

---

# Canadian Journal of Volunteer Resources Management

---

## Le journal canadien de gestion des bénévoles

2000

Volume 9.4

---



### MANAGING IN THE NEW MILLENNIUM

### LA PRATIQUE DE LA GESTION DANS LE NOUVEAU MILLÉNAIRE











---

Sponsor  
commanditaire





# TABLE OF CONTENTS

|  |  |    |
|--|--|----|
|  | <b>EDITORIAL</b><br>Chris Jarvis, <i>Ontario</i>   |    |
|  | <b>LEADERSHIP IN THE NEW MILLENNIUM</b><br>Magda Rigo, <i>Ontario</i> .....                | 3  |
|  | <b>LES DIMENSIONS ÉTHIQUES</b><br>Marjolaine Lalonde, <i>Québec</i> .....                  | 8  |
|  | <b>ETHICS</b><br>Marjolaine Lalonde, <i>Québec</i> .....                                   | 13 |
|  | <b>NEW TO CANADA? VOLUNTEER!</b><br>Lillian Whitmore, <i>British Columbia</i> .....        | 18 |
|  | <b>OUR PROFESSION AT A CROSSROADS</b><br>Ginette Johnstone, <i>Ontario</i> .....           | 22 |
|  | <b>EVALUATING RISK FACTORS</b><br>Diana Boudreault, <i>Ontario</i> .....                   | 26 |
|  | <b>VOLUNTEER ACTION WITHOUT BARRIERS AND BORDERS</b><br>Randy Tyler, <i>Manitoba</i> ..... | 30 |
|  | <b>TECHNOLOGICALLY SPEAKING</b><br>Karine Levasseur, <i>Manitoba</i> .....                 | 32 |
|  | <b>PEER EXPERTS</b> .....  | 34 |

**Editorial Team**

Chris Jarvis  
Shirley Jenkins  
Ginette Johnstone  
Lynne Whitehead  
Carol Anne Clarke  
Catherine Latham  
Laura Kelly

**Sponsored By**  
Canadian Administrators  
of Volunteer Resources

ISSN 1192-1676

*We invite submissions.*  
jtcinc@jtcinc.ca

Guidelines, themes and deadlines are located on  
the back page.

**Published Quarterly Since 1992**

**Subscriptions can be sent to:**

The Journal of Volunteer Resources Management  
1310 Upper Dwyer Hill Road  
RR #2, Carp, Ont., Canada K0A 1L0

Send all correspondence to  
the above address.

Phone (613) 256-5516 • Fax (613) 256-0902

**Typeset and Printed in Ottawa at**  
**Aarkade Design & Offset Printing Inc.**

No part of this publication may be reproduced, in whole or in part, without written permission from the Editorial Team. All articles are the express opinion of the author(s) and do not necessarily reflect the views of the publisher or the Editorial Team. The Publisher and the Editorial Team assume no responsibility for unsolicited manuscripts. Letters commenting on articles are welcome, but may be edited for brevity and clarity.

## EDITORIAL

At midnight on December 31, 1999, the 20th century ended. Many welcomed the new millennium as a symbol of hope and change and indeed the world has changed – a lot. Has your organization the ability to change with it? The answer of course is yes! This issue will expand on some of the key components that are responsible for a successful adaptation to staying in excellent shape.

Successful organizations must have a viable mission implemented by strong leadership. Magda Rigo's article 'Leadership in the New Millennium' talks about how leaders must be team focused, who should be on the team and what the role of the manager is in helping develop the leadership qualities of all the team members.

In order to be a good manager, we must balance good leadership skills with equally good administrative skills. Ginette Johnstones' article 'Our Profession at a Crossroads' offers clear, straight-forward advice on how to manage as a professional. Providing further tools to guide our work is the article by Marjolaine Lalonde 'Les Dimensions Éthiques' with the English translation 'Ethics' by Eileen Reardon. This article updates us on the work being done to help guide the sector through an increasingly complex working environment. Diana Boudreault's organization has surged ahead in honing it's ability to manage risk. Ignoring real problems and deferring needed changes is not a good idea. 'Evaluating Risk Factors' will encourage you to continue developing your skill set.

Another key to success in this new era is cultural competence. We looked towards B.C. and Lillian Whitmore's article 'New to Canada? Volunteer!' remembering that even if your area of the country has not experienced large numbers of immigrants, every area has minorities.

And of course, rapidly advancing technology is now a fact of life, it can be cost saving and it can help in many ways. Randy Tyler and Karine Levasseur both write about the usefulness of the Internet.

Welcome to managing in the new millennium.

*Chris Jarvis is Chair of the Editorial Team.*

# **LEADERSHIP IN THE NEW MILLENNIUM**

## **PARTNERSHIPS EXPAND OUR SPHERE OF INFLUENCE**

by Magda Rigo

Preamble: The past decades have brought with them a radical change in how we, as leaders, support our organizations and clients. We have moved from an autocratic single leader model to creating leaders throughout the organization. Sharing information and power has positioned organizations for success by increasing the readiness and desire to change as our environments change. It is no longer business as usual.

### **The New Millennium**

The survival and successful operation of any type of organization requires effective leadership.

From an organizational perspective, this means achieving excellence through:

- visionary leadership
- change management
- engaging high performance teams

### **Visionary Leadership**

“Leadership is the process of influencing people and providing an environment for them to achieve team or organizational objectives. Effective leaders help groups of people define their objectives and find ways to achieve them.” 1 It is all about partnerships.

Much has been written about the necessity for leaders to devote themselves to life long learning: learning enables them to adapt their perspectives and styles to the ever-changing environment. Through this process of learning and growing, leaders begin to create and articulate a VISION for their organization.

Jack Welch, CEO of General Electric, through his learning he challenged the thinking in the 1960's that leadership was based on power and control over people. He embarked on a mission to reform leadership from an authoritarian top down system to one of engagement and partnership. He recognized the importance of treating people as sources of creativity and energy. He stated,

“The talents of our people are greatly underestimated and their skills are under utilized. Our biggest challenge is to fundamentally redefine our relationship with our employees. The objective is to build a place where people have the freedom to be creative; where they feel a real sense of accomplishment; a place that brings out the best in everybody.”

As leaders we must tap into the potential of our volunteers' creativity and individual energy. These will be the keys to our success in the future.

We need to move from forcing people to adhere to stringent policies and procedures, which control their energy and creativity.

“The patterns of domination that have become so destructive to the world need to change. Central to domination is the ideal that where there is difference, then one group or approach must be superior. We need leadership based on cooperative partnership approach, not based on the domination model.” 2

Our challenge is to build a department that can embrace the unique skills of each of our volunteers. Encouraging them to share their unique talents.

Our role as leaders in the new millennium will be one of facilitating staff and volunteers in understanding the role they play in creating partnerships to meet the needs of our clients.

Rather than micro managing a centralized department we will be challenged to engage staff to take responsibility for leading volunteers.

Ownership for volunteer integration/success must be the responsibility of all staff. Through delegated responsibility, the Administrator of Volunteers is free to engage in the larger challenges facing their organization. Reforming systems and challenging the status quo become an expectation.

Visionary leadership is about involvement, sharing power and living your organization's MISSION through partnerships.

### **Change Management**

“When everything is going smoothly, it's often hard to change things...

People who are sure they have the answers stop asking questions and people who stop asking questions never challenge the status quo. Without such challenges, an organization can drift slowly into deep trouble before it gets a clear signal that something is wrong.” 3

Leadership requires the uncanny ability to determine why, how and when to change. Change is critical not just to initiate improvements but also to redefine service delivery. Leadership is about making tough decisions!

