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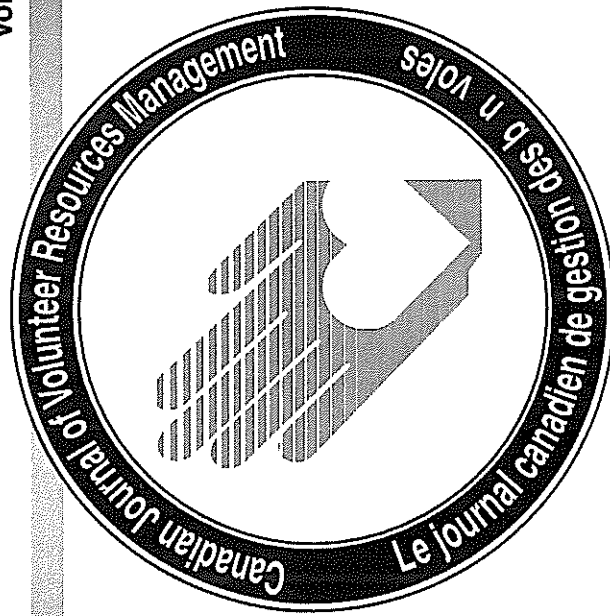
**Canadian Journal of Volunteer  
Resources Management**

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**Le journal canadien de gestion  
des bénévoles**

Volume 9.3

2000



**RECRUITMENT  
AND RETENTION**












**RECRUTEMENT  
ET RETENTION**

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Canadian Association of Volunteer Managers  
Association canadienne des gestionnaires bénévoles

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Recruitment and retention are two major challenges faced in today's ever changing world of volunteerism. The challenge lies in finding the appropriate volunteers to complete tasks and then providing the appropriate incentive to ensure they stay.

Volunteers have more choice than ever when it comes to choosing a volunteer experience. They look for quality training, transferable skills and a high-calibre volunteer organization that offers rewards and challenges. Nancy Martens and Lindsay Beckett have found success in short term volunteer placements. 'Attracting Today's Volunteer' explores the unique approach to building a volunteer program with a large number of university placement students.

Colin Thacker's article 'Recruiting for One-to-One Volunteers' and Recruiting Senior Volunteers' by Isabel Barnes allow us to look at the needs of more specific volunteer job roles when it comes to recruiting and retaining volunteers.

Volunteerism: Which is the best? tackles the battle faced with ineffective boards. Chris Tomiyama shares the experience of radically changing the focus of board meetings and has received many positive results in doing so.

Allan Serafino takes us through a step-by-step process to help identify and answer some questions relating to volunteer retention. He feels a longer volunteer commitment stems from understanding a volunteer's motivation.

And the journal would not be complete without an excellent series of tips to help analyze your current volunteer program. Nancy Martens provides some excellent tips that are sure to increase the professionalism of any volunteer program and Barb Gemmell and Aileen Feicho have co-authored a series of tips to identify and develop an effective recruiting plan.

I have learned a great deal since joining the editorial team and I enjoyed the collaboration in putting this journal together. I hope that you find it provides you with the information and tools necessary to develop and maintain excellent volunteer programs.

Lynne Whitehead is a member of the Editorial Team.

by Barb Gemmell & Aileen Feicho

Traditional volunteer recruitment practices such as public service announcements, newsletter articles, posters or generic materials designed for mass appeal are often very ineffective today, resulting in little to no response. General recruitment practices are neither cost effective nor labour efficient. Today's recruitment is about focus, target and 'single niche' marketing.

So, what exactly does that mean? Single niche marketing is achieved through strategically planning an organizational recruitment and marketing campaign.

- **Do not work in isolation.** Consistency is key today as organizations focus on 'branding' practices and identity. Recruitment, public relations, marketing and communications are inclusive in the organization's overall awareness strategies. Partnerships with staff and volunteers responsible for these functions, along with consistent use of the mission and vision, as part of the message, are essential components to the overall success.
- **Sound homework is essential.** The first step is to do an analysis of the potential volunteer market, and current recruitment practices and materials. Know what positions are available and define specific target group(s) of potential volunteers. Consider a focus group from this target area to assist in understanding their expectations, motivations and recruitment approaches.
- **Enhance your own skills.** Network and learn from others. Recruit a mentor with a strong marketing background, an advisory committee with representatives from a college creative communications course or staff from a public relations firm. Develop media connections and build relationships with reporters, writers and editors.

## ■ RECRUITING FOR ONE-TO-ONE VOLUNTEERS ■

By Colin Thacker

One-to-one volunteering is about matching one volunteer to one client. That sounds simple enough. However, there is a lot more to it than recruiting volunteers for a mass program such as a library or a fund raising activity. In the end, one-to-one volunteers must be trusted by the client they are supporting and, in order to deliver meaningful support, they need to be reliable.

