

A 74

INTERNATIONAL VOLUNTEER MANUAL
OF
THE LEAGUE OF RED CROSS SOCIETIES

Extract from :

A MEMORY OF SOLFERINO

by

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"An appeal must be made, a petition presented to the men of all countries, of all classes, to the influential of this world, as well as to the most modest artisan since all can, in one way or another, each in his own sphere, and according to his strength, co-operate in some measure in this good work."

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I. Introduction

Although immense advances have been made in scientific and technical fields, we live in an age of widespread suffering, tensions, fear and human need. Times such as these can breed increasing disillusionment or can be seen by people of vision and sympathy as opportunities to meet these problems constructively and to build a better society. Compassion, a sense of responsibility and an interest in the welfare of one's fellowmen exist in the hearts of many people of all nations and can be directed into organised efforts for meeting human needs. The Red Cross Society* based on deeply humanitarian motives offers an ideal means for giving practical expression to these principles. This has already been recognized by the people of many nations in time of war. In our far from peaceful world of today even greater opportunities exist. The Red Cross is essentially a voluntary effort carried on by thousands of volunteers the world over. The potential of volunteer effort is practically limitless. The Red Cross Societies have already developed patterns for the use of volunteers which could be greatly extended.

Our civilisation today is so complex and specialized that there is a tendency to turn over every phase of endeavour to trained experts. It is perfectly logical, therefore, for a prospective volunteer without expert knowledge to ask himself whether his contribution of service can be of any real value. The whole history of social development and the particular history of the Red Cross give an answer to this question.

All work for social betterment is an expression of simple neighbourliness and stems from the concern of one human being for the welfare of another. The real force behind any social programme is the individual citizen who demands a better community and is willing to work to achieve it.

* The term Red Cross includes also the other titles admitted by the Geneva Convention i.e. Red Crescent, Red Lion and Sun.

We recognize that there are several concepts of the word 'Volunteer' *. Whatever the definition applied to this word by the different National Societies, the purpose of this publication is to aid in the planning for the broadest participation of all people, professional and lay, trained and untrained, in order that service through the Red Cross may be initiated and expended as fully as possible.

By enrolling in the membership of the Red Cross as many as possible who are able to serve without remuneration, National Societies can strengthen and expand their programme immeasurably beyond the normal limit of their financial resources.

Generally speaking, there are two ways in which citizens can volunteer their services in the Red Cross programme :

1. By giving service without remuneration
2. By giving money through memberships and donations

Many citizens contribute in both ways, some can only take part in one. Within any Society there may be advisory, administrative and operational tasks for volunteers, and opportunities to work in various fields according to individual interest and capacity.

There are certain factors pertaining to the need for and use of volunteers which are valid generally.

These are :

1. Red Cross Societies would be able to carry on a broader, more effective programme if they could secure the full or part-time services of more individuals as volunteers.
2. They cannot secure these services unless a constant effort is maintained to interpret the need for volunteers to the general public.
3. Red Cross programmes are more closely related to current needs and are stronger when they are supported or carried on through the active and close participation of all groups and classes of people. Human needs and problems are great levellers. Famine, epidemics, accidents, war - these are all disasters which may affect anyone and everyone and it should be the duty and privilege of everyone to share in efforts to prevent and to mitigate the results of such catastrophes. People otherwise widely separated as to circumstances and interests can work effectively and happily together where the need requires their combined efforts.

* At the meeting of the Nursing Advisory Committee held in May 1950, the Committee recognised that the word 'Volunteer' meant 'one who enters into or offers himself for any service of his own free-will', although some National Societies apply it to designate unpaid workers.

4. There are many potential sources of volunteer man power which are commonly overlooked : the old as well as the young people with regular employment who nevertheless find occasional hours to give, recipients of Red Cross Assistance, as well as many other groups, including people with professional skills. These people often welcome the opportunity of making a useful contribution to a cause like the Red Cross. They can bring vitality and realism to a programme and in return may feel themselves more closely related to the unending struggle for human betterment. They have much to contribute to the actual operation of the programme and to planning for it.

5. There need be no arbitrary limitations on volunteer service other than that of the nature of the work to be done. Some tasks require professional skills and training; others, and there are many, can utilize untrained people - if the work is carefully planned, supervised and interpreted. Above all, to be effective volunteer work must be made stimulating and interesting to those who take part in it. With imaginative guidance, this can be done so that any task from the most complicated and responsible to the most mundane and routine can be seen to be important and timely and rewarding.

This publication will suggest some aspects of the philosophy of volunteer service; describe possible fields of service, outline the fundamentals to be considered in organizing a volunteer programme and, finally, suggest the mutual responsibilities of the individual volunteer and the Red Cross Society.

The great problem the world over is, of course, how to interest people in giving their time and services when world conditions are such that for millions of people such contributions must seem extremely difficult if not impossible. However much they may wish to help, individuals often feel hopeless in the face of world-wide problems over which they have little or no control. Yet it is imperative that they be given the opportunity to do something to express their concern for their fellow-men. Fortunately, there are some "builders" everywhere who see the need for preserving those qualities of hand and heart which are universal and which can keep men in touch with each other despite political, economic and social barriers. Of such are the best volunteer programmes made. The really hopeful fact is that it takes only one such person with intelligence and vision to become the nucleus of a volunteer programme. From this beginning many times has grown a programme of national and international significance. Such people have made the magnificent work of the Red Cross Societies possible through good and bad times. From their experience come these suggestions for the deepening and broadening of the voluntary effort of the Red Cross wherever it may be.