Change can be extremely disruptive if mismanaged. However, effective leaders anticipate the WHY questions. In as much as it is possible, engaging staff and volunteers in the dialogue around why we need to change can greatly reduce resistance.

Systems and structures that are deeply entrenched and ineffective need radical changes to meet organizational needs.

Reforming systems creates strong emotions among key stakeholders, due partly to deep commitments to the old way of doing things and our own inability to see the need for change. Leading change and being involved in the change process can be exhilarating, especially if leaders can clearly imagine and articulate the future.

It takes courage to challenge the status quo and captain a ship that is adrift.

### **Engaging High Performing Teams**

“Teams do not just happen: they must be trained and developed. More and more often, they are cross-functional teams that cut across the former silo structures of organizations where each function worked on its own.”<sup>4</sup>

Leaders in the new millennium must be team focused. The collective wisdom of a team far exceeds any individual effort. Collective wisdom is required to be customer focused and to be truly responsive to the needs of our clients. Teams today take on many forms to impact customer service:

- problem-solving teams
- quality teams
- self managed teams
- cross-functional teams which address the continuum of service to their clients

Successful organizations have encouraged the formation of cross-functional teams who structure themselves around specific client groups. The team is responsible for the full range of services through a seamless approach to service delivery.

The skills required to serve on these teams are in some regard different than those skills required when working independently. In addition to identifying areas for improvement, gathering information to support various options and implementing a strategy, leaders of the future require well developed negotiating skills.

The challenge of working in teams is dwarfed by the success of meeting and exceeding client expectations.

As leaders we recognize the importance of including volunteers on these teams and forging strong partnerships. We must however facilitate their learning around negotiating and thus position them for success.



Our volunteers are a direct link to our community. They can articulate community needs and share in the exploration of finding creative solutions to our increasing needs.

Partnerships and alliances are commonplace in our sector. To thrive in this new economy each of us must be external relationship spanners and internal relationship builders.

Leaders in the new millennium do not act alone; they reach out to other leaders in their organization and create a 'place that brings out the best in everybody.'

1. McShane, Steven. *Canadian Organizational Behaviour*, page 416
2. Schick Case, Susan. *The Collaborative Advantage* (Business in a contemporary world), May 1992
3. Bridges, William. *Managing Transitions*, page 36.
4. Carr, David; Hard, Kevin; Trahnat, William. *Managing the Change Process*, Page 19.

*Magda Rigo, Director, Community Resources Markham  
Stouffville Hospital, Ontario; Past President, PAVR-O*



## NEWS BITS

What are you doing to celebrate The International Year of Volunteers 2001? The journal would like to include your event in the Spring Issue. Send your story to the Journal at [jtcinc@jtcinc.ca](mailto:jtcinc@jtcinc.ca).

# **MISE SUR PIED D'UN GROUPE INTERNATIONAL DE TRAVAIL SUR LES DIMENSIONS ÉTHIQUES ET LE SECTEUR DE LA GESTION DES RESSOURCES BÉNÉVOLES**

par Marjolaine Lalonde

A l'été 1999, un groupe de travail international a été mis sur pied suite à une initiative du groupe « Provincial Association of Volunteer Ressources of Ontario (PAVR-O) » afin de réfléchir sur la question de la dimension éthique dans la profession de gestionnaire de ressources bénévoles.

Le mandat du groupe de travail devait examiner la possibilité de développer en partenariat un code ou condensé commun de principes sur l'éthique reconnus par nos associations qui serait utilisé par le secteur comme un outil commun guidant notre travail, nos interactions et nos jugements dans l'exercice de nos fonctions de gestionnaires de ressources bénévoles.

MAVA, AVR-B.C., CAVR, AVA et Bénévoles Canada avec PAVR-O sont les membres du groupe de travail qui poursuivent la réflexion. La venue à une même table de différentes organisations sur un sujet d'attention grandissante dans le secteur témoigne de la vision qui animait le mandat initial.

## **Les enjeux de la gestion éthique**

Les organisations à but non lucratif, travaillant avec des ressources bénévoles à l'accomplissement de causes philanthropiques sont nombreuses et variées; elles se retrouvent, de facto, en compétition les unes avec les autres et elles recherchent toutes l'attention des donateurs et des bénévoles tentant de suppléer aux brèches de ravitaillement des différents paliers de gouvernement. Elles font l'objet de critiques montantes qui questionnent leur fonctionnement, leurs modes d'allocation des ressources et la transparence de leur mode de gestion.

Les aventures médiatisées de certains gestionnaires s'étant appropriés des fonds de leur organisation pour s'enrichir ou pour procéder à des usages peu liés à la mission institutionnelle ont eu un effet certain sur le public qui, sollicité par plusieurs sources, est devenu averti et curieux de la gestion des organisations caritatives.

Un parallèle sur la gestion des ressources bénévoles illustre bien à quel point la qualité des valeurs embrassées et pratiquées par nos organisations tombent sous le coup du même questionnement du public. Les bénévoles qu'on sollicite pour prêter main forte à l'accomplissement de nos missions respectives s'assurent du sérieux des organisations à qui ils proposent leurs services. « Le jeu en vaut-il la chandelle? Dans quoi est-ce que je m'embarque? » A ce chapitre, certains droits quant à la qualité des structures et mécanismes prévus relativement à la gestion de l'offre bénévole font partie intégrale d'une pensée éthique: processus d'entrevue respectueux, structures d'accueil attentives préparant adéquatement l'entrée du bénévole, mécanismes de soutien et d'encadrement continu favorisant le déploiement des expertises offertes.

Ces quelques notions interpellent des valeurs déterminantes dans nos pratiques professionnelles qui, dans les faits, amènent les bénévoles à s'impliquer ou au contraire à s'éloigner de nos organisations. Les impacts d'une gestion non-éthique dans nos organisations ne sont pas connus et encore moins documentés. Les répercussions autres que les désistements immédiats, résultant de la mollesse éthique, viennent rapidement à l'esprit : démobilisation, perte de loyauté de la communauté, étiolement du financement, etc.

### **Sondage sur les questions d'éthique**

Ainsi, les discussions générées au sein de notre groupe international de travail nous ont initialement montré la complexité de la question de l'éthique dans notre profession. Les premiers échanges et un survol des outils existants nous ont alerté à nos différences dans la connaissance et dans l'expérience de l'utilisation de codes d'éthique. Nous avons ressenti la nécessité de prendre contact avec les membres de nos organisations respectives afin de recueillir, par sondage, les idées, commentaires et expériences des gens de la pratique, ce qui

nous permettrait, avons-nous convenu, de revenir à la table, nourris de l'ensemble des sondages électroniques.

Le sondage apparaît sur plusieurs sites « web » entre autres sur celui des Administrateurs canadiens de ressources bénévoles (ACRB). Les questions ont été construites de façon à recevoir un éventail de réponses éclairantes et représentatives du secteur de la gestion des ressources bénévoles. Ces données analysées nous guideront dans les priorités et les orientations du travail à venir.

### **Au quotidien**

Pour revenir à des considérations pragmatiques, l'éthique dans la gestion des ressources bénévoles se situe au cœur de nos pratiques:

- conflit d'intérêt : patrons exerçant des pressions indues sur les processus d'accréditation de contrats à des amis ou membres de la famille
- épisodes d'inconsistance morale dans la sélection de commanditaires controversés
- pratiques douteuses dans la gestion interne telles utilisation personnelle de matériel de bureau, appels interurbains portés au compte de l'employeur
- tentation des gestionnaires de ressources bénévoles de céder aux demandes précipitées d'aide bénévole provenant des collègues, patrons, afin d'améliorer leur positionnement dans la chaîne d'influence organisationnelle.

