6-26-2015

The bittersweet irony: Compassion satisfaction and fatigue among Red Cross disaster response volunteers

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THE BITTERSWEET IRONY: COMPASSION SATISFACTION AND FATIGUE AMONG RED CROSS DISASTER RESPONSE VOLUNTEERS

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THESIS

Submitted in Partial Fulfillment of the
Requirements for the Degree of

Master of Arts

Public Administration

The University of New Mexico
Albuquerque, New Mexico

May, 2015

ACKNOWLEDGEMENTS

I wholeheartedly acknowledge Dr. Stephanie L. Smith, my advisor and thesis chair, for constant encouragement through these last two years and for the numerous months of writing and rewriting these chapters. Her guidance and professionalism will remain with me as I pursue my career.

I also thank my committee members, Dr. Uday Desai and Dr. Steven Meilleur for their valuable advice pertaining to this study and assistance in my professional development. My gratitude is extended to the American Red Cross Southwest and Rocky Mountain Region Disaster Director for his support of this research.

To Dr. Chih-Wei Hsieh, instructor from City University of Hong Kong, thank you for inspiring me to pursue this research and for introducing me to the study of emotional labor.

To the participants of this study, thank you for allowing me into your world and for sharing your stories and information with me.

And finally to my family, your love and support is what has made this effort possible.

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ABSTRACT

Many nonprofits depend on volunteers to achieve their missions, this is true for the American Red Cross. Previous literature on volunteers and professional disaster responders suggests there are factors that motivate a person to volunteer, such as a personal connection, the opportunity to help others, working with others who share the same values, a feeling of satisfaction, the ability to give back to the community, personal development, and contributing to a worthy cause. Factors contributing to compassion satisfaction include: personal growth, forming relationships, ability to help others, and mastery of skills. The factors that contribute to compassion fatigue are characteristics of disasters, demographics and lifestyle of responder, length of exposure, and red tape. The coping mechanisms that these groups utilize to overcome the feeling of fatigue include: support system, self-care strategies, take a break, sense of normalcy, spirituality, and addictive substance use.

Currently, we lack understanding of what contributes to the motivation, compassion satisfaction and fatigue of volunteer disaster responders as well as the coping mechanisms they utilize to overcome feelings of fatigue. This study explored these areas and found that disaster response volunteers with the American Red Cross in a southwest

state are motivated by an attraction to interesting work, as well as the opportunity to help others. The ability to help others is the main contributing factor to respondents' compassion satisfaction. Conversely, dealing with red tape within the organization is their greatest source of fatigue. They reported the use of a support system and maintaining or returning to a sense of normalcy as the main coping mechanisms utilized. In order to maintain a well-trained, experienced workforce it is imperative organizations develop policies and procedures that increase compassion satisfaction and decreases compassion fatigue for disaster response volunteers.

Keywords: compassion satisfaction, compassion fatigue, volunteers, volunteer retention

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Chapter 1

THE BITTERSWEET IRONY: COMPASSION SATISFACTION AND FATIGUE AMONG RED CROSS DISASTER RESPONSE VOLUNTEERS

Every year the American Red Cross responds to approximately 70,000 natural and man-made disasters across the United States (American Red Cross, n.d.). In order to fulfill their mission worldwide, the Red Cross utilizes a network of more than 185 societies with approximately 97 million members and volunteers (American Red Cross, n.d.). With a workforce that consists of millions of volunteers, it is important to understand their motivations, sources of compassion satisfaction and fatigue, and the coping mechanisms they find useful in order to maintain a well-trained, experienced workforce ready to deploy when disasters arise.

Volunteer service can be satisfying, but it can also be stressful. The "volunteer process model" states that there are three stages to volunteering. It begins with the motivating factors, followed by their experiences, and ends with the consequences of these experiences (Snyder & Omoto, 1992; Wilson, 2012). We lack understanding currently of what motivates volunteer disaster responders, contributes to their satisfaction, fatigue and ability to cope with what is often a stressful position. We know the motivation and satisfaction sources for volunteers in general, as well as their sources of fatigue. We also know what motivates and satisfies professional disaster responders and what causes them to suffer compassion fatigue. There is a gap in knowledge when it comes to *volunteer disaster responders* in the United States and around the world. Thus, this study poses the following research questions with respect to volunteer disaster responders: What motivates these individuals to volunteer in disaster response? What do

they find most and least satisfying about their experiences? What are their sources of compassion fatigue and dissatisfaction for this population? What do volunteers find most and least helpful in overcoming feelings of fatigue related to their disaster response experiences? In an attempt to answer these questions this study explores the perspectives of American Red Cross volunteer disaster responders in one state of the Southwest and Rocky Mountain Division. This study draws upon Figley's (1995) compassion fatigue process as a framework, to explore the motivation, compassion satisfaction, compassion fatigue, and the coping mechanisms of volunteer disaster responders.

With a dependence on volunteers in the nonprofit sector it is important to ensure that volunteers are motivated and experienced. Identifying their sources of motivation and compassion satisfaction should be a priority. However, it is also essential to identify the causes of compassion fatigue that the volunteer may encounter as well. Knowing the sources of fatigue will enable the organization to ensure that the volunteers receive the support that they need in order to face and overcome these stressors.

Motivation can be defined as a process that begins, directs, and sustains goal-oriented actions (Cherry, 2015). In the nonprofit sector and especially in organizations that do disaster response the motivation of the volunteers is essential. With the competition among these organizations to recruit volunteers it is important that they maintain their volunteer base. Having a workforce of individuals who are motivated to help those who have suffered a disaster ensures that the volunteer will feel a sense of satisfaction in their work and thus have a positive impression of the organization. It is also essential to maintain an experienced workforce for the people who have experienced

a disaster. The organization requires a workforce of caring, well-trained people to deliver their services to ensure the fulfillment of their mission.

"Compassion satisfaction represents the 'positive payment' that comes from caring" (Hooper, Craig, Janvrin, Wetsel, & Reimels, 2010, p. 426). This benefit encourages an individual to continue doing work that grants them satisfaction. If a volunteer feels a sense of satisfaction they are more likely to continue to labor regardless of whether the work is challenging or stressful (Adams, Boscarino, & Figley, 2006). It is also this satisfaction that can keep the volunteer from suffering the effects of compassion fatigue.

Defined as "a reduced capacity or interest in being empathetic or for bearing the suffering of clients", compassion fatigue is synonymous with caregivers (Boscarino, Figley, & Adams, 2004, p. 58). This fatigue can lead to burnout or volunteer separation if unrecognized by the volunteer and/or the organization. It can also have lasting implications on the personal lives of the volunteers if they cannot cope with the stresses that cause it. The implications extend to disaster survivors as well because these volunteers serve as advocates for them. A diminished capacity to feel empathy for clients may lead the volunteer responder to reduce the amount of service that they provide.

Coping mechanisms are used by an individual to manage the demands of a situation or environment (Anderson, 2000). These mechanisms can be used to decrease fatigue and increase compassion satisfaction by allowing the responder to deal with the stressors they are facing in their environment. Identifying the most and least effective coping mechanisms can assist the organization in providing sufficient support to their volunteer base. This study explores coping mechanisms volunteers currently use.

This is an exploratory study that investigates sources of motivation, compassion satisfaction and fatigue, as well as methods of coping among volunteer disaster responders. Thirty-three volunteers were invited to participate in the study. With the support of the Division Disaster Director of the Southwest and Rocky Mountain Division of the American Red Cross, seventeen accepted and participated in a semi-structured interview that lasted approximately one hour on average and was comprised of questions that were designed to gain insight into the research questions. After completion, each interview was analyzed for responses that offered insights to the questions.

Volunteers play an important role in disaster response. Being able to manage that relationship effectively is the foundation of volunteer retention for nonprofit organizations. Understanding what motivates these individuals to volunteer in disaster response as well as what they find most satisfying about their experiences should guide the formation and application of policies and procedures that guide their service. Ascertaining their sources of fatigue and dissatisfaction are valuable in order to lessen the impact on the responder. Recognizing the coping mechanisms that these individuals find to be useful in dealing with the stress they experience can increase their satisfaction and assist in maintaining that relationship.

The following chapters provide an overview of previous research on volunteers and professional disaster responders with respect to sources of motivation, satisfaction, fatigue and coping mechanisms. A methodology chapter explains what procedures were utilized, the method of selecting the participants, and specific information regarding the interview process with the participants. Finally, the findings from the study and discussion for further study are explored.

Chapter 2

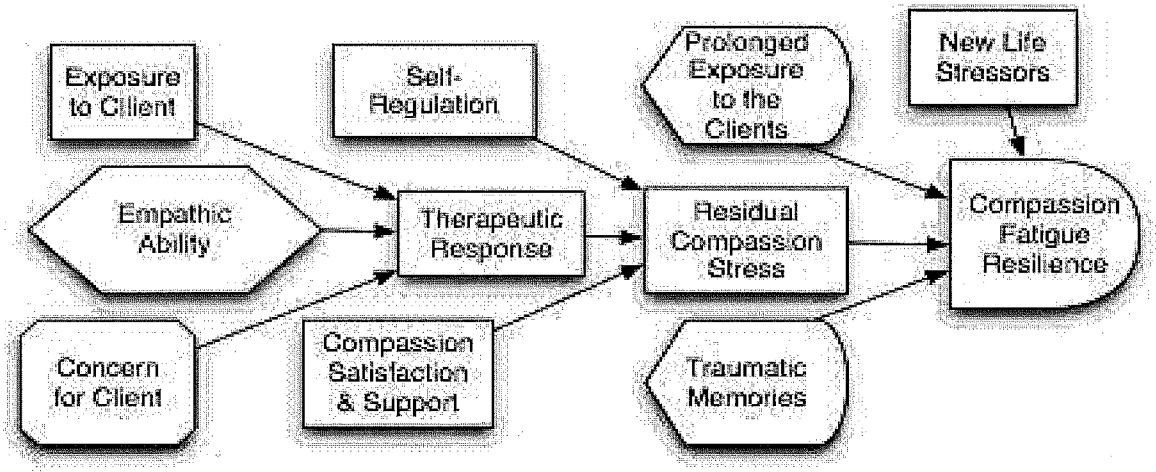
MOTIVATION, COMPASSION SATISFACTION, FATIGUE, AND COPING

When everyone is running from a disaster, what motivates a volunteer responder to take action and run toward the affected area? There has been significant research on motivation of volunteers in general (Clary et al., 1998; Clary & Snyder, 1991; Karl, Peluchette, & Hall, 2008), students (Benson et al., 1980; Fletcher & Major, 2004; Tumblin, 2012), and those who volunteer for nonprofit organizations (Garner & Garner, 2011; Netting, O'Connor, Thomas, & Yancey, 2005; B. Simon, Sturmer, & Steffens, 2000; C. E. Simon, Pryce, Roff, & Klemmack, 2005), but little research on volunteers that respond to disasters (Clukey, 2010; Dyregrov, Kristoffersen, & Gjestad, 1996).

Most of the research concerning compassion satisfaction and fatigue focuses on professional responders, including nurses (Abendroth & Flannery, 2006a; Alexander, 2006; Chase, 2005; Frank & Karioth, 2006; Hooper et al., 2010; Maytum, Heiman, & Garwick, 2004), palliative care providers (Slocum-Gori & Zumbo, 2011), child protective service workers (Abu-Bader, 2000; Adams et al., 2006; Adams, Figley, & Boscarino, 2008; Anderson, 2000; Boscarino et al., 2004; Conrad & Kellar-Guenther, 2006), firefighters (North et al., 2002), and behavioral health providers (Adams, Schlueter, & Barge, 1988; Brady, Guy, Poelstra, & Brokaw, 1999; Craig & Sprang, 2010; de Figueiredo, Yetwin, Sherer, Radzik, & Iverson, 2014; Figley, 2002; Harr, 2013; Jacobson, 2006; Ray, Wong, White, & Heaslip, 2013; Samios, Abel, & Rodzik, 2013; Sprang, Clark, & Whitt-Woosley, 2007). There is a lack of research concerning volunteer disaster responders, however. This study begins to fill this gap in the literature.

Volunteer service can be satisfying, but it can also be stressful. Motivation, satisfaction and fatigue are elements of the compassion fatigue process (Figley, 1995, 2014). *See Figure 1*. According to the process framework, empathic ability and concern motivate an empathic response, such as volunteer service (Figley, 1995, 2002; Sabo B, 2011). Figley's process suggests that stress coupled with dissatisfaction in work can lead to compassion fatigue (Figley, 1995, 2002, 2014; Sabo B, 2011). Volunteers use many coping mechanisms to combat the stresses. These mechanisms are employed to help them stop the process before the volunteer reaches the burnout stage (Figley, 1995, 2002, 2014; Sabo B, 2011). The compassion fatigue process is reflected in *figure 1* and shows how these mechanisms are related. This research focused on the motivation, satisfaction, and stressors that lead to compassion fatigue. These factors are the foundation of further research that can be completed to understand the experiences and how organizations can

Figure 1: "A Generic Model of Compassion Fatigue Resilience" (Figley, 2014)



better support volunteer disaster responders.

In disaster response, it is extremely important that a volunteer responder does not burnout and separate from the organization. Having an experienced and supported

workforce that can respond in the event of a disaster is paramount to both the community that has experienced the disaster and the organization that is responding to it (Clary et al., 1998; Clary & Orenstein, 1991; Karl et al., 2008). Focusing on mental health issues is an important factor in retaining a volunteer base (Clukey, 2010; Slocum-Gori & Zumbo, 2011). Having an experienced workforce has been an issue for many organizations that depend on volunteers to fulfill their missions (Clary et al., 1998; Clary & Snyder, 1991; Garner & Garner, 2011; Karl et al., 2008; Netting et al., 2005). The paragraphs below discuss previous research and findings concerning sources of motivation, compassion satisfaction and fatigue, and coping mechanisms for disaster responders and volunteers.

