respondents were asked to rank these expectations according to their relative level of importance, on a scale from a low of 1 to a high of 7. Along with these separate variables, a summated index, called the professional development index, was constructed from these items.⁵ A statistical test was conducted to estimate the probability that the differences between the mean ranks of the career-oriented volunteers were significantly greater than those of the others. These results are shown in Table 15.

Career-oriented mediators do appear to expect a significantly greater amount of work-related experience and employment promotion

⁴ The Cronbach's alpha for the social development index was .491.

⁵ The Cronbach's alpha for the professional development index was computed to be .534.

to follow from their mediation at their agency. While their expectations of learning skills and fulfilling school requirements seem to have greater average rankings than those of the other mediators, these differences are not beyond a reasonable doubt

Table 14
Statistical Test Results for Hypothesis 1c:
Supplementary Volunteers expect to be able to serve the community
and share a sense of association

	Supplemental Mediators	Other Mediators	U	1-tailed
	Mean Rank	Mean Rank	coeff	Prob
	(n)	(n)		
To Build sense of Community	190.55 (273)	202.26 (114)	14619	.169
Community Service Index	191.67 (272)	194.51 (112)	15007	.410
Expecting to Meet Other people	191.15 (265)	185.64 (113)	14536	.317
Because Friends Volunteered	186.30 (261)	185.30 (110)	14278	.441
Social Develop- ment index	178.9 (251)	182.63 (108)	13270	.373

significantly greater, as can be seen in the significance levels listed in Table 15. In general, however, the rankings of the career-oriented volunteer mediators are significantly greater on the professional development index than those of others. In these respects, career-oriented volunteers do appear to be more inclined to expect professional development and growth from their work at their agency than do the other mediators. Hypothesis 1d is not inconsistent with these data.

Table 15
Statistical Test Results for Hypothesis 1d:
Career-Oriented Volunteers expect a sense of growth

	Career Mediators Mean Rank (n)	Other Mediators Mean Rank (n)	U coeff	1-tailed Prob
To Learn skills	214.01 (52)	194.41 (341)	11129	.105
For work-related experience	226.15 (51)	183.78 (327)	11534	.004
Fulfillment of school re- quirement	187.65 (51)	176.97 (305)	7311	.077
To gain employ- ment promotion	214.70 (52)	175.33 (309)	6281	.000
Professional Development index	226.55 (51)	172.29 (308)	11554	.000

Satisfaction, Involvement, and Commitment

Hypothesis 2:

Primary role volunteers, are hypothesized to be significantly more satisfied, committed, and involved than other volunteer mediators. Satisfaction is measured by a question about the general satisfaction that the mediator obtains from his/her work at the Center. The satisfaction item is a self-reported 7 point likert-type scale with levels coded from a low of 1 to a high of 7. The commitment factor is a summated index⁶ consisting of the average of valid responses to 10 types of commitment coded according to the 7 point likert-type format (see Table 1, Appendix A for items COMIT1 - COMIT10). The involvement item was taken from the agency Director assessment of the mediator involvement, coded in the same manner as the others. These indicators were selected as criterion variables for the statistical test, with the grouping variable that of the primary volunteer and the non-primary volunteers.

⁶ The Cronbach's alpha for the commitment index is .872.

Table 16
Statistical Test Results for Hypothesis 2:
Primary Role Oriented Volunteers are more satisfied, committed,
and involved than others

	Primary Mediators Mean Rank (n)	Other Mediators Mean Rank (n)	U coeff	1-tailed Prob
Satisfaction	222.30 (27)	192.96 (362)	6002	.082
Commitment	220.14 (18)	154.23 (297)	1555	.002
Involvement	227.31 (24)	178.25 (338)	2957	.012

The findings of these tests can be observed in Table 16. Primary mediators manifested a significantly greater average ranking of commitment and involvement than did the others. Although the primary volunteers exhibit somewhat of a higher average rank of satisfaction than did the others, the difference is not large enough for it to be called significant at the .05 level. On the basis of these findings, it can be stated that hypothesis 2 is partly supported by these data, insofar as these primary volunteers appear to be more committed and involved than do the others. But the null hypothesis that they are not more satisfied than the others cannot be rejected at the .05 level of significance.

Productivity

Hypothesis 3:

Hypothesis three contends that primary volunteers are more productive than other volunteer mediators. To test this hypothesis, the productivity of the mediator is defined by the proportion of annual Center caseload that he/she handled. The productivity of the primary and non-primary volunteer mediators were then compared through statistical testing. The results show that the mean rank for the 24 primary role mediators is 224.02 and that for the 312 non-primary volunteers is 164.23. The U coefficient for this test is 2412, yielding a one-tailed significance level of .002. The research hypothesis that primary volunteers are more productive than others cannot be rejected. This hypothesis is consistent with these findings.

Length of Service and Degree of Disengagement From Service

Hypothesis 4:

According to this hypothesis, primary volunteers who feel that the agency has not met their expectations and whose satisfaction and commitment are not high will have a shorter length of service and a higher degree of disengagement than other volunteers. The groupings of mediators for this analysis was formed as follows: The satisfaction, commitment described earlier are trichotomized by their 33.3 and 66.7 percentiles. Those cases with scores within the upper level of the 3-way split are designated high scores. Those cases in the middle segment are called medium, and the remaining cases are identified as low. The same procedure is followed with a constructed variable made up of different types of community service fulfillment. The sample of mediators is then divided according to which primary volunteer mediators are not in the high levels of these three variables and all other mediators. These two groups constitute the groups to be compared according to the variables of interest, length of service and degree of disengagement.

The degree of disengagement variable is a three level ordinal variable, based on the extent of break in service. The highest level consists of those who left service, the middle level is made up of those who had a break in service but continue to serve, and the lowest level includes those who have had no break in service. The length of service variable is measured in years of service that the mediator remained on the roster of the mediation center or expressed an interest in remaining on the active roster of the center at which he/she was trained. These two variables were the indicators by which the statistical test was employed to test hypothesis 4.

The results in Table 17 on the next page reveal that these unfulfilled primary volunteers appear to possess a higher mean rank in their degree of disengagement than do the other volunteers. But their length of service is not less than that of the other mediators. Instead, it appears to be slightly greater than those of others. But the differential is not a significant one. Therefore, these data partly support the hypothesis that the disappointed primary volunteers have shorter lengths of service and higher levels of abandonment, given this sample.

Table 17

Statistical Test Results for Hypothesis 4:

Primary Volunteers whose agency has not met their expectation and whose commitment and satisfaction are not high will have a shorter length of service and a higher degree of disengagement than other volunteer mediators.

Unfulfilled Primary Mediators	Mean Rank (n)	Other Mediators Mean Rank (n)	U coeff	1-tailed Prob
Length of Service in years	167.13 (4)	140.62 (277)	449.5	.259
Level of Abandon- ment	234.75 (4)	147.32 (292)	239.0	.003

Summary of Hypothesis Testing

From these tests, it is shown that there is some empirical basis for respecting the role definitions that a mediator assigns his/her work. Career-oriented volunteers appear to be more self-interested in professional development and employment promotion. Primary volunteers appear to be more committed and involved in their mediation than other volunteers and appear to be more productive than the other mediators as well. Meanwhile, the unfulfilled, unsatisfied, and uncommitted primary volunteers seem to have a significantly higher degree of disengagement than the others. These are important findings, which inspire a thirst for a more elaborate explanation as to the parts that role, attitude, and organization play in explaining the volunteer mediator's productivity, degree of disengagement, and length of service.

Explanations of Length of Service, Degree of Disengagement, and Productivity

To provide the explanations of productivity, degree of disengagement and length of service, those variables theoretically related to each of these outcome variables were selected as candidates for a matrix of correlations. The variables which were significantly and substantially correlated ($p \leq .01$) with these outcome variables were then entered into a regression analysis⁷.

⁷This is a statistical procedure which produces a formula that tells which variables are significantly related to the outcome variable and the extent to which they are so related. Once the formula is provided it is possible to take a groups average scores on the selected variables and compute the estimated score on the outcome variable.

Such an analysis shows us what portion of the variation in the outcome variable can be accounted for by the selected variables.

Steps in the Regression Analysis

Step 1: Hierarchical entry of variables, blocks of variables

The particular kind of regression analysis employed here is a multiple hierarchical regression analysis. That is, several predictor variables were entered into the equation, in stages, to predict the outcome variable. At each stage a block of variables was entered. The variables first entered were the covariates or potentially confounding variables, effects of which must be controlled for. The rest of the analysis was done on what was left over after those effects are partialled out. The next block of variables that were entered were the sociodemographic variables. By the change in the proportion of variation of the outcome variables explained, it is possible to tell how important this block of sociodemographic variables is compared to other blocks of variables. Next the role and the block of attitudinal variables were entered. Afterward, the organizational variables were included in the analysis. Finally, interactions between the mediator and organizational variables were entered and tested for significance.

Step 2: Pruning

At this point, the model was pruned of non-significant main effects and interactions. This pruning was restricted if the main effects had to remain in the model to identify an interaction effect. But the pruning enhanced the power of the statistical model and allowed for a sharper test of significance of the predictor variables.

Step 3: Analysis of Residuals

The residuals (the differences between the observed data points and the predicted) were analyzed. Where there were deviations from normality or unequal variance of these residuals, which could produce problems in the significance testing, transformations of the dependent variable were undertaken to eliminate or minimize this problem.

Step 4: Tests of Nonlinearity

Scatterplots were examined to test for the nonlinearity of the relationship between the outcome variable and the predictors. If there was any apparent nonlinearity, power

transformations of the dependent variable were tested to alleviate this problem. Tolerance levels were maintained to provide for the elimination of highly collinear predictors. In these ways efforts were undertaken to maximize the fulfillment of the basic assumptions of multiple linear regression analysis to provide for valid results.

Productivity

The first of these explanatory regression analyses addressed will be that of the productivity of the volunteer mediator. The only sociodemographic variable that turned out to be significant was that of the retired status of the mediator, accounting for 2% of the variance explained in the dependent variable. The attitudinal and role variables were added next, accounting for 6% of the variance explained in the dependent variable. Finally, the organizational-process variables were added, providing for another 18% of the variance explained in the dependent variable. Altogether, the model accounted for 26% of the variance explained in the amount of productivity of the volunteer mediator. When this measure is adjusted to compensate for the inflationary effect of adding extra variables, the model accounted for 24.4% of this version of productivity (adjusted R squared).

As shown in Table 18 the factors that turned out to be significant in the explanation of the productivity of the mediator are the retired status of the mediator, whether this mediation work is the most important volunteer work the mediator is doing, and whether the mediator has a primary role orientation. Two other explanatory variables that were found to significantly predict this dependent variable were the number of types of cases the mediator handles and the number of different types of activities in which the mediator is involved in at the center.

When the significance level is .05 or less in Table 18, these variables are most likely have a significant impact on the dependent variable. If their significance level is greater than .05, these variables cannot be assuredly distinguished from chance variation and are designated as statistically non-significant; they contribute differentially in explaining productivity.

The relative contribution of the selected variables in explaining variation in the mediator's level of productivity can be observed from the standardized regression coefficients, called beta weights. These coefficients are often measured in different metrics and hence are not comparable until they are divided by their standard deviation. This process places them on the same metric so that they can be compared for their relative contribution. The beta weights can be found in the column labeled Beta in Table 18. In order of their decreasing relative contribution to the explanation, they are variation in types of cases handled, whether the mediation was the most important

volunteer work, whether the mediator was retired, the amount of variation in the activities in which the mediator is involved at the center.

Table 18
Regression Coefficients of Explanatory Variables
for Productivity

Variables	B	Beta	Signif level
Retired	.020	.109	.008
Most import			
volunteer work	.025	.137	.001
Primary role	.026	.094	.037
Supplementary role	.010	.066	.145
Case variation	.020	.391	.000
Activity variatn	.005	.104	.015
Constant	.383		.000

Primary role orientation is a significant variable in this model also and the effect of this variable on the level of productivity is noteworthy. When the volunteer has a key role orientation the effect is to increase productivity by a factor of .026 over that predicted for the career role volunteers. The same cannot be said for those with the supplementary role orientation; the coefficient for that parameter is not significant. With the career orientation as the contrast group, both primary and supplementary role orientation dummy variables remain in the equation, even though the supplemental role dummy is statistically insignificant. The regression analysis then supplies a concise explanation of the factors that explain productivity.

Degree of Disengagement

In this regression analysis, the dependent ordinal variable, degree of disengagement, remains the same as previously defined. The covariate of when the mediator began serving explained 2.5% of the variance of the degree of disengagement. The sociodemographic factor of whether the mediator worked at site #10 accounted for an additional 4.1% of that variance. Among the mediator attitudinal variables, being satisfied in general with mediation at the center and disliking nothing about mediation explain 8.3% of the variation in degree of disengagement. Organizational factors --including, the Director assessment of mediator satisfaction and other contact on the part of the mediator with the Center -- explained another 5.4% of the variance of degree of disengagement. There were no significant interactions between the attitudinal and the organizational factors. Altogether, this regression model explained 21% of the variance of the degree of disengagement. When this measure was adjusted for the inflationary

effect of adding predictor variables, the model explained 19.4% of the degree of disengagement variation (adjusted R squared).

The factors that were found to strongly account for the degree of disengagement are when the mediator began to serve, whether he/she serves at Site #10, whether he/she dislikes nothing about mediation, and his/her general satisfaction with mediating at his/her Center. Neither key nor supplemental role orientations were significant in this model. Because the role orientation did not affect the degree of disengagement at all, it was not necessary to keep any of these variables in this model. Therefore, these orientations, along with other non-significant effects, were pruned from the model to enhance explanatory power of the statistical tests. No interaction effects between attitudinal and organizational main effects were found to be significant.

The relative contribution of the factors can be found in the beta weights column of Table 19 below. Most of the variance of the degree of disengagement is explained by when the volunteer began mediating. General satisfaction with mediation at the Center contributes almost as much to the explanation. Director's evaluation of mediator satisfaction follows hard on the heels of the general satisfaction in its power of explanation. Site #10 comes next in its contribution to the explanation. Finally, other contact with the Center contributes the next least while disliking nothing about mediation contributes the least amount of significant explanation to the degree of disengagement.