### **Ma bonne réputation**

La question de la gestion éthique des organisations en est une que personne n'a les *moyens* d'ignorer. Le positionnement basé sur les prémisses telles que « Hé, de toutes façon, mon organisation est connue pour le bien qu'elle fait ! » risque de ne plus tenir la barre. La gestion éthique est en voie de devenir une nécessité : à la manière des efforts déployés par le monde corporatif (la sphère gouvernementale devra suivre le pas!), elle devra être démontrée et « monitorée », de façon tangible et claire par les organisations sans but lucratif.

## **Nos conseils d'administration**

L'imputabilité des conseils d'administration est un exemple concret de la demande grandissante pour une plus grande responsabilisation. Les administrateurs ont un rôle de fiduciaire, de gardien des ressources et des valeurs d'une organisation. Les clients, les bénéficiaires, les donateurs et les employés, en autres choses, sont en droit de s'attendre à une gestion responsable. Des programmes et systèmes de mise en veille doivent faire partie de la planification des activités de bonne gouvernance.

### **Aimeriez-vous travailler avec nous sur un projet de partenariat...**

Dans un article publié récemment par Corrine Labossière « Beyond Reproach » dans la revue « Association Director », la notion de « réputation irréprochable » est présentée comme étant critique pour une organisation dans le monde contemporain des partenariats. Le besoin de travailler de plus en plus en réseau amène les organisations à rechercher des partenaires crédibles aux pratiques éthiques irréprochables. Le secteur du non-lucratif qui cherche à s'adjoindre la collaboration du monde corporatif, des fondations et des bénévoles doit faire preuve de leadership dans le domaine des pratiques de saine gouvernance.

### **Les dollars...**

Egalement, la compétition pour le même dollar discrétionnaire du consommateur sollicité par de nombreuses organisations sans but lucratif (OSBL) occupe une place importante dans la filière de gestion éthique. Le donateur avisé accordera son attention et son pécule aux organisations pouvant démontrer leur engagement dans la gestion éthique de leur organisation. L'accès à l'information par le truchement de l'Internet facilite la transparence: les OSBL réputées et crédibles affichent bilans financiers, principes éthiques et pratiques de saine gouvernance, captant l'attention des donateurs.

## Une gestion éthique et stratégique

Le domaine de la gestion éthique est en voie de devenir un axe de gestion stratégique pour le secteur des OSBL, le monde corporatif et le secteur gouvernemental. C'est une question de crédibilité, d'équité et de responsabilité civique. Les gestionnaires de ressources bénévoles sont bien avisés de s'en préoccuper de façon pro-active. Dans un futur proche, nous continuerons de réfléchir, tels que nos voisins américains, aux façons d'entamer une démarche de gestion éthique, de « monitorer » notre secteur et de nous donner les moyens d'éduquer nos organisations, d'implanter les changements nécessaires et de surveiller les pratiques de notre milieu.

### Notre future crédibilité

Dans cette ligne de pensée, la création d'une organisation parapluie pourrait avoir un rôle d'accréditation de standards d'excellence dans l'industrie canadienne des OSBL et de la gestion des ressources bénévoles. Un exercice d'auto-réglementation serait après tout mieux venu que des mécanismes imposés par une tierce partie méconnaissante de notre culture, de nos enjeux et de nos visions.

*Marjolaine Lalonde, coordonnatrice de l'action bénévole à l'Hôpital de Montréal pour Enfants du Centre Universitaire de Santé McGill. Elle est présentement inscrite au programme de maîtrise <McGill McConnell> en gestion pour le secteur volontaire.*



---

# ETHICS

---

by Marjolaine Lalonde

In the summer of 1999, a joint task force was established following an initiative of the Provincial Association of Volunteer Resources of Ontario (PAVR-O), to consider the issue of ethics in the profession of administration of volunteer resources.

The mandate of the task force was to examine the possibility of working in partnership to develop a common code of ethics recognized by our associations which would be used by the sector as a common tool to guide our work, our interaction and our judgment in carrying out our tasks as administrators of volunteers.

Manitoba Association of Volunteer Administrators (MAVA), Administrators of Volunteer Resources - British Columbia (AVR-B.C.), Canadian Administrators of Volunteer Resources (CAVR), Association of Volunteer Administrators (AVA) and Volunteer Canada with PAVR-O, are the task force members who are taking part in these deliberations. Having different organizations come together, at the same table for a subject of growing attention in the sector, testifies to the vision, which inspired the initial mandate.

## **Issues of Ethical Administration**

Not-for-profit organizations, working with volunteers to further philanthropic causes, are numerous and varied. They are, de facto, in competition with each other and they seek to attract donors and volunteers trying to make up the deficiencies in the support provided by the different levels of government. They are the subject of growing criticism, which questions their operation, their methods of resource allocation and the transparency of their administration.

Publicized incidents of some administrators appropriating their organization's funds to line their own pockets or to use for activities unrelated to the institution's mission have had a definite effect on people. When solicited by several sources, people have become wary and curious about the administration of charitable organizations.

A similar example about the administration of volunteers illustrates very well to what point the values embraced and practiced by our organizations are subject to the same interrogation by the public. Volunteers, who are solicited to join us in accomplishing our respective missions, make sure they are offering their services to a bona fide organization. "Is the game worth the candle? What am I getting into?" In this regard, certain laws pertaining to the quality of the structures and mechanisms provided for, with respect to the administration of volunteer labor, are an integral part of ethical thinking: a respectful interview process; responsive intake systems to adequately prepare for the volunteer's entry; support and on-going training mechanisms that promote the best use of the expertise offered.

These ideas highlight the key values in our professional practices, which, in fact, cause volunteers either to get involved in or to stay away from our organizations. The impact of non-ethical administration in organizations is not known and still less documented. Repercussions other than the immediate withdrawals, resulting from skimpy ethics, come rapidly to mind: demobilization, loss of the community's loyalty, decline in financing, etc.

### **Survey on Ethical Issues**

Thus, the discussions generated within our international task force initially showed us the complexity of the question of ethics in our profession. The first exchanges and a survey of the existing tools alerted us to the differences in our knowledge and experience of the use of codes of ethics. We felt it necessary to get in touch with the members of our respective organizations. By means of a survey, to collect the ideas, comments and experiences of the people in practice, which we agreed would enable us to return to the table, supported by the consolidated electronic surveys.

The survey appears on several Web sites, including that of the CAVR's. The questions were constructed so as to receive a wide range of enlightening responses representative of the sector of administration of volunteers. This analyzed data will guide us in setting the priorities and the work orientations to come.



## **Back to Daily Life**

To return to practical considerations, ethics in the administration of volunteers is at the heart of our practices:

- conflict of interest: bosses exercising undue pressure on the process of accreditation of contracts for friends or family members;
- episodes of moral inconsistency in the selection of controversial sponsors;
- doubtful practices in internal administration, such as personal use of office supplies, long-distance calls charged to the employer's account;
- the temptation of administrators of volunteers to give in to the demands for voluntary assistance from colleagues and bosses to improve their position in the chain of organization.

## **My Good Reputation**

The issue of ethical administration in organizations is one that no one dares to ignore. Positioning based on such premises as "Hey, in any case, my organization is known for the good it does!" risks no longer being at the helm. Ethical administration is on the way to becoming a necessity: in the same way as the efforts deployed by the corporate world (the public sector should follow suit); it should be shown and 'monitored', in a tangible and clear way, by not-for-profit organizations.

