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des ressources bénévoles

**New Visions
Visions Nouvelles**

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EDITORIAL

In these times of restructuring, downsizing and workfare, the task of managing volunteer services is more complex and challenging than ever. Gone are the days of "Lady Bountiful". Volunteer placements have changed drastically, the volunteer force has become more sophisticated, even the definition of "volunteer" is being threatened.

Pat Gillis, in describing where we have been and where we are going, poses some important questions that should be food for thought for all of us in the profession. She concludes by stating that our strength lies with one another and that we need to draw strength from our common goals, challenges and obstacles and learn to be creative and consultative in our solutions.

Ginette Johnstone tells us that our profession is at a crossroads. She summons us to "sharpen our elbows" and lists 6 ways to become credible business partners to the CEOs and decision makers - a must read!

Joan Eisner in her article, Challenges in the Field of Volunteer Services, reiterates the importance of management abilities. Anne Atkinson paints the picture of how auxiliaries have been affected by health care restructuring.

This issue urges us to become experts in our field, advocates for our profession, leaders and managers. As we face the new millennium our profession, like many others, will be put to the test. Are we ready to face up to it?

Shirley Jenkins is co-ordinator of Volunteer Services at the Ottawa-Carleton Health Department-Adult Health Directorate and a member of the Editorial Team.

What of the perspective of volunteerism as a form of sentencing or punishment by the justice system? What kind of image of service is created when high school students are told they *must have* 30 hours of community service (aka volunteering) in order to graduate? All these various perspectives and re-definitions have taken place in a relatively short period of time. Did we as managers of volunteer resources ever conceive or anticipate these changes? Did we prepare ourselves to deal with them? What we do know is that the sector and the profession were not consulted about their implementation and potential impact.

We have been so busy promoting the value of volunteerism that we did not prepare for the day we might be successful. By getting more and more Canadians involved in volunteering we have never considered the fact that we might run out of placements. Are there enough volunteers for the right placements? Won't there always be a new cause, another event, another disadvantaged person needing comfort or support? Volunteer centres have developed their role in the community as a source of recruitment and referral as well as promoting volunteerism to the surrounding community. It is difficult to measure this effect since the actual numbers they see coming through their centres are very small, less the 10% of potential volunteers. However it is the not-for-profit agencies that reap the benefits of their promotional efforts. The potential volunteers who have heard the call, go directly to the agency or cause that is well known to them i.e. churches, sports, hospitals. This successful promotion of volunteerism has also caused a waiting list for interviews and eventual referral. Volunteer centres are now re-evaluating their services as a primary referral agency and are investigating the newest technology to stream line services to their member agencies and the community.

The future of volunteerism lies in continuing to identify the trends in society and adapting our administration of these services to take full advantage. It is the same for the private sector. If we fail to do this we risk *losing our business*. If we have too many *potential* volunteers and not enough of the *right kind* of individual, we need to adapt. As professionals we network and learn about the current demographics of our city or region and how we can be creating new volunteer opportunities to take advantage of these trends. As well as considering the needs and safety of the client/patient we should be designing new volunteer opportunities, keeping in mind the welfare of the volunteer. Providing the volunteers with options to build job-related and

career preparation skills or offering reimbursement for mileage, meals, or child-care expenses is important. However, I think we still need to ask some basic questions about our services. Who is my client? Where do my priorities lie? How do I balance the needs of everyone involved? Am I spending 80% of my time on 20% of the volunteers?

Who are these new volunteers? What kind of experiences are they seeking? If I don't have the assignments to suit these volunteers, is it my responsibility to create new positions for volunteers? There seems to be lots of *experts* and *professionals* willing to volunteer their knowledge and advice, lots of volunteers looking for access to a computer or the internet, lots of people wanting opportunities to learn English, but not many volunteers are available to stuff envelopes, assemble packages, stack boxes, conduct door-drop campaigns, haul and set up tables or string lights on 15 foot ladders! These are the jobs I cannot fill! Now it seems I should consider paying for these tasks to be done! I have to weigh the risks involved in each volunteer assignment, calculate the risk of injury and liability, re-read the union contract(s), mediate personality conflicts and disputes when the job just is not what they expected! We have become so successful in our recruitment message that we forgot the full spectrum of mundane tasks that often need to be done. We have always considered ourselves as part of the solution, but have we become part of the problem? Are we volunteering to support the needy or is it the needy who are being supported by their volunteering?