From this analysis, it can be seen that the longer a mediator has been serving, the less likely he is to be high in degree of disengagement. Similarly, the more general the satisfaction with mediation at the center and the more the Director believed the mediator is/was satisfied, the less the degree of disengagement. The more the other contact with the Center and the more the mediator dislikes nothing about his mediation, the less the degree of disengagement. The association with site #10 is positively associated with degree of disengagement. It is surprising that role orientation is not significantly related to degree of disengagement. Apparently, these other factors overwhelm any such role relation.

Length of Service

Length of service, as measured by the number of years since the mediator began serving, was very largely explained by the regression analysis. The model advanced here provided a particularly powerful explanation of this outcome variable, insofar as it explains 86% of the total variation in length of service. Most of length of service is explained by when the mediator began to serve. This factor alone accounts for 83% of the explanation.

Table 19
Regression Coefficients of Explanatory Variables
for the Degree of Disengagement

Variables	B	Beta	Signif level
When mediator Began serving	-.041	-.184	.000
Site #10	.273	.172	.000
Dislike nothing abt mediation	-.293	-.126	.003
General satisfctn with mediation at center	-.098	-.182	.001
Director's evalu- ation of mediator satisfaction	-.082	-.176	.000
Other contact with center	-.111	-.138	.003
Constant	6.176		.000

The sociodemographic factors of age and Asian extraction supply a .8% of the variation in length of service, whereas that of affiliation with Site #8 accounts for another .5%. The sociodemographic factors explain a little more than 1% of the variance. Among the attitudinal factors significant in explaining the length of service is general commitment of the mediator, explaining on .5% of the variance. The organizational factors appearing to be significant are the Director judgment as to mediator satisfaction and the variation in the types of cases that he handles, accounting for .7% of the variation. In this model, there was a significant interaction between being of Asian extraction and Director satisfaction with the mediator, which added another .7% of explanation to length of service.

The relative contribution of each variable to the overall explanation helps provide a sense of structure to the understanding of factors influencing length of service. Without a doubt the most powerful contributor to this explanation is when the mediator began his/her service. The Asian extraction factor is the second most powerful predictor, with the interaction between Director assessment of mediator satisfaction and Asian ethnic identification comprising the third most powerful predictor. The next most

powerful explanatory factor is the affiliation with Site #8. Age of respondent and commitment follow. Case variation is the least powerful, significant contributor to the overall explanation of length of service. The beta weights indicating these relative contributions are found in Table 20 below.

Table 20
Regression Coefficients of Explanatory Variables
for the Length of Service

Variables	B	Beta	Signif level
When mediator Began serving	-.839	-.868	.000
Being Asian	-3.766	-.085	.000
Asian x director assessment of mediator satis	2.428	.083	.000
Site #8	.699	.073	.000
Director's assess- ment of mediator satisfaction	.117	.058	.001
General Commitmt	.191	.058	.002
Age of mediator	.014	.058	.001
Case variation	.100	.044	.022
Constant	74.400		.000

There are negative relationships between when the mediator began serving and the length of service. The more recent the year, the shorter the tenure. For most other things, there are positive relationships. The older the person, the longer the length of service. The more the Director believes the mediator is satisfied, the longer the term of service. With greater commitment on the part of the mediator, the longer the service. More case variation is associated with longer term of service. Being at Site #8 is linked with longer terms of service as well. The one relationship which is not straight-forward is that of the interaction between being Asian and Director satisfaction with the volunteer. The nature of that relationship bears closer scrutiny.

The interaction is a conditional relationship between Director assessment of mediator satisfaction on the one hand and length of service on the other. But the strength of this relationship depends on whether one is Asian or not. It is interesting to note that the length of service tends to be higher for Asians who the Director believes to be satisfied than it does for those persons who are not Asian. The more the Director of the Center believes the mediator is satisfied, the more likely he is to stay longer. But this relationship is accentuated for individuals of Asian ethnicity. The length of service rises more steeply for those of Asian background than it does for others. Although this conditional relationship involves a very small part of the sample, it is a significant and interesting one.

This analysis has unusual explanatory power as well as appeal. Because it explains 86% of the proportion of variance in length of service, it constitutes a useful predictive instrument by social science standards. The three regression analyses show the relative relationship of role orientation and the contributions made by sociodemographic, attitudinal, organizational, and interaction components in serving to explain the factors of productivity, degree of disengagement, and length of service of volunteer mediators.

V. CONCLUSIONS AND RECOMMENDATIONS

This study offered an extensive overview of community mediators in New York State. Although the sample of mediators may not be representative of all the State or the country, some interesting findings emerged which allows us a more concrete understanding of this segment of citizen volunteers. This section will compare this study's findings with other empirical research on mediators and volunteers and draw conclusions about community mediators and the Dispute Centers in which they serve. In addition, recommendations will be made for those who work with volunteer mediators and for those who administer Community Dispute Resolution Centers.

Who Are Community Mediators?

This study of approximately 400 mediators in ten diverse Dispute Centers found that community mediators are predominantly white, female, middle-class, middle-aged, married, have a college education or beyond, and are working in professional occupations in the human services (i.e., law, education, social services). Community mediators, for the most part, do not reflect the clientele they serve, who are often poor and non-Caucasian. The demographic makeup of the volunteer mediator pool at most agencies reflects the background of the paid staff. If the staff come from culturally diverse backgrounds and have links with culturally diverse segments of the community, the mediator pool is likely to be more diverse.

Community mediators are a highly dedicated segment of citizen volunteers. Mediators in this sample give approximately four years of service to their agencies and average approximately 7.5 hours of service per month. Most volunteer mediators do not actively serve during this entire four-year period but take intermittent breaks in service. Generally, a mediator handles about sixty cases in his/her history as a community mediator. Most volunteer mediators also contribute other volunteer services in their communities, and of those who do, the majority feel that their mediation work is their most important volunteer experience.

In regard to research that has been conducted in New York State (Community Dispute Resolution Centers Program, 1987; Schweber and Peters, 1984), most demographic profiles of community mediators are similar to findings in the present study. Major differences in findings show that mediators in this study had a higher income level and a longer length of service at their agencies than the larger population of mediators in the State. In regard to the differing income levels, this is probably due to the fact that a large segment of mediators in this sample live within the New York City metropolitan area which offers higher salaries. Concerning the longer tenure of mediators in this study, this can be attributed to the fact that a number of Centers in the study are those which have been in operation longer than most in the State

(i.e., Sites #8 and #10 in the study are the two longest operating Dispute Resolution Programs in the State).

Other national and state studies (Harrington and Merry, 1988; Pipkin and Rifkin, 1984; Davis, 1986) support the general profile of the volunteer mediator pool who is helping to resolve community disputes. These national studies also support the present research which found that the mediator pools reflect the personal characteristics of agency administrators. This phenomenon was true in the majority of Centers in this study with the exception of a few sites where non-Caucasian administrators had recruited largely Caucasian volunteers. Despite this phenomenon, many Center Directors were concerned about the ethnic makeup of their mediator pools and were actively involved in recruiting a more diverse group of volunteers which would reflect the background of the clientele and the community in general. Researchers have contended that as gatekeepers to mediation, agency administrators hold the doors open wider to people like themselves. The Directors involved in this study asserted that although minority recruitment was a priority they found it problematic to both recruit and retain non-Caucasian mediators.

The demographic profile of mediators here is also consistent with the immense amount of research that has been done on volunteers in general. Research has found that those who volunteer their services in society tend to have a relatively high socioeconomic status (Reissman, 1954; Foskett, 1955; Axelrod, 1956; Scott, 1957; Wright and Hyman, 1958; Grusky, 1964; Booth et al., 1968; Phillips, 1969; Tomeh, 1969), are largely Caucasian (Wright and Hyman, 1958; Orum, 1966; Hyman and Wright, 1971) and tend to be in the middle years of their lives (Babchuk and Booth, 1969; Lane, 1959; Hausknecht, 1962; Babchuck and Edwards, 1965). In addition, more women than men tend to volunteer their time in non-profit agencies (Jenner, 1980; Schram and Dunsing, 1981), while more men than women are members of voluntary associations (Dotson, 1951; Scott, 1957; Palisi, 1965; Babchuk and Booth, 1969).

The major distinguishing characteristic of volunteer community mediators when compared to other volunteers in society is their high level of education and professionalism. Although volunteers, as reported, do come from higher socioeconomic backgrounds than the larger population, mediators tend to be even more highly educated and professional than the average volunteer. Perhaps this volunteer work draws a highly educated and professional person because, overall, it is considered a high status job classification in society and it requires a multitude of skills.

Mediators tendency to also be a member of other volunteer organizations and agencies is a consistent finding with general research on volunteers (Hausknecht, 1962; Abdennur, 1987). Generally people who volunteer their time to their communities have been found to have more interest in and contact with the community

than non-volunteers. In addition, they have more knowledge of their social environment and awareness of the world than those who do not do volunteer service in their communities. The tendency of volunteers to be involved in more than one volunteer commitment tends to increase with the volunteer's level of education (Scott, 1957; Hausknecht, 1962).

What Are Community Mediators Motivations for Volunteering?

People are most often motivated to become a volunteer community mediator for altruistic or idealistic reasons rather than for pragmatic or self-development motivations. People are highly concerned with promoting peace in their communities and with promoting an alternative dispute resolution process which would reduce the stress of people in the community. These altruistic motivations are most often expressed by older, less educated volunteers while younger people are more commonly motivated to become a mediator out of more selfish concerns (i.e., self-development, career-enhancement).

Being a mediator in our society has strong professional appeal because of its high status. Many people associate mediators with the role of a judge, which is the highest ranked status job in the country. People assume a significant amount of power in the role of a mediator partly because mediators have access to private and confidential information. This type of volunteer work can be especially inviting to an individual who is retired and seeking a fulfilling and well-respected second career.

Generally, community mediators are not motivated to serve because the agency they selected offers a stipend. Mediators who do receive stipends from their agency view it as reimbursement for out-of-pocket expenses (i.e., transportation costs, childcare costs) rather than as a professional reward. As reviewed earlier, most mediators come from relatively high earning households and therefore would not find a small monetary stipend as a strong motivator to mediate.

Although the stipend was not found to be a strong motivator for the present population of mediators, it should not be ruled out as a factor to consider if a Dispute Center is interested in recruiting and retaining a more diverse pool of mediators. Individuals with lower incomes may not consider the psychic rewards that mediation work has to offer unless their out-of-pocket expenses can be absorbed by the agency. Empirical studies of volunteers have shown that volunteers operate under the equity principle: what the volunteer receives from his/her experience must either exceed or balance the costs (Salmon, 1985; Sainer and Zanger, 1971).

Most literature on why persons volunteer their service to society show that motivations can be grouped in to the three

categories of: (1) altruistic motivations (helping others, being useful); (2) self-fulfillment and self-development motivations (i.e., personal and professional growth) and (3) social motivations (i.e., to meet people, volunteering with friends) (Sills, 1957; Heckman, 1974; Gidron, 1978; Jenner, 1981). This overall sample of mediators leaned most heavily toward altruistic motives which was most strongly expressed by older and less educated volunteers. The work by Gidron (1978) supports the findings of the study related to the motivations of mediators: older and less educated volunteers are most likely to volunteer out of altruistic motivations. Younger mediators most often choose to mediate out of self-development motivations, a finding also shown in Gidron's (1978) work on volunteers.

The least often expressed motive to volunteer in this sample was the social motive. Those who volunteered because they wanted to meet people were most often retirees. Again, this finding is consistent with research by Gidron (1978) who found older volunteers more likely to be interested in rewards dealing with social interaction with other volunteers.

What Are Community Mediators Likes and Dislikes About Their Work and Their Agencies?

Individuals who become volunteer community mediators generally find their experience to be challenging and fulfilling, and their acquired skills to be useful in their personal and professional lives. They develop an increased awareness of persons from varied backgrounds, and acquire a heightened appreciation for the process of mediation. Community mediators find the Directors and the paid staff they work with at their agencies to be highly supportive, professional, and energetic and are satisfied overall with their experience at the agency.

The importance of good staff-volunteer relations cannot be underestimated in fostering a productive volunteer agency. It is said that the single most factor that affects the success of a volunteer program is the effective leadership of the Director (Wilson, 1976). Many Directors of volunteer programs feel overworked, under-staffed, and under-funded partially because they do not utilize their talented pool of volunteers in the most creative and effective ways possible. Many feel a loss of control when volunteers become involved and are afraid to acknowledge the expertise of volunteers. Productive staff-volunteer relations are fostered by a Director who promotes a "teammate" model (Shroder, 1986). In this model, both volunteers and staff share involvement in and responsibility for program planning, implementation and evaluation. As a result, each partner on the team maintains a high level of commitment both to his/her participation and to the organization as a whole (Mausner, 1988).

This study also found that community mediators are concerned about the level of underutilization of volunteers at their agencies. This is often because agencies have low and/or erratic caseloads with a failure-to-appear rate of disputants as high as 60%. In addition, agencies utilize a core group of mediators, made up of about 15% of the mediator pool, to handle a large percentage of cases. These core mediators are often retired volunteers who are more available in the day hours or are persons who the Director feels have stronger mediation skills. Some mediators at high caseload Centers are not called to mediate or given an explanation why they are not being utilized. Underutilization is the most common dislike that mediators express about their work and agency. In addition, mediators are most likely to take a break in service from their agency because of feeling underutilized. Mediators also terminate their service for this reason; very few mediators quit because they have experienced "burn out."

Underutilization of mediators becomes especially problematic when trained volunteers are being integrated into service. After training ends, because of low caseload, new volunteers often are not integrated into service until up to six months after they have been trained. When the priority is given to integrating new volunteers, the more experienced mediators are consequently often underutilized.

The productive utilization of mediators is a major managerial problem for Directors. Directors cannot accurately predict the "no-show" rate of disputants and therefore know how to productively schedule mediators for cases. Often Directors will over recruit mediators to allow for times of high case processing or times when a significant portion of the mediator pool may be unavailable for service.

It has been found by industry that the best motivator to keep people on the job is the work itself; the same can be said for volunteers. Many studies of volunteers have identified that volunteer work is not a totally altruistic activity; that psychic rewards are not by-products of those engaged in volunteer work, but are expected by them. The volunteer has gone through extensive training to become a mediator and an implied psychic reward would be that they would be given the opportunity to practice these skills.