II. The Value of Volunteer Service

To the Red Cross Society

The aim of any Red Cross Society is to be increasingly productive and useful to the community. Through the carefully planned use of volunteers, it is possible to enlarge the amount of service in existing programmes, and it may often be possible to initiate much-needed new programmes. When lack of funds or shortage of professionally trained people seem to limit the programme, consideration should be given to using volunteers with professional skills for the purpose of training, directing and supervising unskilled volunteer workers who may then carry out the detailed work which is needed. Many Red Cross programmes such as the production and distribution of relief supplies, or fund raising, do not require elaborate training and, if the need for volunteer workers is made known, it is possible to secure their help. Even in highly specialized programmes such as nursing, welfare service, and work in hospitals and clinics, experience has shown that the volunteer without professional skill can, with carefully planned training and supervision, give extremely valuable service.

There are often individuals with special skills and abilities in a community who would be glad to volunteer part of their time to the Red Cross. Many a successful Red Cross programme has arisen out of the imaginative use of such talent. It is wise to think of a broad volunteer programme which offers opportunities for service to persons of various ages and backgrounds with differing skills and experiences.

One of the greatest strengths of the Red Cross is that it is ready to help all in need, and that it can use the services of all who are willing to help. It is not one group or class of people organized to help another group. Those who give time or blood or money to the Red Cross do so to help others but they may also some day need the services of the Red Cross themselves. War, disaster, sickness may strike anyone. In the same way those who receive help or service from the Red Cross should feel that it is their own organization and that they, too, can contribute time or talent or money. As the Red Cross really touches the lives of people, they will become interested in it and will want to share in its work. Insofar as Red Cross volunteers come from all groups and classes, they bring to the Red Cross the outlook and interests of all parts of the community and at the same time carry back to their own neighbourhoods and acquaintances the story of what the Red Cross is and does.

To the people with whom they come in contact, volunteers are the Red Cross. They have the opportunity of making friends and supporters for the organization, even in their casual conversations. Wide community respect for and understanding of the Red Cross depends largely on the volunteer's ability to explain the programme, answer questions, and stimulate interest. Volunteers can be most effective in eliminating misconceptions about the Red Cross because they speak with the authority of personal experience.

Since everyone knows that the volunteer receives no remuneration, and, therefore, has no economic motive for enthusiasm about the Red Cross, his opinions often have a special value. The more volunteers who participate actively in the Red Cross programme, the more widespread and effective will be the interpretation of the organization to the public.

The participation of many people in the programme of the Red Cross will bring broader financial support. People are always more ready to give to the support of an organization in which they take an active part. The facts of what the Red Cross does, how it meets needs, what further needs it might meet, must be told again and again to all of the people. The spoken word is the best way to make these facts known. Therefore, each volunteer who is given some understanding of the Red Cross and who shares in its programme becomes one more effective interpreter of its needs.

In addition to interpretation, volunteers can provide the manpower needed to solicit contributions, make speeches, write stories and articles about the work of the Red Cross. Those who have been served by the Red Cross should not be overlooked as money raisers. Someone who has himself received aid can be most effective in appealing for funds to provide similar help to others.

In summary, the initiation or expansion of a volunteer programme will not only provide more hands and feet to do specific tasks, but can have far-reaching beneficial effects. As more volunteers are used, more service can be given. Both the volunteers and the people served learn more about the Red Cross, its value and its needs. As the organization is better understood and appreciated, more financial support can be expected. With greater financial support, more and better service can be provided. A good volunteer programme thus can contribute significantly to a dynamic and increasingly effective Red Cross.

To the Community

The greater the area of service rendered by the Red Cross in a given community the more the programme will be valued and supported. If a Red Cross Society conducts a successful campaign to enrol volunteers, it will be able to expand its work, either by enlarging existing services or by setting up new programmes. It is vital, however, never to enrol volunteers before plans for their employment have been made; volunteers who join and are kept idle, lose interest and will not be enthusiastic supporters of the Red Cross. It is important to investigate the needs of the community which are not being met and where the Red Cross might properly be of assistance. As will be shown later, it is not possible to define specific fields of activity as belonging to the Red Cross and only to the Red Cross. This pattern varies tremendously from country to country and town to town. There are, of course, traditional Red Cross programmes such as First Aid, Nursing, Disaster, Welfare and Junior Red Cross, which are carried on more or less throughout the world. There are, however, many other programmes which are carried on in the name of the Red Cross and often in

co-operation with other groups in answer to urgent local needs. The Red Cross, as an organization primarily equipped to do an emergency job, must be flexible and responsive to changes in the total community situation. A too narrow and traditional concept of Red Cross responsibility may lead to a restricted, outdated and inadequate programme. On the other hand, care must be exercised not to undertake too much so that it might become impossible to meet commitments adequately. Volunteers frequently lose interest and effectiveness when they attempt too much in too short a time. These dangers can be avoided by continuous planning.

The beneficial effects of strong volunteer programmes are self-evident. The recognition of common problems makes the working together of different groups and classes possible. People of different backgrounds have different and equally valuable contributions to make to such a programme. Some people have more time, others more experience, others more skill, others more money, others more prestige. Each needs the other.

There is no one pattern or type of Red Cross volunteer programme which is necessarily more likely to succeed than another. Programmes and methods will vary from place to place. Where the urgency and importance of a Red Cross programme is generally recognized, volunteers can usually be secured, whatever the nature of the work to be done. This will involve propaganda and education. Local branches or committees may well need the assistance of national Headquarters in recognizing needs and in planning and developing volunteer programmes.

There is no better way to develop a greater sense of community responsibility than through an energetic, effective volunteer programme. The enemies of social progress are primarily ignorance, apathy and selfishness. It is natural for people to avoid social conditions which frighten or repel them, or to feel helpless in the face of widespread need. Fortunately, there are some who refuse to accept existing facts as unalterable and where such people lead others will follow. The volunteer, through his work, sees existing conditions for himself and can do much to inspire others to join with him in finding adequate solutions. His own willingness to give of his time and energy carries convictions. Most people, faced with great social need, find a sense of release in doing something positive towards meeting the need.