So what of the future? I can't think of a more dynamic profession right now! A profession that offers a more rewarding and complex set of skill development opportunities. Are we on the edge or are we leading the way? It remains to be seen. But our strength lies with one another. At every level we must consider ways that like-organizations can work together to achieve common goals, to give up the competition for resources and learn how to partner with one another. We need to draw strength from our common goals, challenges and obstacles and learn to be creative and consultative in our solutions. We need to put aside the competitive nature that got us through the 80's and develop new models for the year 2000 and beyond.

Pat Gillis is President of the Canadian Administrators of Volunteer Resources and Director, Volunteer Services B.C.'s Children's Hospital, Vancouver, B.C.



SHARPEN YOUR ELBOWS

by Ginette Johnstone

It seems to me that during the recent Ontario provincial conference for managers of volunteers, many conversations revolved, as they usually do at such gatherings, around the future of the profession. More than that, some even questioned the viability of the profession in this ever-changing environment.

There is no question that management of volunteer services as a profession is at a crossroads. For years, we have discussed what it means to be “professional” and we have worked hard to demonstrate that what we do is in fact management. We have talked a good line, but in my opinion, practitioners in this field have not been prepared to walk the talk. We want to be valued and recognized, but too often we are not prepared to do what it takes.

So, we have a choice. We can go on contentedly with the status quo, or we can be pro-active and make something of this profession. As a colleague of mine said: “It is time to sharpen our elbows” and get into the fray.

If we want, as a profession, to be respected and valued as senior managers and decision-makers, then individually, we need to do the things that senior managers and decision-makers do. We need to acquire the skills and master the tools that the “big boys at the top” have.

I know, I know. We have all been taught that we are “people” people, that our main concern is to nurture our volunteers, facilitate their getting along, build the team. We are, and we do. At least, we need to make sure that those things happen. We also need to be prepared to spend a much larger amount of our time, at least 50% of our working hours I believe, dealing with the top levels of decision-making in our organizations. That means delegating to other staff or experienced volunteers the more comfortable parts of our jobs and take on the hard tasks.

Just what does that mean? It means, as I said above, learning the skills and mastering the tools that high level decision-makers use.

We need to become credible internal business partners to the CEOs and decision-makers.

Here are some ways I think we can do this.

1. Develop and maintain a business plan for volunteer services. We may not want to admit it, but decisions, especially in times of fiscal restraint, must consider fiscal reality. I believe this is a good thing in that it forces us to prove the value of what we do. A good business plan will assess the viability of our service and programs and clearly demonstrate the value that they contribute to the organization. Remember that a business plan does not only look at the financial aspect of a service, but its objectives, how it fits with the organizational goals, its destination and how to get there. It will demonstrate to the decision-makers that we have realistic goals and expectations that can help the organization meet its mandate.
2. Develop a cost-benefit analysis for each program. Each program that you offer within your service must be analyzed for cost-benefit. In other words, what does it cost and what does it bring in. If you cannot demonstrate that each program is worth more than what you expect the organization to spend on it, you are not doing your job. Doing a cost-benefit analysis does not imply that you will only look at dollars coming in and dollars going out. It does mean that you apply a dollar value to resources coming in and resources going out. It will put a dollar value on the contribution of the volunteers and show the dollar lost if that contribution was non-existent.
3. Conduct on-going critical analyses of your programs and services. Assessing efficiency and effectiveness is an on-going function. Learn how to conduct operation reviews and establish regular evaluations of all your programs and services. It is your responsibility to know how your programs and services are functioning, and more importantly, how they further organizational goals. It is also your responsibility to constantly improve the ways in which your department contributes to the overall success of your organization.
4. Learn to negotiate with the decision-makers. If you want status and money to run your volunteer service, negotiation skills are critical. I am not talking here about traditional negotiations, but interest-based negotiation that looks for common ground and build mutually beneficial solutions. If you are to be a “credible internal business

partner”, you must consider more carefully the needs and interests of the decision-makers and do your utmost to help meet them.

5. Use your power. Power is not a four-letter word, it is reality. It is also a reality that you have lots of power. You must recognize it and use it, not in a controlling or manipulative way, but in a way that will benefit your department and your organization. The first step is to recognize the base of your power. It lies in your skills and abilities, in your unique expertise and in all those volunteers you lead. The second step is not to be afraid of it. Effective use of power will put you in the big leagues. The third step is to develop strategies to use that power delicately and for the right reasons.
6. Be prepared to take risks. Most of us are not good risk takers. However, we have too much to lose if we do not step into the fray. Taking risks does not mean that you should take a “devil may care” attitude and act rashly. It does mean that you learn to trust your instincts and act in the way you know is right - without asking permission, without asking for approval, without waiting to be asked.