Findings related to underutilization support much of the literature and past empirical findings concerning the morale and retention of volunteers. An extensive study of community dispute resolution programs in Massachusetts showed that many programs have mediator pools that are disproportionately large for the number of referrals they receive and that this resulting underutilization of volunteers affects morale (Davis, 1986). Literature on volunteerism has identified the application of social exchange theory in accounting for volunteer retention: if the volunteer is

to be retained by the agency over time, the egoistic rewards that the volunteer receives must exceed or at least balance the costs (i.e., what the volunteer gives the agency) (Phillips, 1982; Schafer, 1979). Along with the present study, this principle of equity is clear in a number of other empirical studies of volunteers (Salmon, 1985; Sainer and Zanger, 1971), including research on elderly volunteers participating in a self-help program in St. Louis (Morrow-Howell and Mui, 1989). This study found that the volunteers' major reason for quitting was related to their inability to help as much as they thought they could.

Although a significant portion of community mediators and Dispute Center Directors are concerned about the underutilization issue, the study also found other reactions to underutilization. A number of Directors felt that although many mediators do not mediate on a regular basis, the training they receive offers an important service to the community. The periodic recruitment and training of new mediators gives people important skills that can personally utilize and disseminate to the larger community. In addition, the periodic training of new mediators gives service delivery "new blood" and revitalizes the experienced pool of mediators.

Mediators consistently expressed an additional concern about their agencies. Many felt that the physical surroundings of their agencies are inadequate. Often hearing rooms and surroundings are bleak, cramped, and noisy. Mediators sometimes have to handle cases in empty hallways outside of court rooms or in the sparse surroundings of facilities that have been offered pro-bono to the agencies (i.e., churches, schools). In addition, many mediators expressed concerns about their safety and security, especially those who mediated in isolated satellite offices.

Many Dispute Centers, due to fiscal concerns, cannot provide more adequate facilities for their operations. The overall problematic funding issues of community dispute resolution centers have been recognized (Wahrhaftig, 1982; Fee, 1988; Davis, 1986). Centers often operate from year to year with unstable funding sources. Critiques of community mediation have labeled it as "second-class justice" (Abel, 1982), which largely serves the under-class in our society and lacks due process safeguards. The inadequate surroundings in which many clients and mediators must conduct their dispute resolution sessions reinforces this notion of "second-class justice." The surroundings in which court-annexed mediation services take place should allow the client to feel that they have been adequately served by the state justice system; in addition, volunteer mediators should have adequate surroundings in order to comfortably carry out their role and responsibilities.

Mediators feel the need for more feedback concerning their developing mediation skills. This study found that although new mediators receive direct supervision and feedback during their

initial training and apprenticeship program, they often do not receive feedback after this point and are unaware of how their developing skills are progressing. Although some Directors receive feedback from clients about their satisfaction level with the mediator from completed evaluations, there is usually very few empirical methods used by Directors to assess a mediators developing skills. Experts on the management of volunteers have emphasized the importance of performance standards for volunteers (Wilson, 1976; Litwin and Stringer, 1968). Regardless of whether or not an individual is being paid for their service, they should have standards they adhere to and the right to receive periodic feedback about their performance.

What Factors Affect How Satisfied and Committed a Mediator Is To His/Her Agency?

The satisfaction and commitment of a volunteer mediator seems to develop for a number of reasons that are largely related to the agency in which the mediator serves. Typically a highly satisfied mediator is serving at an agency with a relatively high caseload, where there are a variety of disputes to mediate, and where positive and congenial staff-mediator and mediator-mediator relations exist.

These findings again reinforce the importance of providing enough work for the volunteer to do. In addition, volunteers need to have a variety of cases to handle. Mediators who are consistently assigned only one kind of case to handle will not experience the challenge and growth that mediators who are assigned a variety of disputes will experience. Wilson (1976) and others (Litwin and Stringer, 1968; NAVCJ, 1989) have recognized that in regard to designing jobs for volunteers, jobs should offer the opportunity for the achievement of meaningful work, and the chance for growth, learning and increased responsibility.

These findings also support the impact of the organizational climate on the experience of the volunteer. Wilson (1976) and Schroder (1986) have described what kind of agency climate can foster a positive working environment for the volunteer. A positive organizational climate should include:

- an absence of rigid structural constraints or strict adherence to rules, regulations and procedures;
- a chance to practice responsibility and not having to double-check all decisions;
- being acknowledged appropriately for a job well done;
- the chance to take risks and receive challenges with the job;

- the experience of good fellowship in the work group atmosphere (i.e., an absence of cliques);
- the experience of helpfulness of managers and other volunteers with mutual support from paid staff;
- the emphasis on implicit and explicit goals and performance standards of the agency;
- the emphasis on getting problems out in the open rather than avoiding them and encouraging the expression of opinions; and
- the emphasis on a group spirit and the value of all members.

The Dispute Centers in this study had differing organizational climates in regard to these factors. The factors which appeared to be especially significant in contributing to the overall experience of the volunteer mediators were related to the fostering of fellowship and internal conflict resolution. Some of the Dispute Centers schedule cases and provide facilities so that mediator-mediator contact is encouraged while at other Centers, mediators are relatively isolated. Mediators like the opportunity to confer with other mediators before/after and/or during their cases. The scheduling of multiple cases at one facility and the providing of a lounge area for mediators can facilitate this positive contact.

Another factor related to organizational climate which appeared to affect the experience of mediators in this study concerns internal conflict resolution at the agencies. The main purpose of a Dispute Center is to provide conflict resolution services to the public. Interestingly enough, many surfacing internal disputes at Dispute Centers (i.e., Director vs. mediators, staff vs. mediators, Director vs. staff; mediator vs. mediator), go unattended. Many Dispute Centers lack organizational structures, such as Advisory Boards, in which volunteers can be involved in addressing underlying internal disputes. Many that do have Advisory Boards seem to suffer from vague and ill-defined parameters of jurisdiction and responsibility. A lack of an effective structure to address internal conflict leads to mistrust and unproductive relationships for the agency.

Site differences emerged in regard to mediators' level of satisfaction and commitment. Although there were significant differences among many of the Sites, Site #6 was shown to have a significantly lower level of satisfaction and commitment among the mediators who served this Site. When mediators at this Site were queried about this finding, many concluded that they felt that mediators had been negatively affected by an over zealous approach to program development that was taken by program management.

Instead of a slow and focused approach to program development in which one component of dispute resolution services was developed at a time, mediators felt that management had tried to develop several components at one time and became overextended. With this approach, case development was not emphasized strongly enough. Low caseload resulted and many mediators felt underutilized.

This study also found that a number of other factors contributed to the satisfaction level of the mediator. A satisfied mediator likes the agency staff, the training received, the activities assigned, and feels that he/she has been able to serve the community. In addition, a satisfied mediator has strong mediation skills, has mediated a large number of disputes and maintained a great deal of contact with the agency.

Highly committed mediators have many of the same experiences as the satisfied volunteers while having other attributes as well. Committed mediators receive a high degree of support from significant others for their work, feel that this volunteer work is more important than other volunteer efforts they are involved in, have realistic expectations of their volunteer experience, and usually make themselves available to mediate. In this study Caucasian mediators were found to be significantly less committed than non-Caucasian mediators.

These findings again reinforce the importance of utilizing volunteers to their fullest potential and the key role that the Director and paid-staff play in enhancing the experience of the volunteer. Findings showing that the level of contact that the mediator has with the agency affects satisfaction supports a management approach which allows for numerous opportunities for the mediator to have contact with the agency.

In addition, the effect of mediators expectations and outside support on their level of commitment reinforces certain objectives in regard to the initial recruitment of volunteers. Directors need to assess the general expectations that potential volunteers have about their service and need to clarify to them how the experience will address and not address their expectations. Moreover, in that the support of significant others is shown to strongly affect the mediator's level of commitment, the Director would be wise to question an interested recruit about how supportive others will be in his/her work as a volunteer mediator.

The effect of ethnicity on commitment is difficult to explain without further research. Perhaps Caucasian mediators are less committed than non-Caucasian mediators because of the effect of client contact. Many of the Centers have a high percentage of racial-minority clients; non-Caucasian mediators may find that they feel more comfortable with these clients than Caucasian mediators and therefore develop a stronger commitment as a mediator.

Many of the study's findings are consistent with other studies on the satisfaction and commitment of volunteers which have found satisfaction and commitment to be highly correlated with the job assignment, the achievement experienced and the absence of stress (Gidron, 1983), as well as the attitude of friends/family toward the volunteer work, the view of other volunteer service alternatives, and co-workers attitudes toward the agency (Dornstein and Matalon, 1989).

What Factors Affect How Long a Mediator Will Serve at a Dispute Center, How Disengaged He/She Is and How Productive He/She Is?

The length of service, degree of disengagement and productivity of a mediator are affected by a number of factors related to both the agency and the mediator. First in regard to length of service, community mediators who serve a long period of time at their agencies typically are also highly satisfied and committed mediators. In addition, they tend to be from agencies that have been in operation for a long period of time (i.e., Sites #8 and #10) and at agencies that do not have a specified time commitment of their volunteers (i.e., one or two years). Mediators with lengthy tenure at their agencies are also typically older. Mediators who serve a short length of time at their agencies typically are younger and are often students seeking to do mediation work because it fulfills a course requirement. Mediators from Site #1 tended to serve the shortest length of time precisely because a significant number of mediators from this site are students.

Findings related to length of service show that agencies that do not specify a certain time commitment with recruited volunteers will experience a longer tenure of their volunteers. This phenomenon is important to keep in mind for program administrators' planning. If the a Director finds the need to bring in "new blood" to the volunteer pool over a specified time period, he/she may want to specify a time commitment with new recruits. This will lead to a natural attrition of volunteers and therefore justify the recruitment of new mediators. On the other hand, if there is not a concern for periodic recruitment; the Director may want to keep a pool of experienced, veteran mediators and therefore not specify a time commitment to new volunteers.

In regard to degree of detachment from service, community mediators who are the least detached from service (i.e., mediated on a regular basis), are also highly satisfied and committed. In addition, these mediators are those volunteers who have relatively short tenure with the agency, are at agencies with positive mediator-staff relations, have strong mediation skills, and realistic expectations about their experience at the agency.

Most of the factors related to degree of detachment have been addressed as they relate to other outcome variables of interest.

The fact that mediators with a short length of tenure tend to be the most active may be accounted for in the fact that new recruits are perhaps more enthused and assertive about wanting to do service. This relationship between tenure and degree of detachment may also be explained by the Director's program planning. In many Centers the newly trained mediators are given a priority in receiving cases to mediate, which may account for lower degree of detachment.

Concerning the productivity of mediators, the most productive community mediators for an agency are the retirees, those who practice mediation or arbitration in their paid occupation, whose who look at their mediation work as their most important volunteer experience, do a variety of activities at their agencies and are viewed by the Directors as being satisfied, committed and available to mediate.

Findings show that those mediators who handle the most cases for a Center are those who make themselves available to accept cases. This is often the older, retired volunteers who have schedules which allow for flexibility and fit with the scheduling of cases. The fact that the mediators with occupations in the mediation-arbitration field were found to be most productive may be partly accounted for by the selection procedures of case assignment. When assigning cases the Director may value the skills of these mediators more than others and therefore give them more case assignments. This may also be due to the assertiveness of mediators who practice mediation in their paid profession. Perhaps their confidence level is higher and therefore they request more work.

Theory Revision and the Need For Further Research On Mediators

A theoretical model guided the research investigating what factors account for the length of service, degree of disengagement and productivity of community mediators in CDRC's. Based on the work of Jenner (1981), this theory contended that mediators assigned roles to their service (primary, supplemental, career roles). Based upon the role assigned, distinctly different expectations of the volunteer service developed for the mediator. The mediator's length of service, degree of disengagement, and productivity was in turn determined by how well the mediator's experience at the agency fulfilled these expectations.

The theory was tested and was found to have relatively weak predictive power. Overall this theory was too sophisticated and limited for this sample. The theory focused largely on volunteers who assigned their service a primary role; the present sample had only 8% of the volunteers in this category. In addition, there was weak association between the role assignment and various types of expectations of the volunteer. The exception to this finding was

the mediators who assigned a career role to their service; these volunteers had career-oriented expectations.

A major finding of the study showed that a significant determinant of satisfaction, break in service and termination of service is whether or not the mediator feels underutilized. In addition, findings showed that the strongest expectations of community mediators were to help others and to serve the community. Community mediators hope to serve the community (i.e., resolve disputes among community members, create a more peaceful community) in their mission as volunteers but some find they are not being called to serve on a regular basis or find that a large percentage of the disputants are not showing up for the scheduled mediations. As a result some mediators are feeling underutilized and dissatisfied and will take breaks in service or terminate their service.

Findings of this study lend more support to the social exchange theory utilized by Rubin and Thorelli (1984) in their study of the length of service of volunteers. This theory is based on a principle of equity and contends that if the service of the volunteer is to be sustained over time, its rewards must exceed or at least balance its costs. In the case of the present volunteers, many are expecting the psychic reward of helping others. Mediators attend a rigorous training and some experience high levels of frustrations from no-show cases and other factors contributing to underutilization. For some mediators the equity principle becomes imbalanced between rewards and costs and the mediator becomes inactive.

Jenner's theory that the role attributed to service by the volunteer determined distinctly different expectations had weak utility for this study. Work by Gidron (1978), provides more application. His findings show that there are similarities in expectations among volunteers of the same age with the same educational background. This study supports these findings and have important implications for those who manage volunteers. Older, less educated volunteers are especially concerned about serving the community and have stronger social concerns than younger, more educated volunteers. Younger, more-educated volunteers are concerned with skill development and career-enhancement. Those who manage volunteer mediators should keep these factors in mind when developing programs for a diverse mediator pool.

An immense amount of findings about community mediators have been generated in the present study. Further research needs to be pursued. Explanations that were put forward to account for many of the findings were based on the limited experience of the researcher due to the fact that such a limited amount of empirical research has been done on community mediators. Other research questions to be investigated in this field are many. One whole

realm of research concerns what factors affect the quality of service of the mediator (i.e., mediating effectively). Does the background of the mediator (i.e., education, area of expertise, ties to the community, age) affect his/her quality of service? Does the compatibility of the backgrounds of the mediator and client affect quality of service? In addition, research needs to address how the experience of the mediator differs according to the kind of process that is used in mediation. Samples of mediators from the Community Boards Programs in California and Dispute Programs in New York State who use contrasting processes could be compared. Moreover, this study did not sufficiently address how much monetary rewards vs. psychic rewards affect the experience of the mediator.