In one-to-one volunteering, we are looking for compatibility between the client and the volunteer. Our chances of reaching this desirable relationship increase when the manager of volunteers has background information on the client. Obtaining client information allows the manager of volunteers to channel the need for a volunteer into those areas within the community that will likely achieve results. For example, if the client has a history of being associated with the Royal Canadian Legion, then contacting the local branch will more than likely produce the kind of volunteer we are looking for and a mutual interest increases the chances of compatibility.

Sometimes our recruitment comes from a skill identified in the role description. For example, if the volunteer is being asked to tutor a client, we may want to get in touch with a literacy alliance group or the superannuated teachers association. These two groups will likely have individuals who will be able to fit the needs being sought. I can recall being asked to recruit a volunteer for a German-speaking senior at our hospital. I could not find a German Canadian Club in my community so I asked the local radio stations to announce, as a public service, our need for a German speaking volunteer. The results were extremely positive and our patient ended up with several volunteers.

The one-to-one relationship may be age sensitive, meaning that we are seeking a volunteer in a certain age category. The example may be a big brother or big sister relationship to a young child thus

- **Diversify your message.** Creative and innovative approaches are essential. Strategic distribution of the materials to your target volunteer market, along with customer-oriented, user-friendly messages, is a must. Recruitment is a year-round job. Employ a variety of methods to re-frame the messages for use throughout the year focusing on 'selling' the positions and 'outselling' your competitors. Consider starting your message with a question that will grab the person's attention, use the point of view of your clients, identify a benefit to the prospective volunteer, use a slogan, a graphic or a logo.

- **Personal connection is still the best approach.** Make certain that staff and volunteers are familiar with specific positions and urge them to tell others. Word of mouth and the personal ask are still the most successful recruitment strategies.

Strategic recruitment is a practical and professional approach to an ever changing volunteer marketplace.

*Barb Gemmell has extensive consulting and facilitating experience. A certified trainer with Volunteer Canada, Barb has her own company, Gemmell Training and Consulting.*



### NEWS BITS

What are you doing to celebrate The International Year of the Volunteer? The journal would like to publish and highlight events in the Spring of 2001.

eliminating older people. We need to identify what client base information we require in order to make a desirable volunteer match.

Even if we are successful in having some prospective volunteers answering our request for one-to-one volunteers, consideration must be given to other interpersonal qualifications. In most one-to-one volunteer activities, dependability is very important. If in the course of an interview we find a person who has bounced from one volunteer activity to another in a short period of time, then reliability may be an issue.

Maturity is another qualification associated with one-on-one volunteering. Maturity is defined as possessing good judgement skills and knowing what is appropriate behaviour and what is considered risky. When a volunteer is about to deal with a difficult population such as the seriously mentally ill or individuals with a physical handicap, maturity becomes a major factor that may limit our search in the community. We may want to focus our attention on people who have acquired knowledge of the clientele such as our current volunteers or former staff.

If there were one skill that would summarize the best practice to be used when recruiting a one-to-one volunteer, I would venture to say it is the communication involved in 'Marketing'. In a business course I took many years ago, I learned that when a company has a product it wants to market to the consuming public, it answers a number of questions in order to determine where to channel its message:

1. What information on the product would the consuming public need to know before making a purchasing decision?
2. What is this product going to cost me?
3. What satisfaction will this product give me if I go for it?
4. Where can the consuming public find out more information about the product?

5. Based on the above information the critical question that needs to be answered is who would be interested in this product and through what channels of communication do we find those people? Take the example of an \$80,000.00 Porsche; middle-income people are not considered serious buyers, so we are looking for the rich!! Therefore, we need to determine through what media our sales message will reach the rich.

To market our need for one-to-one volunteers we need to answer similar questions to the five posed above. In order to approach the whole idea of compatibility in a one-to-one situation, we need specific information on our clients and the demands that will be placed on a volunteer and then determine who will find this commitment appealing. Furthermore, we need to determine where we will find our prospective volunteers in order to channel the information to recruit them.

*Colin Thacker is presently the Volunteer Services Coordinator at North Bay Psychiatric Hospital. Colin is also the Public Relations Officer for the Royal Canadian Legion Branch 23 and a member of the North Bay Rotary Club.*



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if you would be interested in sending  
us an article.**

## RECRUITING SENIOR VOLUNTEERS

by Isabel Barnes

I accepted the challenge to write this article for entirely selfish reasons. Having recruited and worked alongside senior volunteers for more than a decade, I thought that it would give me the motivation to review and update my own recruiting methods. Thus we see the most successful method of volunteer recruiting, regardless of the age of the prospective volunteer, is to personally ask someone to do something that they can do and that also benefits them.