Disaster Response and Volunteer Motivation

Decreasing numbers of volunteers mean that nonprofit organizations must work harder to complete their missions. Between 2012 to 2013 an estimated 62 million people gave their time and efforts to support various organizations throughout the United States, down approximately 1.1% from the previous year and reaching its lowest level since 2002 (Butcher, 2010; Carlson, 2013; "Volunteering in the United States, 2013," n.d.). Volunteers frequently do a large portion of the work for nonprofit organizations without compensation; this is certainly the case for the American Red Cross, which has an approximate 90 percent volunteer workforce (American Red Cross, nd.). Volunteers sacrifice personal time to complete tasks that can be challenging and they often become champions for their causes (Adams et al., 1988; Carlson, 2013; Garner & Garner, 2011). This significant category of workers warrants attention based on their significant numbers and contribution to the fundamental mission of nonprofit organizations (Adams et al.,

1988; Carlson, 2013). Nonprofit organizations require specific strategies and techniques to supervise and coordinate volunteers (Adams et al., 1988).

Motivation is defined as the process that begins, directs and sustains goal-oriented behaviors (Cherry, 2015). Research suggests that there are several factors that motivate people to help in times of disaster. For instance, having a family member who volunteers is known to contribute to the likelihood that a person will choose to volunteer (Nesbit, Lohela, Manu, & Gabrysch, 2013). Psychological reasons for volunteering to respond to disasters include: the opportunity to help others, working with others who share the same values, a feeling of satisfaction, the ability to give back to the community, personal development, and contributing to a worthy cause (Clary & Orenstein, 1991; Karl et al., 2008). *These factors are outlined in figure 2.*

Personal Connection. Having a family member who volunteers increases the likelihood that a person will also volunteer (Nesbit, 2013). Seeing a member of their household give of their time inspires a person to do the same. This connection allows the individual to learn about the organization and the work that it does. If the family member is satisfied with their experience, they are likely to share their feelings of satisfaction with others (Nesbit et al., 2013).

Opportunity to Help Others. Some people volunteer to assist disaster victims in order to satisfy a personal motivation to relieve the suffering of the victims (Harr, 2013; Radey & Figley, 2007). Being able to contribute to a societal issue is a motivating factor for some individuals who possess a compassion for assisting others (Harr, 2013). Empathy is another aspect of motivation that has been explored in previous research (Radey &

Figley, 2007). This drive to help others is a leading motivating factor for many individuals who give their time to nonprofit organizations.

Working with Others Who Share the Same Values. The opportunity to meet others who share the same values and goals, as well as a sense of belonging, encourage people to seek out a place to volunteer (Karl et al., 2008). Wanting to be around people who strive for the same goals allows a person to feel like they belong and motivates them to seek the approval of those with whom they share values and goals. As long as a person feels this connection they will be motivated to continue their volunteer service. This is one avenue that can be pursued in the retention of volunteers (Karl et al., 2008).

Feeling of Satisfaction. The desire to feel useful, be productive, do something to occupy spare time, and receive societal rewards inspires individuals to volunteer their time with a nonprofit organization (Karl et al., 2008). Volunteering to help those less fortunate can help one to escape feelings that a person is more privileged than another, protecting their ego (Clary et al., 1998). By protecting the ego in this way the volunteer feels a sense of satisfaction that they have given to those less fortunate.

Ability to Give Back to Community. Defining volunteer disaster responders as "rescuers" by nature also gives us insight into their motivations to help others (Clary & Orenstein, 1991). "Rescuers" have a locus of control that is more internal, adding to their responsiveness to the pain and suffering of others. The capacity that they possess to feel personal responsibility toward those in need can be quite extensive (Clary & Orenstein, 1991). Unified responsibility theory points to a key variable in the "rescuer" personality that is often linked to motivation to volunteer by the responsibility that individuals feel

and the commitment they hold to take part in direct action that is socially responsible (Dutta-Bergman, 2004).

Personal Development. Other individuals volunteer to gain a level of expertise in their work. The self-development that is gained was rated as moderately important to younger volunteers in a study on age and motivation (Clary & Orenstein, 1991). Traditionally, males have been more attracted to volunteer opportunities that are career-related (Williams & Ortega, 1986; Zakour, 1994). Being able to master a skill or develop a new skill can motivate an individual to choose a specific organization that can provide support to cultivate that skill.

Contributing to a Worthy Cause. The altruism and level of commitment volunteers have may be influenced more particularly by their commitment to the organization and its pursuits (Clary & Miller, 1986; Clary & Orenstein, 1991; Rosenhan, 1970). The motivations to contribute to a worthy cause can be influenced by many factors. The number of people who witness the act of helpfulness, the costs and benefits of the action, and the disposition of the individual contribute to the motivation of the responder (Adams et al., 1988; Benson et al., 1980; Clary et al., 1998; Dutta-Bergman, 2004).

Disaster Response, Volunteers and Compassion Satisfaction

"Compassion satisfaction represents the 'positive payment' that comes from caring" (Hooper, Craig, Janvrin, Wetsel, & Reimels, 2010, p. 426). Compassion satisfaction has been defined as positive involvement in caring and the ability to be gratified by caregiving (Craig & Sprang, 2010; Stamm, 2005). The satisfaction that a person receives from doing volunteer work can come from a quest for personal growth,

forming relationships, their ability to help others, and a mastery of skills, among other sources (Alexander, 2006; Stamm, 2005). *These factors are outlined in Figure 2.*

Personal Growth. Participation in pursuit of a worthwhile mission can lead to personal growth or improvement in one's well-being (Craig & Sprang, 2010; de Figueiredo et al., 2014; Figley, 1995; Phelps, Lloyd, Creamer, & Forbes, 2009; Ray et al., 2013; Samios et al., 2013; Simon et al., 2005; Stamm, 2010). This is also true for volunteers who respond to disasters. Previous studies focusing on professional disaster responders report that a sense of personal growth is a source of compassion satisfaction and fulfillment (Craig & Sprang, 2010; Raphael, Singh, Bradbury, & Lambert, 1984). When working with clients in difficult situations, compassion satisfaction may assist the responder to overcome the constant onslaught to their convictions and the assumptions that they hold regarding their work (Harr, 2013). During disasters, clients are traumatized and it is easy to become overwhelmed with misery. Compassion satisfaction can be a resource in relieving the stress of the job and a way for workers to maintain their purpose when working with clients (Harr, 2013). Personal growth is among the benefits that responders gain from their experiences, contributing to a sense of satisfaction.

Even with all the positive aspects of caregiving the research also notes that this caregiving can be exceedingly stressful (Adams et al., 2006). Having to repeatedly hear the stories of survivors, dealing with the disorganization of a response, and feeling as though they are not doing enough to ease the suffering of the victims all contribute to the stress responders feel (Adams et al., 2006; Figley, 1995; Radey & Figley, 2007). It has been suggested that even with the stresses that accompany the tasks of the responder, a

sense of personal growth can also be found alongside the stress that they face (Linley & Joseph, 2006).

Forming Relationships. Being able to form relationships with other volunteers enables individuals to be around people who share the same values and goals and helps to build a support system of people who can relate to their experiences (Karl et al., 2008). Previous research has shown that fun in the workplace also helps to improve the satisfaction of volunteers (Karl et al., 2008). Although the situation can be serious and the devastation can be overwhelming being able to have fun helps volunteers to cope with situations. Turnover is lower in volunteer experiences where individuals work in a fun environment (Karl et al., 2008). There are some social aspects that contribute to volunteer retention as well. Volunteering with friends contributes to satisfaction with the experience (Carlson, 2013).

Ability to Help Others. Most individuals who respond to emergencies do so in order to help those who have been affected (Alexander, 2006; Carlson, 2013; Larsen & Stamm, 2008). Helping others is one of the factors that leads to satisfying experiences for volunteers. This contributes to volunteer retention, especially in traumatic situations (Alexander, 2006; Carlson, 2013; Larsen & Stamm, 2008; Samios et al., 2013). Working with victims who have experienced trauma can be extremely stressful for responders but this emotional encounter is necessary in order for the victim to receive the services needed. This interaction also helps the volunteer feel satisfied with their ability to help (Figley, 2002; Hooper et al., 2010; Samios et al., 2013).

Mastery of Skills. The ability to gain professional training is also a factor in the satisfaction of volunteers and responders. A study by Hager & Brudney (2004) shows

that management practices that include volunteer recognition, training, and professional development have a positive impact on volunteer retention (Hager & Brudney, 2004). Research has shown that in order to retain volunteers it is imperative that they be engaged with training and professional development (Zakour, 1994). Training experiences help to create close bonds between volunteers and increase the support system for them as well (Sprang et al., 2007). Self-determination theory suggests that humans are motivated to act in a manner as to gain mastery and growth (Deci & Ryan, 2002). Retaining volunteers is even more difficult if they become less invested in the act of volunteering, as when they are not able to master desired skills (Deci & Ryan, 1985, 2000, 2002; Tumblin, 2012). Specialized training that comes with being a disaster responder contributes to satisfaction (Craig & Sprang, 2010; Sprang et al., 2007). Volunteers who have chosen to do disaster work state that this type of work involves more training than any other volunteer experience they have tried (Dyregrov et al., 1996). Results from previous research suggest that while training is an important factor in the satisfaction level of volunteers, most do not feel that they are sufficiently prepared to complete their tasks (Dyregrov et al., 1996).

Disaster Response, Volunteers and Compassion Fatigue

Compassion satisfaction and fatigue sometimes operate simultaneously (Harr, 2013). Compassion fatigue has been defined as the cost of caring (Figley, 2002). It is possible for a responder to still have some feelings of satisfaction about their ability to care for others while also feeling the stressors of compassion fatigue. Fatigue is believed to be a normal consequence of working with people in a crisis situation (Figley, 1995; Jacobson, 2006). Crisis situations can involve anything from a personal trauma to a

widespread disaster. Compassion fatigue develops gradually over a period of time and can often be interrupted and reversed. Because it can be interrupted it is not measured as a fixed disorder (Cherniss, 1980; Figley, 1995; Maslach, 1976).

When a disaster responder begins to care more about the well-being of the victim than they do about their own well-being they start to remove the coping strategies that they have learned to protect themselves from the detrimental effects of the helping relationship, resulting in compassion stress (Figley, 1995). By attempting to understand how this process evolves, we may be able to prevent additional, ensuing stress among responders. It is important to understand how responders can become distressed or troubled as a direct or indirect result of their contact with disaster victims in order to help those who dedicate their lives to helping others (Figley, 1995). The therapeutic relationship that responders have with victims requires that managers and supervisors are aware of the emotional status of the volunteers they manage (Abendroth & Flannery, 2006). We may also be able to enhance the quality of care that is provided to the victims by helping the responders (Figley, 1995) and retain volunteers to support the organization (Clukey, 2010; Slocum-Gori & Zumbo, 2011).

The characteristics that are commonly associated with symptoms of compassion fatigue are emotional, physical, cognitive, and spiritual in nature. Symptoms result in a decrease in empathy and/or concern for the victim, physical and emotional exhaustion of the responder, and increased levels of dissatisfaction with their involvement in the recovery of the victims (Figley, 1995; Jacobson, 2006; Maslach, 1976). Over the long term, the symptoms of compassion fatigue that the responder may experience can range

from mild anxiety to substance abuse problems and other psychological complaints (Figley, 1995).

Previous research indicates four factors place responders at an increased risk for compassion fatigue: (1) the act of being empathetic; (2) having experienced previous traumatic incidents; (3) not resolving these incidents emotionally; and (4) involvement in experiences in which children are involved (Frank & Karioth, 2006). There are some factors that may contribute to the exacerbation of symptoms for these responders. These factors include: professional isolation on behalf of the responder; feelings of being drained emotionally; requirements to deal with difficult populations of clients, working long hours; feeling that they could be doing more to help; and believing that their efforts are not appreciated (Alexander, 2006; Figley, 1995). These experiences are important to the discussion because volunteers may be called upon multiple times to respond to disasters. If responders are not healthy, or their problems go unnoticed by the organization, they may not be healthy enough to respond to these disasters (Alexander, 2006).

Compassion fatigue is the result of natural, treatable, preventable and predictable aspects of helping people who are suffering from trauma (Figley, 1995; Roberts, Flannelly, Weaver, & Figley, 2003). Being able to control the onset of compassion fatigue includes being able to identify the factors that cause fatigue. Boscarino and colleagues (2004) suggests that there are factors that can predict fatigue; among these factors are the characteristics of the disaster, the demographics and lifestyle of the responder, and the length of exposure of the responder. Giauque and colleagues (2012)

suggests that organizational red tape should also be included. *These factors are outlined in Figure 2.*

Characteristics of Disasters. The nature of disasters, such as multiple disasters, whether the disaster is natural or man-made and predictable or not, may contribute to the vulnerability of responders (Cukor et al., 2011; Norris et al., 2002). Some disasters may cause responders to feel that their lives are in danger. Perceptions that they have of their safety can contribute to the onset of fatigue symptoms (Cukor et al., 2011; Fullerton, Ursano, Reeves, Shigemura, & Grieger, 2006). Volunteer disaster responders work in special settings that put them at higher risk of developing stress reactions, such as fatigue and post-traumatic stress disorder (Armstrong, O'Callahan & Marmar 2006; Jaffey et al. 2012).

In addition, having to deal with multiple disasters can exacerbate the effects of fatigue for the responder. For instance, an unprecedented number of tropical storms and hurricanes devastated the state of Florida in 2004; the nurses that responded had the task of providing assistance to the victims of not just one disaster but multiple disasters, contributing to compassion fatigue among them (Frank & Karioth, 2006). The setting in which the care takes place can also have an effect on the responders. Sometimes the nurses in Florida were called upon to provide assistance to the victims in settings such as special needs shelters that were atypical of the environments where they were used to providing care; these circumstances were also associated with compassion fatigue (Frank & Karioth, 2006). Another factor that must be taken into consideration is the possibility for the victims to be suffering from multiple traumas including the loss of their property, employment, loved ones; they might suffer from post-traumatic stress disorder. Having

to deal with victims who have lost loved ones, their homes, businesses, employment and in such standards as loss of electricity and water can place stress upon the victims and thus responders (Frank & Karioth, 2006). However, it is possible for responders to complete the tasks that they need to in order to deliver the services that their organization provides even with all the destruction.