To the Individual Volunteer

The majority of human beings want and need to feel that they are helping others. People feel a neighbourly responsibility and find a civic pride in giving of themselves for the betterment of others in the community. They also like to be a part of what is going on. This is true at all times but is particularly intensified at moments of crisis. There is a strong desire to have one's efforts appreciated and, as volunteers, this recognition is earned in unselfish and constructive ways. Thus, through volunteer Service, through building in the midst of destruction, maintaining programmes of value, people gain for themselves

a sense of fulfillment, a feeling of satisfaction.

The volunteer finds pleasure in acquiring knowledge and skill and finds security and pride in a successful encounter with new challenges. People often wish a change from their present surroundings, to meet different people, to broaden their contacts, or to fill their free time. There are those who have a need for an interest other than their regular work, or a change from routine. Volunteering offers the opportunity for personal development in that the individual can grow toward something that interests him, which also has value and importance to others. The volunteer may employ existing skills, may develop potential skills, or may even discover and use skills which are new to him.

The foregoing is true of most people, and it is for these reasons that they volunteer their time and energy for service to others. The volunteer effort in any organization, and community, and Red Cross Society, is based on these common human factors. It is unrealistic, however, to pretend that all people are conscious of these facts or that every one can be motivated by the same appeal for similar service. There are reasons why some people do not and will not volunteer. Some of these are valid, but many are not. For example, many people do not volunteer because they know nothing about the need or the opportunity for serving. This can be overcome by education and propaganda. Lack of time is often given as a reason for not volunteering, but experience has shown that even the busiest people, if properly interested, can find or arrange some time for volunteer service. It has sometimes happened that the Red Cross or other volunteer programmes have been so long monopolised by a small group that others feel they are not needed or wanted. Physical limitations, such as age or disability may handicap some people in giving their service, but in many instances, such people have been used as volunteers within the limits of their physical abilities and often tend to rehabilitate themselves as well as to help others. To many, the Red Cross is a war-time organization, and it may take an educational effort to convince them of the need for their service in peace time. The time and effort which may be spent in planning a volunteer programme and in educating people to the need for their services will prove to be of inestimable value to a local or national Society.

III. Organizing a Volunteer Programme

This section presupposes the existence of a recognized need for volunteers * to work in the Red Cross programme. Its purpose will be to

* The volunteers of a national Society may be both men and women; when in the following pages the terms "he" or "his" are used, these terms cover both.

point out certain fundamentals which may be helpful in organizing for volunteer service and in enrolling, training, assigning and administering volunteers as well as providing them with adequate recognition for their service.

A. Appointment of a Volunteer Administrator

A volunteer programme, to be successful, must take its proper place within the total framework of the Red Cross organization at every level - international, national, regional and local. At each of these levels there already exists someone who is responsible for and directs the entire programme of the Red Cross (a president, secretary-general, manager, chairman etc.)

Specific programmes carried on by the Red Cross, under the general oversight of the executive officer are in most cases under the direct supervision of someone, lay or professional, with special competence in the particular field such as nursing, disaster relief, or social welfare. As volunteers are enrolled and trained to work in the programme of the Red Cross, those directors of services will have to assume considerable responsibility for the outlining of work, setting of standards for selection and training of volunteers, assisting in giving training and in supervision of the work done by the volunteers.

One new position must be created to insure a successful volunteer programme. The position could be described as "volunteer administrator". In most instances this would probably be a lay person, man or woman, with interest, enthusiasm, ability to transmit his enthusiasm to others, and with capacity to organize and direct other people. It is highly desirable that this position be filled by a volunteer.

The "volunteer administrator", who should be on the same level as the "directors" of the other programmes of the Red Cross, would work under the general direction of the "executive officer" of the total programmes. He would be responsible for the policy of the volunteer programme, its general organization and planning, surveying the need for volunteers, enrolling and recognition of volunteers. He would work in close co-operation with programme "directors" in the training and assigning of volunteers to specific tasks. Under the general direction of the "volunteer administrator" would be the volunteers in charge of work in particular programmes or institutions. Each of those volunteers would have a dual responsibility to the "volunteer administrator" for the enrolling and training and use of volunteers, and to the "director" of the programme or institution for the work to be done.

The administration of a volunteer programme, even on a local level, is a fulltime task which requires one person for whom it is the sole responsibility. If possible, this person should be a volunteer, because only so can he completely represent the point of view of the volunteer. On the local level it is also important that the volunteers who work for the Red Cross have a volunteer in a position of

responsibility with whom they may discuss problems which may arise.

As a volunteer programme is initiated, the "executive officer" should see to it that the responsibilities of the "volunteer administrator" and those of the programme "director" are clearly defined, as well as the areas such as training and assignment of volunteers in which they will work co-operatively.

It will be seen from the foregoing that the organizing of a volunteer programme, whether in a national Society or a local branch, unit or chapter requires first of all the appointment of one person to be the "administrator of the volunteer programme", and the clear definition of this person's relationship to the "executive officer" of the total Red Cross programme and to the "directors" of the specific programmes within which volunteers will work.

B. Responsibilities of the "volunteer administrator" will include the following :

1. Define programme in terms of needs and establish standards to be met.
2. Gather group of interested individuals to plan the volunteer programme.
3. Plan ways to enrol volunteers in programme.
4. Plan necessary training.
5. Select and train volunteers.
6. Assign volunteers.
7. Plan for adequate supervision of volunteers' work.
8. Give suitable recognition to volunteer for accomplishments.

1. Define Volunteer Programme in Terms of Needs and Establish Standards

Programme planning for volunteer service can be successful only if needs met and unmet are carefully and continuously studied. It is important to evaluate the relative urgency of different needs. A sound basis by which this information can be obtained is through a study, an inventory, or survey. This provides a background from which volunteers can be supplied intelligently, new services can be initiated, and existing service can be improved. In planning for the determination of volunteer needs, the director and the volunteer administrator must be prepared to answer the following questions:

- a) What is the place of the Red Cross Society in the community, region or nation?
- b) How can the desired information regarding needs for Red Cross volunteers be secured?
- c) How can the information gathered be put to the most effective use?
- d) How can these findings serve as a basis for constructive future programme planning?