## **Our Boards of Directors**

The accountability of boards of directors is a concrete example of the growing demand for a greater awareness of responsibility. The directors have a role as trustee of the finances, the resources and the values of an organization. The clients, the beneficiaries, the donors and the employees are right to expect, among other things, responsible administration. Good governance should take into account surveillance programs and systems as part of its activity planning.

## **Would you like to work with us on a partnership project?**

Corinne Labossière's article *Beyond Reproach*, recently published in the magazine *Association Director*, presents the idea of 'irreproachable reputation' as critical for an organization in the contemporary world of partnerships. The need to work more and more in networks leads organizations to search for credible partners with irreproachable ethical practices. The non-profit sector which seeks to garner the collaboration of the corporate world, foundations and volunteers must prove its leadership in the area of sound governance practices.

### **Dollars**

As well, competition by numerous not-for-profit organizations for the consumer's same discretionary dollar, occupies an important place in the process of ethical administration. The knowledgeable donor will give his attention and his earnings to organizations able to demonstrate their commitment to ethical administration. Access to information through the internet facilitates transparency. Reputable and credible organizations post their financial statements, ethical principles and practices of sound governance, thus grabbing the attention of donors.

### **Ethical and Strategic Administration**

The area of ethical administration is fast becoming a focus of strategic administration for the voluntary sector, the corporate world and government.

It is a question of credibility, equity and civic responsibility. Administrators of volunteers are well advised to deal with this in a pro-active way. In the near future, we will continue, like our American neighbours, to: think about ways to define approaches to ethical administration; monitor our sector; provide ourselves with the means to educate our organizations; implement the necessary changes; supervise practices in our field.

## Our Future Credibility

In this regard, the creation of an umbrella organization could have the role of accreditation of standards of excellence in the Canadian voluntary sector. An exercise in self-regulation would, after all, be preferable to mechanisms imposed by a third party that doesn't know our culture, our issues or our visions.

*Marjolaine Lalonde is the coordinator of Volunteer Support at the Montreal Children's Hospital of the McGill University Health Centre. She is currently involved with the McGill/McConnell Masters of Management for National Voluntary Sector Leaders program.*

Translated by Eileen Reardon of Canadian Heritage



### NEWS BITS

Are you doing something great with your volunteer program to mark the millennium? Then tell people about it. You still have a chance to submit your volunteer gift through the Our Millennium website. Be a part of the millennium legacy by registering your gift. More information can be found on their website at [www.ourmillennium.ca](http://www.ourmillennium.ca)

---

## NEW TO CANADA? VOLUNTEER!

---

by Lillian Whitmore

Whenever managers of volunteer services get together, whether formally at a conference or informally over coffee, the subject of newcomers to Canada and their need to volunteer often arises. We tend to focus on the barriers many newcomers face when they try to volunteer, the misunderstandings they have about volunteering, the benefits newcomers bring to an organization or the difficulty organizations can have when they try to bring more diversity into their individual environments.

We know that everywhere they turn; newcomers are encouraged to volunteer—in their ESL class, by their settlement counselor or immigration officer and through their job search program. Why? Studies and personal experience have shown that volunteering can help newcomers improve their English, learn about Canadian culture, provide Canadian work experience, facilitate friendships and as a result, build self-esteem. In other words, volunteering helps newcomers integrate more quickly into their communities.

From the not-for-profit standpoint, it is apparent that there are not many 'traditional' volunteers (middle-class with a lot of free time and a desire to help wherever they are needed) applying to our organizations anymore. If our organizations are to continue providing the services that our communities need, we will have to recruit more widely than in the past. As well, to meet funding criteria, our organizations are being asked to reflect the diversity of our communities throughout our structure, from the board of directors to the volunteers in the office.

These are good reasons to encourage diversity in our volunteer programs. But what if we did not 'need' any more volunteers? What if newcomers could integrate well enough without volunteering and no one required them to obtain 'Canadian' work experience? Would we heave a sigh of relief and go back to business as usual?

We need to think about the fundamentals—what do we believe about volunteering and its place in Canadian society today and how does this pertain to newcomers?

The Panel on Accountability and Governance in the Voluntary Sector released their final report “Building on Strength: Improving Governance and Accountability in Canada’s Voluntary Sector” in February 1999. In this report, they outlined the principles that had guided their examination of governance and accountability in the voluntary sector and one of them is: **“A diverse and active voluntary sector promotes a healthy democracy and should be encouraged.”** The panel went on to say that “the voluntary sector is a garden in which democratic skills are planted and nurtured. As diverse vehicles for participation by different constituencies, voluntary organizations enable a broad range of Canadians to have a voice in what shapes their daily lives. By participating in voluntary organizations, people learn and practice the skills of citizenship.”

Do we really believe this? If we do, does it challenge us to rethink why we want/need to remove any barriers newcomers face and actively support them throughout the volunteer cycle?

The Panel uses several key words—diverse, active, healthy democracy, skills. Diversity is what newcomers bring to Canada and to our organizations. Are they present? Are they active and encouraged to contribute their ideas and skills to our programs and to our governance?

A healthy democracy is only as strong as the skills of its citizens. Unlike aptitude, skills must be taught. You do not gain a skill by observing or reading a how-to book. Skills must be practiced and have the opportunity to grow (at their own pace) in an encouraging environment. Only as individuals mature in their abilities can we begin to appreciate how much stronger and robust our communities are because of the involvement of its citizens.

A beautiful garden is a delight to everyone after all the planning and the work is done. Visitors come and find comfort and relaxation in its beauty. However, admiration did not produce the garden and it will not maintain it. Gardens require tools, skill, patience, perseverance, faith, lots of backbreaking work (and often a great deal of cash). Beautiful gardens have good gardeners. These gardeners, though sometimes innately gifted, still had to develop their skills through reading, working in the soil and asking a lot of questions of the experts.

Most people who come to Canada admire our democratic system. They come from countries that do not have such an open society as ours. They are willing to leave everything they love behind them in order to give their children the opportunity to live in a democracy. However, just as the visitor to a garden, if all the newcomer is allowed to do is stand back and admire Canada, who will maintain our civil society? We cannot leave it up to the select few who already know the skills because they will not always be with us. The responsibility to maintain a civil society, to practice justice, to learn democratic skills is our job as citizens, everyone—the Canadian-born and newcomer alike. Those who have the skills and the experience must pass this knowledge on to others so that everyone can participate as responsible citizens in a democracy.

Where are these skills of citizenship practiced on a daily basis? In the voluntary sector! As the Panel stated, by participating in a voluntary organization, people have the opportunity to learn about and to promote this 'flourishing, tolerant, civil society' that is crucial to a healthy democracy. If newcomers do not have the opportunity to participate in our organizations, where will they learn the skills needed for Canada's future as a democracy? How can we have a healthy vibrant society without everyone's contribution?

We must see the challenge to include newcomers throughout our organizations, not as a 'problem' to be solved but rather as an opportunity to ensure the health and well being of our communities and our nation for the years to come. If we believe that volunteering is such a fundamental building block of our nation, we will do

whatever it takes to eliminate the barriers for a newcomer (or anyone else) who wants to volunteer. This will mean that organizations must provide the resources needed (time, money, personnel, expertise) to ensure that newcomers are actively recruited and supported throughout the organization. Attitudes may have to change; written material may have to be simplified; structures and procedures may need revisions; board, staff and volunteers may require additional training. We can do no less if we truly believe that the future of Canada is dependent upon how we do our work in the voluntary sector today.