Demographics and Lifestyle of Responder. Aspects of a responder's life can influence the development of compassion fatigue. The inability to cope with the stress of a response and a low level of social support put the responder at a higher risk for compassion fatigue if the responder has a history of trauma (Adams et al., 2006; Figley, 1995; Thoits, 1995). Research suggests that previous trauma experienced by the responder both in their personal life and in their work as a disaster responder makes them more vulnerable to disorders such as acute stress disorder (ASD) and compassion fatigue (Biggs et al., 2010).

Professional healthcare workers that respond to disasters have been the focus of previous studies. Nurses are among the most common subjects for research in this area. A study by Alexander (2006) shows that during their first deployment to a disaster, nurses showed little to no leadership action and felt unprepared to respond and deal with emergency situations. The responses of younger responders with less experience, the long hours and the consistent crisis situation that is outside of the duties that they are accustomed to contributes to compassion fatigue (Alexander, 2006). A study by Dyregrov and colleagues (1996) posits that voluntary responders have more difficulty seeking help after a disaster than professional disaster responders. In a study by Roberts and colleagues (2003) following the World Trade Center attacks in 2001, the results

showed that volunteer chaplains from the American Red Cross had the lowest risk of compassion fatigue of all the responders that were studied, likely because of their previous experience responding to disasters.

Length of Exposure. In almost every disaster, responders are asked to work long, stressful hours in order to serve the immediate needs of clients. These shifts are usually worked in difficult situations with remarkably challenging and unfamiliar conditions, including gruesome sights and hazards (Mitchell, 2011; Raphael et al., 1984). There are times when responders are asked to complete multiple tasks and even conflicting tasks by their supervisors. Couple these factors with changes in meals, water intake, and sleep patterns and the responder is even more susceptible to fatigue (Mitchell, 2011; Raphael et al., 1984).

Prolonged exposure to stresses on a disaster response can trigger symptoms of posttraumatic stress disorder (PTSD), cause disruptions in personal lives, and lead to compassion fatigue and burnout (Boscarino et al., 2004). In previous studies on disaster responders which were completed soon after major disasters, length of exposure to the disaster site has been correlated with negative effects on responders' personal lives (McCaslin et al., 2005). After the World Trade Center attacks in 2001, a Health Registry was set up to identify responders from various organizations who were suffering from symptoms of PTSD. A later study that used the data from this registry found that 12.4% of those that responded to the disaster still showed symptoms of PTSD 2 to 3 years after responding (Cukor et al., 2011; Perrin et al., 2007). This same study showed that the amount of time that the responder spent at "Ground Zero" affected the degree of PTSD symptoms they showed. Among the Red Cross workers alone, 10.7% utilized the mental

health services that were provided for them by Red Cross up to a year after the response (Cukor et al., 2011).

Red Tape. Research on the effects of organizational red tape show that this is the principal predictor of resignation for volunteers (Giauque, Ritz, Varone, & Anderfuhren-Biget, 2012). Consistent with Bozeman's definition of red tape, procedures and regulations that disallow for the fulfillment of personal or job related objectives, can contribute to the fatigue that a volunteer experiences (Bozeman, 2000; Giauque et al., 2012). Having to deal with the physical aspects of the work as well as the red tape of the organization can be a burden for volunteers. Organizational red tape coupled with a sense of compassion and sacrifice can increase the likelihood of separation (Giauque et al., 2012; Hustinx, 2010). A study on management practices shows that organizational red tape can have a negative impact on volunteer retention, especially with the younger generation (Hager & Brudney, 2004).

Figure 2: Factors contributing to the motivation, compassion satisfaction and compassion fatigue from previous literature on volunteers and professional disaster

Motivation	Compassion satisfaction	Compassion fatigue
•Personal connection •Opportunity to help others •Working with others who share the same values •Feeling of satisfaction •Ability to give back to the community •Personal development •Contributing to a worthy cause	•Personal growth •Forming relationships •Ability to help others •Mastery of skills	•Characteristics of disasters •Demographics and lifestyle of responder •Length of exposure •Red tape •Lack of support system •Failures of leadership

Lack of Support System. Previous research on professional responders indicate that the inability to debrief after a traumatic event reduces the capacity of the responder to cope with their experience (Abendroth & Flannery, 2006). This support can originate from coworkers, supervisors, or counselors. Although having any support system is important for these responders, research on professional responders suggests that a support system of peers is more beneficial (Adams et al., 2008; Thoits, 1995).

Failures of Leadership. A failure of leadership during a disaster is not only detrimental to the response itself but can also effect the experience of the volunteers on deployment. Previous research of volunteer disaster responders identified a frustration with the organizational leadership as the most negative aspect of their experience (Clukey, 2010). Having incompetent leadership is also a detriment to the confidence of those who must rely on this leadership to perform their duties. Another study of professional responders states that having competent role models in leadership positions is essential to those who are under their command (Drury, 2014).

Coping with Compassion Fatigue

Research has shown that responders utilize a myriad of different coping mechanisms to deal with their surroundings (Dyregrov et al., 1996). The emotions of the responder serve to motivate behaviors that help them to adapt and survive in their environment (Damasio, 1999; Wastell, 2002). The coping mechanisms that a person deploys during a disaster are meant to help them deal with the environment. The growing body of research that discusses coping mechanisms suggests that using these mechanisms reduces the level of stress and compassion fatigue (Brown & O'Brien, 1998; Carson et al., 1999; Jacobson, 2006; Pines, 1993; Schauben & Frazier, 1995). Coping mechanisms

include access to a support system, the use of self-care strategies, taking a break from tasks, a sense of normalcy and spirituality (Boscarino et al., 2004; Craig & Sprang, 2010; Dyregrov et al., 1996a; Figley, 2002; Harr, 2013; Roberts et al., 2003; Rossi et al., 2012; Schauben & Frazier, 1995; Wastell, 2002) as well as the use of addictive substances (Abendroth & Flannery, 2006; Biggs et al., 2010). *These factors are outlined in Figure 3.*

Support System. Volunteer disaster responders need the support of peers and supervisors (Harr, 2013). In addition, debriefing allows the responder to work through feelings and emotions and stop the fatigue process before separating from the organization (Armstrong, Lund, McWright, & Tichenor, 1995; Roberts et al., 2003). Being able to point out some of the successes experienced during the day increases satisfaction by reminding the responder of the good they are doing (Dyregrov, 1997; Harr, 2013; Wastell, 2002). Debriefings help improve morale and teamwork while helping the responder to feel that they are not alone and have the support of the people they are working with and their supervisors (Dyregrov et al., 1996a; Dyregrov & Mitchell, 1992; Harr, 2013). If supervisors are not supportive, they can contribute to the stress of the responder; they can also serve as a source of conflict management between responders (Harr, 2013).

Self-Care Strategies. The organization can encourage the growth of compassion satisfaction and control stress by placing an emphasis on taking care of oneself first. This process begins by being able to recognize that there is a need for renewal and replenishing oneself (Harr, 2013). Self-care can include making comments internally that reassure and calm. This self-talk can increase morale and build confidence (Dyregrov &

Mitchell, 1992). Self-care can help responders to work through schemas concerning their world views (Wastell, 2002). Sometimes it takes a change of pace to be able to use self-talk effectively.

Take a Break. Taking a break or doing something different is a form of disengagement that can lower the compassion stress that comes with disaster response. Being able to distance oneself from the disaster helps to alleviate the impact on the responder and allows them to be able to complete their tasks without having to be reassigned or even relieved of their duties (Boscarino et al., 2004; Dyregrov et al., 1996a; Harr, 2013). Most of the time this coping mechanism is not utilized consciously and works to put emotions aside and refocus the attention of the responder; this allows one to concentrate and put more energy into the task at hand (Dyregrov & Mitchell, 1992).

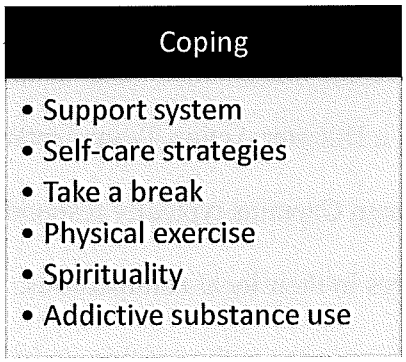
Sense of Normalcy. If the task the responder is performing elicits strong emotions, a sense of normalcy such as physical exercise can help the responder redirect the energy of those emotions (Harr, 2013). Physical exercise helps reminds the responder that even while in a disaster situation they still need to take care of themselves and gives them a semblance of their normal lives. Incorporating an element of a personal routine, such as exercise, helps keep the responder grounded and gives them a sense of familiarity (Harr, 2013).

Spirituality. Being grounded and having personal beliefs gives the responder a positive spiritual pathway to cope with the events of the disaster and increase their satisfaction (Harr, 2013). Often there are chaplains that are available for the spiritual needs of both the responders and the victims during disasters (Roberts et al., 2003). When confronted

with trauma and devastation it is common for people to rely on their spiritual beliefs to cope.

Addictive Substance Use. When responders sacrifice their own well-being to help others they often choose coping mechanisms that have negative attributes. These include an increase in use of tobacco and alcohol (Abendroth & Flannery, 2006; Biggs et al., 2010). When faced with destruction, death, and dying it can be hard to focus on the positive aspects of coping. The focus of the responder is on the victims not on themselves. This can contribute to the use of addictive substances instead of choosing a more positive coping mechanisms.

Figure 3. Methods of coping with compassion fatigue from previous literature on volunteers and professional disaster responders.



Chapter 3

METHODOLOGY

Motivation, compassion satisfaction and fatigue have been studied amongst volunteers generally and professional disaster responders. This study explored sources of motivation, compassion satisfaction, fatigue and coping mechanisms among volunteer disaster responders since there is a dearth of research with respect to this population. Semi-structured interviews were conducted with 17 American Red Cross disaster response volunteers in a state in the Rocky Mountain Southwest Division between October and December 2014 to inform the study. This study was granted exempt status by the Main Campus Institutional Review Board of the University of New Mexico.

Potential respondents were invited to participate on the following bases:

1. Each must have responded to a national or regional disaster or have served as a Disaster Action Team captain[1] in the past 5 years. Disaster Action Team Captains typically respond to single family or multi-family home fires in their local communities.
2. Because the author of this study is also a Red Cross volunteer who has participated in national, regional, and local disasters any prospective respondents who have either trained or supervised the author were eliminated from the potential pool of respondents.

[1] Disaster Action Team Captains are the lead volunteer responders to single family and multi-family home fires in their local areas. These individuals are on call for at least one week at a time from 5 pm to 8 am. They are contacted by the call center and then recruit other volunteers to team with them to respond. They work with professional responders as well as family members to get them temporary shelter, food, and clothing.

3. Since the author was in a volunteer leadership position during the time of this study any prospective respondent who was supervised or trained by the author was also eliminated from the potential pool of respondents.

This left a pool of 33 potential respondents.

The American Red Cross Regional Emergency Services Director contacted potential respondents via email to introduce and show support for this study. This included an informative email that explained the purpose of the research and gave contact information for the research team. If volunteers were interested in participating, they were asked to respond to the email. Of the 33 invitations that were sent, 13 responded to the first round of requests. The remaining volunteers then received two invitation letters by mail asking if they would be willing to participate. A total of 17 volunteers (52 percent of 33 invited) accepted an invitation to participate in the study.

This study is exploratory in nature. An exploratory research method is useful to "clarify ambiguous problems" (p. 54) as well as a good method to be performed in the preliminary stages of a research area that needs to be refined (Zikmund, 1999), such as this one in which a new group (volunteer disaster responder) is being studied. Exploratory research is beneficial in refining ambiguous theories and refining them into defined concepts with specific goals (Zikmund, 1999).

This study used a semi-structured interview protocol for multiple reasons. The first being that the previous literature was based in psychology and used surveys (Compassion satisfaction/fatigue test and the Volunteer Functions Inventory) that may have prompted certain responses. This structure was not conducive to answering the research questions that were posed in this study. Utilizing the semi-structured interview

process allows the participant to tell their story. According to Galletta (2012), the semi-structured interview allows for narratives, relational context, and conceptualizations. This method allows the interviewer to speak to specific themes associated with the research focus while being unrestricted enough to allow the participant to contribute to the subject of the study (Galletta, 2012).

The pool of respondents includes eight females and nine males with an average age of 62 years. The average length of service for the volunteers equaled 12.5 years with an estimated average of 56 deployments. Most of the respondent have experience in Disaster Action Team responses and national and regional deployments. There were 12 Caucasian and 5 Hispanics among the volunteer respondents.

Interviews lasted approximately one hour and are indicating as personal communication as required by APA style. The interview questions (*see Appendix A*) were designed to inform the research questions concerning volunteer motivation, sources of compassion satisfaction and fatigue and strategies used for overcoming feelings of compassion fatigue. Responses were analyzed to identify themes and trends in Red Cross volunteer experiences and perceptions.

This study was sanctioned by the American Red Cross Southwest and Rocky Mountain Division Disaster Director and was conducted in one of the states under the supervision of this division. Interviewees were identified with the assistance of the local Red Cross Regional office. Participants were not offered any compensation or reimbursement. However, they have been provided a copy of the final study report which they may find useful for understanding factors affecting compassion satisfaction and fatigue among disaster responders.