As I said we have a choice... we can continue complaining, or we can sharpen our elbows. What will you choose to do?



RAIDISSEZ-VOUS LES COUDES

par Ginette Johnstone

Durant la conférence provinciale de l’Ontario, tenue récemment pour les gestionnaires de bénévoles, il m’a semblé que bien des conversations portaient, comme c’est la coutume dans ce genre de réunions, sur l’avenir de la profession. Plus encore, certains mettaient même en doute la capacité de survie de la profession dans cet environnement en changement perpétuel.

Il ne fait aucun doute que la gestion des services bénévoles, en tant que profession, se trouve à un carrefour. Pendant des années, nous avons discuté du sens du mot “professionnel” et nous avons travaillé dur pour démontrer que, le travail que nous faisons, c’est bien de la gestion. Nous avons beaucoup parlé mais, à mon avis, les praticiens et praticiennes de ce domaine ne sont pas prêts à joindre le geste à la parole. Nous voulons être appréciés et reconnus, mais nous ne sommes souvent pas prêts à faire le nécessaire.

Nous avons donc le choix. Nous pouvons continuer, bien satisfaits de l'état actuel des choses, ou nous pouvons être proactifs et faire quelque chose de cette profession. Comme le disait une de mes collègues : "Le temps est venu de nous raidir les coudes" et de sauter dans la mêlée.

Si, en tant que profession, nous voulons être respectés et appréciés comme gestionnaires supérieurs et preneurs de décisions, nous devons alors, au plan individuel, faire ce font eux-mêmes ces gens-là. Nous devons acquérir les compétences et maîtriser les outils dont disposent "les grosses légumes d'en-haut".

Je sais, je sais. On nous a tous appris que nous étions orientés sur "l'être humain", que notre principale préoccupation était de servir de modèle à nos bénévoles, de les aider à se sentir chez eux, de bâtir l'équipe. C'est ce que nous sommes, et c'est ce que nous faisons. Au moins, nous avons besoin de nous assurer que cet aspect des choses existe. Nous devons aussi être prêts à passer une quantité de temps beaucoup plus importante, au moins 50 % de notre temps de travail, selon moi, à traiter avec les niveaux supérieurs de la prise de décision de nos organisations. Cela revient à dire qu'il faut déléguer à d'autres employés ou à des bénévoles expérimentés les parties les plus faciles de notre travail et s'attaquer aux tâches difficiles.

Mais qu'est-ce que cela signifie au juste? Comme je viens de le dire, cela veut dire que nous devons acquérir les compétences et maîtriser les outils qu'utilisent les preneurs de décisions de haut niveau.

Nous avons besoin de devenir des associés internes en affaires, auxquels les pdg et les preneurs de décisions accordent du crédit.

Voici, selon moi, quelques façon de parvenir à cette fin.

1. Élaborer et garder à jour un plan d'activités pour les services de bénévoles. Nous refusons de l'admettre, mais les décisions, particulièrement dans une période de restrictions financières, doivent tenir compte de ce niveau de réalité. Je crois que cela est bon parce que nous sommes ainsi forcés à faire la preuve de la valeur de notre travail. Un bon plan d'activités évaluera la viabilité de nos services et de nos programmes, et démontrera clairement la valeur de la contribution qu'ils apportent à l'organisation. Rappelez-vous qu'un plan d'activités ne se contente pas de regarder l'aspect financier

d'un service, mais aussi ses objectifs, comment il s'ajuste aux objectifs de l'organisation, au but qu'elle poursuit et à la façon d'y parvenir. Il démontrera aux preneurs de décisions que nos buts et nos attentes sont réalistes et qu'ils peuvent aider à l'organisation à réaliser sa mission.