Volunteer mediators in Community Dispute Resolution Centers have become a valuable resource to our judicial system. This study demonstrated their high level dedication in helping to resolve civil and criminal disputes in our society. In addition, mediators were found to be enthused and eager to participate in this study and were pleased with the opportunity to tell their story and have their experience researched.

It is difficult to predict the future of community mediation - some ideals may be retained while other may be compromised. Fiscal constraints would seem to necessitate the continuing utility of volunteer mediators. With this in mind, it is important that the judicial system acknowledge the developing needs of community mediators and support future empirical investigations of this dynamic segment of the workforce.

RECOMMENDATIONS

As earlier concluded, volunteers are overall very satisfied with their experience as community mediators in Community Dispute Resolution Centers. However, this study has identified that, although Dispute Center vary extensively in regard a number of factors, there are common concerns that affect mediators at all Centers and affect the effective management of volunteers. With these concerns in mind, the following recommendations are offered to guide those who work with volunteer mediators:

I. A Staff-Volunteer Partnership in Addressing the Underutilization Issue

Low caseloads and high no-show rates, and the resulting underutilization of mediators, cannot be viewed as "the Director's problem." Directors can share problematic concerns related to Center operations with the mediators and initiate joint problem-solving. With this team approach, volunteers feel more of an ownership of the Program and more of an investment in accomplishing the Center's goals. With this

developed relationship between staff and volunteers, volunteers will be less likely to place blame for operational concerns on certain individuals and be more likely to understand the structural limitations that the agency faces.

II. More Creative Approaches to Utilizing Volunteers

It has been found by industry that the best motivator to keep people on the job is the work itself. This is true for volunteers as well. If the agency confronts periods of low caseloads, and mediators are not needed to resolve disputes, the staff-volunteer partnership should design alternative projects and responsibilities for volunteers. Volunteers may want to become more involved with the processing of cases, including doing follow-up on the compliance and satisfaction of clients. In addition, volunteers can help confront the high no-show rates of disputants by having rigorous phone contact with disputants before their scheduled mediation. Volunteers are often interested in communicating more with the community about the uses and advantages of alternative dispute resolution and can be utilized in this capacity. Volunteers may also be interested in writing newsletters or other periodicals which allow them to share with others the current literature in the field and innovations that have evolved.

III. Clarification to New Volunteers of Fluctuating Caseloads, High No-Show Rates of Disputants, and Possible Periods of Underutilization

Before embarking on a volunteer experience, the volunteer has the right to know what lies ahead. The initial interview of the volunteer is a good time to realistically discuss problematic issues that the mediator may face concerning Center operations. It is also the best time for the interviewer (i.e., the Director) to assess how realistic the expectations of the volunteer are in relation to the experience that the agency can offer the volunteer.

IV. Mediator Recognition Given For Alternative Service

Mediators at agency's with low caseloads may spend a good part of their service time performing other important tasks besides the handling of disputes. Mediators may also expend a significant amount of time waiting for both disputants to show up for scheduled cases that often do not materialize. Although the primary purpose of a Dispute Center is to resolve conflicts and mediators are predominantly acknowledged for this kind of service, Directors should also recognize volunteer mediators for the time they spend at the agency doing other tasks. This study showed that a small handful of an agency's mediators handle a significant portion of the disputes; this means that Directors need to acknowledge the

larger pool of less productive volunteers for other contributions they may be making to the ongoing operations of the agency.

V. More Ongoing Mediator Feedback and Direct Assessment of the Agency's Need for the Mediator's Services

Volunteer mediators appreciate the independence that is given them in resolving people's disputes. However, they also want periodic feedback about their performance and skill development. When a volunteer is performing poorly, it is most common that the Director will simply not request his/her mediation services. This non-communication leads to confusion and alienation on the part of the mediator, who may possess weak skills but have positive intentions. One way to cushion giving negative feedback to a volunteer is to be clearly informed of the extensive alternative volunteer services for which the weak-skilled mediator may be better suited.

VI. Updating and Structuring Mediator Rosters

Most mediator rosters at Dispute Centers have the names of far more mediators than are utilized by the Centers. Although many experienced mediators rarely give service to their agency, many want to maintain their name on the official roster. In order to facilitate the efficient utilization of available mediators, it is important to update and structure mediator rosters. Mediators should be phoned periodically or surveys should be mailed to mediators which would indicate the schedule and availability of the mediator. Mediators should also be informed that, although their name has been maintained on the mediator roster, they may be called for only a limited number or specific kinds of cases. Moreover, if there is an influx of new mediators, veteran mediators should be informed that they may not be utilized for a specified period of time.

VII. Broadened Outreach Efforts to Recruit Mediators

If an objective of a Community Dispute Resolution Center is to foster community empowerment and encourage the use of the Center by any and all members of the community, the need for a more diverse mediator pool must be addressed. Broadened outreach into the community to recruit a more diverse pool of mediators can include such strategies as: (1) developing contacts with ethnic-minority leadership in the community and requesting their advise on strategies to accomplish this goal; (2) making presentations on alternative dispute resolution and the services of the local Dispute Center at organizational meetings and events which a culturally diverse population attends; (3) submitting promotional articles in publications that are heavily circulated in the parts of the community that are culturally diverse.

VIII. More Adequate Physical Environments for Service Delivery

Volunteer mediators and the clients they serve should have the right to as adequate an environment as the judicial personnel and the disputants that are situated in the traditional courtroom situation. The present environments for service delivery are inadequate at most Dispute Centers and reinforce the notion that second-class justice is being served. This condition concludes that Dispute Centers are not being adequately funded and that state and municipal governments must consider a more stable and thorough funding approach. In addition, Dispute Centers must consider more creative approaches to funding and Directors should rely on a partnership approach by mobilizing others to action.

IX. Fostering Positive Mediator-Mediator Relations

Visits to participating sites in the study revealed significant differences in environments which fostered positive mediator-mediator relations. Typically a desirable environment will provide the comfortable space and opportunity for mediators to discuss their cases and get to know each other personally. When cases can be scheduled so that several mediators have contact with each other over an evening or day period it is most desirable. Mediators who work in isolation from other mediators, such as those in satellite offices, often do not experience the stimulation which mediators in larger offices do.

X. Providing For Internal Mechanisms to Resolve Conflict

Although the purpose of Community Dispute Resolution Centers is to resolve conflict between disputing community members, conflicts that develop internally often go unaddressed. Volunteers and paid-staff must be able to work in an environment which encourages the expression of different opinions. An emphasis should be placed on getting problems out in the open, rather than smoothing them over or ignoring them. More formally, mechanisms should be developed for conflict intervention. People who are independent of the operations of a Dispute Center, but concerned about its growth and well-being, often serve in an advisory capacity on an Advisory Board. Trained in conciliation and mediation techniques, these people can be called upon as neutrals to help resolve internal disputes.

REFERENCES

- Abdennur, A. (1987). The Conflict Resolution Syndrome. Ottawa, Canada: University of Ottawa Press.
- Abel, R.L. (Ed.). 1982. The contradictions of informal justice. in Richard L. Abel (ed.) 1 The Politics of Informal Justice: The American Experience. New York: Academic Press.
- Anderson, J.C. & Moore, L.F. (1978). The motivation to volunteer. Journal of Voluntary Action Research, 7(3): 120-125.
- Anderson, P.S. & Paladeni, B. (1977). Volunteers in Criminal Justice. Paper presented at the Western Psychological Association Annual Convention, San Francisco, CA.
- Anderson, S. & Lauderdale, M. (1988). Developing and managing volunteer programs: A guide for social services agencies. Social Casework, (October):532-534.
- Andrews, D., & Kiessling, J. (1980). Program structure and effective correctional practices: A summary of CAVIC research. In R. R. Ross and P. Gendreau, Effective Correctional Treatment. Toronto: Butterworths.
- Arthur D. Little, Inc. (1978). Volunteers and the Juvenile Court. Williamsburg, VA: National Center for State Courts Publications Dept.
- Ausetts, M.A., Losciuto, L.A., & Aikens, L.S. (1980). The Use of Volunteers in Drug Abuse Services. Philadelphia, PA: Temple University Institute for Survey Research.
- Axelrod, M. (1956). Urban structure and social participation. American Sociological Review, 21:13-18.
- Babchuk, N. & Booth, A. (1969). Voluntary association membership: A longitudinal analysis. American Sociological Review, 34:31-45.
- Babchuk, N. & Edwards, J. (1965). Voluntary associations and the integrative hypothesis. Sociological Inquiry, 35:149-162.
- Babchuk, N. & Thompson, R.V. (1962). The voluntary associations of negroes. American Sociological Review, 27:647-655.
- Bartlett, L.R. Problems and Satisfactions of Women Active in Volunteer Community Service. Unpublished doctoral dissertation, Columbia University, 1959.

- Bartos, O. (1987). Mediator Behavior: Some Theory and Research. Unpublished Manuscript submitted to Journal of Conflict Resolution, University of Colorado.
- Bartunek, J.M., Benton, A.A., & Keys, C.B. (1975). Third party intervention and the bargaining behavior of group representatives. Journal of Conflict Resolution, 19:532-557.
- Baskin, D. (1988). Community mediation and the public/private problem. Social Justice, 15(1):98-115.
- Bauer, M., Bordeaux, G. Cole, J., Davidson, W.S., Mitchell, C., Singleton, D. & Martinez, A. (1980). Diversion program for juvenile offenders. Juvenile and Family Court Journal, 31(3):53-62.
- Bell, W. & Force, M.T. (1956). Social structure and participation in different types of formal associations. Social Forces, 34:345-359.
- Berkowitz, M., Goldstein, B., & Indik, B.P. (1964). The state mediator: Background, self-image, and attitudes. Industrial and Labor Relations Review, 17:257-275.
- Bernard, S.C., Folger, J.P., Weingarten, H.R., & Zumeta, Z.R. (1984). The neutral mediator: Value dilemmas in divorce mediation. Mediation Quarterly, 4(June):61-74.
- Bigoness, W.J. (1976). The impact of initial bargaining position and alternative modes of third party intervention in resolving bargaining impasses. Organizational Behavior and Human Performance, 17:185-198.
- Blake, R. R., Shepard, H.A., & Mouton, G. S. (1964). Managing Intergroup Conflict in Industry. Houston, TX: Gulf.
- Blau, P.M. (1964). Exchange and Power in Social Life. New York: Wiley.
- Blau, P.M. (1968). Interaction: Social exchange. In D. L. Sills (eds.), International Encyclopedia of the Social Sciences, Vol.7. New York: Macmillan and Free Press.
- Bocklet, R. (1988). Volunteers aid to better policing. Law and Order, 36(1):180-184.
- Bonjean, C., Moore, B., & Macken, P. (1977). The Association of Junior Leagues: A Profile of Member Attitudes and Orientations. New York: The Association of Junior Leagues.
- Booth, A. (1968). Social stratification and membership in instrumental-expressive voluntary association. Sociological Quarterly, 9:427-439.

- Breaugh, J.A., Klimoski, R.J., & Shapiro, M.B. (1980). Third-party characteristics and intergroup conflict resolution. Psychological Reports, 47:447- 451.
- Brett, J. & Goldberg, S. (1983). Mediator advisors: A new third party role. In M. Brazerman & R. Lewicki (eds.), Negotiating in Organizations. Beverly Hills, CA: Sage.
- Brookmire, D.A., & Sistrunk, F. (1980). The effects of perceived ability and impartiality of mediators and time pressure on negotiation. Journal of Conflict Resolution, 24:311-327.
- Brown, E.P. & Zahrlly, J. (1989). Nonmonetary rewards for skilled volunteer labor: A look at crisis intervention volunteers. Nonprofit and Voluntary Sector Quarterly, 18(2):167-177.
- Burton, J.W. (1969). Conflict and Communication: The Use of Controlled Communication in International Relations. London: Macmillan.
- California Commission on the Status of Women. (1978). Volunteer Counselors for Women in a County Jail. Sacramento, CA.
- California Dept. of the Youth Authority Prevention and Community Corrections Branch. (1987). Volunteers in Juvenile Probation, 1987. Sacramento, CA.
- Cain, M. & Kulcsar, K. (1981-1982). Thinking disputes: An essay on the origins of the dispute industry. Law & Society Review, 16: 375.
- Carnevale, P.J. & Pegnetter, R. (1985). The selection of mediation tactics in public-sector disputes: A contingency analysis. Journal of Social Issues, 41(2):65-82.
- Clarke, B. (1982). Volunteer Involvement in Spouse Abuse Programs. Richmond, VA: Virginia State Office on Volunteerism.
- Clark, T.N. (1968). Community Structure and Decision Making: Comparative Analysis. San Francisco: Chandler.
- Coffman, M.L. & Matson, R.R. (1977). People and Courts Together: A Study of a Volunteer Program with Juvenile Probationers. Rockville, MD: National Institute of Justice.
- Cohen, J. & Cohen, P. (1975). Applied Multiple Regression/Correlation Analysis for the Social Sciences. Hillsdale, N.J.: Lawrence Erlbaum Associates.
- Community Dispute Resolutions Centers Program, State of New York Unified Court System. (1982, 1983, 1985, 1986, 1987, 1988). Community Dispute Resolution Centers Program: A Progress Report. Albany, N.Y.: Office of Court Administration.

- Community Dispute Resolution Centers Program, State of New York Unified Court System. (1982, 1983, 1984, 1985, 1986, 1987, 1988, 1989). The New York Mediator Newsletter. Volumes 1 - 9.
- Davis, A. M. (1986). Community Mediation in Massachusetts. Salem, MA: Administrative Office of the District Court.
- Doob, L. W. (1970). Resolving Conflict in Africa: The Fermuda Workshop. New Haven, CT: Yale University Press.
- Dornstein, M. & Matalon, Y. (1989). A comprehensive analysis of the predictors of organizational commitment: A study of voluntary arm personnel in Israel. Journal of Vocational Behavior, 34:192-203.
- Dorwaldt, A.L., Solomon, L.J., & Worden, J.K. (1988). Why volunteers helped to promote a community breast self-exam program. The Journal of Volunteer Administration, 1(4):23-30.
- Dorsey, R.F. (1985). Volunteers in Law Enforcement: Changing Times, New Approaches. Sacramento, CA: California Commission on Peace Officer Standards and Training.
- Dotson, G. (1951). Patterns of voluntary associations among urban working class families. American Sociological Review, 16:687-693.
- Douglas, A. (1962). Industrial Peacemaking. New York: Columbia University Press.
- Dow, R.E. (1978). Volunteer Police: Community Asset or Professional Liability. Albany, N.Y: New York Conference of Mayors.
- Duquette, D.N. & Ramsey, S.H. (1987). Representation of children in child abuse and neglect cases. University of Michigan Journal of Law Reform, 20(2):341-408.
- EMT Group, Inc., (1987). Evaluation of the M-2 Sponsors Program. Sacramento, CA: California Dept. of Corrections.
- Engram, P.S. & Markowitz, J.R. (1985). Ethical issues in mediation: Divorce and labor compared. Mediation Quarterly, 8:19-32.
- Erbe, W. (1964). Social involvement and political activity. American Sociological Review, 29 (April): 198-215.