Chapter 4

FINDINGS

This section reports on responses of interviewees concerning what motivates them to volunteer, their sources of compassion satisfaction and fatigue and methods of coping for the respondents. Participants were asked a set of open-ended questions so that they could tell their stories in their own words. Responses were coded using the definitions outlined in previous literature and based upon themes that emerged in the data collected. Responses are summarized below, including tallies of responses by category and supportive responses. The coding schema and full set of responses are recorded in *Appendices B-E.*

Motivation

To identify factors that begins, directs and sustains goal-oriented behaviors (Cherry, 2015), respondents were first asked what their motivation was when choosing to volunteer with the American Red Cross. Each participant was asked to respond another time about their motivation to continue once they returned from a disaster response. Respondents reported several sources of motivation to volunteer for the American Red Cross and disaster relief specifically. Among these reasons were finding it *interesting work*, specific interest in disaster response; *personal connection*, particularly having a family member who volunteers (Nesbitt et al., 2013); *contributing to a worthy cause*, including a sense of social responsibility or a commitment to the organization (Dutta-Bergman, 2004); *the opportunity to help others*, especially the desire to help others or relieve the suffering of others (Harr, 2013; Karl et al., 2008; Radey & Figley, 2007); *the ability to give back to their community,* including a sense of duty or obligation, benefit

society (Karl et al., 2008); a *feeling of satisfaction*, the desire to feel useful, be productive, occupy spare time, and receive societal rewards (Karl et al., 2008); *working with others who share the same values*, such as meeting new people or a sense of belonging (Karl et al., 2008); and *personal development*, to gain new skills or useful experience (Clary et al., 1998; Karl et al., 2008). Responses to these questions are tallied by category of response in *Tables 1.1 and 1.2*. The responses are reported in full in *Appendix B.*

Question 1. When you were choosing an organization to volunteer with, what motivated you to choose the Red Cross? The leading factor in motivating respondents to volunteer in disaster response was an attraction to *interesting work* with eight respondents reporting. One respondent answered, "Disaster work also is a part of what I find to be interesting" (Respondent M, personal communication, November 4, 2014). Another respondent replied, "It's [disaster work] just always something that I've been really interested in" (Respondent O, personal communication, November 10, 2014).

Having a *personal connection* was reported by four participants. "My mother was in Red Cross in the 40s so it was something I grew up with" (Respondent A, personal communication, October 7, 2014) and "My mother was a Red Cross worker back in WWII" (Respondent O, personal communication, November 10, 2014). And, "I just happened to meet a Red Cross volunteer who was a shelter person and he thought I might be interested in Red Cross" (Respondent B, personal communication, October 13, 2014) is an example of a comment from a participant that was recruited by another volunteer.

Four individuals stated that *contributing to a worthy cause* was a factor that motivated them to volunteer with the Red Cross. Four individuals also stated that the

opportunity to help others was a source of motivation for them. A *feeling of satisfaction*; and *the ability to give back to the community* each had one respondent reporting as a source of motivation. Previous studies have identified *working with others who share the same values* and *personal development* but no respondents reported these as sources of motivation for their volunteering.

Table 1.1. Summary of the responses to the first question regarding motivation

Question 1) When you were choosing an organization to volunteer with, what motivated you to choose the Red Cross?		
Sources of motivation	**# of respondents reporting**	**Respondents**
Interesting work	8	C,F,G,H,K,M,O,P
Personal connection	4	A,B,N,O
Opportunity to help others	4	D,E,J,L
Contributing to a worthy cause	4	A,H,L,Q
Feeling of satisfaction	1	M
Ability to give back to community	1	I
Working with others who share the same values	0	
Personal development	0	

Question 2. After you finish a Red Cross disaster response deployment, what motivates you to volunteer the next time you are asked to respond? Seven participants reported that their *experience of previous disaster responses* was a motivating factor; this was the leading response to the question. One respondent answered, "Having the experience behind me of the previous one and then believing I'm of use on a subsequent one" (Respondent B, personal communication, October 13, 2014). Yet another individual said, "I loved the last one and I will support each one I can go out on" (Respondent J, personal communication, October 23, 2014).

Six individuals reported that a *feeling of satisfaction* motivated them to continue their service. "It's satisfying and I enjoy them" (Respondent H, personal communication, October 21, 2014) and "There's a satisfaction that you helped" (Respondent L, personal communication, October 28, 2014) are exemplars of responses in this category.

Four respondents reported the *opportunity to help others* motivates them to continue to volunteer. Some of these responses include, "I'm gonna go help some people again" (Respondent I, personal communication, October 21, 2014) and "I just like helping people" (Respondent Q, personal communication, November 16, 2014).

The *ability to give back to the community* and *personal development*, were reported by two respondents. *Contributing to a worthy cause* and an *attraction to interesting work* were not reported by any of these respondents as a factor that helped to sustain their motivation.

Table 1.2. Summary of the responses to the second question on motivation.

Question 2) After you finish a Red Cross disaster response deployment, what motivates you to volunteer the next time you are asked to respond?		
Sources of motivation	**# of respondents reporting**	**Respondents**
Experience of previous responses	7	A,B,E,J,M,O,P
Feeling of satisfaction	6	D,E,F,H,I,L
Opportunity to help others	4	B,I,K,Q
Ability to give back to the community	2	C,N
Personal development	2	C,G
Contributing to a worthy cause	0	
Personal connection	0	
Interesting work	0	
Working with other who share the same values	0	

Compassion Satisfaction

Compassion satisfaction "represents the 'positive payment' that comes from caring" (Hooper, Craig, Janvrin, Wetsel, & Reimels, 2010, p. 426). Respondents were asked two questions to elicit their sources of satisfaction. First, they were asked what they find most satisfying about their experience. They were then asked what they found to be most exciting or energizing about their duties. The responses to these questions are summarized in Tables 2.1 and 2.2. The responses are reported in full in *Appendix C*. The answers to these questions were then compiled and are reported in *Table 2.3* to give a better sense of common themes in response to questions about satisfaction. The participants reported that satisfaction was derived from *the ability to help others*, a desire to help those affected or working with the victims (Alexander, 2006; Carlson, 2013; Larsen & Stamm, 2008); *personal growth*, the improvement of one's well-being or fulfillment (Craig & Sprang, 2010; de Figueiredo et al., 2014; Figley, 1995; Phelps et al, 2009; Ray et al., 2013; Samios et al., 2013; Simon et al., 2005; Stamm, 2010); *mastery of skills*, gaining professional training (Craig & Sprang, 2010; Deci & Ryan, 2000); *the unknown*, which can be defined as a sense of adventure or the adrenaline rush; and *forming relationships*, sharing values, goals, and building a support system (Carlson, 2013; Karl et al., 2008).

Question 1. What do you find most satisfying about your experience as a Red Cross disaster responder? The most reported source of satisfaction comes from *the ability to help others* with twelve respondents reporting. One respondent answered, "When I know that what I am doing is helping those who lived through a disaster because they all need so much" (Respondent D, personal communication, October 14, 2014). "I

really like helping the actual clients" (Respondent F, personal communication, October 20, 2014) was another response. And yet another participant replied, "I like to help people, I like to serve" (Respondent K, personal communication, October 25, 2014).

Personal growth was reported by eight individuals. "Having been of use" (Respondent B, personal communication, October 13, 2014) was reported as a source of satisfaction for one individual. Another replied, "I feel like I've accomplished something" (Respondent N, personal communication, November 6, 2014).

Four individuals reported gaining a *mastery of skills*. Examples of responses in this category include, "I also like to be able to use my skills to help" (Respondent D, personal communication, October 14, 2014) and "learning about disaster response generally and particularly how it impacted my (job) assignment" (Respondent H, personal communication, October 21, 2014). A less significant category for these respondents was *forming relationships*. One respondent identified this category.

Table 2.1. Summary of responses to the first question on compassion satisfaction.

Question 1) What do you find most satisfying about your experience as a Red Cross disaster responder?		
Sources of compassion satisfaction	**# of respondents reporting**	**Respondents**
Ability to help others	12	B,D,E,G,H,K,L,M,N,O,P,Q
Personal growth	8	A,B,E,F,I,J,M,N
Mastery of skills	4	C,D,F,H
Forming relationships	1	J

Question 2. What do you find most exciting or energizing about your duties as a Red Cross disaster responder? *The ability to help others* was identified as a source of compassion satisfaction for ten of the respondents. "They have been through so much and being able to help them keeps us going" (Respondent D, personal

communication, October 14, 2014. Another respondent stated "Just being able to help people" (Respondent Q, personal communication, November 16, 2014).

Four individuals reported *mastery of skills* as a source of compassion satisfaction. "It's just been a learning experience" (Respondent E, personal communication, October 16, 2014). Another participant stated, "Figuring out how to solve problems" (Respondent G, personal communication, October 20, 2014).

A new category emerged as "*the unknown*". The definition for this category was developed based upon responses. This category of factors was reported by three respondents. "The unknown. When you leave here, when you arrive at the location, you don't know exactly, everything is different" (Respondent H, personal communication, October 21, 2014) and "the fact that no two calls are the same, no two disasters are the same" (Respondent M, personal communication, November 4, 2014) are some examples that represent this category.

Personal growth was reported by two participants, "A lot of times you are the *key person* and you can actually make a difference" (Respondent F, personal communication, October 20, 2014) is representative of these responses.

Table 2.2. Summary of responses for the second question on compassion satisfaction.

Question 2) What do you find most exciting or energizing about your duties as a Red Cross disaster responder?		
Sources of compassion satisfaction	**# of respondents reporting**	**Respondents**
Ability to help others	10	C,D,F,I,J,K,N,O,P,Q
Mastery of skills	4	D,E,G,J
The unknown	3	A,H,M
Personal growth	2	B,F
Forming relationships	0	

Compassion fatigue

Compassion fatigue refers to the cost of caring (Figley, 2002). Participants were asked multiple questions to prompt responses that would reveal their experiences of their sources of fatigue. They were first asked what made them pause or think twice about responding to a disaster. They were next asked to identify what they found least satisfying about their experience. The participants were asked specifically if they ever felt physically, mentally, emotionally, or otherwise fatigued or exhausted and to indicate the contributing factors.

Participants were also asked to indicate the type of fatigue or exhaustion they have experienced. Once it was established whether they had experienced fatigue or exhaustion and the kind of fatigue or exhaustion they had experienced, the participants were asked to report the frequency with which they had experienced this fatigue or exhaustion. The final question they were asked on compassion fatigue was to indicate whether a Red Cross policy or procedure contributed to their fatigue or dissatisfaction and to give an example. A summary of these responses in terms of frequency can be found in *Tables 3.1-3.6*. The responses are reported in full in *Appendix D* for the responses regarding compassion fatigue. A combined summary of the responses that point to the causes of dissatisfaction among respondents can be found in Table 3.7.

The respondents report that their sources of compassion fatigue stem from the *red tape*, procedures and regulations that stand in the way of fulfilling personal or work objectives (Bozeman, 2000; Giauque et al., 2012); *length of exposure*, long shifts, unfamiliar conditions, gruesome sights (Luce, 2002; Mitchell, 2011; Raphael et al., 1984); *personal responsibilities,* obligations with family, work, or personal life; *lack of a*

support system, this category is defined as, support of peers & supervisors and debriefings (Abendroth, 2006; Adams et al., 2006; Adams et al., 2008; Boscarino, 2004; Dyregrov, 1989; Harr, 2013; Mitchell, 2011; Roberts et al., 2003; Wastell, 2002); *characteristics of the disaster*, multiple disasters, natural or man-made, being in danger; *demographics or lifestyle of the responder*, life influence, previous trauma, age, and occupation; *experience of previous disasters*, how they felt after a previous deployment; *organizational culture*, a configuration of shared basic norms learned by groups as they solve problems, factors (Schein, 2010, *leadership failures*, the inability to guide and empower others to accomplish goals (Rainey, 2009); and *other*.

Question 1. When asked to respond to a disaster, what makes you pause or think twice about accepting the assignment? Nine respondents reported that *personal responsibilities* give them pause when deciding to accept an assignment. "Mainly if I have something going on in my personal life" (Respondent D, personal communication, October 14, 2014) was a response from one participant. Another explained, "I may have things coming to do" (Respondent I, personal communication, October 21, 2014).

Three respondents stated that their *experience on previous disasters* was a contributing factor to their acceptance of another assignment. One participant replied, "The last one that I came from, always" (Respondent A, personal communication, October 7, 2014). "I have had a feeling of, 'oh no! Not again'" (Respondent N, personal communication, November 6, 2014) was another response.

Two respondents stated that the *length of exposure* gave them pause in accepting an assignment. One individual pointed to an *organizational culture* factor: Respondent G reported that the policies of the organization that give better treatment to management

personnel are a source of compassion fatigue, stating, "that elitism I can't stand in a volunteer organization. That's just not right" (Respondent G, personal communication, October 20, 2014). This factor is what makes them hesitate in accepting another assignment. No respondents reported the *leadership failures*, *characteristics of the disaster* or the *demographics and lifestyle of responder* though previous studies support these sources of fatigue (Adams et al., 2006; Figley, 1995; Thoits, 1995).

Table 3.1. Summary of responses to the first question on compassion fatigue.

Question 1) When asked to respond to a disaster, what makes you pause or think twice about accepting the assignment?		
Sources of compassion fatigue	**# of respondents reporting**	**Respondents**
Personal responsibilities	9	B,C,D,H,I,J,K,M,Q
Experience of previous disaster	3	A,F,N
Length of exposure	2	C,P
Organizational culture	1	G
Red tape	0	
Leadership failures	0	
Characteristics of the disaster	0	
Demographics and lifestyle of responder	0	

Question 2. What do you find least satisfying about your experience as a Red Cross disaster responder? Fourteen respondents reported that *red tape* contributes to their dissatisfaction. One clear example of this red tape was reported by Respondent A, "That number thing (tracking service delivery such as how many families assisted and how many items were used,), I found to be hypocritical" (Respondent A, personal communication, October 7, 2014). Another respondent explained, "There's new processes that are interjected once a year by outside of the state by Red Cross, you never

ever feel like you know" (Respondent C, personal communication, October 14, 2014). "The inefficiency of the service delivery" (Respondent G, personal communication, October 20, 2014) and "With the Red Cross it would be dealing with the bureaucracy" (Respondent P, personal communication, November 13, 2014) are also examples of comments made by these individuals.