One of the most important principles in any study of social needs is to interest as many different types of people as possible. Hence the volunteer administrator will undoubtedly wish to ask representatives from other and organisations to help him. He will also wish, if possible, to invite the assistance of one or more professional workers. Those assistants will be of great value in bringing an outside point of view, and unbiased experience and information to the group. These representatives will interpret the Red Cross volunteer programme to their own groups and in this way working relationships with other organizations are strengthened. Duplication and confusion in programmes is avoided and better over-all coverage of needs is insured.

No step is more important to a successful volunteer programme than to analyse in detail the following :

- a) The nature of the work to be done.
- b) The number of volunteers needed, in each aspect of the work.
- c) The minimum qualifications to be required of volunteers with regard to :
 1. Hours of work (morning, afternoon, evening, full-day, one-half day, two hours).
 2. Regularity of work (every day, on call, one or more days a week).
 3. Willingness to take training and accept supervision.
 4. Individual skill.
 5. Previous experience.
 6. Personality traits.
 7. Education.

The vital importance of realistic thinking in the planning of any volunteer programme cannot be over-emphasized. It is useless to undertake a piece of work in which a sufficient number of volunteers are not or cannot be interested. Nor should requirements for volunteers be set which are out of line with the average level of ability. Standards set by various professions such as medicine, nursing and social work will undoubtedly exist and should be honoured. Volunteer activities touching professional fields are vastly stronger when they are undertaken under professional supervision and direction. Where this is not possible, every effort should be made to maintain the closest possible contact with whatever professional advice is available, either within the country or through the auspices of the League of Red Cross Societies.

2. Gather Group of Interested Individuals to Plan the Volunteer Programme

It is essential that some group of interested individuals assume the responsibility for planning the volunteer programme. This might be a committee which would meet with and advise the volunteer administrator. Unless responsibility for each step of the operation is clearly defined and delegated, confusion will result. It is impossible to specify exactly of whom the group shall be composed, but it should include primarily those who are willing and able to guarantee the continuance of the programme through their community prestige and leadership and professional skill and experience. It would also be advisable to include in this group persons experienced in propaganda campaigns with a view to recruiting the volunteers necessary for carrying out the planned programme.

The actual responsibility for organizing and administering volunteer activities within the programme must be given to the volunteer administrator who will, of course, obtain whatever assistance he may need.

3. Plan Way to Enrol Volunteers in Programme

There are many ways to enrol volunteers. It is important to be flexible and full of initiative when enrolling volunteers and to select methods suitable to the particular situation. Enrolment, fundamentally, should be thought of as a continuous process, although intensive enrolment campaigns often have great value. Plans for enrolment should be carefully made in advance so that those who interview and assign prospective volunteers are adequately prepared to interpret the work to be done, the requirements and qualifications. It is discouraging to a new volunteer to feel that plans for him are not definite or precise.

The necessity of completing the plan of a programme before enlisting the volunteers cannot be too strongly emphasized.

The following are suggested enrolment approaches to individuals and groups. All can be useful and all possible methods may be used at various times.

a) Approach to Individuals through -

1. Personal contact -

An individual learns of the volunteer programme either through a formal interview or through informal conversations with another volunteer or an interested person. It is in this way that a satisfied, enthusiastic volunteer can help enrol other volunteers from among friends and associates.

2. Personal letter -

An individual receives a personal letter asking for his assistance. This may include any appropriate promotional

material, such as annual reports, recruiting pamphlets or descriptions of programmes.

b) Approach to a Group through -

1. Speakers

Interpreting programme needs to meetings of organizations

2. Newspapers

By means of feature articles, news stories, photographs, advertisements, etc.

3. Radio (or wireloss)

4. Films - including News Reels

5. Television

6. Magazines

This would include national and local magazines, as well as those published by various organizations and associations.

7. Bulletins and posters

8. Window exhibits

9. Pageants and dramatic presentations

It is not possible to discuss here the relative merits of the suggested methods. The important point is to decide from which group or groups one wishes to secure volunteers, and then which approach is most likely to succeed in this particular case. If one approach is not completely successful, another should be tried. It must be tried. It must be remembered that an enrolment programme takes time, and it is for this reason that it should be planned well in advance and on a continuing basis. Appeals for volunteers must often be repeated over a considerable period of time before they begin to show results. It would be unrealistic to assume that volunteers are easily secured even in normal times. In this day and age few people have sufficient leisure time to undertake volunteer work without some effort. Yet many people will give time and valuable service if they understand that they are needed in a worthy and important cause. The problem is to reach them with the right kind of interpretation and then to be ready to use them satisfactorily.

4. Plan Necessary Training

The amount of training needed to do volunteer work will depend on

the complexity of the work, as well as the skill, previous training and experience of the volunteer.