- Erickson, B., Holmes, J.G., Frey, R., Walker, L., & Thibaut, J. (1974). Functions of third party in the resolution of conflict: The role of a judge in pretrial conferences. Journal of Personality and Social Psychology, 30:293-306.
- Eskridge, C.W. & Carlson, E.W. (1979). Use of volunteers in probation: A national synthesis. Journal of Offender Counseling, Services and Rehabilitation, 4(2):175-189.
- Farner, S.M. & Weinberg, I.C. (1976). Recruiting Volunteers - Views, Techniques and Comments. Washington, D.C.: National Center for Voluntary Action.
- Farrell, D., & Rusbult, C.E. (1981). Exchange variables as predictors of job satisfaction, job commitment, and turnover: The impact of rewards, cost alternatives and investments. Organizational Behavior and Human Performance, 28:78-95.
- Fee, T.A. (ed.) (1988). The status of community justice. Dispute Resolution Forum, (December).
- Felstiner, W. & Williams, L. (1978). Mediation as an alternative to criminal prosecution: Ideology and limitations. Law and Human Behavior, 2:223-244.
- Felstiner, W. & Williams, L. (1980). Community Mediation in Dorchester, MA. Washington, DC: Government Printing Office.
- Fisher, N. Reaching Out - The Volunteer in Child Abuse and Neglect Programs. Washington, D.C.: US Dept. of Health, and Human Services National Center on Child Abuse and Neglect.
- Fisher, R., & Ury, W. (1978). International Mediation: Ideas for the Practitioner. New York: International Peace Academy.
- Fisher, R., & Ury, W. (1981). Getting to Yes. New York: Penguin Books.
- Folberg, J., & Taylor, A. (1984). Mediation: A Comprehensive Guide to Resolving Conflict Without Litigation. San Francisco: Jossey-Bass.
- Foskett, J. (1955). Social structure and social participation. American Sociological Review, 20:431-438.
- Freedman, L. Haile, C., and Bookstaff, H. (1985). Confidentiality in Mediation: A Practitioner's Guide. Washington, DC: American Bar Association.
- Freeman, H. K., Novak, E., & Reeder, L. C. (1957). Correlates of membership in voluntary associations. American Sociological Review, 22:528-533.

- Gidron, B. (1978). Volunteer work and its rewards. Volunteer Administration, 11:18-32.
- Gidron, B. (1983). Sources of job satisfaction among service volunteers. Journal of Voluntary Action Research, 12(1):20-35.
- Ginzberg, E., & Yohalem, A. M. (1966). Educated American Women: Life Styles and Self-portraits. New York: Columbia University Press.
- Gold, L. (1985). Reflections on the transition from therapist to mediator. Mediation Quarterly, 9(Sept.):15-26.
- Goldberg, S.B. (1986). Mediation of a mediator. Negotiation Journal, 2(4): 345-350.
- Goldberg, S.B., Green, E.D., & Sander, F.E. (1985). The life of the mediator: To be or not to be accountable. Negotiation Journal, 1(3):263-268.
- Greene, M.B. (1979). Volunteerism in the Criminal and Juvenile Systems. New York, N.Y.: New York City Criminal Justice Coordinating Council.
- Greer, S., & Orleans, P. (1962). The mass society and the parapolitical structure. American Sociological Review, 20(October): 634-646.
- Gross, A.E., Wallston, B.S., & Piliavin, I. M. The help recipient's perspective. In D.H. Smith & J. Macaulay (Eds.), Participation in Social and Political Activities. San Francisco: Jossey-Bass, 1980.
- Gulliver, P.H. (1977). On Mediators. In J. Hammett (ed.), Social Anthropology and Law. New York: Academic Press.
- Gutkin, J. Retired Senior Volunteer Program Volunteers and Crime Prevention. Washington, D.C: Action Older American Volunteer Programs.
- Grusky, O. (1964). The effects of succession: A comparative study of business organizations. In M. Janowitz (ed.), The New Military. New York: Russell Sage Foundation.
- Hammonds, K. (1988). The new face of public service. Business Week, 24(October):57-60.
- Harnett, D.L. & Wall, J.A. Jr. (1983). Aspiration/competitive effects on the mediation of bargaining. In R. Tietz (ed.), Aspiration Levels in bargaining and Economic Decision Making. Berlin: Springer.

- Harp, J., & Gagan, R.J. (1971). Scaling formal voluntary organizations as an elementary of community structure. Social Forces, 49 (March): 477-482.
- Harrington, C.B. & Merry, S.E. (1988). Ideological production: The making of community mediation. Law & Society Review, 22(4):709-735.
- Haynes, J. H. (1985). Matching readiness and willingness to the mediator's strategies. Negotiation Journal, 1(1):79-92.
- Hausknecht, M. (1962). The Joiners. New York: Bedminster Press.
- Henderson, K. (1984). Volunteerism as leisure. Journal of Voluntary Action Research, 13(7):55-63.
- Herzberg, F. (1966). Work and the Nature of Man. Cleveland: World.
- Hill, B.J. (1982). An analysis of conflict resolution techniques: From problem-solving workshops to theory. Journal of Conflict Resolution, 26:109-138.
- Hiltrop, J.M. (1985). Mediator behavior and the settlement of collective bargaining disputes in Britain. Journal of Social Issues, 14: 83-100.
- Hiltrop, J.M. & Rubin, J.Z. (1982). Effects of intervention in conflict of interest on dispute resolution. Journal of Personality and Social Psychology, 42:665-672.
- Hodge, R. and Treiman, D. (1968). Social participation and social status. American Sociological Review, 33:722-741.
- Hofrichter, R. (1977). Justice centers raise basic questions. New Directions in Legal Services, 2: 168.
- Homans, G. C. (1958). Social behavior as exchange. American Journal of Sociology, 63:597-606.
- Homans, G. C. (1961). Social Behavior: Its Elementary Forms. New York: Harcourt, Brace and World.
- Hyman, H. & Wright, C.R. (1971). Trends in voluntary association memberships of American adults: Replication based on secondary analysis of national sample surveys. American Sociological Review, 36:191-206.
- Jackson, E. (1952). The Meeting of Minds: A Way to Peace Through Mediation. New York: McGraw-Hill.
- Jacoby, A. (1965). Some correlates of instrumental and expressive orientations to associational membership. Sociological Inquiry, 35 (Spring): 163-175.

- Jaycox, V.H. (1981). Creating a Senior Victim/Witness Volunteer Corps. Washington, D.C.: National Council of Senior Citizens Criminal Justice and the Elderly Program.
- Jenner, J. (1981). Volunteerism as an aspect of women's work lives. Journal of Vocational Behavior, 19:302-314.
- Johnson, D. F. and Pruitt, D. G. (1972). Preintervention effects of mediation versus arbitration. Journal of Applied Psychology, 56:1-10.
- Johnson, D.F. & Tullar, W.L. (1972). Style of third party intervention, face saving and bargaining behavior. Journal of Experimental Social Psychology, 8:319-330.
- Katzell, R.A., Yankelovich, D. et al. (1975), Work, Productivity and Job Satisfaction. New York: The Psychological Corporation.
- Kasarda, J.D. & Janowitz, M. (1974). Community attachment in mass society. American Sociological Review, 39:328-339.
- Kelman, J.C. & Cohen S.P. (1979). Reduction of international conflict: An interactional approach. In W. G. Austin & S. Worchel (eds.), The Social Psychology of Intergroup Relations. Monterey, CA: Brooks/Cole.
- Kemper, T.D. (1980). Altruism and voluntary action. In D. H. Smith & J. Macaulay (eds.), Participation in Social and Political Activities. San Francisco: Jossey-Bass, 1980.
- Kerr, C. (1954). Industrial conflict and its mediation. American Journal of Sociology, 60:230-245.
- Kessler, S. (1978). Creative Conflict Resolution: Mediation (Published by author).
- Knowles, M.S. (1972). Motivation in volunteerism: Synopsis of a theory. Journal of Voluntary Action Research, 1(2):27-29.
- Kochan, T.A. & Jick, T. (1978). The public sector mediation process. Journal of Conflict Resolution, 22:209-240.
- Kolb, D. (1981). Roles mediators play: State and federal practice. Industrial Relations, 20(1):1-17.
- Kolb, D. (1983). The Mediators. Cambridge, MA: MIT Press.
- Kolb, D. & Sheppard, B.H. (1985). Do managers mediate, or even arbitrate? Negotiation Journal, 4:379-388.

- Koslowsky, M., Caspy T., & Lazar, M. (1988). Are volunteers more committed than non volunteers? Journal of Applied Social Psychology, 18(11):985-991.
- Kratcoski, P.C. (1982). Volunteers in corrections - Do they make a meaningful contribution? Federal Probation, 46(2):30-35.
- Kratcoski, P.C. & Crittenden, S. (1982). Criminal Justice Volunteerism - A comparison of adult and juvenile agency volunteers. Journal of Offender Counseling Services and Rehabilitation, 7(2):5-14.
- Kratcoski, P.C, Kratcoski, L.D., & Colan, E. (1981). Contemporary perspectives on correctional volunteerism. In Correctional Counseling and Treatment by P.C. Kratcoski. Belmont, CA: Duxbury Press.
- Kressel, K. (1972). Labor Mediation: An exploratory survey. Albany, NY: Association of Labor Mediation Agencies.
- Kressel, K. & Pruitt, D.G. (1985). Themes in the mediation of social conflict. Journal of Social Issues, 41:in press.
- Lafata, L. Effective Coordination of Volunteers. Washington, D.C.: U.S. Dept. of Health and Human Services, Administration for Children, Youth and Families.
- Landsberger, H. A. (1960). The behavior and personality of the labor mediator. Personnel Psychology, 13:329-347.
- Landsberger, H. A. (1965). Interaction process analysis of professional behavior: A study of labor mediators in twelve labor-management disputes. American Sociological Review, 20:566-575.
- Lane, R.E. (1959). Political Life: Why People Get Involved in Politics. Glencoe, Ill: The Free Press.
- Laskin, R. & Phillet, S. (1965). An integrative analysis of voluntary association leadership and reputational influences. Sociological Inquiry, 35 (Spring): 176-185.
- Laue, J. & Cormick, G. (1978). The ethics of intervention in community disputes. In G. Bermant and others (eds.), The Ethics of Social Intervention. New York: Wiley.
- Lindner, C. Savarese, M.R. (1984). Evolution of probation: The historical contributions of the volunteer. Federal Probation, 48(2):3-10.
- Litwin, G.H. & Stringer, R.A. Jr. (1968). Motivation and Organizational Climate. Boston: Harvard University.

- Loeser, H. (1974). Women, Work and Volunteering. Boston: Beacon Press.
- Lovell, H. (1952). The pressure lever in mediation. Industrial and Labor Relations Review, 6(1):20-29.
- March, J.G., & Simon, H.A. (1958). Organizations. New York: Wiley.
- Marlow, L. (1985). Divorce mediation: Therapists in the legal world. The American Journal of Family Therapy, 13:3-10.
- Martin, T.N. & O'Laughlin, M.S. (1984). Predictors of organizational commitment: The study of parti-time reservists. Journal of Vocational Behavior, 25:270-283.
- Mausner, C. (1988). The underlying dynamics of staff-volunteer relationships. The Journal of Volunteer Administration, 1(4):709-735.
- McEwen, C.A. & Maiman, R.J. (1984). Mediation in small claims court: Achieving compliance through consent. Law and Society Review, 18:11-50.
- McGillis, D. (1981). Conflict resolution outside the courts. In L. Bickman (Ed.), Applied Social Psychology Annual, Vol.2. Beverly Hills, CA: Sage.
- McIsaac, H. (1985). Confidentiality: An exploration of issues. Mediation Quarterly, 8:57-66.
- Miller, J. (1985). Sociologists as mediators: Clinical sociology in action. Clinical Sociology Review, 3:158-164.
- Minnis, M. (1951). The Relationship of Women's Organizations to the Social Structure of a City. Unpublished doctoral dissertation, Yale University.
- Missouri Council on Criminal Justice. (1978). Missouri Handbook for Volunteers in Juvenile Justice. Jefferson City, MO.
- Moore, J. (1961). Patterns of women's participation in voluntary associations. American Journal of Sociology, 66:592-598.
- Morrow-Howell, N. & Mui, A. (1989). Elderly volunteers: Reasons for initiating and terminating service. Journal of Gerontological Social Work, 13(3/4):21-34.
- Mosten, R.S. & Biggs, B.E. (1986). The role of a therapist in the co-mediation of divorce: An exploration by a lawyer-mediator team. Journal of Divorce, 9(2):27-39.

- Motz, A.B., Rohrer, W.C., & Dagilaitis, P. (1965). American sociological regional societies: Social characteristics of presidents. Sociological Inquiry, 35 (Spring): 207-218.
- Mowday, R.T., Steers, R.M., & Porter, L.W. (1979). The measurement of organizational commitment. Journal of Vocational Behavior, 14: 224-247.
- Mueller, M. (1975). Economic determinants of volunteer work by women. Signs, 1:325-328.
- Mullaney, F.G. (1981). Citizen volunteers are breaking into jail. Corrections Today, 43(4):54-58.
- National Association on Volunteers in Criminal Justice, (1989). Guidelines for the Effective Design and Management of Volunteer Involvement in Juvenile and Criminal Justice. Milwaukee, WI: NAVCJ National Office.
- Orum, A. M. (1966). A reappraisal of the social and political participation of negroes. American Journal of Sociology, 72:32-46.
- Palisi, B. (1965). Ethnic generation and social participation. Sociological Inquiry, 35:219-226.
- Payne, R., Payne, P. and Reddy, R.D. (1972). Social background and role determinants of individual participation in organized voluntary actions. In D.H. Smith (ed.), Voluntary Action Research. Lexington, MA: D.C. Heath & Co.
- Pearce, J.L. (1983). Job attitude and motivation differences between volunteers and employees from comparable organizations.
- Pearson, J. (1982). An evaluation of alternatives to court adjudication. Justice System Journal, 7: 420.
- Peters, E. (1952). Conciliation in Action. New London, CN: National Foremen's Institute.
- Peters, E. (1955). Strategy and Tactics in Labor Negotiations. New London, CN: National Foremen's Institute.
- Peters, E. (1958). The mediator: A neutral catalyst or leader. Labor Law Journal, 9:767-769.
- Phillips, D. (1969). Social class, social participation and happiness: A consideration of interaction, opportunities, and investment. Sociological Quarterly, 10:3-21.
- Phillips, M.H. (1982). Motivation and expectation in successful volunteerism. Journal of Voluntary Action Research, 11:118-125.