Length of exposure was reported by 2 individuals. Examples of these responses include: "The lack of sleep is the worst!" (Respondent D, personal communication, October 14, 2014). Another respondent reported, "Far and away the sleep, the lack of sleep!" (Respondent H, personal communication, October 21, 2014).

Three responses did not fit into a specific category and were coded in an "*Other*" category. These responses were, "Working with (other volunteers), all kinds of people, sometimes it's too much"(Respondent E, personal communication, October 16, 2014). The second response, "Discrimination is everywhere and I feel that because I hear it sometimes" (Respondent K, personal communication, October 25, 2014). The last response in this category, "It is frustrating having to deal with not being 100% in control" (Respondent M, personal communication, November 4, 2014).

No respondents indicated *organizational culture*, *leadership failures*, *characteristics of the disaster* or *demographics and lifestyle of responder* as a source of dissatisfaction.

Table 3.2. Summary of responses to the second question regarding compassion fatigue.

Question 2) What do you find least satisfying about your experience as a Red Cross disaster responder?		
Sources of compassion fatigue	**# of respondents reporting**	**Respondents**

Red tape	14	A,B,C,F,G,I,J,K,L,M,N,O,P,Q
Other	3	E,K,M
Length of exposure	2	D,H
Organizational culture	0	
Leadership failures	0	
Characteristics of the disaster	0	
Demographics and lifestyle of responder	0	

Question 3. Do you ever feel physically, mentally, emotionally or otherwise fatigued or exhausted during or after an assignment? Types of fatigue were reported with nearly equal frequency ranging from 10 (emotional) to 13 (physical). A summary of the responses that identified the types of fatigue or exhaustion that were experienced can be found in *Table 3.4.* A summary of the frequency these types were experienced can be found in *Table 3.5.*

Table 3.3. Summary of responses to the third question on compassion fatigue regarding the type experienced.

Type of fatigue or exhaustion reported			
Type of fatigue	Female	Male	Respondent #
Physical	6	7	A, B, D, E, F, G, H, J, K, L, N, O, P
Mental	6	6	A, C, D, E, F, G, I, J, L, M, N, P
Emotional	5	5	A, E, F, G, J, K, L, M, O, P

* 1 female reported no fatigue

Table 3.4. Summary of responses to the third question on compassion fatigue regarding the frequency of experience.

Frequency of experience of symptoms				
Gender	Never	Sometimes	Often	Always
Female	1	6	1	0
Male	0	5	1	3
Total	1	11	2	3

When asked, "What causes you to feel fatigue or exhaustion from an assignment?" The main source of fatigue identified from this questions was *length of exposure* which was characterized by ten respondents. For example, "You worked 20 hours at a time and after three or four days you just walked around like a zombie" (Respondent C, personal communication, October 14, 2014). Another respondent replied, "It's just too many of them [DAT calls] in too short a period of time and it just gets to a point when I had to take a couple of months off" (Respondent M, personal communication, November 14, 2014).

Dealing with the *red tape* was identified by five respondents. In this category an example from the responses was, "I landed in Boston, called headquarters, they were closed. Called national number, "who are you?", "Where are you from?" So I'm at the Boston airport, everything is closed, all the restaurants everything have closed so I felt like Tom Hanks" (Respondent A, personal communication, October 7, 2014). Another example was, "I guess just *the trip there* and the adrenaline from being around a disaster but I'm worn out probably the minute I get there" (Respondent E, personal communication, October 16, 2014).

Two of the responses did not fit into any of the categories and were labeled as "*Other*". One of the respondents replied, "I like to be controlled by myself" (Respondent K, personal communication, October 25, 2014). The other answered, "I

kind of put my own needs on the back burner when I'm out on a site" (Respondent P, personal communication, November 13, 2014). No participant responses were recorded in the categories of *organizational culture, leadership failures*, *characteristic of the disaster* or *demographics and lifestyle of the responder*.

Table 3.5. Summary of responses to the third question on compassion fatigue regarding the causes of fatigue or exhaustion.

What causes you to feel fatigue or exhaustion from an assignment?		
Sources of compassion fatigue	**# of respondents reporting**	**Respondents**
Length of exposure	10	A,C,D,G,H,J,L,M,N,O
Red tape	5	A,E,F,I,M
Other	2	K,P
Organizational culture	0	
Leadership failures	0	
Characteristics of the disaster	0	
Demographics and lifestyle of responder	0	

Question 4. Do Red Cross policies or procedures contribute to your feelings of fatigue or dissatisfaction with your work as a disaster responder? Again, *red tape* was the category with the most responses with twelve. One respondent answered, "I have had to deal with bureaucracy in my work with state government but the amount of forms and paperwork that Red Cross does is over the top" (Respondent D, personal communication, October 14, 2014). Another replied, "It's a disaster when we first get there, Red Cross organization trying to get it together but that's to be expected because we're used to that" (Respondent I, personal communication, October 21, 2014).

Five respondents felt that *a support system was lacking* in their deployment experiences. One respondent replied, "You're supposed to talk to mental health and sometimes it's just 'Yeah, you're okay' or 'has your experience been okay?' 'Yeah.'

'Okay, see ya next time'" (Respondent B, personal communication, October 13, 2014). Another participant answered, "I can't tell you how many people have never been debriefed from an event" (Respondent F, personal communication, October 20, 2014). Two respondents stated that characteristics of the *leadership failures, including* "Many times, the supervisors they don't take care with day off"*(Respondent K, personal communication, October 25, 2014),* contributed to their fatigue. One respondent identified an *organizational culture* factor, "The way they put the management teams in hotel rooms and the others have to stay in shelters" (Respondent G, personal communication, October 20, 2014), as contributing to their feelings of fatigue. There were no responses from respondents in three previously identified categories, *characteristics of the disaster*, *length of exposure*, and *demographics and lifestyle of responder*.

Table 3.6. Summary of responses to the fourth question regarding compassion fatigue.

Question 4) Do Red Cross policies or procedures contribute to your feelings of fatigue or dissatisfaction with your work as a disaster responder?		
Sources of compassion fatigue	**# of respondents reporting**	**Respondents**
Red tape	12	A,C,D,E,G,H,I,J,M,N,P,Q
Lack of support system	5	B,F,G,N,Q
Leadership failures	2	K,L
Organizational culture	1	G
Characteristics of the disaster	0	
Length of exposure	0	
Demographics and lifestyle of responder	0	

Combining responses to questions that focused on the sources of compassion fatigue of the responders (Questions 1, 2 & 4), *red tape* was mentioned by all of the 17

respondents. Personal responsibilities recorded nine responses. The lack of a support system was reported by five participants. Four individuals were dissatisfied with the length of exposure, and three individuals pinpointed their experience of previous disasters. And, three responses were categorized as "other". Two participants reported that leadership failures are a contributing factor to their compassion fatigue. One respondent reported the *organizational culture* factor noted above. No responses were recorded in the categories of *characteristics of the disaster* and *demographics and lifestyle of the responder*.

TABLE 3.7: Combined categories across questions regarding sources of compassion fatigue (Table 3.1, 3.2 & 3.6)

Sources of dissatisfaction for participants		
Category	# of respondents	Respondent
Red tape	17	A,B,C,D,E,F,G,H,I,J,K,L,M,N,O,P,Q
Personal responsibilities	9	B,C,D,H,I,J,K,M,Q
Lack of support system	5	B,F,G,N,Q
Length of exposure	4	C,D,H,P
Experience of previous disasters	3	A,F,N
Other	3	E,K,M
Leadership failures	2	K,L
Organizational culture	1	G
Characteristics of disaster	0	
Demographics and lifestyle of responder	0	

Coping with compassion fatigue

Coping mechanisms concern the behaviors that help volunteer disaster responders adapt and survive in their environment (Damasio, 1999; Wastell, 2002). Respondents were asked two questions regarding the coping mechanisms that they utilized to help

them deal with the stresses of responding to disasters. They were first asked to identify the methods of coping that they used during their deployments. They were also asked what coping mechanisms they used once they returned home from a deployment. The answers to these questions can be found in *Table 4.1 and 4.2*. The responses to these question are recorded in full in *Appendix E*. The findings were then compiled to show the coping mechanisms that are used both during and after a response, this compilation is recorded in *Table 4.3*.

Sense of normalcy, working out, exerting energy, and incorporating aspects of personal routine (Harr, 2013); *support system*, support of peers and supervisors and having a debriefing process (Dyregrov, 1989; Harr, 2013; Mitchell, 2011; Roberts et al., 2003; Wastell, 2002); *getting enough sleep*, defined as making sure that they are able to get enough sleep and/or take naps; *taking a break*, doing something different or distancing oneself (Boscarino et al., 2004; Dyregrov et al., 1996; Harr, 2013); *self-care strategies*, taking care of oneself, reassure, calm, self-talk, a change of pace (Harr, 2013; Dyregrov & Mitchell, 1992; Wastell, 2002); and *use of addictive substances*, the use of tobacco and alcohol (Abendroth & Flannery, 2006; Biggs et al, 2010) were the coping mechanisms reported by these volunteer disaster responders.

Question 1. What do you do to prevent and relieve feelings of fatigue or exhaustion during an assignment? Having a *support system* was reported by eight participants. Some examples of the responses that were recorded include: "It just takes one other person to make you laugh" (Respondent A, personal communication, October 7, 2014); and "I usually just talked to my wife because she understands" (Respondent F, personal communication, October 20, 2014).

Sense of normalcy was reported by eight of these respondents. When asked what coping mechanisms were utilized during their deployment the respondents answered similarly, "You get out of there and take walks get some fresh air" (Respondent D, personal communication, October 14, 2014) and "I try to exercise as much as I could" (Respondent P, personal communication, November 13, 2014) are similar responses to those coded in this category.

Six of the individuals reported *taking a break* as the coping mechanism that they used during a response to relieve feelings of fatigue or exhaustion. "Take frequent breaks is about all one can do" (Respondent B, personal communication, October 13, 2014). Another participant stated, "If there's actually a place you can go where you can get away from everything that's great" (Respondent G, personal communication, October 20, 2014).

Four participants reported that it was important to *get enough sleep*. The category emerged from these respondents. A representative sample of these responses include: "I try to get a nap" (Respondent E, personal communication, October 16, 2014) and "I'm pretty well known for taking 5 or 10 minute naps" (Respondent N, personal communication, November 6, 2014).

Another four respondents identified *addictive substance use*. Respondent C reported that at times it was best to "go out and smoke a cigarette" (Respondent C, personal communication, October 14, 2014). Another respondent answered, "Go out after shift and have a drink or two if I can" (Respondent H, personal communication, October 21, 2014).

The use of *self-care strategies* was identified by three participants. "Make sure that you take care of yourself" (Respondent G, personal communication, October 20, 2014) is a representative response for this category. Another answered, "I know that I have to take care of myself" (Respondent L, personal communication, October 28, 2014).

No respondents reported the use of spirituality, being grounded and having personal beliefs (Harr, 2013; Roberts et al., 2003), as a coping mechanism that they utilized.

Table 4.1. Summary of the responses regarding coping mechanisms used during a deployment.

Question 1) What do you do to prevent or relieve feelings of fatigue or exhaustion during an assignment?		
Coping mechanism	**# of respondents reporting**	**Respondents**
Support system	8	A,B,C,F,J,K,M,P
Sense of normalcy	8	A,B,C,D,I,L,N,P
Take a break	6	B,E,G,H,I,N
Get enough sleep	4	D,E,G,N
Addictive substance use	4	A,C,H,I
Self-care strategies	3	D,G,L
Spirituality	0	

Question 2. What do you do to prevent or relieve feelings of fatigue or exhaustion after an assignment? Eight respondents reported using a *sense of normalcy,* such as physical exercise, help them relieve feelings of fatigue or exhaustion. An example response of a sense of this normalcy is "I just get involved in a project around the house or I leave town" (Respondent I, personal communication, October 21, 2014). An example of a response regarding physical exercise is, "get more exercise when I got back" (Respondent P, personal communication, November 13, 2014).

Five individuals reported using *self-care strategies* as a coping mechanism after they return from a disaster response. One of the participants stated, "I always write a diary" (Respondent A, personal communication, October 7, 2014). An example of another response, "I scream and cry and everything else I need to do" (Respondent L, personal communication, October 28, 2014).

Get enough sleep was reported by four of the respondents. "Just sleep lay down and sleep, not expect a lot of me until I have taken a nap" (Respondent E, personal communication, October 16, 2014). "I get home it's straight to bed" (Respondent O, personal communication, November 10, 2014), was a response from one of the participants.

A *support system* was identified as a coping mechanism for four respondents. Examples of responses in this category include: "I usually just talked to my wife because she understands" (Respondent F, personal communication, October 20, 2014), and "You know what we should do that we don't is something called hot washes or debriefings at the end" (Respondent Q, personal communication, November 16, 2014).

Table 4.2. Summary of responses for the coping mechanisms utilized after a deployment.

Question 2) What do you do to prevent or relieve feelings of fatigue or exhaustion after an assignment?		
Coping mechanism	**# of respondents reporting**	**Respondents**
Sense of normalcy	8	C,E,H,I,J,K,M,P
Self-care strategies	5	A,D,G,L,N
Get enough sleep	4	E,H,L,O
Support system	4	A,B,F,Q
Addictive substance use	1	L
Take a break	0	
Spirituality	0	

The *use of addictive substances* was reported by one individual. No respondents reported the categories of t*ake a break* or *spirituality*.