2. Élaborer une analyse coût-avantage pour chaque programme. Chaque programme que vous offrez au sein de votre service doit être analysé en fonction de ses coûts qu'il exige et des avantages qu'il produit. Autrement dit, ce qu'il coûte et ce qu'il rapporte. Si vous n'êtes pas en mesure de démontrer que chaque programme rapporte plus que les dépenses auxquelles vous vous attendez de la part de l'organisation pour celui-ci, vous ne faites pas votre travail. L'analyse coût-avantage ne veut pas dire que vous vous bornez à comptabiliser l'argent qui entre et l'argent qui sort. Cela veut dire plutôt que vous appliquez une valeur monétaire aux ressources d'entrée et aux ressources de sortie. Cette méthode attribuera une valeur monétaire à la contribution des bénévoles et montrera une perte monétaire si cette contribution n'existe pas.
3. Effectuer des analyses critiques continues de vos programmes et de vos services. L'évaluation de l'efficacité et de l'efficience est une fonction continue. Apprenez comment effectuer des examens opérationnels et établir des évaluations régulières de tous vos programmes et services. C'est votre responsabilité de savoir comment vos programmes et services fonctionnent et, ce qui est plus important, quelle est leur contribution à l'atteinte des buts de l'organisation. C'est également votre responsabilité d'améliorer constamment les façons selon lesquelles votre département contribue au succès général de votre organisation.
4. Apprenez à négocier avec les preneurs de décisions. Si vous voulez obtenir un statut et de l'argent pour faire fonctionner votre service de bénévoles, il est critique de savoir négocier. Je ne parle pas ici de négociations traditionnelles, mais de négociations basées sur des intérêts, qui recherchent un terrain commun et construisent des solutions mutuellement bénéfiques. Si vous êtes pour être un "partenaire d'affaires digne de foi", vous devez considérer plus soigneusement les besoins et les intérêts des preneurs de décision et faire de votre mieux pour les respecter.
5. Servez-vous de votre pouvoir. Le pouvoir, ce n'est pas un vilain mot, mais une réalité. C'est également vrai que vous possédez beaucoup de pouvoir. Vous devez le reconnaître et l'utiliser, non

pas pour contrôler et manipuler, mais pour en tirer avantage au bénéfice de votre département et de votre organisation. La première étape consiste à reconnaître la base de votre pouvoir. Elle se situe dans vos compétences et vos habiletés, dans votre savoir-faire unique et dans tous ces bénévoles que vous dirigez. La seconde étape est de ne pas en avoir peur. L'utilisation effective du pouvoir vous placera dans les ligues majeures. La troisième étape consiste à développer des stratégies pour utiliser ce pouvoir avec modération et pour de bons motifs.

6. Soyez prêts à prendre des risques. La plupart d'entre nous n'aimons pas prendre des risques. Mais nous avons trop à perdre si nous refusons de nous jeter dans la mêlée. Prendre des risques ne veut pas dire que vous devriez adopter une attitude "à la diable" et agir avec témérité. Cela veut dire apprendre à vous fier à vos instincts et à agir selon ce que vous croyez être bien - sans demander la permission, sans demander d'approbation, mais en attendant qu'on vous demande.

Comme je l'ai dit, nous avons un choix... nous pouvons continuer à nous plaindre, ou nous pouvons nous raidir les coudes. Quel sera votre choix?



CHALLENGES IN THE FIELD OF VOLUNTEER SERVICES

by Joan Eisner

This is a very challenging time to be working in volunteer services management. Changes are happening almost every day in some area that concerns health care and social programs. These changes have an impact on volunteer services either by increasing the need for more volunteers or by wiping out programs due to funding cuts. In some cases, as government funding declines, volunteers are being called upon to do more and more; however, this has not been accompanied by funding to do the task. At a time when government, which ought to be aware of the contributions of volunteers, should be investing in volunteerism, they are doing the opposite by cutting or decreasing monies directed to volunteer services.

What is needed is an investment in the future - so that those who are in volunteer management positions are properly educated for the roles.

In 1984, Wilson⁽¹⁾ observes that voluntary organizations are often managed by persons who are trained in the helping professions but have little

administrative training. She also goes on to say that the fastest-growing segment of the volunteer force consists of professionals accustomed to working within competently managed organizations and able to recognize ineffectual program leadership and management skills.

In 1986, Smith wrote an article "Taking Volunteerism into the 21st Century"⁽³⁾. This study was conducted by the American Red Cross and states that "A larger percentage of women employed outside the home, who were expected to drop out of the volunteer force, are now involved in volunteer activities". The study also shows that students in schools and colleges have shown a renewed interest in volunteering.