Red Cross Societies have developed many types of training courses in different fields.* These are available upon request from the League of Red Cross Societies. Generally speaking, there are the following types of training :

a) General Orientation

This gives the volunteer a picture of the whole of the Red Cross, of its services and of the conditions under which it operates. This type of training is valuable for all volunteers for it gives them a common background and understanding of the work to be done. It enables them to recognize the scope and stature of the whole Red Cross before limiting their interest to a specific task. It makes the volunteer a more valuable interpreter of the organization and helps to widen the volunteer's knowledge of his community and its needs.

b) In-service Training

This is training which is given while the volunteer is actually working. He learns from those supervising his work the things which he needs to know in order to discharge his responsibilities effectively. This is a continuing process. The volunteer has the satisfaction of feeling useful while learning. This type of training should be as carefully planned as other, more formal types.

c) Specialized Training

In certain fields of work, it is necessary for the volunteer to receive definite, formal training before actually working. This is true particularly in the fields of health, medicine, nursing or welfare. In such cases courses are drawn up by, or in co-operation with, those professionally trained, to cover the minimum knowledge needed. Classroom or practice sessions, take

* See Bibliography annexed.

place at regularly stated intervals and an examination may be given to ensure that volunteers are properly qualified. Experience has shown that such courses are extremely valuable. The volunteer has a sense of real accomplishment and a knowledge of and appreciation for the professional standards under which he will work. This training should be given by professional people, but is not, of course, a substitute for professional training.

d) Refresher Training

If a volunteer is inactive for a period of time, or is to serve only occasionally, as in the case of a disaster, there should be periodic training sessions to keep him currently informed and to give him an opportunity to practice his skills. Such refresher training is essential if a group of volunteers are on a "reserve" basis, to be called upon when needed.

e) Supplementary Training

From time to time the demands of any task may change. Most volunteers, even though working regularly, will need additional or supplementary training. The volunteer's own interest may develop into different areas and other training will be indicated. As the volunteer becomes more experienced, additional tasks and responsibilities should be assigned to him commensurate with his increased capacity. Such learning or developing on the job may require some supplementary instruction or the learning of a new skill. Those responsible for the supervision and guidance of volunteers must be sensitive to this and alert in recognizing when and in what form and quantity new tasks can be mastered. There is no better way to keep the interest of a good volunteer. The ways of presenting additional information are many and varied and should be suited to the volunteer and to the situation.

5. Select Volunteers

The importance of choosing the right volunteer for the work and the right work for the volunteer cannot be over-emphasized. Much of the success of any volunteer effort depends on the original selection of the volunteer for the particular type of work involved. Implicit in the process of selection is the necessity for talking with, or interviewing, the prospective volunteer about his interest in, and understanding of, volunteering in general and volunteering for a specific task in particular. Requirements for the work vary as do the volunteer's interests, skills, age

background and capacity for growth. It is well to remember that all types and classes of people can be used in some way. Of these, the interviewer should choose the best qualified for particular assignments. The interviewer has a three-fold obligation - (1) to describe fully the work to be done and how to do it, (2) to determine whether or not the prospective volunteer is well qualified for the work in question, and (3) to make a friend for the Red Cross.

It is important that the volunteer guarantee his intention to serve and that he understand and agree to the work, policies and limitations implied in the assignment. He should be physically fit to assume the responsibilities about to be undertaken and in some instances, as for example work in a hospital, may even be required to produce a doctor's statement to this effect.

It is equally important that the volunteer be made to feel from the outset that he is needed and wanted so that he will quickly gain a sense of belonging to something worth while and important.

The reasons why training is necessary should be explained to the volunteer. He should be helped to understand that the content of the training has been planned in relation to the duties to be performed and is not just an arbitrary requirement.

6. Assign Volunteers

The assignment of a volunteer to a specific task is a most important step. It involves a clear understanding between the director and the volunteer of the exact nature and extent of the work to be done, and the time when the volunteer will serve, to whom he is responsible, etc. It is not sound to promise a specific task to a prospective volunteer until those responsible for the work have had the opportunity to observe his abilities. Preliminary training or a period of apprenticeship often provides such an opportunity. It should be remembered that it is better to wait for the right volunteer to do the work than to accept one who is not able to do it or who is unhappy with his assignment.

Here again experience has shown the need for a volunteer administrator. If an assignment proves unsatisfactory, it is often possible for him to re-assign the volunteer to another type of work. The volunteer should always be free to discuss his assignment with those responsible. Often dissatisfaction is the result of misunderstanding or poor interpretation and can be remedied without too much difficulty.

7. Plan for Adequate Supervision of the Volunteer's Work

Anyone beginning a new assignment, whether paid or volunteer, faces a period of uncertainty about procedures. Supervision by someone, with more training or experience is essential to the new worker.

If the task is a simple, mechanical one, the supervision may soon become a matter of an occasional review of work done or the teaching of new techniques. In more complex work, such as nursing or social service work, regular and careful supervision is continually needed and expected. The supervisor will probably schedule regular conferences with the volunteer in which his work will be reviewed, criticized and corrected. The volunteer should feel free to go to his supervisor for assistance in making decisions or for actual help in carrying out his work. A skillful supervisor will be able to give assistance and guidance in such a way that the volunteer will increase in skill and independence. The supervisor will also provide continuity in the work which may be done by several volunteers, each serving part time. Time spent by professional workers in supervising volunteers will be time very well spent if the volunteers are thereby enabled to do more work and to do it more effectively. Without adequate supervision, the work will suffer and the volunteer will either give up because he cannot get help, or will become discouraged because he cannot progress in his work. The inter-dependence of professional or paid workers and volunteers is seen nowhere more clearly than in the area of supervision. One well-trained professional worker with a group of volunteers may be able to do the work of several paid workers. But the unskilled volunteers alone cannot do it. Volunteer work, in any but the simplest programmes, depends upon adequate supervision by those with proper training or experience.

8. Give Suitable Recognition to Volunteer

Faith in the unique worth of the volunteer is a requisite to any successful volunteer programme. Like all other workers, volunteers need to feel that this faith is justified, that their efforts are understood, and services appreciated. Although they neither expect nor receive material return, volunteers tend to work more effectively when their progress is recognized. This is implicit in good staff developments, in competent supervision, and in sensitive leadership. While recognition may be given in various forms, it is imperative that it be real and not superficial, earned rather than given. Then only will it have meaning to the volunteer.