Chapter 5

DISCUSSION

This section summarizes key insights from the findings, including consistencies with and departures from findings of previous research on sources of motivation (Figure 4), satisfaction (Figure 5) and fatigue (Figure 6) and key coping mechanisms (Figure 7).

Factors motivating respondents to volunteer with the Red Cross and drive them to sustain their service were consistent with the literature with a just a few exceptions. Not identified in previous research, *interesting work* (8 respondents) was an important initial factor motivating respondents to choose to volunteer with the Red Cross. Interesting work was not however, reported as a reason for them to continue their service, suggesting sources of motivation may change as volunteers gain experience. Although previous research on general volunteers suggested that *working with others who share the same values* (Harr, 2013; Jacobson, 2006) was a motivating factor, respondents to this study did not report this as a factor for their motivation. Another interesting finding from this study was that the *experience of previous disasters* was a motivating factor for seven of the respondents in sustaining their service but was not a motivating factor in research on professional disaster responders or general volunteers. *Contributing to a worthy cause* was also not identified as an important factor in sustaining volunteer service for the participants in this study even though it was noted as a factor in previous studies of general volunteers (Carlson, 2013; Garner & Garner, 2011; Jacobson, 2006; Tumblin, 2012).

Figure 4. Factor comparison for professional disaster responders, general volunteers, and volunteer disaster responders in the area of motivation.

Motivation	Professional Responders	General Volunteers	This study: Volunteer Disaster Responder
Personal Connection		X	X
Opportunity to help others	X	X	X
Working with others who share the same values		X	
Feeling of satisfaction		X	X
Ability to give back to community	X	X	X
Professional development		X	
Contributing to a worthy cause		X	X
Interesting Work			X

The next aspect of volunteering as a disaster responder was focused on what is most satisfying about Red Cross volunteer experiences. The *ability to help others* was indicated by almost all of the responders as a source of satisfaction. This finding is supported by previous research on both profession disaster responders and general volunteers (Alexander, 2006; Carlson, 2013; Larsen & Stamm, 2008). This study found that "*the unknown*", a sense of adventure or the adrenaline rush emerged as a source of satisfaction for three of the participants, though this has not been previously identified in the literature on volunteer satisfaction. It may be unique to the disaster response experience.

As part of an attempt to get at sources of satisfaction, this study also asked what aspects are the most energizing and exciting in a Red Cross volunteer's experiences. *The ability to help others* was the most reported energizing aspect of their experiences with

sixteen individuals indicating this as a source of satisfaction. This finding is consistent with previous literature on professional responders and general volunteers (Alexander, 2006b; Carlson, 2013; Larsen & Stamm, 2008). "*The unknown,*" a sense of adventure or the adrenaline rush, also emerged as an aspect that these responders found energizing about their duties. *Forming relationships* was not reported by any of these participants but was mentioned in previous studies of general volunteers (Harr, 2013; Jacobson, 2006).

Figure 5. Factor comparison for professional disaster responders, general volunteers, and volunteer disaster responders in the area of compassion satisfaction.

Compassion Satisfaction	Professional Responders	General Volunteers	This study: Volunteer Disaster Responders
Personal growth	X	X	X
Forming relationships		X	X
Ability to help others	X	X	X
Mastery of skills	X	X	X
The "unknown"			X

Fourteen of the seventeen participants identified *red tape* as a source of compassion fatigue. Previous research suggests that this may be the predominant source of dissatisfaction for volunteers (Giauque et al., 2012). *Characteristics of the disaster* and *demographics and lifestyle of the responder* were not reported by these participants but found in previous studies of professional responders (Adams et al., 2006; Cukor et al., 2011; Figley, 1995; Fullerton et al., 2006; Norris et al., 2002; Thoits, 1995). Five of the participants pointed to the *lack of a support system, such as debriefing,* as a source of compassion fatigue, which is supported by research on professional disaster responders.

Figure 6. Factor comparison for professional disaster responders, general volunteers, and volunteer disaster responders in the area of compassion fatigue.

Compassion Fatigue	Professional Responders	General Volunteers	This study: Volunteer Disaster Responders
Lack of support system	X		X
Personal responsibilities	X		X
Experience of previous disaster			X
Length of exposure	X	X	X
Organizational culture			X
Leadership failures	X	X	X
Red tape		X	X
Characteristics of the disaster	X		
Demographics and lifestyle of responder	X	X	

The final area that this study focused on was the coping mechanisms used in overcoming feelings of fatigue related to disaster response experiences. Maintaining or returning to a *sense of normalcy* was the most reported coping mechanism by respondents. Returning to a *sense of normalcy* and *having a support system* both recorded eight responses, which is consistent with previous studies of professional disaster responders (Harr, 2013). Responders also frequently (seven respondents) noted *getting enough sleep* as a significant coping mechanism, which was not reported in previous studies. Although previous studies of professional disaster responders reported addictive substance abuse as a coping mechanism (Abendroth & Flannery, 2006; Biggs et al., 2010), these responders reported using addictive substances but were not reported at a level that would be considered abuse. Therefore, for the purposes of this study the category was adjusted to "*addictive substance use*". Spirituality did not appear in any of the responses of these participants even though it was reported in previous studies of professional disaster responders (Harr, 2013; Roberts et al., 2003). Overall, volunteer

disaster responders appear to have much in common with professional disaster responders; further, studies on volunteers generally may be overlooking stressors and corresponding coping mechanisms that accompany common volunteer positions (e.g. interacting with destitute populations as in a soup kitchen).

Figure 7. Factor comparison for professional disaster responders, general volunteers, and volunteer disaster responders in the area of coping mechanisms.

Coping Mechanisms	Professional Responders	General Volunteers	This study: Volunteer Disaster Responders
Support system	X		X
Sense of normalcy	X		X
Take a break	X		X
Get enough sleep			X
Addictive substance use	X		X
Self-care strategies			X
Spirituality	X		

Chapter 6

LIMITATIONS

There has been a lack of research with volunteer disaster responders as the subjects and with the aim to answer the research questions put forth in this study. The previous research on these topics has focused on either general volunteers or professional disaster responders. There were some studies that focused on volunteer disaster responders but they were limited to factors related to only one or two of the subjects of this study. There were no studies that looked at all four factors: motivation, satisfaction, fatigue, and coping. Although there are some significant findings there are some limitations as well. The type of methodology that was selected, the geographical area, and the small sample size all contribute to the limitations of this study.

Previous studies used structured questionnaires and surveys to answer research questions. Using a questionnaire or survey may have prompted the participants to identify more factors that were found to be significant in previous studies; however, surveys can limit responses, as well. Using a different methodology for this study allowed the respondents to tell their story in their own words. By using open-ending questions, this study promoted a dialogue between the interviewer and the respondent that may have helped to prompt responses that were not previously identified in the literature; this served the exploratory purposes of the study since this population group had not been previously studied.

This study was based in a narrow geographic area focusing only on the responders from one state. Since the subjects were all from one state they may have similar experiences due to the fact that they were all under the supervision of the same leadership

team. Some of these respondents had experiences that were outside their particular state, helping to address this issue. In future research, looking at more than one state may help to establish generalizable findings.

Having a small sample size also has a limiting effect. A small sample size limits the data that can be gained and thus restricts the implications of the findings. Although this study had only 17 respondents, these findings still suggest that volunteer disaster responders may have differences from previously studied groups. Working with a larger population may decrease the significance of the findings or serve to establish the significance.

Chapter 7

CONCLUSION

Further research into volunteer disaster responders and their sources of motivation, compassion satisfaction, fatigue and the methods of coping they utilize can be useful in identifying volunteer management techniques that will better support these individuals. Knowing how these individuals are responding to the policies and procedures that are in place may help to improve the relationship between management and their volunteers. Improving this relationship could also help to increase volunteer retention. There are several key takeaway areas from this research for disaster response organizations that rely heavily upon volunteers and the researchers that study them: *red tape*, *lack of a support system, organizational culture, leadership failures,* and relationships between the factors.

Red tape was reported by fourteen of the seventeen as a source of compassion fatigue in their experience as a volunteer disaster responder. This factor is something that has been identified in previous studies of general volunteers as the leading factor that contributed to decreased volunteer retention (Giauque et al., 2012). This is an area that warrants further research because of the implications for improvement in volunteer management practices and because of the reliance on volunteers to provide essential program services for the organization.

The individuals who participated in this study reported that the use of a *support system* is a coping mechanism that they utilize to help them adapt to their environment; however, they also indicated that this is an aspect of the organization that is lacking. Policies and procedures for debriefing, for instance, are not being implemented

consistently or are not adequate in order to support these volunteers in their duties, thus contributing to the compassion fatigue that they experience. Previous research by Hager and Brudney (2004) point to the use of training as a volunteer management tool; this could bolster a volunteer's support system.

Certain aspects of organizational culture and leadership were identified as a source of compassion fatigue. Previous research on both professional disaster responders and general volunteers support these findings. According to Schein (2010) organization culture can be difficult to study and therefore the implications of this factor could be difficult to define. However, the leadership factor is something that has been identified in literature on both professional disaster responders and general volunteers (Clukey, 2010; Drury, 2014; Frank & Karioth, 2006). These studies indicate that training is also important in order to address these leadership issues.

There are some relationships between the factors that deserve mention. When considering the compassion satisfaction factor of forming *relationships*, previous research (Karl et al., 2008) suggests that *working with people who share the same values* helps the volunteer to build a *support system*. A relationship also exists between the compassion satisfaction factor of *mastery of skills* and the ability to build a *support system*; shared training experiences may help individuals develop a support system that assists in coping with volunteer experiences (Sprang et al., 2007). This indicates that there are multiple instances where the organization can assist the individual to build a *support system*. This is a factor that respondents of this study identified as a helpful coping mechanism when dealing with the stressors of a response but also reported that this was a factor that was lacking in the organization.

The impact of volunteers on the nonprofit sector means that organizations must be mindful of the ways in which volunteers interact with policies and procedures. As Hager and Brudney (2004) suggest, management practices that include volunteer recognition, training, and professional development have a positive impact on volunteer retention. If policies and procedures are contributing to the compassion fatigue and dissatisfaction of volunteers, the rate of volunteer retention will likely decline. With high reliance on a volunteer workforce, sources of volunteer satisfaction, fatigue and essential support are important for organizations like the American Red Cross. In addition, volunteers perform essential program duties with victims who have survived a disaster, in environments that are devastated; it is important that the volunteers that are deployed do not contribute to the disaster. For these reasons, further study of sources of motivation, satisfaction and fatigue among disaster response volunteers is warranted.

APPENDIX A

Interview Questions

1) When you were choosing an organization to volunteer with, what motivated you to choose the Red Cross?
    a) Were you interested in disaster response specifically?
2) After you finish a Red Cross disaster response deployment, what motivates you to volunteer the next time you are asked to respond?
3) When asked to respond to a disaster, what makes you pause or think twice about accepting the assignment?
4) What do you find most satisfying about your experience as a Red Cross disaster responder?
5) What do you find least satisfying about your experience as a Red Cross disaster responder?
6) What volunteer assignments have you taken? (For example: DAT, sheltering, casework, etc.)
    a) Are there duty assignments that you like to accept or prefer to turn down?
    b) Why do you accept or turn down certain assignments?
7) What do you find most exciting or energizing about your duties as a Red Cross disaster responder?
8) Do you ever feel physically, mentally, emotionally or otherwise fatigued or exhausted during or after an assignment?
    a) What kinds of fatigue do you experience and what causes you to feel fatigue or exhaustion from an assignment?

b) How often do you feel fatigued or exhausted from an assignment? (always, never, etc.)

9) What do you do to prevent or relieve feelings of fatigue or exhaustion during an assignment?

a) What do you do to prevent or relieve feelings of fatigue or exhaustion after an assignment?

b) Can you give me some examples of what you do to prevent or relieve feelings of fatigue or exhaustion?

10) Do Red Cross policies or procedures contribute to your feelings of fatigue or dissatisfaction with your work as a disaster responder?

a) Is there an example you can share with me that will help me understand how a particular policy increases or decreases your satisfaction?

11) Is there anything else you would like to share with me about your sources of motivation, satisfaction, fatigue, or methods of coping during a disaster response?

12) How long have you been a Red Cross volunteer?

13) Approximately how many times have you deployed?

14) Can you please share your age, ethnic identity (if any) and profession with me?

APPENDIX B

Motivation question 1: When you were choosing an organization to volunteer with, what motivated you to choose the Red Cross?			
Source of motivation	**# of respondents reporting**	**Respondent**	**Supporting quotes**
Interesting work: specifically interested in disaster response	8	C	"I was interested early on in what I call logistics the movement the mass movement of resources to different areas that were directed around the world and I thought that might be something that I would like to do"
		F	"[I had a] totally incorrect impression of the Red Cross 'but it got me down for that' (interested me)"
		G	"We started finding out what they did do and we thought that sounded interesting. We kinda fell into it that way"
		H	"I've always been interested [in disaster response]...I enjoy disaster response, I thought it was a good use of my time in the Red Cross"
		K	"That's why my personal interest, my decision, to take more attention to those accidents or different situations"
		M	"disaster work also is a part what I find to be interesting"
		O	"It's just always been something that I've been really interested in"
		P	"I was interested in doing crisis intervention work"
Personal connection: having a family member who volunteers	4	A	"My mother was in Red Cross in the 40s so it was something I grew up with"
		B	"I just happened to meet a Red Cross volunteer who was a shelter person and he thought I might be interested in Red Cross"
		N	"I went to their offices [Red Cross] to check on the classes [CPR and First Aid} and just ended up learning about what they did and stayed. I met a couple of old Red Crossers and I liked them and I've been there ever since"
		O	"My mother was a Red Cross worker back in WWII"
Opportunity to help others: desire to help others, relieve the suffering of others	4	D	"I always knew that I would be able to do disaster response because of my experience doing social work and working mostly in the field"
		E	"the broadness of it actually invited me...I had read about them, you know and seen them on TV, how they help people with fires (home fires) so that was the broadness"
		J	"I have the skills and I'd like to make a difference"

		L	"I was in central Florida, in 2004 & 5 were bad years for hurricanes. Everywhere I went I would see the Red Cross helping. They were either helping with the tarps, they were helping somebody with something"
Contributing to a worthy cause: socially responsible, commitment to organization and mission	3	A	"It was an image [a cause] that I wanted to be a part of"
		H	"[the Red Cross] is the premier disaster response organization. My goal when I retired was to do something like this [disaster response]"
		L	"I want to participate in that [the cause]"
		Q	"seeing Red Cross on the news. I just wanted to be a part of that"
Feeling of satisfaction: desire to feel useful, productive, occupy spare time, and societal rewards	1	M	"seeing people in the news going through this [disaster] and realizing there's things I can do. I just kind of said let's give this a try"
Ability to give back to community: a sense of duty or obligation, benefit society	1	I	"the Red Cross helped me out and it always stuck with me. So that's when I said, one of these days I'm probably work with the Red Cross because they help"
Working with others who share the same values: meet new people and a sense of belonging	0		
Personal development: gain new skills or useful experience, expertise	0		

Motivation question 2: After you finish a Red Cross disaster response deployment, what motivates you to volunteer the next time you are asked to respond?