*Lillian Whitmore runs her own business, LCILighthouse Consultants Int'l Inc. She was Project Coordinator of Volunteer Access Project (a partnership between Volunteer Burnaby and Burnaby Multicultural Society, funded by Canadian Heritage). You may contact Lillian if you are interested in obtaining a copy of this report at: [lighthouseconsult@home.com](mailto:lighthouseconsult@home.com)*



## — OUR PROFESSION AT A CROSSROADS —

by Ginette Johnstone

After several decades of 'evolving' into a profession, managers of volunteers still find themselves largely unrecognized and misunderstood. That leaves many of us with grave concerns about our profession - not because practitioners do not have an important role to play - they do indeed. Rather, it is because as a profession, we have failed in establishing a place for ourselves. We have remained comfortably hidden in our basement offices from which we lament our isolation. We have not been pro-active in gaining status nor have we acquired the skills necessary to join the players around the management table.

There are several reasons for our inaction.

Managers of volunteers, in their wish for recognition and desire to please, have prided themselves in 'being able to do more with less (or nothing)'. We would do anything to prove our worth. Ask us to interview, we interviewed. Ask us to recruit, we recruited. Ask us to train, we trained. Ask to develop promotional material, we became graphic artists. Ask us to fund raise, we raised funds. We were so busy being everything to everyone; we forgot to carve out a niche where one was obviously waiting - the specialization of working with unpaid individuals. The very special skills we bring to the table go unnoticed because everyone is busy piling our desks with 'other duties'.

Ironically, our efforts to become recognized translated into a culture of isolationists. Though we complained that no one understood us, our voices stayed quiet when it came time to advocate for ourselves. This re-enforced our belief that we were not appreciated, which in turn, often served to create a we/them attitude.

In order to protect what we had, to be able to lay claim to something unique, we also resisted being associated with human resources management - which is exactly what we do. Not only did this further confuse people about what we accomplished, it stopped us from learning very valuable skills from human resources practice.



Then, we clung to the notion that we are 'people people' and as such, we should not have to worry about administration, record-keeping, budgeting. We shunned having to keep track of budgets, yet resented the fact that our services were always under-funded. 'The good that we do should be enough to argue for the funding'. In a competitive world, such wishes rarely come true.

In many ways, we were allowing ourselves to be manipulated by circumstances far more than necessary. We were submissive rather than assertive despite the excellent skills we have to offer.

So now, we are at a crossroads. I need not say that our world is changing rapidly and managers of volunteer services must either jump into the game or be left behind. I have written elsewhere about the many trends that are affecting the sector. No need to repeat them here other than to say that in each seemingly negative trend, there is always an opportunity. For instance, the devolution of responsibility by governments at one level to those at a lower level has the benefit of putting more decision making power closer to the needs. There are many doors opening, many opportunities ready for the taking.

Let us focus instead on the new skills we must acquire to be credible and effective. I am not advocating that we forget everything we know. I am saying it is time to develop new skills that will raise us to the same level as those with whom we must compete for resources.

As managers, we need to look at the big picture. We need to understand decisions in the global context and we need to situate volunteer services in that context. In order to do the best for those we serve, we need to learn a new culture, speak a new language. We need the following skills.

*Business Planning:* We must not confuse being business-like with being business oriented. We are not in business. Yet we need to develop business skills.

A business plan will situate the volunteer service or department within the context of the larger organization. It will consider the organization's mission and strategic direction and determine how

departmental goals contribute to the overall success of the organization. Furthermore, it will identify and justify the resources needed to achieve the plan. A good business plan will assess the viability of our services and programs and clearly demonstrate their value.

*Cost Benefit Analysis:* A cost benefit analysis looks at the investment that goes into a program or service and balances with the value or benefit that comes from it. In other words, it asks, "What does it cost and what value (in dollar terms) does it bring in?" The fact that decisions are based on fiscal considerations is a reality. If we cannot demonstrate that what we do is worth more than it costs, we must question what we offer to the organization.

Many of us are reluctant to put a dollar value on volunteer involvement. I share the concern that we might inadvertently promote volunteers as cheap labour. Yet, if we cannot show their worth in terms that decision makers can relate to, we will never achieve the recognition so necessary to our effectiveness.

*On-going Critical Analysis:* Conducting quantitative and qualitative analyses of our programs and services is critical in assessing efficiency (doing things right) and effectiveness (doing right things). It addresses the need for constant improvement. How does a program or service fit into long term goals, the strategic plan, the organizational mission? How is it furthering them? We must be ready to answer these questions anytime, not only to facilitate our own priority setting but also to inform decision makers as to our success and challenges.

*Negotiation:* To get the resources, the authority and the money we need to run an effective service, we must be able to negotiate with decision makers and other managers who also require them. We can no longer wait for someone to 'see' the value we bring and hand out the money - we must go after it. We must go after it in a fair, equitable and assertive manner. Interest-based negotiation skills will allow us to do that, as the process encourages consideration of the needs and interests of decision makers and colleagues and allows for creativity in meeting their needs as well as ours.

*Use of Power:* Power is not a four-letter word - it is a necessary factor in achieving results. As managers of volunteer services, we have power - lots of it. First, we need to recognize it. It lies in our skills and abilities, our unique expertise and in the volunteers we recruit and nurture. Second, we must not be afraid of it. It is part of the work. Third, we must learn to use it delicately and for the right reasons.

*Risk Taking:* We have too much to lose if we do not learn how to take risks; if we do not, we will get by-passed. Taking risks does not imply a 'devil may care' attitude. Rather, it allows for calculated risks that are based on the confidence we have in ourselves and in our volunteers. Learning to take risks means learning to trust our instincts. It means acting in the way we know is right - without asking permission, without asking for approval, without waiting to be asked.

So the fork in the road is before us. Shall we face the challenges or take a safe path, one with which we are comfortable? The choice is ours...

*Ginette Johnstone, is owner and Senior Consultant of Johnstone Training and Consultation (JTC) Inc. She can be reached at [jtcinc@jtcinc.ca](mailto:jtcinc@jtcinc.ca)*



**We do take unsolicited manuscripts  
Please check our upcoming themes to see  
if you would be interested in sending  
us an article**

---

## EVALUATING RISK FACTORS

---

by Diana Boudreault

Managing risk, as involved as it may seem, is an indispensable component of any good manager's storehouse of skills. We in the Human Resources field are directly responsible for placing people in the positions that they hold; we who manage entire programs are all the more responsible to ensure that these positions are as safe as they can possibly be, in all senses of the word. Your organization, and by extension you, are expected to act in a prudent and reasonable manner toward the people you serve as well as the people you employ. Let us be clear on the type of loss we are discussing here: not only the obvious physical risk of bodily harm, but also the more elusive forms of risk to either party such as 1) personal injury (emotional harm, defamation of character), 2) loss of reputation or goodwill, 3) financial loss or 4) property damage. Pause here for a moment; think of your organization, one of your volunteers, or an agency where you volunteer, and ponder the significance of an imaginary incident in any of the above categories. How would you handle it? How could you have avoided it? How could you possibly have predicted it?

That is exactly the point. One cannot predict the occurrence of harm, whether intentional or unintentional. A good risk management initiative is a form of insurance policy - hopefully a claim will never have to be made but if the policy has to be invoked it is nice to know that all the it's have been dotted along the way. So the time to start is now, because a claim might be made tomorrow! My own constant (dog-eared) reference on the subject is the 1996 Screening Handbook, by Lorraine Street. Chapter Two (of part II), specifically dealing with risk management, is a readable, practical guide to essential risk management.

It would be ideal if we could all start with a clean slate. How many times have I wished I could start from scratch and build the Program from the bottom up. Here at the OCRPS, the next best thing was a moratorium on the intake of new volunteers while we complete a program review. The 850 volunteers who have decided to stay are

riding out the storm while they and others dissect ,examine and rebuild the very heart of their function and purpose here.