These studies point out interesting observations of the volunteer sector at those times, and those observations have not changed that much today. They imply that leadership and management abilities are needed in volunteer administration roles. Volunteers, who give of their time, deserve to have a leader who has these skills, so that their service will be a benefit for both the volunteer and the organization. It is common knowledge that volunteers who feel that their time given is not valued, or that they lack direction in their work, will stop volunteering. At a time when the need for volunteers is increasing, it is even more essential for managers of volunteers to be prepared for their roles and the responsibilities involved. Now is the time to ensure that there is funding to assist managers of volunteers to attain this end.

Another challenge for volunteer services is in the recruitment of volunteers. Individuals are showing renewed responsiveness to community needs and a willingness to share both their personal time and their financial resources. Fisher and Cole in their book "Leadership & Management of Volunteer Programs"⁽⁴⁾ say that "To remain competitive in the changing volunteer market, administrators must be able to employ recruitment strategies that have the maximum potential for successfully attracting volunteers whose skills and interests match the needs of the organization". Putting the right volunteer, in the right place, and at the right time, will bring dividends for all. In order to do this, managers of volunteers need to have a good assessment of what the volunteer's wants and needs are. The best recruitment tool is a happy volunteer. Happy volunteers speak of their roles positively to others. It is great public relations, not only for the volunteer service but also for the organization.

The Volunteer Centre of San Francisco has a home page on the Internet⁽⁵⁾ that includes an item on "Helpful Hints for Volunteering". It elaborates on what volunteers should look for in the choice of their volunteer service. The article includes many hints such as:

- visit the agency before committing yourself;
- find out the agency's purpose;
- ask for a job description; and
- ask about training, etc.

These are all sensible and realistic and managers of volunteers would be wise to consider them in their volunteer service and recruitment strategies.

Conclusion:

This paper only touches on a few challenges in the field of volunteer services. We must be prepared to deal with these challenges. The best way to accomplish this is to have managers of volunteers prepared to handle the challenges and the support of government and organizations to accomplish this.

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Joan Eisner is the director of volunteer services for the Health Services Association of the South Shore, Bridgewater, Nova Scotia.



LOOKING AHEAD

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Provincial Conference on Volunteer Administration
Toronto, Ontario

August, 1998

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Edmonton, Alberta

September 17-20, 1998

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April 19 - 25, 1998
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April 9 - 15, 2000

HOW NOW, HEALTHCARE AUXILIARIES?

by Anne Atkinson

The restructuring of Canada's health system affects volunteers every bit as much as the staff of hospitals and community care agencies. For auxiliaries, who are simply volunteers organized into a self-governing group, the change effect is now magnified by the vacuum of their environment. Some of the obvious factors creating the vacuum are these:

- Central planning bodies rarely include experts on volunteerism. Volunteers and their variation, the auxiliaries, can be completely ignored.
- When volunteers are recognized for planning purposes, they are generally considered to be a sector of the human resources of an organization under the management of line personnel. An auxiliary usually falls outside this formal structure.
- Auxiliary leaders have historically communicated with facility/organizational chief executive or senior management officers. Central planning circumvents this relationship, creating an absence of input from auxiliaries.
- The long and proud tradition of service and financial support by auxiliaries is now a barrier to flexibility on the part of auxiliary members. Auxiliaries believe that they and their work are important and should (obviously) continue. It is easiest for them to "just say no" when issues of change arise. Unfortunately, that response casts doubt upon the value of any contributions auxiliaries may make to restructuring.

Left out at the higher levels, auxiliaries have reacted in a variety of ways to health system change. One measure of their reaction is a sharp shrinkage in numbers across the country. Three years ago, there were over 800 auxiliaries registered with the Canadian Association of Healthcare Auxiliaries. At least one hundred less exist today and the omens for the future are cloudy.

No easy or sure way has been found to create continuing support for the outcomes of auxiliary work. At the conferences of the provincial and national organizations, one is aware of increasing isolation from the working field. No longer can auxiliaries count on financial or even moral support from health facility organizations. Auxiliaries must now manage on their own. Their feelings of abandonment and isolation work against cooperation with a new and evolving system.

As the reorganization moves health services around a district, region and province, auxiliaries find it difficult to relate to unknown or distant sources of care. Their reaction varies from paralysis to confusion to a vigorous organizational housecleaning. In fact, in the absence of information and communication with planners, auxiliaries may do well by ignoring their shifting environment until reform of the system is known and settled. This is either a variation on the "just-in-time" theory or it may simply be management by deadline.