Promotion and the assignment of increased responsibility is the most tangible and certainly the most effective form of recognition for volunteers, and is inherent in all successful volunteer programmes. The addition of new tasks, different assignments, and placement in positions demanding increased knowledge or skill indicates to the volunteer that he is growing and succeeding. Promotion from the level of service volunteer to an administrative position, or to membership on a board of advisory committee, is tangible recognition of past achievement and of faith in future performance. No principle in volunteer programme planning is more important, nor produces better results if consistently and continuously practised.

Awards, such as pins and bars, insignia, uniforms, certificates and other concrete evidences of recognition have their value and are used effectively in many volunteer programmes. Letters of commendation

and gratitude are also utilized as means of recognizing the service of volunteers. Publicity media of all types are effective in conveying to the public appreciation of fine volunteer performance. Word of mouth acknowledgment of progress is always helpful to the individual volunteer. In general, every society must be aware of the human need for recognition, for proof of the real confidence others have in one's ability. Volunteers, being human, will invariably respond with genuine enthusiasm.

IV. Mutual Responsibility of the Red Cross Society and the Volunteer

Responsibility of the Organisation to the Volunteer

In return for services rendered, the Society has great responsibilities to the volunteer. It is impossible to utilize the service of the volunteer without clearly defining his duties. The volunteer has a right, as does the paid worker, to expect and receive a clear description of his work before accepting an assignment. A volunteer may also expect to receive basic training and on-the-job instruction so that he may advance to more responsible positions.

Supervision and guidance are essential to satisfactory work and the volunteer has a right to expect both. The volunteer needs to know to whom to report and to whom to look for assistance. Information regarding lines of responsibility must be given. The organization and the personnel are accountable, too, for integrating the volunteer into the group and for recognizing him as a bona fide staff member.

Volunteer's Responsibility to Organization

The volunteer who is sincere in his desire to serve must accept the fact that volunteer work, like any other work, requires sacrifice. Any worth-while performance, big or little, demands personal discipline. This is, of course, essential for the successful completion of any task and is usually a source of satisfaction to the volunteer himself. Before offering his services for any particular type of work, a wise volunteer surveys the field and determines where he as an individual can best use his special talents, for in developing one's talents lies an opportunity for self-expression and for personal growth.

If a volunteer is to get anything out of his work, he must be prepared to put a great deal into it. Before offering his services, the volunteer must first consider how much time he can give without jeopardizing the welfare of his family or neglecting other obligations. His enthusiasm for his volunteer assignment will help him allot his time in such a way that he will be able to do full justice to his other responsibilities and to his volunteer work.

Once the working schedule has been established by himself and by the organization with which he has chosen to work, he must

then be willing to abide by it, to meet his regular appointments, and to demonstrate from the beginning that he is dependable. When a real emergency prevents the volunteer from reporting at the schedule time, he should give the organization as much advance notice as possible. He must realize that the work is planned for the best utilization of the services of the entire staff and that his absence will create a problem.

The volunteer will want to take advantage of any training that will prepare him for intelligent service in his field. He will take pride in doing his work well. He must be willing to carry through what might seem to be tiresome details since those are a necessary part of any effective undertaking.

Since any community project is a matter of teamwork, the ability to work harmoniously with other people is essential. Sometimes an individual finds himself working closely with another whose personality is not entirely congenial. It will be helpful under these circumstances to realize that the other individual is also stimulated by the same unselfish desire to be useful and to try to understand him and his background. Natural courtesy, kindness and a sense of humour usually reduce problems in working relationships.

In any assignment, direction, guidance and supervision are necessary. The one who gives this help may be another volunteer, or he may be a paid staff member. Regardless of status, all are working for the same cause and are trying to work efficiently. Anyone who serves has a right to expect constructive guidance and should welcome and act upon direction and suggestions for improvement from his supervisor. Through supervision, all have the opportunity to acquire greater understanding and to give more effective service.

V. Suggested Fields of Volunteer Service

A. Administration (General)

1. Managing bodies (general assembly, central and executive committees)
2. Committees, chapter, branch, regional and local
3. Staff (general administration and clerical) at National Headquarters, Chapters, Branches and Local Sections

B. Health Services

1. Administration
2. Committees
3. Hospitals
 - a) military
 - b) civilian
4. Clinics
 - a) maternity
 - b) child
 - c) mental health
 - d) mobile
 - e) public health
 - f) schools
 - g) industrial
 - h) other
5. First Aid
 - a) training
 - b) First Aid posts
 - c) Water Safety and Accident Prevention
6. Ambulance Services
7. Emergency reserve in
 - a) natural calamities
 - b) wartime
8. Blood Transfusion
 - a) blood donors
 - b) blood centres (including mobile)
9. Auxiliaries in the Medical Services of the Armed Forces and in Civil Defence
10. Convalescence and Rehabilitation
 - a) convalescent homes
 - b) centres
 - c) occupational and diversional therapy
 - d) other
11. Health Education
 - a) prevention of disease
 - b) home nursing

- c) school hygiene
- d) nutrition

- 12. Medical Loan Depots
- 13. Canteens
- 14. Milk Distribution Centres
- 15. Nurseries, Creches, etc.
- 16. Holiday camps
- 17. Disinfection - disinfestation

C. Social Welfare Service

- 1. Administration
- 2. Committee
- 3. Aides in Hospitals, Homes, Hostels, etc.
 - a) visiting patients in hospitals and in their homes
 - b) hospitals escorts
 - c) hospital library workers
 - d) other recreational workers
 - e) housekeeping aides
 - f) other
- 4. Assistance to
 - a) displaced persons
 - b) repatriated persons
- 5. Production Service
 - a) surgical dressings
 - b) clothing etc.
- 6. Motor Service
- 7. Warehouse
- 8. Emergency Reserves in
 - a) natural calamities
 - b) wartime

D. Publications, Propaganda, Fund Raising

1. Publications - Propaganda

- a) administration
- b) Committees
- c) editing
- d) writing
- e) reporting
- f) technical advice
- g) translating
- h) art work
- i) other

2. Fund Raising

- a) administration
- b) Committees
- c) campaign solicitation
- d) public speaking
- e) distribution of supplies
- f) accounting, book-keeping
- g) other

E. Junior Red Cross

The part that can be played by members of the Junior Red Cross in a number of the activities listed above should not be overlooked. Junior Red Cross is a source of great strength to the Red Cross movement and its membership can be drawn upon to expand and strengthen the activities of the National Society and to recruit additional volunteers.