When evaluating risk, one has to start with an analysis of the *position* - not the person in the position, not the location, not the supervisor, but the task itself. For those of us who are currently managing an active program it is essential to separate the individuals currently holding the position from the position, which is hard to do when a volunteer has been "shaping" his/her job for years. Ensure that you have captured the essential and the secondary responsibilities of the position in a complete assignment description format. Measure these against your organization's mission, vision and values, and those of your organization's Volunteer Resource Program. If they fail this test, it is time to reevaluate or eliminate a volunteer position! Keep in mind that for a complete analysis of the position there are four qualitative and quantitative factors to consider at all times: the client, the essence of the position (purpose, activities, goal), the setting and the supervision. This whole process is much more accurate and democratic, but somewhat more cumbersome, if it can be done by committee, ideally including the supervisor and at least one volunteer representative.

Upon careful review of the assignment description, identify the risks - the likelihood of injury and the possible losses that can come with each task involved in the assignment. The risks in some volunteer assignments are simply inherent and unpredictable - (driving for example), and in others the risk is foreseeable and more predictable (like driving in a marked police vehicle). The losses, again, can range from bodily harm to property damage as outlined earlier.

The next step is perhaps the most elusive: actually assessing the risks. As before, focus on the position only. You will have to forget who holds the position currently, how responsibly they work, etc. and this is very difficult to do. Volunteers will be screened eventually, but only according to the *bona fide occupational requirements*<sup>1</sup> of the position they have applied for, so it is of prime importance to get the position properly described first. We are looking at assessing the risk for three parties, the organization, client and volunteer. Imagine the absolute worst thing that could happen:

in any case: personal injury, bodily harm, abuse (this falls under personal injury and/or bodily harm) or property loss. Then measure the potential outcome of these scenarios: loss of reputation, financial loss, loss of funding, clients, staff, customers, even potential losses for the directors and officers. Are some of these consequences too severe to bear? Can the assignment be made safer or should the activity cease? This process can be charted as demonstrated in the Screening Handbook, but only you can answer the questions.

Now comes the difficult decision of whether to eliminate the risks (assignments) you have uncovered or control them. Oddly enough, if the steps have all been followed, the decision to eliminate certain tasks is relatively easy because they obviously do not fit into the vision, mission, values, or the involved risks could cause severe losses. It is the question of control that becomes complex at this stage in the process. There are several means of controlling potential risk: an activity can be modified, certain aspects of it can be made safer - eg: volunteers always work in teams. Some risky activities can be transferred to someone else - eg: contract to the local transportation system for the handicapped the transport of your frail elderly clients to and from the day-away program, instead of having volunteers transporting in their private cars.

Then again, your organization may choose to assume certain risks in its volunteer resources program. If this is the decision, ensure that these are clearly identified. In this case it will be wise to take out insurance that will protect your board of directors and staff members, including general third party liability insurance. In addition, the board should probably look into directors and officers insurance policies for protection, as well as accidental death and dismemberment policies (AD&D) for individual volunteers. You must remember that insurance policies are not a guarantee of protection in any way...especially if an organization is proven to have been negligent.

If you choose to assume the risks inherent in a certain volunteer assignment, your greatest fallback is careful screening and selection of the appropriate candidate. Go back to the assignment description that you designed at the beginning of this article. Your screening

must be based only on the *bona fide occupational requirements* of the assignment, the essential and the secondary responsibilities of the position. It must be fair and applied equally to all applicants. You might also consider performing this same assignment analysis and screening exercise to the positions of the staff members who supervise your volunteers. The program review currently being conducted here at the OCRPS has led us to undertake this very useful step. Remember that screening is another very involved procedure for which you can develop skills and procedures by studying the Screening Handbook.

<sup>1</sup>.Skills, experience, qualifications which can be defensible, proven requirements for the job, not designed to discriminate against or block out certain individual or groups.

*Diana Boudreault is the Coordinator of Volunteer Resources for the Ottawa Carleton Regional Police Services. Their Volunteer Resources Program is currently undergoing an extensive review of its volunteer services and risk management practices.*



## ITEMS OF INTEREST

Johnstone, Ginette, Editor, *Management of Volunteer Services in Canada: The Text, 2<sup>nd</sup> edition*, Carp, Ontario: Johnstone Training and Consultaton (JTC) Inc., 1999

Johnstone, Ginette, *Volunteers: Active Partners*, Carp, Ontario: Johnstone Training and Consultation (JTC)Inc., 1996

Lee, Jarene Frances with Catagnus, Julia, *Supervising Volunteers, An Action Guide for Making Your Job Easier*, Philadelphia, PA: Energize Inc. 1999.

Maslow, Abraham H., *Maslow on Management*, Toronto, Ontario: John Wiley & Sons, 1998

Mintzberg, Henry, *Mintzberg on Management*, London, Ontario: The Free Press, Collier Macmillan, 1989

# VOLUNTEER ACTION WITHOUT BARRIERS AND BORDERS: VIRTUAL VOLUNTEER HELPS MACDONALD YOUTH SERVICES FROM NEAR AND AFAR

by Randy Tyler

*Due to the Internet's potential, previous barriers to volunteering (such as scheduling conflicts, disability and/or remoteness) have been eliminated as a result of the flexibility, convenience and ease of contributing via cyberspace. This new cutting edge concept, known as virtual volunteering, has been successfully developed and implemented by Macdonald Youth Services ([www.mys.mb.ca](http://www.mys.mb.ca)).*

Interest in Macdonald Youth Services' (MYS) creative efforts in utilizing the Internet to attract highly skilled volunteers has come from both local and national media sources. With a recent website posting on the National Centre for Volunteering, based in London, England, MYS' Virtual Volunteering program has garnered international attention.

As the October 4, 1999 Winnipeg Free Press front-page article pointed out, Randy Tyler, MYS webmaster and Coordinator of Volunteers, says MYS' virtual volunteers are highly skilled and committed.

MYS has taken a leadership role in recruiting highly skilled volunteers from afar (for example, Ontario, Texas, Florida, Quebec, California and British Columbia), via sources such as the Volunteer Opportunities Exchange (VOE) website, to enhance their programs and services.

However, MYS' embracement of virtual volunteerism, where people contribute their time, talents, skills and/or experience to not-for-profit organizations from their home computer via the Internet, has also allowed them to attract a diverse pool of talented local on-line volunteers, previously untapped. Winnipegger Wade Leslie is just



one example of how on-line volunteering can allow flexibility. "I thought that being a virtual volunteer would be the perfect opportunity to balance volunteering with a busy schedule."

Whether residing in Quebec, Texas, Winnipeg or the Ukraine, MYS' virtual volunteers have performed, or are performing, challenging roles such as: database developer, CGI programmer, fund development assistant, graphic designer, donor and program-based researcher, resource manual creator, website publisher and on-line tutor. And even though some are thousands of kilometers away, the linkage and desire to continue to help MYS, an organization they will probably never see, is still strong.

"Yes, I am still quite willing to help you and your fine organization virtually," said Florida-based virtual volunteer Sheri Orloff. "It has been an honor to serve MYS and I hope I can continue to be useful."