Auxiliaries whose leaders have seized the opportunity for change have found the process extremely difficult, even self-destructive. There have certainly been auxiliaries whose structures and functions have been successfully transformed. More common, however, are those who have suffered large membership losses, even complete destruction in the face of wholesale reorganization. The lesson is simple: Volunteering is intended to be enjoyable and fulfilling, not stressful and surrounded by uncertainty.

The volunteers who act on regional, provincial and national auxiliary organizations report that enthusiasm for volunteer work in the health system continues. But auxiliary members are fed up with bureaucracy and they are tired of fighting for their right to carry on. Despite the encouragement of the auxiliary network, some auxiliaries have found it easier to pack up rather than gear up for action. As one might expect, auxiliaries populated by older women are especially vulnerable. Members of these groups have not been used to confrontation and they shy away from making decisions on behalf of the group.

The good news is that the people who belong to auxiliaries are not necessarily leaving the ranks of volunteerism. When they do leave, individuals seek a simpler and kinder way of donating their time and effort to their community. There are hosts of community organizations for those who decamp from the ranks of healthcare auxiliaries. The best outcome of a massive shift away from auxiliaries would be a reinvigoration of volunteerism as health interests and concerns become part of the general movement.

That day may or may not arrive. Until we know, a reasonable course for managers is to simply stay the course. Support and assistance, as in the past, will be welcomed by auxiliaries. What is not welcome is any threat to the ability of auxiliary members to carry on giving service and feeling useful.

*Anne Atkinson in co-owner and manager of John Atkinson
Health Care Professionals.*



BOOK REVIEW

by Suzanne Latimer

Foot, David K. (1996) *Boom, Bust & Echo: How to profit from the coming demographic shift*. Toronto: Macfarlane Walter & Ross. pp 245.

David Foot, economist and demographer at the University of Toronto and arguably Canada's most famous "futurist" has written a book that can help all managers of volunteers prepare for the new millennium. His book is full of insight into the new visions that Canada's largest population sector, the boomers, will likely embrace. According to Foot, demographics explain about two-thirds of everything. He defines three generations: "baby-boomers" born between 1947 and 1966 who are now entering mid-life; "baby-busters" who follow; and, the "echo generation" children of the boomers. The book describes how each will impact on Canada's economy and social life in the coming years and decades.

The book is presented in a very readable, no nonsense style that is easily absorbed. Throughout the book, Foot reminds the reader that his book is not intended for individuals looking for change in the short term, but rather for those individuals who are looking three, five, even ten years down the road to prepare for the opportunities that lie ahead.

He addresses volunteerism in the chapter on leisure. In my considered opinion, Foot's most important message to the not-for-profit sector is to not underestimate the scope of resources that the front end boomers will have to offer in these uncertain times. Organizations that are "most adept at accommodating this valuable talent [with flexible, challenging volunteer opportunities] will reap the rewards." Written from the Canadian perspective, this book is a must read for managers of volunteers who are looking for insight on how to market their programs to attract maturing boomers.

Suzanne Latimer is the Principal of Côté-Latimer Volunteer Management, a consulting firm in the National Capital Region.



ITEMS OF INTEREST

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Internet Address:
<http://www.charityvillage>

PEER EXPERTS COLUMN

This new feature of the Journal is meant to be a forum for you, the manager of volunteer resources, to get advice from knowledgeable and experienced colleagues about difficult situations that you face.

Scenario:

For three years now, I have been managing volunteer services in a small organization which provides services to the elderly. Volunteer statistics are evidence that things are going well. Our volunteer retention is high, particularly when you consider the fact that we are situated in a very transient community.

Lately, our organization has suffered considerable cut-backs. This has led to a reduction of staff and a re-organization of duties. For my part, I have taken on additional public relations duties, which I feel works in well with my management of volunteer activities. Since the service is well established, I have been able to rely on experienced volunteers to become team leaders, thus lessening my load.

It seems that I have been too successful in my approach. Now the Executive Director has indicated that she expects me to take on fund-raising duties as well. I don't know anything about fund-raising and besides, I have no time left for additional duties. The E.D. says she has no one else.

Response from Alan Currie:

The issues you are facing are a lack of time and financial resources. Evidently, you are well organized, have good leadership skills and have developed a team of excellent volunteers.

I suggest you play to your obvious strengths. Hive off some of your public relations duties to a volunteer team leader and help them organize a small Speakers Bureau to give you some needed time.