- Pipkin, R.M. & Rifkin, J. (1984). The social organization in alternative dispute resolution: Implication for professionalization of mediation. The Justice Journal, 9(2):204-227.
- Podell, J. E., & Knapp, W. M. (1969). The effect of mediation on the perceived firmness of the opponent. Journal of Conflict Resolution, 13:511-520.
- Pruitt, D.G. & Johnson, D.F. (1970). Mediation as aid to face saving in negotiation. Journal of Personality and Social Psychology, 14:239-246.
- Ray, L. (ed.), (1989). Dispute Resolution Program Directory. Washington, DC: American Bar Association Special Committee on Alternative Means of Dispute Resolution.
- Ray, L. (1982). The alternative dispute resolution movement. Peace and Change, 8:1177-128.
- Rehmus, C.M. (1965). The mediation of industrial conflict: A note on the literature. Journal of Conflict Resolution, 9:118-126.
- Reissman, L. (1954). Class and social participation. American Sociological Review, 19:776-84.
- Rhodes, C.A. (1978). Cost Study of the Juvenile Volunteer Court Investigator Program. Minneapolis, MN: Hennepin County Dept. of Court Services.
- Roehl, J.A. & Cook R.F. (1985). Issues in mediation: Rhetoric and reality revisited. Journal of Social Issues, 41(2):161-178.
- Rogers, S.J. (1987) The dynamics of conflict behavior in a mediated dispute. Mediation Quarterly, #18:61-70.
- Rose, A.M. (1954). Theory and Method in the Social Sciences. University of Minnesota Press.
- Rossi, P.H. (1961). The organizational structure of an American community. In A. Etzioni (ed.), Complex Organizations. New York: Holt, Rinehart and Winston, 301-312.
- Rowe, M.P. (1987). The corporate ombudsman: An overview. Negotiation Journal, 3(2):127-140.
- Rubin, A. and Thorelli, I.M. (1984). Egoistic motives and longevity of participation by social service volunteers. The Journal of Applied Behavioral Science, 20(3):223-235.

- Rubin, J. Z. (1980). Experimental research on third-party intervention in conflict: Toward some generalizations. Psychological Bulletin, 87:379-391.
- Rubin, J.A. (1981). Dynamics of Third Party Intervention: Kissinger in the Middle East. New York: Praeger.
- Sainer J. & Zanger, M. (1971). "SERVE: Older Volunteers in Community Services, A New Role and a New Resource." New York: Community Service Society of New York.
- Salamon, L.M. (1989). The voluntary sector and the future of the welfare state. Nonprofit and Voluntary Sector Quarterly, 18(1):11-23.
- Salancik, G.R. (1977). Commitment and the control of organizational behavior and belief. In B.M. Shaw & G.R. Salancik (Eds.), New Directions in Organizational Behavior. Chicago: St. Clair Press.
- Salmon, R. (1985). "The use of aged volunteers: Individual and organizational considerations. Journal of Gerontological Social Work, 8(3/4):211-223.
- Schafer, R.B. (1979). Equity in a relationship between individuals and a fraternal organization. Journal of Voluntary Action Research, 8:12-20.
- Schram, V.R. & Dunsing, M.M. (1981). Influences on married women's volunteer work participation. Journal of Consumer Research, 7:372-379.
- Schroder, D. (1986). Can this marriage be saved? Thoughts on making the paid staff/volunteer relationship healthier. Voluntary Ction Leadership (Fall):16-17.
- Schweber, C. & Peter, J.A. (1984). Who are the neutrals: An examination of the C.D.R. and arbitration volunteers at the Dispute Settlement Center in Buffalo, N.Y. Paper presented at the National Conference on Peacemaking and Conflict Resolution, (September), St. Louis, Mo.
- Scott, J. C. Jr. (1957). Membership and participation in voluntary associations. American Sociological Review, 22:315-326.
- Shapiro, D., Drieghe, R. & Brett, J. (1985). Mediator behavior and the outcome of mediation. Journal of Social Issues, 41(2):101-114.
- Shapiro, F. (1970). Profiles: Mediator. New Yorker, 46:36-58.
- Sheler, J.L. & Whitman, D. (1989). The push for national service. U.S. News & World Report, (Feb.13):20-23.

- Sheppard, B. H. (1984). Third party conflict intervention: A procedural framework. Research in Organizational Behavior, 6: 141-190.
- Shonholtz, R. (1984). Neighborhood justice systems: Work, structure, and guiding principles. IN J.A. Lemmon (ed.) Community Mediation. Mediation Quarterly, (5).
- Sigler, R.T. & Leenhouts, K.J. (1982). Volunteers in criminal justice - How effective? Federal Probation, 46(2):25-29.
- Sills, D.L. (1957). The Volunteers: Means and Ends in a National Organization. Glencoe, Ill.: Free Press.
- Simkin, W. E. (1971). Mediation and the Dynamics of Collective Bargaining. Washington: Bureau of National Affairs.
- Smith, C. & Freedman, A. (1972). Voluntary Associations: Perspectives on the Literature. Cambridge: Harvard University Press.
- Smith, D.H. (1966). A psychological model of individual participation in formal voluntary organizations: Application to some Chilean data. American Journal of Sociology, 72 (November): 249-266.
- Smith, D.H. (1975). Voluntary action and voluntary groups. In A. Inkeles, J. Coleman, & N. Smelser (eds.), Annual Review of Sociology.
- Smith, D.H. (1980). ISSTAL model. In D.H. Smith & J. Macaulay (Eds.), Participation in Social and Political Activities. San Francisco: Jossey-Bass, 1980.
- Smith, D.H. (1981). Altruism, volunteers, and volunteerism. Journal of Voluntary Action Research, 10:21-36.
- Smith, W.P. (1985). Effectiveness of the biased mediator. Negotiation Journal, 4:363-372.
- Sorel, E.D. (1977). Selection and Matching of Nonprofessional Volunteer Counselors and Criminal Offenders. Rockville, MD: US Dept. of Health, Education, and Welfare Public Health Service.
- Steers, R.M. (1977) Antecedents and outcomes of organizational commitment. Administrative Science Quarterly, 22:46-56.
- Stenelo, L. G. (1972). Mediation in International Negotiations. Malmo: Studentlitteratur.
- Stenzel, A.K. & Feeney, H.M. (1976). Volunteer Training and Development. New York, N.Y.: Seabury Press.

- Stephen, B. & Goldberg, S. (1986). Mediation of a mediator. Negotiation Journal, 4:345-350.
- Stevens, C. M. (1954). Mediation and the role of the neutral. In J. Dunlop & N. Chamberlain (eds.), Frontiers of Collective Bargaining. New York: Harper and Row.
- Stevens, C. M. (1963). Strategy and Collective Bargaining Negotiation. New York: McGraw-Hill.
- Strena, R.V., & Westermarck, G.D. (1984). Arbitration and mediation in a neighborhood small claims project. Mediation Quarterly, 5(Sept.):39-52.
- Susskind, L. (1985). Court appointed masters as mediators. Negotiation Journal, 1:295-300.
- Syna, J., Van Slyck, M. R., Pruitt, D.G., McGillicuddy, N.B. & Nochajski, T. (1983). Effectiveness of Community Mediation for conflict Resolution: An Evaluation. Paper presented at the American Psychological Association, Anaheim, CA.
- Thibaut, J. & Walker, L. (1975). Procedural Justice: A Psychological Analysis. Hillsdale, N.J.: Lawrence Erlbaum.
- Thoennes, N.A. & Pearson, J. (1985). Predicting outcomes in mediation: The influence of people and process. Journal of Social Issues, 41(2):115-120.
- Tomeh, A. K. (1969). Empirical considerations on the problem of social integration. Sociological Inquiry, 39:65-76.
- Tomeh, A.K. (1973). Formal voluntary organizations: Participation, correlates, and interrelationships. Sociological Inquiry, 43 (3-4): 89-122.
- Tomasic, R. (1982). Mediation as an alternative to adjudication. In R. Tomasic and M. Feeley, Neighborhood Justice: Assessment of an Emerging Idea. New York: Longman.
- Touval, S. (1975). Biased intermediaries: Theoretical and historical considerations. Jerusalem Journal of International Relations, 1:51-69.
- U.S. Dept. of Justice LEAA National Institute of Law Enforcement and Criminal Justice. (1979). Stop Rape Crisis Center: An Exemplary Project. Baton Rouge, LA.
- Vanderpool, L. & Pearson, J. (1983). Mediating divorce disputes: Mediator behaviors, styles and roles. Journal of Applied Family & Child Studies, 32:557-566.

- Vidmar, N. (1971). Effects of representational roles and mediators on negotiation effectiveness. Journal of Personality and Social Psychology, 17: 48-58.
- Vidmar, N. (1985). An assessment of mediation in a small claims court. Journal of Social Issues, 41: in press.
- Wall, J.A. Jr. (1979). The effects of mediator rewards and suggestions upon negotiaition. Journal of Personality an Social Psychology, 37:1554-1560.
- Wall, J.A. Jr. (1981). Mediation: An analysis, review and proposed research. Journal of Conflict Resolution, 25:157-180.
- Wall, J.A. Jr., & Schiller, L.F. (1983). The judge off the bench: A mediator in civil settlement negotiations. In M.H. Bazerman & Lewicki, R.J. (eds.), Negotiating in Organizations. Beverly Hills, CA: Sage.
- Walton, R.E. (1969). Interpersonal Peacemaking: Confrontations and Third Party Consultation. Reading, MA: Addison-Wesley.
- Wahrhaftig, P. (1982). An overview of community-oriented citizen dispute resolution programs in the United States. In The Politics of Informal Justice, I, edited by Richard Abel. San Francisco: Academic Press.
- Warriner, C. & Prather, J. (1965). Four types of voluntary associations. Sociological Inquiry, 35 (Spring): 138-148.
- Watts, A.D. & Edwards, P.K. (1983). Recruiting and retaining human service volunteers: An empirical analysis. Journal of Voluntary Action Research, 12(3):9-21.
- White, M.S. The Next Step: A Guide to Part Time Opportunities in Greater Boston for the Educated Woman. Cambridge, Mass.: The Radcliffe Institute for Independent Study.
- Wilensky, H. L. (1961). Orderly careers and social participation: The impact of work history on social integration in the middle class. American Sociological Review, 26:521-523.
- Wilson, M. (1976). The Effective Management of Volunteer Programs. Boulder, Colorado: The Johnson Publishing Co.
- Wilson, M. (1981). Reversing the resistance of staff to volunteers. Voluntary Action Leadership, (Spring):21.
- Witney, V., Anderson, R. & Lauderdale, M. (1980). Volunteers as mentors for abusing parents. Child Welfare, 59(10):637-644.

- Wixted, S. (1982). Children's hearings project: A mediatio program for children and families. In H. Davidson (ed.) Alternative Means of FAmily Dispute Resolution. Boston: Massachusetts Advocacy Center.
- Wright, C. & Hyman, H.H. (1958). Voluntary association membership of American adults: Evidence from National Sample Surveys. American Sociological Review, 23:284-294.
- Young, O.R. (1967). The Intermediaries: Third Parties in International Crises. Princeton, NJ: Princeton University Press.
- Young, O. R. (1972). Intermediaries: Additional thoughts on third parties. Journal of Conflict Resolution, 16 (1):51-66.
- Young, R.C., & Larson, O.F. (1965). A new approach to community structure. American Sociological Review, 30 (December): 926-934.
- Zehr, H. & Umbreit, M. (1982). Victim offender reconciliation: an incarceration substitute? Federal Probation, 46(4):63-68.
- Zimmer, B. (1955). The participation of migrants in urban structures. American Sociological Review, 20:218-224.
- Zurcher, L.A. (1978). Ephemeral roles, voluntary action and voluntary associations. Journal of Voluntary Action Research, 7:65-74.