*Randy Tyler, BA, BRS. Randy is the Webmaster and Coordinator of the Volunteer Program for Winnipeg based Macdonald Youth Services (MYS). A Gold Medallist graduate of both the University of Winnipeg and University of Manitoba, he is presently enrolled part-time in the University of Manitoba's Bachelor of Social Work Program.*



**Tell us what themes you would like us to feature in an upcoming issue of the journal.**

---

## TECHNOLOGICALLY SPEAKING

---

by Karine Levasseur

Managers of Volunteer Resources in Canada now have a powerful and unique on-line tool at their disposal to recruit volunteers. The Volunteer Opportunities Exchange (VOE) is a website that matches volunteers to currently available volunteer opportunities. Developed by the federal government in cooperation with Volunteer Canada, Telus Corporation and Manulife Financial, this powerful website is user-friendly and if you need help, it is only a phone call away. Justin Ho at Volunteer Canada is the staff person managing the VOE. He can be reached at 1-800-670-0401 (dial zero for the reception) during regular office hours (8:30am to 4:30pm EST) or at [jho@volunteer.ca](mailto:jho@volunteer.ca)

The statistics of the VOE speak to the success of this new recruitment tool. As of October 31, 2000, the VOE has 10,077 registered volunteers and 1,389 registered organizations. The website has been averaging over 20 new volunteers a day! This upcoming holiday season, the VOE will undergo a facelift to ensure it is even more user- friendly.

A new benefit of the VOE is its ability to recruit volunteers who perform their work virtually. So, you are located in Winnipeg but your volunteer lives in Florida and converses with you via the Internet. Sample volunteer opportunities that volunteers can perform virtually include: proofreading, editing, writing, desktop publishing, computer programming, web design, and database development, virtual consultation (i.e. lawyer or marketing specialist), internet researching and on-line tutoring to name a few.

Macdonald Youth Services (MYS) in Winnipeg has experienced great success in the area of virtual volunteering. With volunteers from Florida, Ukraine and Quebec, this social services agency has expanded its volunteer base and the VOE has helped in this expansion. Randy Tyler, Coordinator of Volunteers and Webmaster at MYS states, "I can't say enough good things about Quebec-based virtual volunteer, Lav Plourde (whom I recruited through the VOE

website in June 1999). She is highly skilled, adaptable, flexible, committed and very responsive to my requests for assistance with various website tasks. Moreover, with her attention to detail coupled with her knowledge base, she has expended extra effort researching information to learn the latest or most appropriate technology to use in a task assigned to her. Virtual volunteers like Lav Plourde demonstrate that VOE has the potential to efficiently and effectively help not-for-profit organizations across Canada. On behalf of Macdonald Youth Services, I extend my thanks to everyone at Volunteer Canada who made VOE possible”.

How do you begin? Visit the website at [www.voe-reb.org](http://www.voe-reb.org) to create a profile of your volunteer opportunity based on skills, interests and geographic location. Once the volunteer opportunity has been entered, the VOE searches the database of volunteers for a match to your position. It will immediately give you a list of any candidates who meet your requirements. You can create as many profiles as you need. If no candidate matches your criteria, don't despair, after all, there are 20 new volunteers being added onto the VOE daily! Your posting will remain on the VOE until you decide to deactivate the posting. If you decide not to register your organization's postings, you could simply just search for volunteers too.

Your agency cannot afford to miss this wonderful opportunity to recruit on-line. In addition to being an efficient and effective recruitment tool, it is a free service to not-for-profit organizations in Canada. The VOE was designed to help your not-for-profit organization, so take your volunteer descriptions, find a computer with Internet access and begin recruiting on-line today!

*Karine Levasseur is a former employee of Volunteer Centre of Winnipeg and is currently studying full-time at the University of Manitoba/University of Winnipeg in the Master's of Public Administration program.*



## PEER EXPERTS COLUMN

### Scenario:

*The board of directors for the social service agency I am employed with has asked me to take on more special needs volunteers as part of a community and volunteer sector effort. I agree with the request and have agreed to work closely with our Volunteer Centre to recruit more special needs volunteers.*

*However, I know that when I approach the actual team leaders who supervise volunteers in the various departments there will be concerns raised. Many of the supervisors are overstretched with workload demands staffing problems already and cannot even think of effectively utilizing special needs volunteers in their departments. How can I convince them that the challenge is worth the effort? What hands-on things can I do to assist the supervisors?*

### Response

Engaging volunteers, who incidentally *all* have 'special' needs, is usually precipitated by organizational/client need and by purpose\_ not by board request!

Unless a) you report directly to the Board, b) your supervisor has passed the Board's request on directly to you, with rationale, or c) you know *why* you are going to recruit *any* volunteers, you may be setting the volunteers, the team leaders and yourself up for failure. Perhaps ask yourself, and the Board the following questions *before* recruiting and certainly before you start negotiating supervision with team leaders:

- What *meaningful* activities would the volunteers be involved in?
- Are these activities essential to fulfilling your organization's mission and to improving/enhancing service to clients?
- Are these activities that your organization would be undertaking with or without volunteers? Or is this a make work project?

- Why should these activities be delegated to volunteers?
- Who is your client? The Board? The organization? The organization's service user? The volunteer?
- Are you prepared for additional volunteers, particularly individuals with special needs? That is to say, is there a physical place for them to work that is appropriate (for example, wheelchair accessible), do you have the necessary tools/resources/equipment to support the special needs of specific volunteers (for example: braille, large print, audio manuals; TTY access for individuals with special hearing or speech needs)? What kind of training or support might you require before engaging volunteers with special needs? Have tasks been defined and position descriptions prepared?
- What specific requirements, expectations, restrictions apply to *each* position?
- What do you really need to know before engaging an individual as a volunteer (in terms of bona fide occupational requirements)?
- What sorts of policies and procedures exist around taking universal precautions, privacy, medical emergencies, etc.?

Many of your challenges with team leaders will evaporate as you answer these questions, and develop *legitimate* cases for each position. IF the team leaders were already convinced of the service, value, effort, and community profile added to your organization through volunteer involvement, the issue of 'special needs' volunteers should not create real barriers to success.

### What can you do?

- Lead by example, engage volunteers in your own service delivery/department, including volunteers with "special needs" IF the work is meaningful (to the organization and to the volunteer)
- Make a case for *all* volunteers based on position, and based on anticipated results/benefits to your organization
- Focus on your true client
- Know and be able to communicate *why* you believe it is important to engage volunteers
- Base your decisions for engaging volunteers on their capacities

(skills, abilities and commitment to contribute to the organization) first, and your ability to accommodate their special needs second. Bearing in mind that you cannot refuse to place a volunteer if they meet all of the prerequisites of the position.

Bottom line: If you are convinced that the 'challenge' is worth the effort, convincing others then becomes an issue of appropriately packaging and presenting your case.

*Carolyn Smith*  
*United Way - York Region*  
*Markham, Ontario*



**Donate to your favourite charities on-line at [www.charity.ca](http://www.charity.ca)**

### **SERVICES TO CHARITIES**

**INSTANT, SIMPLE E-COMMERCE**  
Start taking donations on-line right away

**INEXPENSIVE FUNDRAISING**  
It's free to register with Charity.ca

**ELECTRONIC TAX RECEIPTS**  
Approved by the Canada Customs and Revenue Agency

**PUBLICITY AND AWARENESS**  
Benefit from Charity.ca's marketing and public relations initiatives



**CHARITY|ca**  
A simple smile graphic is positioned below the vertical bar in the logo.

the new face of giving.