Source of motivation	# of respondents reporting	Respondent	Supporting quotes

Experience of previous responses: How they felt after a previous deployment	7	A	"That depends on the experiences in the last disaster. Some of the responses I come home saying never again, this was a disaster in the disaster"
		B	"Having the experience behind me of the previous one and then believing I'm of use on a subsequent one"
		E	"I think that I just liked it [previous deployment] well enough "
		J	"I loved the last one and I will support each one I can go out on"
		M	"Just basically the experience has always been, it's been a positive experience for me"
		O	"It's just part of the job depending upon the previous call, how long it was, how winded I am, how tired"
		P	"Just all the experiences that I've had with the people and clients … I think that's really what leads me to want to do another one."
Feeling of satisfaction: desire to feel useful, productive, occupy spare time, and societal rewards	6	D	"Being able to use my resources to get them what they need when they need so much makes me feel good"
		E	"I felt like it [my involvement] was such a good thing"
		F	"the biggest thing in the local area is to feel like we are useful in the disaster needed our skills"
		H	"it's satisfying and I enjoy them"
		I	"Just the good feeling that you get that you're gonna be out there helping again"
		L	"There's a satisfaction that you helped"
Opportunity to help others: desire to help others, relieve the suffering of others	4	B	"Just the need to be of assistance again"
		I	"I'm gonna go help some people again"
		K	"I like to live my life by what I can do for other people"
		Q	"I just like helping people"
Ability to give back to community: a sense of duty or obligation, benefit society	2	C	"you don't decide to volunteer after a response. You committed yourself for certain chunks of time [Disaster Action Team]"
		N	"My mother always told me, 'You help people when you can.'"
Personal development: gain new	2	C	"I wanted to see how much better I could do it the next time something like that happened"

skills or useful experience, expertise		G	"I wanted to learn as much as I could about all the different kinds of disasters and stuff"
Contributing to a worthy cause: socially responsible, commitment to organization and mission	0		
Family connection: having a family member who volunteers	0		
Interesting work: specifically interested in disaster response	0		
Working with others who share the same values: meet new people and a sense of belonging	0		

APPENDIX C

Compassion satisfaction question 1: What do you find most satisfying about your experience as a Red Cross disaster responder?			
Source of compassion satisfaction	**# of respondents reporting**	**Respondent**	**Supporting quotes**
Ability to help others: help those affected, working with victims	12	B	"Just the satisfaction of having helped people out either directly or indirectly"
		D	"When I know that what I am doing is helping those who lived through the disaster because they all need so much"
		E	"Just feeling like we were the only one at that time that could get what they need "
		G	"It's usually helping the people. The direct work with the people, that's the reason that I do this to begin with "
		H	"I really enjoyed working with the actual clients"
		K	"I like to help people, I like to serve"
		L	"That people do see us as helping hands. That people do welcome us"
		M	"Just the ability to help is probably the big thing"
		N	"I've helped somebody"
		O	"I think just the ability to be able to help people"
		P	"It's definitely working with the clients and being able to serve the clients"
		Q	"It goes back to being able to help people"
Personal growth: Improvement of one's well-being, fulfillment	8	A	"Having a purpose, I'm really feeling that, that you're doing something that is worthwhile not only to the staff but to our clients"
		B	"Having been of use"
		E	"we're needed we're actually needed there"
		F	"people came running out to our vehicle when we were in the community and they would bring their kids out to the emergency vehicle to thank us"
		I	"you just feel good when you do it"
		J	"To get in there and do something that you don't normally do"
		M	"Knowing that inside me I'm willing to do this is kind of self-fulfilling"
		N	"I feel like I've accomplished something"
Mastery of skills: gain professional training	4	C	"I took the lead and I felt like I managed that really well and it was satisfying to handle things that weren't just a you know one family response"
		D	"I also like to be able to use my skills to help"
		F	"I'm fairly good at the job once we get into doing something that I recognize"
		H	"learning about disaster response generally and particularly how it impacted my (job) assignment, how I could do a better job"

Forming relationships: meet people who share the same values and goals and build a support system	1	J	"I have dear friends that I have met and it's been years but we still talk once a month and it's like we've never been apart"

Compassion satisfaction question 2: What do you find most exciting or energizing about your duties as a Red Cross disaster responder			
Source of compassion satisfaction	**# of respondents reporting**	**Respondent**	**Supporting quotes**
Ability to help others: help those affected, working with victims	10	C	"I think the one thing that I still really like doing is the process of helping other people deploy and then hearing about what it was like when they come back"
		D	"They have been through so much and being able to help them keeps us going"
			"It's just nice to be able to help them even if it's just a little bit."
		F	"you can go in there and help the people "
		I	"Talking to the people that are hurt by it, the clients"
		J	"To watch him just immerse himself, it's just a satisfaction, he did such a good job (assigning another volunteer to a job and then watching him do that job)"
		K	"We were there to help"
		N	"you're the Red Cross and you're like the Cavalry arrived on the scene
		O	"the ability to be able to help the family or person"
		P	"I think giving back to the community, just volunteering, helping people "
		Q	"Just being able to help people"
Mastery of skills: gain professional training	4	D	"Being able to use my skills and knowledge to help those people who really need the help"
		E	"it's just been a learning experience"
		G	"Usually figuring out how to solve problems"
		J	"When you do something that you have never done before and you are successful "
The unknown: A sense of adventure or adrenaline rush	3	A	"The adrenaline to begin with is definitely there and it's probably on your mind that you have pictures of what's going on"
		H	"The unknown. When you leave here, when you arrive at a location, you don't know exactly, everything is different"
		M	"The fact that no two calls are the same, no two disasters are the same."
Personal growth: Improvement	2	B	"I guess being really busy and knowing that your work is appreciated and you're being productive"

of one's well-being, fulfillment		F	"A lot of the times you are the key person and you can actually make a difference "
Forming relationships: meet people who share the same values and goals and build a support system	0		

APPENDIX D

Compassion fatigue question 1: When asked to respond to a disaster, what makes you pause or think twice about accepting the assignment?			
Source of compassion fatigue	**# of respondents reporting**	**Respondent**	**Supporting quotes**
Personal responsibilities: Obligations with family, work, or personal life	9	B	"Other things that might be on the schedule"
		C	"all of the things that I've got to change in my life"
		D	"Mainly if I have something going on in my personal life"
		H	"my duties here [at the office] and any obligations that I have with the family"
		I	"I may have things coming to do"
		J	"I wanted to make sure (confirm with my wife)"
		K	"My wife tell me, you cannot go there"
			"there are days that I have a lot of work to do and I cannot go"
		M	"Just the restrictions at work"
		Q	"Usually my biggest barrier is time and trying to do things last minute"
Experience of previous disaster: How they felt after a previous deployment	3	A	"The last one that I came from, always, always...depending upon the last disaster that you might've served on that will get you with the next one because you've got visions of this being just as good or bad as the last one"
		F	"I would not go out immediately after another disaster"
		N	"I have had a feeling of, oh no! not again"
Length of exposure: long shifts, unfamiliar conditions, gruesome sights	2	C	"invariably it begins on a weekend when you have other plans and you know that this could be the start of work and you'r'e gonna have to do this for 10 days or 14 days in a row and 12 or 15 hour days depending"
		P	"the length of time that I'll be gone"
Organizational culture: a configuration of shared basic norms learned by groups as they solve problems	1	G	"That elitism I can't stand in a volunteer organization. That's just not right" (Policies that gives better treatment to management personnel)
Characteristics of the disaster: multiple disasters, natural or man-	0		

made, being in danger			
Demographics and lifestyle of responder: life influence, previous trauma, age, and occupation	0		

Compassion fatigue question 2: What do you find least satisfying about your experience as a Red Cross disaster responder?			
Source of compassion fatigue	**# of respondents reporting**	**Respondent**	**Supporting quotes**
Red tape: organizational functioning that does not allow for a fulfillment of personal or work objectives	14	A	"that number thing that I found to be hypocritical" (tracking service delivery)
		B	"Probably the times that you have to spend sitting around not doing anything…and you recognize the fact that has to happen, that's just the way things happen, it's frustrating sometimes because of that"
		C	"there's new processes that are interjected once a year by outside of the state by Red Cross, you never ever feel like you know"
		F	"communication because there are so many people that you get cross command communications"; "One of the worst things they could do this went to you get there late at night and then not tell you what to do"
		G	"The inefficiency of the service delivery"
		I	"I guess just getting on the airplane or coming back it's just a mess"
		J	"Now and then you come across people that have not been an authority figure in their past jobs or at least have not done it well"
		K	"Not much to do, not many volunteers in like the local activities"
		L	"when you arrive somewhere you're supposed to call an 800 number and check in and sometimes those numbers don't work or there's nobody answering"; "The travelling alone"
		M	"waiting a couple of days to get our orders and sitting in there and you want to go do something"

		N	"I'm a practical person and that's the kind of thing [helping people] I see that needs to be done not the Form 6231 so that kind of thing gets me"; "Sometimes, the bureaucracy";
		O	"I don't have cooperation or the availability of helping people."
		P	"With the Red Cross it would be dealing with the bureaucracy"
		Q	"Turnover and lack of leadership here in this area"
Other: Does not fit into a specific category	3	E	"Working with [other volunteers]. All kinds of people, sometimes it's too much"
		K	"Discrimination is everywhere and I feel that because I hear sometimes"
		M	"It's frustrating having to deal with not being 100% in control"
Length of exposure: long shifts, unfamiliar conditions, gruesome sights	2	D	"The long hours are the worst"
		H	"Far and away the sleep, the lack of sleep!"
Leadership: the ability to guide and empower others to accomplish goals	1	G	"The people that they put in charge of management aren't good managers"
Organizational culture: a configuration of shared basic norms learned by groups as they solve problems	0		
Characteristics of the disaster: multiple disasters, natural or man-made, being in danger	0		
Demographics and lifestyle of responder: life influence, previous trauma, age, and occupation	0		

Compassion fatigue question 3: Do you ever feel physically, mentally, emotionally or otherwise fatigued or exhausted during or after an assignment? What causes you to feel fatigue or exhaustion from an assignment?			
Source of compassion fatigue	**# of respondents reporting**	**Respondent**	**Supporting quotes**

Length of exposure: long shifts, unfamiliar conditions, gruesome sights	10	A	"you know on disaster you're going to have long days, and short nights, or long nights and no days."
		C	"none of us that were involved in that response had any experience so we thought that what you did was you worked 20 hours at a time and after three or four days you just walked around like a zombie"
		D	"When you are dealing with the people you get the exhaustion mentally"; "the hours are long and you are lugging around heavy stuff like cases of water, that's 24 bottles of water. After a day of doing that you are exhausted and you sleep like a baby and get up and do it again"
		G	"There was one assignment that we went on that I didn't get more than 2 hours of sleep for five days"
		H	"Not sleeping is the only thing"
		J	"At the end of the night you were just tired and it's such a good feeling like you accomplished something"
		L	"Because of the anger and sadness that the community suffered. I mean Arizona was really, the community in itself was fighting, the local police was fighting with the BLM, Some of them you can actually keep up with the people two weeks later"
		M	"It was just too many of them [DAT calls] in too short a period of time and it just gets to a point when I had to take a couple of months off and then I missed it so I went back"
		N	"So a lot of times, and other places during disasters, you don't sleep well if you stay in the shelter"; "We had to sleep six of us to a room and in the room we had no water, no electricity, anything"
		O	"The most frustrating part is being out somewhere when it's dark and there's really no light but your own flashlight"
			"the drive times can be long, depending on where we have to go"
Red tape: organizational functioning that does not allow for a fulfillment of personal or work objectives	5	A	"I landed in Boston, called headquarters, they were closed. Called national number, "who are you?", "Where are you from?" So I'm at the Boston airport, everything is closed, all the restaurants everything have closed so I felt like Tom Hanks"; "frustration from having to deal with the organization, not any of the clients"

		E	"I guess just the trip there and the adrenaline from being around a disaster but I'm worn out probably the minute I get there"
		F	"don't want to go somewhere where I feel like I'm wasting my time I want to go somewhere where I can be useful"
		I	"The only time I'm exhausted I'm in orientation coming in. You're gonna spend 8 hours, 7 hours sitting down on the floor"; "when I can't get to my plane or the airport in time"
		M	"It was more frustrating, the check-out procedure"
Other: Does not fit into a specific category	2	K	"I like to be controlled by myself"
		P	"I kind of put my own needs on the back burner when I'm out on a site"
Organizational culture: a configuration of shared basic norms learned by groups as they solve problems	0		
Leadership: the ability to guide and empower others to accomplish goals	0		
Characteristics of the disaster: multiple disasters, natural or man-made, being in danger	0		
Demographics and lifestyle of responder: life influence, previous trauma, age, and occupation	0		

Compassion fatigue question 4: Do Red Cross policies or procedures contribute to your feelings of fatigue or dissatisfaction with your work as a disaster responder?