APPENDIX A: TABLE 1

Table 1

Summarization of Measured Variables From Four Surveys

I. Variables From My Experience As A Community Mediator:

<u>Variable</u>	<u>Question # in Survey</u>	<u>Level</u>
Date started service	1	interval
Date ended service	2	interval
Activities involved in at agency	3	dichotomous
Activity most often involved in at agency	4	nominal
Kinds of cases handled	5	dichotomous
Kind of case most often handled	6	nominal
Satisfaction with activities assigned	7	ordinal
Hours spent at agency per month	8	interval
Reason(s) for break in service	9	nominal
Reason(s) for termination of service	10	nominal
Number of cases handled at agency	11	interval
Percentage of cases co-mediated	12	interval
If do other volunteer work	13	dichotomous
Kinds of other volunteer work	13a	nominal
If most important volunteer work is mediating	13b	dichotomous
Importance of reasons for mediating	14	ordinal
Ways found out about doing mediation at agency	15	dichotomous

I. Variables from My Experience As A Community Mediator:

<u>Variables</u>	<u>Question # in Survey</u>	<u>Level</u>
How true reasons for selecting agency	16	ordinal
How fulfilled with various expectations of service	17	ordinal
Commitment to agency	18	ordinal
Mediator role	19	nominal
Ability to influence decisions at agency	20	ordinal
What mediator felt expected of him/her	21	nominal
If told serious commitment	21a	dichotomous
What like most about work	22	nominal
What disliked about work	23	nominal
What liked about agency	24	nominal
What disliked about agency	25	nominal
What agency provided to aid mediation work	26	nominal
What agency did not provide to aid mediation work	27	nominal
Satisfaction with training	28	ordinal
Satisfaction with agency	29	ordinal
Mediator contact with agency	30	ordinal
Outside contact with agency personnel	31	ordinal
Level of support of significant other for mediation work	32	ordinal
Full-time employment	33a	dichotomous
Number of hours of full-time employment	33b	interval

I. Variables from My Experience As A Community Mediator:

<u>Variables</u>	<u>Question # in Survey</u>	<u>Level</u>
Part-time employment	33c	dichotomous
Number of hours of part-time employment	33d	interval
Homemaker status	34	dichotomous
Retiree status	34	dichotomous
Student status	34	dichotomous
Occupation	35	nominal
Sex	36a	nominal
age	36b	interval
education	36c	interval
Gross household income	36d	ordinal
Number of people who contribute to household income	36e	interval
Percentage contributed to household income	36f	interval
Number of financial dependents	36g	interval
Ages of financial dependents	36h	interval
Level of financial freedom	36i	ordinal
Marital status	36j	nominal
Ethnicity	36k	nominal

II. Variables from Director Interview:

<u>Variable</u>	<u>Question # in Survey</u>	<u>Level</u>
Date started as Director	1	interval
Paid/unpaid work experience	2	nominal
Past experience with volunteers	3	dichotomous
Kinds of past experience with volunteers	3a	nominal
Preparation to work with volunteers	4	nominal
How long expected to stay in position	5	interval
Frequency of recruiting volunteers for agency	6	interval
How number of mediators to recruit is determined	7	nominal
Number of interested volunteer applicants vs. number needed	8	interval
Philosophy of how many volunteers available at agency	9	nominal
Methods to recruit volunteers	10	nominal
Criteria for selecting volunteer	11	nominal
Belief that with training, anyone can be good mediator	12a	ordinal
Belief that innate interpersonal skills needed to be good mediator	12b	ordinal
Kind of mediator pool desired	13	nominal
Concern about background of mediators	14	ordinal

II. Variables from Director Interview:

<u>Variables</u>	<u>Question # in Survey</u>	<u>Level</u>
Efforts to recruit mediators from variety of backgrounds	15	nominal
Difficulties with recruiting mediators from varied backgrounds	15a	nominal
Intake interview with volunteers	16	dichotomous
Information discussed with interviewee	17	nominal
Questions asked of interviewee	18	nominal
Expectations of mediators	19	nominal
Ways expectations are clarified	20	ordinal
Hours of initial training	21	interval
Percentage of recruits trained but never mediate	22	interval
Reasons why never mediate	22a	nominal
Percentage of recruits trained and do not mediate regularly	23	interval
Reasons why do not mediate on regular basis	23a	nominal
Percentage of recruits trained and mediate more frequently	24	interval
Reasons why mediate more frequently	24a	nominal
Evaluation of trainee	25	nominal
How inadequate mediators are handled	26	nominal

II. Variables from Director Interview:

<u>Variables</u>	<u>Question # in Survey</u>	<u>Level</u>
Process used to integrate new trainees	27	nominal
Timeframe from training to integration into service	28	interval
Efforts to match mediator with client, case	29	nominal
Supervision to mediators	30	nominal
In-service training	31	nominal
Participation of mediators in in-service training	32	ordinal
Percentage of mediators who participate in in-service training	33	ordinal
Other activities offered to volunteers	34	nominal
Percentage of mediators who attend other activities	35	ordinal
Kinds of recognition given to mediators	36	ordinal
What mediators are acknowledged for	37	nominal
Incentive system	38	nominal
Promotion of mediators	39	nominal
Significant changes in operations of agency	40	nominal
Impact of changes on mediators	41	nominal
Feature of agency which encourage longevity of volunteer service	42	nominal

II. Variables from Director Interview:

<u>Variables</u>	<u>Question # in Survey</u>	<u>Level</u>
Features of agency which discourage longevity of volunteer service	43	nominal
Referral service of volunteer to another agency	44	nominal
Sex of Director	45a	nominal
Age of Director	45b	interval
Income of Director	45c	interval
Education of Director	45d	interval

III. Variables from Mediator Assessment:

<u>Variables</u>	<u>Question # in Survey</u>	<u>Level</u>
Date mediator started service	1	interval
Date mediator terminated service	2	interval
Reasons for break in service	3	nominal
Reasons for termination of service	4	nominal
Number of cases handled by mediator	5	interval
Level of mediator caseload	6	ordinal
Reasons for level of utilization of mediator	7	nominal
Identification of recruiter of mediator	8	nominal
If mediator was interviewed	9	dichotomous

III. Variables from Mediator Assessment:

<u>Variables</u>	<u>Question # in Survey</u>	<u>Level</u>
Important of reasons why mediator volunteered	9a	ordinal
Level of realism of initial mediator expectations of service	9b	ordinal
Level of initial mediator motivation	9c	ordinal
Skill level of mediator	10	ordinal
Level of involvement of mediator	11	ordinal
Level of commitment of mediator	12	ordinal
Level of satisfaction with mediation experience	13	ordinal

IV. Variables from Mediator Interview:

<u>Variable</u>	<u>Question # in Survey</u>	<u>Level</u>
Patterns of breaks in service	1	nominal
Reason for first break in service	2a	nominal
Reason for second break in service	2b	nominal
Reason for third break in service	2c	nominal
Reason for fourth break in service	2d	nominal
Reason for fifth break in service	2e	nominal
Date last mediated	3	interval
If break in service based on availability or not being called	4	nominal

IV. Variables from Mediator Interview:

<u>Variable</u>	<u>Question # in Survey</u>	<u>Level</u>
Reason why mediator not available	5	nominal
Reason why mediator not called	6	nominal

APPENDIX B: DATA COLLECTION INSTRUMENTS

MEDIATOR RESEARCH PROJECT CONSENT FORM

Please read the following statements concerning participation in the Mediator Research Project. If you agree with the statements, please sign below.

- * I agree that I am participating voluntarily in a project to study the experiences of community mediators. The project is being administered by Susan J. Rogers and is being funded by the State Justice Institute.
- * I understand that one purpose of the project is to assess factors that affect the retention of community mediators at their respective community dispute resolution centers. My participation will involve filling out a questionnaire and possibly being interviewed.
- * I understand that I am free to decline to participate and may terminate my participation at any time without any consequences to me.
- * I understand that any information collected will be used for scientific and educational purposes only and in ways which will preserve my anonymity. My name will not appear in any public reports or documents. The project will not make my questionnaire available to anyone employed at my dispute center or anyone else not directly involved with the research project; every reasonable effort will be made to protect my confidentiality.

Signature

Date

MY EXPERIENCE AS A COMMUNITY MEDIATOR

This survey has been designed for individuals who have had various levels of involvement with mediation and arbitration skills and with dispute centers. For those who have been trained and not yet mediated or for those who have become inactive or formally left their respective mediation center, some questions may not seem applicable. If this is the case, respond by putting N/A or not applicable.

Please remember, your participation in this study is very important no matter what your level of involvement has been at your mediation center.

- 1) Please indicate the date (month, year) that you were first associated with this mediation center (either as trainee, mediator, arbitrator or other capacity):

1:6-9

month

year

- 2) If you are no longer associated with this mediation center in any capacity, please indicate the date that your service ended:

1:11-14

month

year

- 3) Whether you are active or inactive with this Center, indicate what activities you have been involved with at this Center (check all that apply):

_____ as a trainee

1:16

_____ as a mediator

1:18

_____ as an arbitrator

1:20

_____ as a trainer

1:22

_____ done public relations work for the Center

1:24

_____ given in-service feedback to mediators

1:26

_____ Other (please specify) _____

1:28

1:30

- 4) Of these activities, to what do/did you devote most of your time?

1:32

- 5) What kinds of cases have you mediated or arbitrated with this Center? Please check all that apply:

_____ community conflict (harassment, assault, criminal mischief, etc.)

1:34

_____ landlord tenant disputes

1:36

_____ small claims disputes

1:38

_____ family disputes

1:40

_____ school conflicts

1:42

_____ Other (please specify) _____

1:44

- | | | |
|-------|---|--------------|
| 6) | Of the above listed disputes, what kind of dispute do/did you most often work on? | 1:46 |
| <hr/> | | |
| 7) | How satisfied are you or were you generally with the activities that were assigned to you at the Center? Please circle (7) if you are/were very satisfied with assignments, and (1) if you are/were not at all satisfied. The numbers in between are for more or less satisfaction. | 1:48 |
| | <div style="display: flex; justify-content: space-between; width: 100%;"> 1 2 3 4 5 6 7 </div> <div style="display: flex; justify-content: space-between; width: 100%;"> very very </div> <div style="display: flex; justify-content: space-between; width: 100%;"> unsatisfied satisfied </div> | |
| 8) | On an average, <u>how many hours</u> did you spend or are you spending at the Center per month? | 1:50-51 |
| <hr/> | | |
| 9) | If you had a break in service or became relatively inactive with this Center, please state the reason(s) for this inactivity: | 1:53-56 |
| <hr/> | | |
| <hr/> | | |
| 10) | If you have ended your service with this Center, please state the reason(s) for leaving: | 1:58-61 |
| <hr/> | | |
| <hr/> | | |
| 11) | Please indicate <u>how many cases</u> you have mediated or arbitrated at this Center since you started: | 1:63-65 |
| <hr/> | | |
| 12) | What percentage of these cases were co-mediated (mediated with you and another mediator on the same case)? | 1:67-68 |
| <hr/> | | |
| 13) | In addition to the work that you do/did at this Center, are/were you doing volunteer work elsewhere? | 1:70 |
| | <div style="display: flex; justify-content: space-around; width: 100%;"> _____ Yes _____ No (skip to question #14) </div> | |
| a) | Please describe this other volunteer work: | 1:72
1:74 |
| <hr/> | | |

b) Of these activities, is/was the mediation center work your most important volunteer commitment?

1:76

_____ Yes _____ No

E4) People have different reasons for wanting to do mediation work. Please check how important each of the following reasons are for why you volunteered to do mediation work. Please circle (7) if the reason is very important, and (1) if the reason is very unimportant. The numbers in between are for more or less importance.

	Very Unimportant					Very Important		
1. To help others	1	2	3	4	5	6	7	1:78
2. To feel useful and needed	1	2	3	4	5	6	7	1:80
3. To fulfill requirement for course credit	1	2	3	4	5	6	7	2:3
4. To gain employment promotion	1	2	3	4	5	6	7	2:5
5. To learn conflict resolution skills	1	2	3	4	5	6	7	2:7
6. To build a sense of community	1	2	3	4	5	6	7	2:9
7. To take up extra time	1	2	3	4	5	6	7	2:11
8. To meet people	1	2	3	4	5	6	7	2:13
9. To gain work related experience	1	2	3	4	5	6	7	2:15
10. Because friends volunteered	1	2	3	4	5	6	7	2:17
11. Because monetary stipend was offered	1	2	3	4	5	6	7	2:19
12. Other reasons (please specify:)								
_____	1	2	3	4	5	6	7	2:21
_____	1	2	3	4	5	6	7	2:23

Please check how you found out about doing mediation with this Center (check all that apply):

_____ from a friend	2:25
_____ from an acquaintance	2:27
_____ from a work or school contact	2:29
_____ from a mediator	2:31
_____ from being a disputant at this Center	2:33
_____ from a newspaper advertisement	2:35
_____ from a television or radio announcement	2:37
_____ from a posting in the community	2:39
_____ from a volunteer referral center in the community	2:41
_____ other (please specify) _____	2:43

What was your main reason for pursuing mediation work at this Center? Please circle (7) if the reason is very true for why you chose this Center, and (1) if the reason is not true at all. The numbers in between are for if the reasons are more or less true.

	Not at all true						Very true	
convenient, either close to work or home	1	2	3	4	5	6	7	2:45
a friend or colleague recom- mended it	1	2	3	4	5	6	7	2:47
impressed by personnel or reputation of the Center	1	2	3	4	5	6	7	2:49
it provides services to my community	1	2	3	4	5	6	7	2:51
my educational institution has an ongoing relationship with this Center	1	2	3	4	5	6	7	2:53
did not know of other oppor- tunities to practice mediation	1	2	3	4	5	6	7	2:55
a monetary stipend is offered	1	2	3	4	5	6	7	2:57

	Not at all true							Very true	
the hours are flexible and convenient	1	2	3	4	5	6	7		2:59
other (please specify)	1	2	3	4	5	6	7		2:61

17) How well fulfilled are/were you with respect to your reasons for wanting to do mediation work at this Center? Please check how fulfilled you have been according to the following criteria. Please circle (1) if you felt very unfulfilled and (7) if you felt very fulfilled. The numbers in between are for more or less of a feeling of fulfillment.

	very unfulfilled				very fulfilled				
1. Helping others	1	2	3	4	5	6	7		2:63
2. Being useful and needed	1	2	3	4	5	6	7		2:65
3. Fulfilling requirement for course credit	1	2	3	4	5	6	7		2:67
4. Gaining employment promotion	1	2	3	4	5	6	7		2:69
4. Learning conflict resolution skills	1	2	3	4	5	6	7		2:71
5. Using conflict resolution skills	1	2	3	4	5	6	7		2:73
6. Building a sense of community	1	2	3	4	5	6	7		2:75
7. Meeting people	1	2	3	4	5	6	7		2:77
8. Gaining work related experience	1	2	3	4	5	6	7		2:79
9. Other (please specify:)									
_____	1	2	3	4	5	6	7		3:5
_____	1	2	3	4	5	6	7		3:7

- 17) Listed below are a series of statements that represent possible feelings that individuals might have about the agency for which they work. With respect to your own feelings about this Mediation Center, please indicate the degree of your agreement or disagreement with each statement by circling one of the seven alternatives next to each statement. Responses to each item are measured on a 7-point scale including (1) strongly disagree; (2) moderately disagree; (3) slightly disagree; (4) neither disagree or agree; (5) slightly agree; (6) moderately agree and (7) strongly agree.