**DEADLINES  
FOR SUBMISSION AND THEMES**

| <b><u>Issue</u></b>       | <b><u>Deadline</u></b>                  | <b><u>Theme</u></b>  |
|---------------------------|---|--|
| <b><i>Winter 2001</i></b> | articles due on the<br>24th of October  | Non Traditional<br>Volunteering                                      |
| <b><i>Spring 2001</i></b> | articles due on the<br>24th of February | Celebrating<br>Volunteerism -<br>International Year<br>of Volunteers |
| <b><i>Summer 2001</i></b> | articles due on the<br>24 of May        | Volunteering<br>in Sports and<br>Leisure                             |
| <b><i>Fall 2001</i></b>   | articles due on the<br>24th of August   | Partnerships &<br>Collaborations                                     |



**If you are interested in writing articles for any of these themes please submit them to the editorial team.**

---

**To become a member of CAVR  
[www.cavr.org](http://www.cavr.org)**

---

# JOURNAL OF VOLUNTEER RESOURCES MANAGEMENT

Editorial Process and Guidelines for Authors

## **Objective**

The Journal of Volunteer Resources Management is intended:

1. to serve as a credible source of information on the management of volunteers in Canada;
2. to provide a forum for the exchange of ideas and to encourage networking among managers of volunteers;
3. to provide a professional development tool for managers of volunteers;
4. to recognize and encourage Canadian talent in the field of management of volunteers;
5. to include in each issue at least two articles that will consider different views of a specific and predetermined theme.

## **Target Audience**

The Journal's intended audience includes managers of volunteers, educators, media and funders of not-for-profit organizations across the country.

## **Submissions**

All manuscripts will be accepted either on diskette or on typed, double spaced pages. Submissions should be written according to "Canadian Style - A Guide to Writing and Editing" - Secretary of State, Dundum Press. External reviewers may be engaged to review content if deemed advisable by the committee.

The revised draft is edited for clarity and consistency by the Editorial Team.

The edited version is returned to the author for acceptance along with an approval form for signature.

The signed form is to be returned to the Editorial Team within a week along with any suggestions for final revisions.

## **Format and Style**

Authors are asked to respect the following word counts:

|                          | <u>Words</u> | <u>Pages</u> |
|--------------------------|--------------|--------------|
| <b>Lead Article</b>      | 2000         | 5-6          |
| <b>Secondary Article</b> | 700-800      | 2-3          |
| <b>Book Review</b>       | 150          | 1            |

The lead article will look at the topic in some depth and will normally require the author to conduct research into current trends and perspectives on the subject.

The secondary article will adopt a more practical approach, including personal experiences and opinions.

## **Advertising**

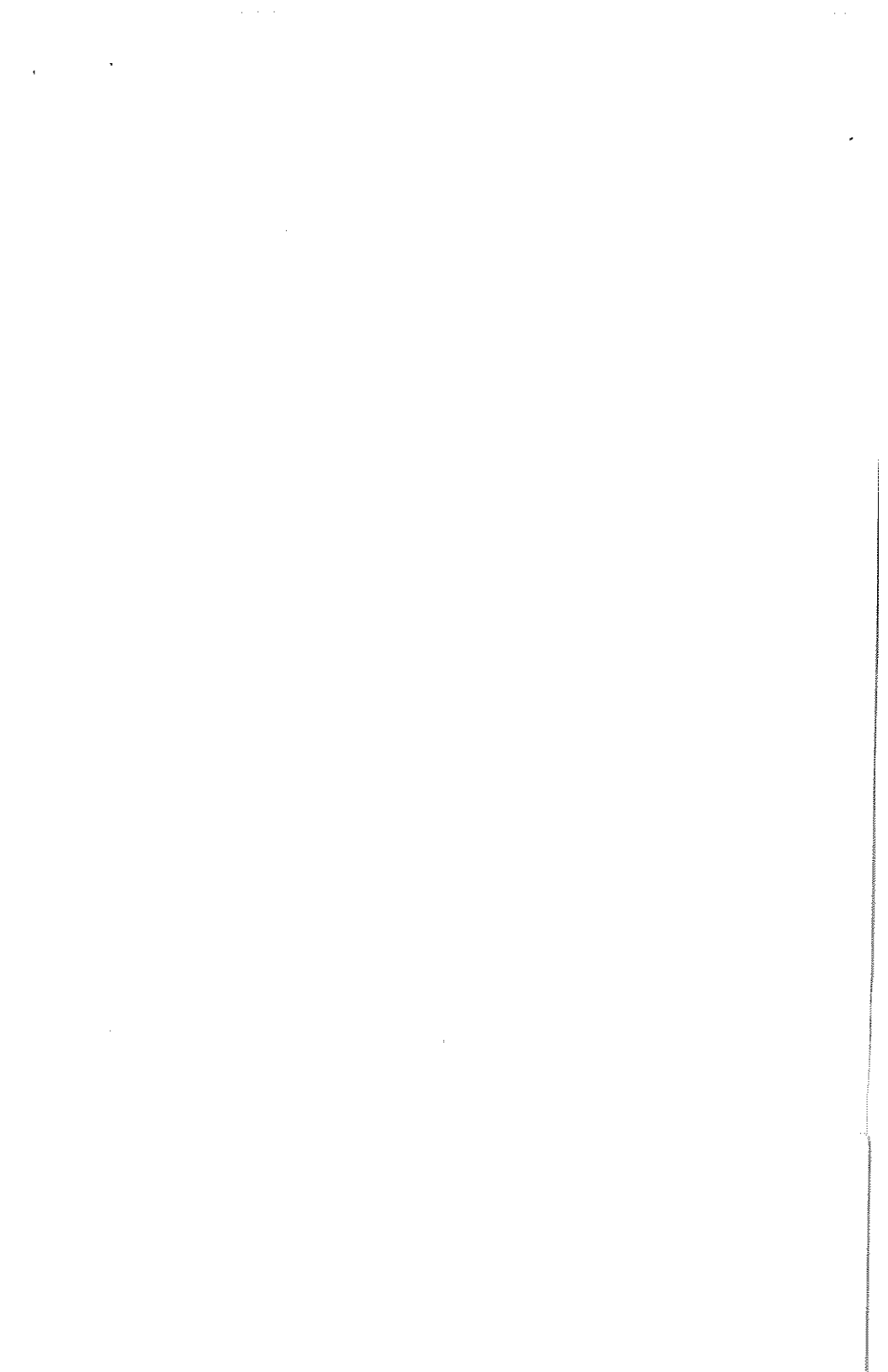
Limited advertising space will be allowed in the Journal, for materials of direct relevance to managers of volunteer service, and as long as it conforms to the guidelines set out by the Editorial Team.

## **Suggested Guidelines:**

1. Only 1/4 page and 1/2 page ads will be accepted.
2. Ads must be camera-ready.
3. A maximum of one page of ads will be permitted per issue.
4. Job ads are not recommended.
5. cost is to be determined by the Editorial Team.









---

## LOOKING AHEAD

### **International Year of Volunteers 2001**

For more information contact Nancy Amos,  
Volunteer Canada 1-800-670-0401, ext.244 or  
namos@volunteer.ca

*January 16, 2001*

### **Biennial World Volunteer Conference in Amsterdam**

(International Association of Volunteer Efforts (IAVE)  
Conference). For more information contact Sandra Murphy,  
sandramurphy@csn.nf.net

*October 3-7, 2001*

### **International Conference on Volunteer Administration**

(Mosaic 2001) in Toronto, Ontario. For more information contact  
Laurie McClure (416) 392-1906 LMcc509423@aol.com or Nancy  
Killey (416) 424-3817 Nkilley@bloorviewmacmillan.on.ca

*October 3-6, 2001*

### **PAVR-O/AVA Conference in Toronto**

For more information on conference and request-for-proposal  
contact:

AVA office at avaintl@mindspring.com or (804) 346-2266

*April 22-28, 2001*

### **National Volunteer Week**

---