Source of compassion fatigue	# of respondents reporting	Respondent	Supporting quotes

Red tape: organizational functioning that does not allow for fulfillment of personal or work objectives	12	A	"We believe in the mission, equality and all of that other stuff. And we want to make it real but the policies and procedures when you get out into the real world you find out, okay, we aren't going by twos were going by one's at 7 PM in a snowstorm without a map"
		C	"With the new changes that are taking place right now...nobody knew what was going on"
		D	"I have had to deal with bureaucracy in my work with state government but the amount of forms and paperwork that Red Cross does is over the top"; "The logistics is hard but we never seem to have the stuff that we need when we need it"
		E	"I think that things could be more organized"
		G	"when we were being sent out to areas [for feeding] where they didn't need food"
		H	"staffing because they didn't know how many people they need and I think things are so dynamic, shelters were opening and closing and pending and being evaluated, it's a moving target"
		I	"It's a disaster when we first get there, Red Cross organization trying to get it together but that's to be expected because we're used to that"
		J	"people try to come in and reinvent the wheel"; "There needs to be more information"; "there is room for appreciation from the organization"
		M	"waiting to get enough information"
		N	"But sometimes that repetition that seems is more of the sake of the damn bureaucracy than anything else"; "You're tired, you want to go home but nope you got to do this paperwork."
		P	"Red Cross puts out certain hurdles to jump over which are unnecessary."; "I've been on a number of national Red Cross disasters and there seems to be a lot of people who want to be in charge of something "
		Q	"the biggest issue is the lack of direction within our area"
Lack of support system: support of peers & supervisors, debriefing	5	B	"You're supposed to talk to mental health and sometimes it's just 'Yeah, you're okay' or 'Has your experience been okay?' 'Yeah.' 'Okay, see ya next time'."
		F	"I can't tell you how many people have never been debriefed from an event"

		G	"I haven't really gone through a debriefing process"
		N	"I think that it's important that you take just a few more minutes and you sit down and you're able to talk about your personal feeling or something."
		Q	"You know what we should do that we don't is something called hot washes or debriefings at the end"
Leadership: the ability to guide and empower others to accomplish goals	2	K	"Sometimes the person has not a good personality or the behavior so no good experience, bad skills to share it with volunteers"; "Many times, the supervisors they don't take care with day off"
		L	"I have problems with one supervisor because she was evaluating me on what somebody else had to say and she never took, she didn't take the time to get to know me"
Organizational culture: a configuration of shared basic norms learned by groups as they solve problems	1	G	"The way they put the management teams in hotel rooms and the others have to stay in shelters"
Characteristics of the disaster: multiple disasters, natural or man-made, being in danger	0		
Length of exposure: long shifts, unfamilar conditions, grusome sights	0		

TABLE 3.7: Combined categories across questions regarding sources of compassion fatigue (Table 3.1, 3.2 & 3.6)

Sources of dissatisfaction for participants		
Category	# of respondents	Respondent
Red tape	17	A,B,C,D,E,F,G,H,I,J,K,L,M,N,O,P,Q
Personal responsibilities	9	B,C,D,H,I,J,K,M,Q
Lack of support system	5	B,F,G,N,Q
Length of exposure	4	C,D,H,P
Experience of previous disasters	3	A,F,N

Other	3	E,K,M
Leadership failures	2	K,L
Organizational culture	1	G
Characteristics of disaster	0	
Demographics and lifestyle of responder	0	

Combined categories across questions regarding dissatisfaction (Questions 1 & 2)		
Red tape	14	A,B,C,F,G,I,J,K,L,M,N,O,P,Q
Personal responsibilities	9	B,C,D,H,I,J,K,M,Q
Length of exposure	4	C,D,H,P
Experience of previous disaster	3	A,F,N
Other	3	E,K,M
Organizational culture	1	G
Leadership	1	G
Characteristics of disaster	0	
Demographics and lifestyle of responder	0	

APPENDIX E

Coping question 1: What do you do to prevent or relieve feelings of fatigue or exhaustion during an assignment?			
Methods of coping	**# of respondents reporting**	**Respondent**	**Supporting quotes**
Support system: Support of peers & supervisors, debriefing	8	A	"it just takes one other person to make you laugh"
		B	"And sometimes talking over things which are usually just local problems"
		C	"I think the camaraderie of once you get today three or four of a 10 or 14 day response and you feel like you can take a little bit of a break and like have a dinner at a restaurant at a reasonable hour with the group that you're working with"
		F	"I usually just talked to my wife because she understands"
		J	"My wife and I have dinner over the phone"
		K	"Many times in mass care we would meet before we go to work and talk"
		M	"a bunch of us would sit outside in a lawn chair and talk about the day"
			"I bring my laptop and try to keep in touch with people and see what's going on in the world"
		P	"we usually deal [talk] with each other as far as emotional issues"
Sense of normalcy: work out, exert energy, incorporate aspects of personal routine	8	A	"no matter how tired you are you go out for a walk or try to"; "we played games, we played music! We played music, and we did exercises, those that could get off the cot, or could get up we played and did exercises"
		B	"I've gone out for walks. I try to go out for walks anyway"
		C	"take a walk"
		D	"you get out of there and take walks get some fresh air"
		I	"when everything is calmed down a little and walk around "
		L	"I also walk when I'm there"
		N	"walk around the shelter"
		P	"I try to exercise as much as I could"
Take a break: Doing something different,	6	B	"Take frequent breaks is about all one can do"
		E	"take a break"
		G	"If there's actually a place you can go where you can get away from everything that's great"

distance oneself		H	"I listened to the Orioles on satellite radio...I would watch a little bit of tv, read a little bit"
		I	"I take a break"
		N	"I will step back and try to go give myself a little private time"
Get enough sleep: Make sure that they are able to get enough sleep, take naps	4	D	"You get plenty of sleep"
		E	"I try to get a nap"
		G	"Usually sleep is the best "
		N	"I'm pretty well known for taking 5 or 10 minute naps"
Addictive substance use: use of tobacco and alcohol	4	A	"went for a glass of wine"
		C	"Go out and smoke cigarette"
			"I don't remember if we went out and had a drink...may have like at day three or four gone out"
		H	"Go out after shift and have a drink or two if I can"
		I	"Go for a drink"
Self-care strategies: Taking care of oneself, reassure, calm, self-talk, a change of pace	3	D	"You go out to a nice dinner, do something nice for yourself, and laugh"
		G	"make sure that you take care of yourself"
		L	"I know that I have to take care of myself"
Spirituality: Being grounded and having personal beliefs	0		

Coping question 2: What do you do to prevent or relieve feelings of fatigue or exhaustion after an assignment?

Methods of coping	# of respondents reporting	Respondent	Supporting quotes
Sense of normalcy: work out, exert energy, incorporate aspects of	8	B	"Just get back into your routine, just get back to life as normal and carry on"
		C	"After an assignment as a volunteer hopefully not come into the office just take some days off and not even think about Red Cross"
		E	"Not do anything disaster-wise"

personal routine		H	"Just try to get back to the routine "
		I	"I just get involved in a project around the house or I leave town"
		J	"You come home and you go back to your routine, you visit with your neighbors, mow your lawn and it's a step down"
		K	"I just go back to work and home"
		M	"just go back to work"
		P	"get more exercise when I got back "
Self-care strategies: Taking care of oneself, reassure, calm, self-talk, a change of pace	5	A	"you have to bring yourself down"; "I always write a diary...when I get home I make us scrapbook."
		D	"I just have to take care of myself and do thing that keep me from thinking about it"
		G	"The first thing I do when I get home is go get a massage and say just do my feet for about an hour"
		L	"I come home and I get in the hot tub"; "I scream and cry and everything else I need to do"; "get a complete body massage"
		N	"I kind of let things go."
Get enough sleep: Make sure that they are able to get enough sleep, take naps	4	E	"Just sleep lay down and sleep, not expect a lot of me until I have taken a nap"
		H	"sleeping in"
		L	"Just sleep, sleep it off for a couple of days"
		O	"I get home it's straight to bed"
Support system: Support of peers & supervisors, debriefing	4	A	"I think you have to do something along the way, find someone that you can connect with, each day you have to debrief yourself or have someone to complain to or with or laugh with"; "I've never been debriefed, I don't even know what it is to be debriefed"
		B	"I think we were debriefed...I don't know that we had too much debriefing"
		F	"I usually just talked to my wife because she understands"
		Q	"You know what we should do that we don't is something called hot washes or debriefings at the end. "
Addictive substance use: use of tobacco and alcohol	1	L	"I drink my glass of wine"

Take a break: Doing something different, distance oneself	0		
Spirituality: Being grounded and having personal beliefs	0		

Combined categories across all coping questions (Question 1 & 2)		
Sense of normalcy	13	A,B,C,D,E,H,I,J,K,L,M,N,P
Support system	8	A,B,C,F,J,K,M,P
Get enough sleep	7	D,E,G,H,L,N,O
Take a break	6	B,E,G,H,I,N
Self-care strategies	5	A,D,G,L,N
Addictive substance use	5	A,C,H,I,L
Spirituality	0	

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FIGURES

Figure 1: "A Generic Model of Compassion Fatigue Resilience c" (Figley, 2014)

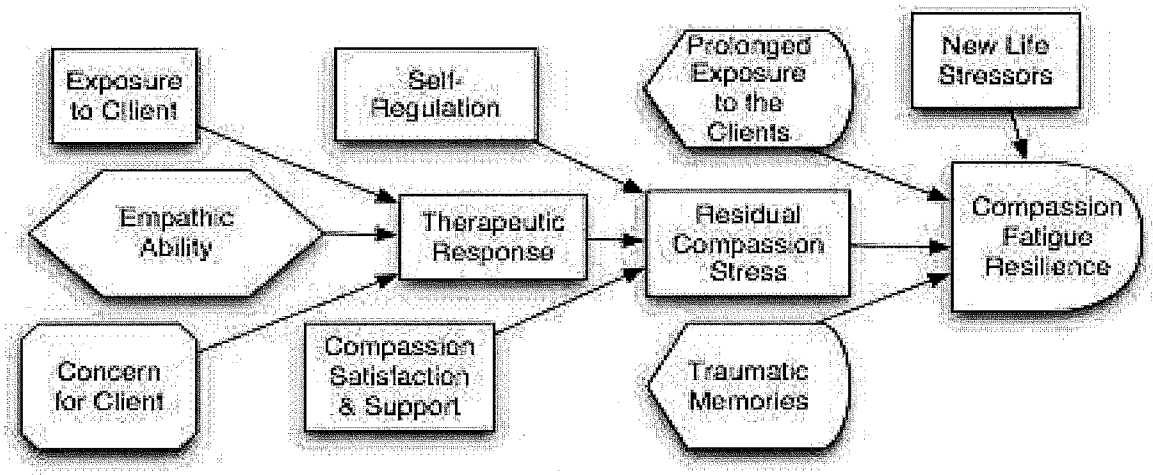

Figure 2: Factors contributing to the motivation, compassion satisfaction and compassion fatigue from previous literature on volunteers and professional disaster responders

Motivation	Compassion satisfaction	Compassion fatigue
•Personal connection •Opportunity to help others •Working with others who share the same values •Feeling of satisfaction •Ability to give back to the community •Personal development •Contributing to a worthy cause	•Personal growth •Forming relationships •Ability to help others •Mastery of skills	•Characteristics of disasters •Demographics and lifestyle of responder •Length of exposure •Red tape

Figure 3. Methods of coping with compassion fatigue from previous literature on volunteers and professional disaster responders

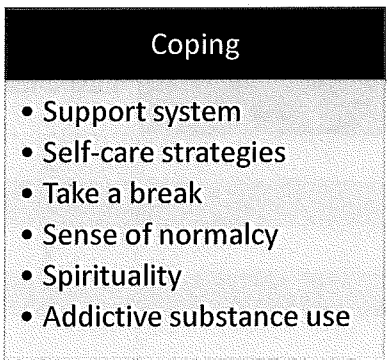

Figure 4. Factor comparison for professional disaster responders, general volunteers, and volunteer disaster responders in the area of motivation.

Motivation	Professional Responders	General Volunteers	Volunteer Disaster Responder
Personal Connection		X	X
Opportunity to help others	X	X	X
Working with others who share the same values		X	
Feeling of satisfaction		X	X
Ability to give back to community	X	X	X
Professional development		X	
Contributing to a worthy cause		X	X
Interesting Work			X

Figure 5. Factor comparison for professional disaster responders, general volunteers, and volunteer disaster responders in the area of compassion satisfaction.

Compassion Satisfaction	Professional Responders	General Volunteers	Volunteer Disaster Responders
Personal growth	X	x	X
Forming relationships		x	X
Ability to help others	X	X	X
Mastery of skills	X	X	X
The "unknown"			X

Figure 6. Factor comparison for professional disaster responders, general volunteers, and volunteer disaster responders in the area of compassion fatigue.

Compassion Fatigue	Professional Responders	General Volunteers	Volunteer Disaster Responders
Lack of support system	X		X
Personal responsibilities	X		X
Experience of previous disaster			X
Length of exposure	X	X	X
Organizational culture			X
Leadership	X	X	X
Red tape		X	X
Characteristics of the disaster	X		
Demographics and lifestyle of responder	X	X	

Figure 7. Factor comparison for professional disaster responders, general volunteers, and volunteer disaster responders in the area of coping mechanisms.

Coping Mechanisms	Professional Responders	General Volunteers	Volunteer Disaster Responders
Support system	X		X
Sense of normalcy	X		X
Take a break	X		X
Get enough sleep			X
Addictive substance use	X		X
Self-care strategies			X
Spirituality	X		