Discuss your plans with your Executive Director and get her help to find someone on the Board who could lead a fund-raising effort. Support this person in recruiting other knowledgeable individuals who can help develop a suitable plan for your organization. Resources might include a local fund-raising association, e.g., NSFRE branch. You may also find someone willing to give you a crash course and act as your mentor.

An alternate suggestion, particularly if your organization is desperate and you absolutely hate fund-raising, is to hire an expert who can kick-start your fund-raising effort.

(Alan Currie is the Executive Director of Volunteer Victoria.)

Response from Christine Seip:

The fact is we are all having to do more with less these days. Not-for-profits are under significant fiscal constraints. Fund-raising is paramount in many organizations. Employer expectations are at their highest level. However, we all have limits. The reality here is that you are currently working at your maximum level. As managers of volunteer services we too often take on responsibility without comment. This does not mean you cannot take on a new responsibility. It means something else has to go. And, if not handled properly, it could be your volunteers.

If I were in this position, I would meet face-to-face with my E.D. I would go in well prepared with facts and figures on our volunteer service and public relations activities, including our accomplishments. As managers, it is critical that we develop our delegation skills. So, I would offer to recruit and train volunteers to take on public relations activities. I would then offer to do the same for the fund-raising area. However, I would not personally take on the responsibility for fund-raising. Financial issues are the responsibility of the E.D. and fund-raising is critical to an organization's financial security. I would propose that the E.D. be responsible for fund-raising. This is also logical because it is this individual who reports directly to the Board of Directors. Leadership volunteers are critical in a successful fund-raising campaign.

I strongly believe that if you take on too much you will not have the time left that you need to support your volunteers. With lack of support comes attrition. As a team, the E.D., the manager of volunteers and volunteers will get the job done and do it well!

(Christine Seip is the Unit Manager for The Canadian Cancer Society in Kitchener-Waterloo.)

Response from Eva Marks MacIsaac

Keeping team spirit and good morale following major cut backs and staff reduction is a very common issue in today's not-for-profit world. Change is inevitable. The challenge is to ensure that it does not result in bad feelings, low morale or loss of personnel. The most important factor in your situation is to keep the communication open and honest with your E.D.

Be prepared to make your case and remember that it is always easier for a supervisor to listen when you come with one or more possible resolutions. Explore the possibility of using the skills and talents you have in the volunteer recruitment and training area to assist the E.D. with her immediate problem - lack of fund-raisers. You have proven that you have the ability to bring volunteers to a leadership position. Offer to do the same for the organization in the area of fund-raising. In addition you might want to suggest that all staff acquire some training in fund-raising along with the volunteers. This will help staff to work more effectively with the volunteer core they are responsible for.

It will be helpful if your E.D. feels that you understand the overall requirements of the organization at this time. Therefore be prepared to discuss with her the importance of management of volunteers, public relations and fund-raising. Bring to her attention that your contribution to fund-raising is best achieved by focusing on the recruitment of fund-raisers and ensuring that the general public is aware of the organization and the difference they make.

If you have no success in this direction then be prepared to discuss with your E.D. which areas of your responsibility should have priority and what responsibilities you feel will have to become secondary. You should also be prepared to discuss your feelings about what the impact on the organization will be if you are able to spend less time on these duties.

(Eva Marks MacIsaac is Executive Director of the Debert Military Community Resource Centre)

Tell us about the difficult situations you are facing and we will ask our team of peer experts to comment. All situations will be kept confidential. The Editorial Team would also be pleased to hear your comments on the scenarios presented.



**DEADLINES
FOR SUBMISSION AND THEMES**

<i>Issue</i>	<i>Deadline</i>	<i>Theme</i>
<i>Winter '98</i>	articles due on the 24th of October	Boards and Committees
<i>Spring '98</i>	articles due on the 24th of February	Evaluation
<i>Summer '98</i>	articles due on the 24th of May	Volunteering in The Arts
<i>Fall '98</i>	articles due on the 24th of August	The Merging Organizations



**For CAVR Membership
contact
Dawne MacPherson at (506) 857-5433**

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 "The Canadian Style - A Guide to Writing and Editing" - Secretary of State, Dundurn 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>
Lead Article	2000	5-6
Secondary Article	700-800	2-3
Book Review	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 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. All ads are subject to the approval of 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. Ads are to be placed near "Items of Interest" or toward the end of the issue.
5. Job ads are not recommended.
6. Cost is to be determined by the Editorial Team.