	STRONGLY DISAGREE					STRONGLY AGREE		
1. I am willing to put in a great deal of effort beyond what is normally expected in order to help this Center achieve its goals.	1	2	3	4	5	6	7	3:9
2. I talk up this Center to my friends as a great place to work.	1	2	3	4	5	6	7	3:11
3. I find that my values and this Center's values are very similar.	1	2	3	4	5	6	7	3:13
4. I am proud to tell others that I am a part of this Mediation Center.	1	2	3	4	5	6	7	3:15
5. This Center really inspires the very best in me in the way of work performance.	1	2	3	4	5	6	7	3:17
6. I am extremely glad that I chose this mediation center to work for over others.	1	2	3	4	5	6	7	3:19
7. There's not too much to be gained by sticking with this Mediation Center indefinitely.	1	2	3	4	5	6	7	3:21
8. I really care about the fate of this Mediation Center.	1	2	3	4	5	6	7	3:23
9. For me this is the best of all possible centers to work.	1	2	3	4	5	6	7	3:25
10. Deciding to work for this Center was a definite mistake on my part.	1	2	3	4	5	6	7	3:27

- 19) Please check the statement which you feel best describes the role that this volunteer mediation work plays/played in your life:

 This work is/was a key part of my life activities.

_____ This work is/was a way to prepare me for anew (or changed) career.

1
no
influence

3

4

5

6

7

strong
influence

- 21) When you first started at this Center, what did you understand was expected of you?

Were you told that you should have a serious commitment to serve?

_____ Yes _____ No, the level of commitment that was expected was not made clear

- 23) Please describe what things you dislike/disliked most about the mediation work itself:

- 13:43-44

- 3:46-47

- 3:49-50

- 3:52-53

- 3:55

1	2	3	4	5	6	7
very						very
unsatisfied						satisfied

- 3:57

1	2	3	4	5	6	7
very						very
unsatisfied						satisfied

- 1359

A little, I have/had brief conversations with staff members at the Center and fellow mediators from time to time.

A lot, I frequently have/had conversations with staff members at the Center and fellow mediators and attend most meetings and events that the Center offers.

- 13: 61

3: 63

3:65

3: 67-68

13:70

- 3: 72-73

3:75

3:77

3:79

) If employed, please describe the kind of work that you do:

4:7

) Mediator Profile

Sex: ☐ Male ☐ Female

4:9

How old are you?

4:11-12

How many years of school have you completed?

4:14-15

Total household gross income per year (check one):

4:17-18

☐ Under \$15,000 ☐ \$56,000 - 65,000

☐ \$16,000 - 25,000 ☐ \$66,000 - 75,000

☐ \$26,000 - 35,000 ☐ \$76,000 - 85,000

☐ \$36,000 - 45,000 ☐ \$86,000 - 95,000

☐ \$46,000 - 55,000 ☐ over \$100,000

How many people contribute to the household income?

4:20

What percentage do you contribute to household income?

4:22-23

How many financial dependents are in the household?

4:25

Please list the ages of the financial dependents:

4:27-28

4:30-31

4:33-34

4:36-37

4:39-40

How would you describe the level of financial freedom that you have which allows you the free time to do volunteer work? Circle (7) if you have a high level of financial freedom and (1) if financial freedom is very low. Numbers (2) thru (6) are for intermediate range of financial freedom.

4:42

1	2	3	4	5	6	7
low						high
financial						financial
freedom						freedom

Marital status: ☐ single, never married ☐ divorced

4:44

☐ living together ☐ separated

☐ married ☐ widowed

Ethnicity: ☐ Caucasian ☐ Black ☐ Native American

4:46

☐ Hispanic ☐ Asian ☐ Other (please specify)

DIRECTOR INTERVIEW

I. Face-to-face interview to be done with Director of each participating Center.

1. What date did you first start directing the operations of this Center?

_____ month

_____ year

2. Before you accepted this position, what kind of paid and unpaid work experience did you have which would prepare you for what you are doing now?

3. Had you supervised or worked with volunteers in the past?

_____ yes _____ no

If so, in what capacity?

4. What preparation is given to a director to work with volunteers?

5. How long do you see yourself directing the operations of this Center? What do you expect to be doing five years from now?

6. How often are new mediators recruited for the work operations of this Center?

7. How do you decide how many mediators to recruit before conducting a training session?

8. How many interested applicants do you usually have as compared to the number of person you plan to recruit?

9. What is your philosophy about the number of mediators you train/number of mediators you have available for cases/ case load of this Center?

10. What method(s) do you find to be most successful to recruit mediators?

11. Describe the kind of person you are looking for to be a mediator at this Center. What criteria do you use to select an interested individual?

12. Indicate how true each of the following statements are by circling the appropriate number. If you feel the statement is true in all circumstances circle (7); if you feel the statement is not true in all circumstances circle (1). Numbers (2) thru (7) are for intermediate ranges of how true you feel the statement is.

With adequate training, anyone can be an effective mediator.

1	2	3	4	5	6	7
not						true
true						

To be an effective mediator, an individual must have innate interpersonal skills.

1	2	3	4	5	6	7
not						true
true						

13. Describe the kind of mediator pool you are looking for:

14. How concerned are you about recruiting mediators who reflect the backgrounds of the clients you service?

15. If there is a concern, what efforts are being put forward to recruit mediators with similar backgrounds as clients?

What difficulties do you face with this recruitment?

16. Do you do an intake interview with new recruits?

_____ yes _____ no

17. If so, what information is discussed with the interviewee? (note if Director speaks of clarification about what mediation work/Center offers and does not offer; what is expected of mediator)

18. What questions are asked of the interviewee? (note if Director asks interviewee about his/her expectations)

19. What expectations do you have of the mediators that you recruit?

20. Check what ways these expectations are clarified to mediator:

_____ verbally, with individual mediator

_____ verbally, in group situation

_____ in written memo form

_____ in written contractual form which mediator signs

_____ other (specify _____)

21. How many hours of training do new mediators obtain before they start accepting cases?

22. What percentage of recruits are trained in dispute resolution skills and never practice them at this Center? _____

What are the reasons why these individuals do not mediate/arbitrate?

23. What percentage of recruits are trained in dispute resolution skills and do not mediate/arbitrate on a regular basis (Director should define in own terms "regular basis")? _____

regular basis _____

What are the reasons for why these individuals do not mediate/arbitrate on a regular basis?

24. What percentage of recruits are trained in dispute resolution skills and mediate/arbitrate more frequently than others (core group)? _____

What are the reasons for why these individuals mediate/arbitrate more than others who are trained?

25. What kind of evaluation is done on a trainee after completing training(i.e., private evaluation, evaluation shared with trainee)?

26. How do you handle an individual who has been trained who does not demonstrate adequate novice skills?

27. Describe the process which is used by this Center to allow the newly trained mediator to become a productive member of the Center:

28. What is usually the time frame between when an individual is recruited, when he/she is trained, and when he/she becomes involved in mediation work (i.e., observation, co-mediation, mediation)?

29. Do you make an effort to match the mediator with the case based on certain criteria (i.e., kind of case, cultural background, etc.)

30. What on-going feed-back and supervision are given to trained mediators/arbitrators at this Center?

31. What in-service training is offered to mediators/arbitrators at this Center?

32. If special in-service training is offered, on what basis do mediators participate in in-service training?

_____ we do not offer in-service training

_____ on a totally volunteer basis

_____ some training considered mandatory and some considered voluntary

_____ on a mandatory basis

33. In your estimation, what percentage of mediators at this Center participate in this in-service training?

_____ we do not offer in-service training

_____ less than 10%

_____ between 10 - 25%

_____ between 25 - 50%

_____ between 50 - 75% _____ over 75%

34. Describe other activities (social or otherwise) that are offered to the mediators at this Center:

35. How well attended are these activities by the mediators at this Center?

_____ we do not offer other activities to mediators

_____ less than 10%

_____ between 10 - 25%

_____ between 25 - 50%

_____ between 50 - 75%

_____ over 75%

36. What kind of recognition is given to the mediators at this Center (check all that apply):

_____ mediators are verbally informally acknowledged for their work when they come in to the Center

_____ mediators are formally acknowledged in personal written correspondence from the Center

_____ mediators are formally acknowledged by superiors in the judicial system in public service announcements

_____ mediators are formally acknowledged at special recognition events held in their honor

_____ other (specify _____)

37. Describe what mediators are acknowledged for (i.e., service in general, number of cases mediated, hours served at the Center, quality of work):

38. Is any kind of reward or incentive system (monetary or otherwise) used at this Center for the participating mediators? If yes, please describe:

39. Do you employ any concept of promotion with the participating volunteers at this Center; that is, are any of the mediators advanced to some different assignment or appointment

40. Do you feel this Center has experienced any significant changes in its operations since you have been its Director? If so, please describe these changes:

41. Do you feel these changes have impacted the mediators in any way? If so, please describe:

42. What do you feel are some of the main features of this Center that would encourage a mediator to continue to work here?

43. What about this Center do you feel would discourage a mediator from working here?

44. Do you ever refer a mediator to another agency to do volunteer work if they are not needed at this Center?

Demographics

Sex: _____ male _____ female Income: _____

Age: _____ Years of education: _____

1:1-4

1:6-9

1:11-14

- 1:16-19

Year

- 1:21-24

Year

- 1:26-28

- 1:30

- 1:32-35

- | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------------|---|---|---|---|---|----------|
| utilized very | | | | | | utilized |
| infrequently | | | | | | heavily |

8. Did you originally recruit this mediator for this Center?

_____ yes _____ no

1:37

If not, do you know who did? Please specify:

1:39

If you did recruit this mediator, answer question 9; if not, skip to question 10.

9. Did you conduct an interview with this mediator at the time of recruitment?

_____ yes _____ no

1:41

If yes, please assess (as best as you can recollect) the following items for this mediator, _____:

A. People have different reasons for wanting to do mediation work. Please check how important each of the following reasons were for this mediator at the time of his/her interview. Please circle (7) if the reason was very important, and (1) if the reason was very unimportant. The numbers in between are for more or less importance.

	Very Unimportant							Very Important	
1. To help others	1	2	3	4	5	6	7		1:43
2. To feel useful and needed	1	2	3	4	5	6	7		1:45
3. To fulfill requirement for course credit	1	2	3	4	5	6	7		1:47
4. To gain employment promotion	1	2	3	4	5	6	7		1:49
5. To learn conflict resolution skills	1	2	3	4	5	6	7		1:51
6. To build a sense of community	1	2	3	4	5	6	7		1:53
7. To take up extra time	1	2	3	4	5	6	7		1:55
8. To meet people	1	2	3	4	5	6	7		1:57
9. To gain work related experience	1	2	3	4	5	6	7		1:59
10. Because friends volunteered	1	2	3	4	5	6	7		1:61
11. Because monetary stipend was offered	1	2	3	4	5	6	7		1:63
12. Other (please specify)	1	2	3	4	5	6	7		1:65

B. Before embarking on a new experience, people often develop expectations about what will happen. Based on what you recollect from the in-take interview, how realistic were the expectations of this mediator in line with what his/her future mediation experience would offer? Please circle (7) if you feel this mediator had very realistic expectations. Please circle (1) if you feel this mediator had very unrealistic expectations. The numbers in between are for more or less of a level of realistic expectation.

1	2	3	4	5	6	7
very						very
unrealistic						realistic
expectations						expectations

1:67

C. In general, at the in-take interview, how motivated was this mediator about working at this Center? Please circle (1) if you feel this mediator was not motivated at all. Please circle (7) if you feel this mediator was highly motivated. The numbers in between are for more or less motivation.

1	2	3	4	5	6	7
not						highly
motivated						motivated
at all						

1:69

10. During the time that you have been working with this mediator, how would you describe your attitude toward assigning him/her cases to mediate? (Check one)

1:71

- _____ I am/was very reluctant about giving this mediator cases.
- _____ I am/was somewhat reluctant about giving this mediator cases.
- _____ I feel/felt good about giving this mediator some cases, depending on the issue involved.
- _____ I feel/felt good about giving this mediator most cases.
- _____ I feel/felt good about giving this mediator any cases that we may have.

11. In general, how involved would you say this mediator is/was with this Center (i.e., demonstrates spirit of participation, identifies with welfare of Center)? Please circle (7) if you feel this mediator is/was very involved with this Center. Please circle (1) if you feel the mediator is/was not at all involved in the fate of this Center. The numbers in between are for more or less involvement.

1	2	3	4	5	6	7
very						very
uninvolved						involved

1:73

12. In general, how committed would you say this mediator is/was to this Center (i.e., service is high priority, willing to be available)? Please circle (7) if you feel this mediator is/was highly committed. Please circle (1) if you feel this mediator is/was not at all committed. The numbers in between are for more or less commitment.

1	2	3	4	5	6	7
very						very
uncommitted						committed

1:75

13. In general, how satisfied or fulfilled would you say this mediator is/was with her/his experience here at this Center? Please circle (7) if you feel this mediator is/was very satisfied. Please circle (1) if you feel this mediator is/was very unsatisfied. The numbers in between are for more or less satisfaction.

1	2	3	4	5	6	7
very						very
unsatisfied						satisfied

1:77

Mediator Interview

ID # _____

Thank you for returning the Mediator Survey. We have identified from your survey that you have experienced a break in service or become temporarily inactive. We would like to ask you some additional questions in regard to this situation.

1. Have you had one period of being temporarily inactive or have there been more than one period of inactivity? (Get a sense as to one break, intermitant breaks or a pattern).

2. If there has been more than one break in service, please state the separate reasons for each break:

Reason

Break #1 _____

Break #2 _____

Break #3 _____

Break #4 _____

Break #5 _____

3. When was the last time you mediated or arbitrated a case? (Get month and year if possible; if not month, season)

4. Mediators have experienced breaks in service either because they have not been available to mediate or because they have been available but have not been called by their Center. Overall, which applies to you:

_____ not available _____ haven't been called

5. If you have experienced a break in service because you were not available, why were you not available?

6. If you have experienced a break in service because you were not called, why do you think you were not called?

Mediator Interview

ID # _____

Thnak you for returning the Mediator Survey. We have identified from your survey that your have left the Mediation Center where you worked. We would like to ask you some additional quesitons in regard to this situation.

1. You stated in your survey that you left on the following date: _____. Could you please tell me when you last mediated before you formally left the Center? (get month and year if possible; if not month, season

2. When you were at the Mediation Center, did you experience any breaks in service? ____ Yes ____ No (if no, finished)

If yes, was there one break or several? (Get a sense as to one break, intermitant breaks or a pattern).

State the reasons for each break in service:

Reason

Break #1 _____

Break #2 _____

Break #3 _____

Break #4 _____

Break #5 _____

3. Mediators have experienced breaks in service either because they have not been available to mediate or because they have been available but have not been called by their Center. Overall, which applies to you:

____ not available ____ haven't been called

4. If you have experienced a break in service because you were not available, why were you not available?

5. If you have experienced a break in service because you were not called, why do you think you were not called?