F. Other Committees and Services not mentioned above

There undoubtedly exist other types of volunteer programmes than those mentioned above and the possibilities are endless. To aid national Societies developing present activities or in setting up new activities where volunteers may serve, there is included as an annex to this Manual a bibliography on existing Red Cross Training Manuals, copies of which may be requested by national Societies through the League Secretariat.

VI. Conclusion

The publication was written in an attempt to aid national Red Cross Societies in developing and improving their Volunteer programmes. Moreover, it is hoped that it will encourage the national Societies to exchange information as to their

volunteer activities as proposed in the Resolution of the Board of Governors in Stockholm in 1948, reading as follows:

"The Board of Governors considering that the participation of volunteers in the service programmes of Red Cross and Red Crescent and Red Lion and Sun Societies is of primary importance in carrying out the programme of the National Societies throughout the world and that through volunteer programmes Red Cross ideals and activities are, in concrete form, brought to the people in all countries,

commends to the attention of all Societies the value of volunteer service programmes and calls upon the League Secretariat to stimulate and develop the exchange of information, personnel and materials among the member Societies".

The question of volunteers was also the subject of a resolution at the Vith Inter-American Red Cross Conference in Mexico 1951, which resolution was approved by the Executive Committee in December 1951 and reads as follows:

"The 6th Inter-American Red Cross Conference :

duly recognizing the very important role of volunteers in ensuring the vital humanitarian services of the Red Cross,

recommends strongly :

that all Societies develop programmes providing increased opportunities for the co-operation of the largest possible number of volunteers;

that such opportunities for co-operation should be based on the same principles as the Services of the Red Cross Societies, i.e. all persons, regardless of race, colour, creed, nationality or social or political position, should enjoy the possibility of serving in such a way as to make the fullest use of their capacities;

that in order to stimulate the programmes of the various Societies, the League of Red Cross Societies speed up the publication of the Volunteers' Handbook, which will serve as an effective guide for Societies wishing to extend the activities of their volunteer services;

that all the Societies should, through the intermediary of the League of Red Cross Societies, exchange information on the practical programmes for volunteers that have been most useful in their countries, and most interesting to the volunteers".

BIBLIOGRAPHY OF RED CROSS TRAINING MANUALS

The Red Cross Society of each of the countries given below has sent a list of the training manuals and text books used by their Society. These are printed in the following languages :

English : Australia
 Canada
 Great Britain
 India
 Ireland
 New Zealand
 South Africa
 United States of America

Danish : Denmark

French : Belgium
 France
 Lebanon
 Switzerland

Greek : Greece.

Japanese : Japan

Portuguese : Portugal

Spanish : Chile
 Ecuador
 Mexico
 Spain

Swedish : Sweden

Serbo-croat, Macedonian and Albanian : Yugoslavia

AUSTRALIAN RED CROSS SOCIETY

Dress Regulations Manual for Uniformed Women Personnel (illustr. 1949)

I find Red Cross - Booklet of descriptive articles by Osmar White - 1951

Questions and answers about Red Cross - 1950 and 1951 editions

Red Cross Sunday - Folder issued yearly in connection with church services

The story of blood - 2nd ed. 1950

First Aid Manual - 1951

Manual of Home Nursing - 1949

Winter First Aid Manual - Issued by the Victorian division - 1950

Service Corps Manual - 1948

Emergency Service - small booklets :

- Driving and mechanical hints - 1942
- Emergency catering - 1943
- Emergency services manual - 1941
- Outline of cookery - 1943

Information about the Red Cross Ex-Service Assistance Bureau - Feb. 1949

What is Red Cross social Service ? - 1948

What is Junior Red Cross ? (1947)

Guide for leaders of junior Red Cross (1947)

Junior Red Cross - International School correspondence - Ill. 1947

Junior Red Cross First Aid Primer - Ill. 1949

Junior Red Cross Home Nursing Primer - Ill. 1947

Guide to camping prepared for the use of Junior Red Cross and Youth Groups - 1948

Food we eat : Junior Red Cross Nutrition Manual - 1951

You can run a library-Ill.

BELGIAN RED CROSS SOCIETY

Abbreviated relief courses in six lessons : manual and programme

Training courses for industrial relief workers : manual and programme

Relief Workers' Course : programme

Nurses' Aids Course : programme

Auxiliary Family Health Workers' Course : programme

First Aid guide

Junior Red Cross manuals :

Health game

The little Samaritan's manual

Junior Relief Workers' manual

Elementary manual for Social Service

CANADIAN RED CROSS SOCIETY

First Aid Manual *

First Aid Illustrated *

Red Cross Home Nursing **

Guide for Instructors - Home Nursing

Disaster Services Manual

Canadian Junior Red Cross - Bulletin No 5

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| " | " | " | - Accident Prevention and First Aid |
| " | " | " | - Nutrition Manual |
| " | " | " | - Health in the Home and Community |
| " | " | " | - Teacher's Guide to Junior Red Cross |
| " | " | " | - Secondary School Guide to Junior Red Cross |

Swimming and Water Safety Guide for Instructors *

Swimming and Water Safety Manual *

* Available in French

** In process of being translated into French

CHILEAN RED CROSS

Programme of courses given to Red Cross nurses

DANISH RED CROSS SOCIETY

First-Aid - Text book used for ordinary first-aid courses

Manual I for Danish Red Cross First-Aiders

Mother and Baby Care - Home Nursing and Hygiene in the Home

Brochures used for instruction of first-aiders below 18 years :

- First Aid
- First Aid - Instructors Handbook
- Home Nursing - Children's Book
- Home Nursing - Guidance for instructors

ECUADOREAN RED CROSS

Study Programme for elementary First Aid Courses by J.B. Wandenberg

FRENCH RED CROSS

Aid Detachment Handbook, by Dr. P. Deniker and Dr. R. Legendre

Handbook for French Red Cross Aid Detachment Workers, edited with the assistance of Dr. Deniker and Dr. Legendre

Additional Instruction for Aid Detachments (Instruction and technical Staff Section)

Aid Detachment Workers and Auxiliaries (Instruction and technical Staff Section)

Advanced Aid Detachment Work, (Instruction and technical Staff Section)

Industrial Aid Detachment Work, by Dr. Louis Orcel

Social Course (Aid Detachment Social Work) by Jeanne Beylard and R. Jousselin

Health, by Dr. J. Barbet and Dr. J. Moulin

Care of Children, by Dr. J. Grislain and Dr. R. Pichon

Practical Advice on the Care of Children (Preface by Dr. Brouardel)

Child-Care Auxiliaries (Instruction and technical Staff Section)

State Graduate Hospital Nurses (Instruction Section)

Home Nursing Instruction (Instruction Section)

State Graduate Social Workers (Instruction Section)

Medico-Social Secretariat Training (Instruction and technical Staff Section)

Hospital Establishments with beds for children and adults - Anti-Tuberculosis Centres and other Health Centres classified by Department - Annex : List of French Red Cross schools preparing students for State Diplomas and other French Red Cross instruction.

BRITISH RED CROSS SOCIETY

- First Aid Manual, by Air Marshal Sir Harold Whittingham, K.C.B., K.B.E., K.H.P., etc., and Sir Stanford Cade, K.B.E., C.B., F.R.C.P.
- Nursing Manual, by Miss E.M. Gravelius, S.R.N., S.C.M., D.N. (London)
- Administration and Training Manual, a text book for the training of detachments (in course of preparation)
- Hygiene and Sanitation Manual, by Alan Carruth Stevenson, B.Sc., M.D. M.R.C.P., D.P.H.
- Cookery and Catering Manual, by E. Georgina Knight
- Tuberculosis Manual, by Andrew Morland, M.D., F.R.C.P., and Ian Mills Hall, M.D., M.R.C.P.
- Elementary Anatomy and Physiology Manual, by A.D. Belilios, M.B., B.S., D.P.H. K.F. Armstrong, S.R.N., S.C.M., and D.K. Mulvaney, M.S., F.R.C.P., F.R.C.S.
- Nutrition Manual, by the late Rose Simmonds, S.R.N. (new edition in course of preparation)
- Infant and Child Welfare Manual, by Dennis H. Geffen, M.D., B.S., D.P.H., M.R.C.S., L.R.C.P., and Brenda M. Mayes, M.B., B.S., D.P.H., M.R.C.S., L.R.C.P.
- Tropical Hygiene Manual, by Major-General D.T. Richardson, R.A.M.C., M.C., M.B. Ch.B., D.P.H.; revised by Sir Harold Scott, M.D., F.R.C.P., D.P.H., D.T.M. & H., F.R.S.E.
- Blood Transfusion Manual, by H.F. Brewer, M.A., M.D. (Cantab), M.R.C.S.
- B.R.C.S. Welfare Services Manual, edited by R.G. Gilmour, A.M.I.A.
- Casualty Faking, by Ernest James Ward, Esq.
- A.B.C. of First Aid Treatment, by Air Marshal Sir Harold Whittingham, K.C.B. K.B.E., K.H.P., etc.
- First Aid Catechism, by Dr. Lilian A. Eastwood, M.B., B.S. (London) - In course of preparation
- First Aid in Coal Mines, published by the St. John Ambulance Association and printed by the Association for the Society
- Nursing Catechism, by Miss E.M. Gravelius, S.R.N., S.C.M., D.N. (London)
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Form A. History and Organisation and Rules for Branches

Form C. Regulations for Lectures and Examinations of the B.R.C.S.

Form D. Regulations for Raising, Training and Administering Detachments of the British Red Cross Society

Form D.(7). Dress Regulations for Officers and Members

JUNIOR TEXT BOOKS

Junior First Aid Manual, script by Gladys H. Bliss, edited by Air Marshal Sir Harold Whittingham, K.C.B., K.B.E., K.H.P.

Junior Nursing Manual, by Miss E.M. Gravelius, S.R.N., S.C.M., D.N. (London)

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Junior Mothercraft Manual, by Dr. Dennis H. Geffen, M.D., B.S., D.P.H., M.R.C.S., L.R.C.P., and Dr. Susan Mary Tracy, M.R.C.S., L.R.C.P., D.P.H. (in course of preparation)

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2. Maternity and Child Welfare

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THE NEW ZEALAND RED CROSS SOCIETY

Manual of Home Nursing (Rev. Edition No 2)
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Manual of First Aid in Chemical Warfare
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First Aid (Rudiments for the use of personnel of Portuguese Red Cross
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SWEDISH RED CROSS

Manual of first aid and illness by Dr. Gösta Leander, M.D.

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Supplementary instructions to the 1949 edition of the Swedish Red Cross programmes for courses in health and medical service. (This supplement is primarily intended for instruction supervisors and instructors)

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We and our old people

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Regulations for samaritans' courses (First Aid for victims of accidents)

Regulations for Home Nursing courses

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THE AMERICAN NATIONAL RED CROSS

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College Units	ARC 534 - August 1946
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YUGOSLAV RED CROSS

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- Programme of courses for health workers
- Programme of courses for nurse's aides
- Programme of courses for auxiliary surgical nurses

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