Following my original motivation, I started my research. As I read, I realized the most valuable information I had was my 10+ years of experience recruiting senior volunteers. Thus I share with you the methods that have worked for me and a few I have not previously needed and which I intend to use in the near future.

For the purposes of this article persons 60+ years of age will be considered seniors. Seniors can be sub-divided by age into:

- younger seniors, those less than 70, who generally have fewer health problems, more recent work experience,
- mid age seniors, those in their 70's, and
- older seniors, those in their 80's many of whom will have some health restrictions.

All groups have much expertise and life experience to offer the volunteer sector.

I assume that if you are looking to recruit senior volunteers, it is for a specific reason, maybe an intergenerational program or perhaps the need for volunteers who are available during the daytime. Before recruiting seniors, check that your environment and position descriptions have been adapted to meet the needs of your prospective volunteers. Younger seniors with no health problems will work well in a normal work environment. Ageism cannot be condoned, however, it does have to be accepted that as we age our bodies

change. Vision and hearing become less acute and for many mobility and flexibility is affected by both general aging and/or arthritis. Thus before recruiting senior volunteers check that the physical environment is appropriate.

Is there good lighting, comfortable seating, an opportunity to take a break from a seated position, a chair provided to avoid standing for long hours? Is the location of the volunteer work accessible without climbing stairs; are bathrooms and food service areas accessible? Can the volunteer work be done by seniors whose health makes it difficult for them to leave their homes? Lifestyle also changes in the senior years and must be adapted to a person's retirement income. Some seniors are fortunate and able to travel extensively, others spend their winters in warmer climates; others still, spend their summer at the cottage. Is it possible to modify your volunteer opportunities to include these people? Transportation is a major issue for many seniors. Many, because of health or finance, travel by bus and will require that their volunteer position be easily accessible by public transportation. Many older seniors do not care to travel after dark. Some may require assistance with bus fares and other volunteer expenses.

The other issue to consider before recruiting is the motivation of senior volunteers. A recent survey of volunteers at my organization included the following motivations:

- giving something back to the community,
- meeting people,
- sharing their experience,
- recognizing that help was needed, and
- programs that were of interest to them.

Positive aspects included friendships made, being appreciated and being of help to others. Will your vacant volunteer positions fulfill these needs?

On the surface, recruiting senior volunteers should be fairly simple - they are retired thus have much free time. Most seniors however are busy, active people with many interests and commitments, including friends and family, to absorb their time and talents. Younger, well qualified volunteers are sought after by many agencies, but do not forget older seniors and new Canadians. It may take a little longer for them to complete some tasks or a little more patience to explain what is needed but enthusiasm and commitment go a long way to offset these issues.

There are no recruiting techniques that are age specific. Recruiting senior volunteers uses the same methods as recruiting volunteers of other ages. Tried and true recruiting includes the following techniques.

The most successful is word of mouth, where an active volunteer informs a friend or family member of the organization's needs. Thus posting volunteer needs within the organization or in its newsletter keeps those already involved aware. Consider holding a "Bring a Friend Tea" or extending your volunteer recognition event to include an invitation to bring a friend and thus introduce new prospective supporters to your agency.

Regular orientation tours or sessions for your organization can be held for prospective volunteers. This allows volunteers to get to know more about your programs and is a less intimidating introduction than an interview. This is very useful for volunteers who want to be involved but do not know how they can help.

Having exhausted possibilities of friends and family of the organization it is time to move on to the media. Local community papers frequently accept both articles and Public Service Announcements (PSA's). I have found articles, especially with a picture, more successful than a short PSA. Articles can give more details and thus create more interest. They also give the prospective volunteers the opportunity to self-screen for abilities and time commitment. Local radio and TV stations (don't forget your local cable station) also allow for volunteer promotions through public service announcements. PSA's appear to be more effective when the organization has a high profile in the community.

Paid advertisements, if your agency has a budget, are also successful. Volunteer fairs and staffed displays have a great advantage because prospective volunteers are able to meet someone from the organization face to face. Displays can be in local churches, shopping malls, community centres, libraries or anywhere in your community where seniors are likely to be during the day. Partnerships with local seniors clubs might be a possibility.

Posters in the community can also be effective. Make it user friendly - try attaching a strip of the agency phone numbers so that interested persons can detach one. Be sure posters are easily legible and provide enough information to attract attention. Beware of words that mean something to people in your field of work, but not the general public.

Try to reach younger seniors before they retire. Will local businesses let you attend their retirement seminars or put articles in their newsletters? Younger, newly retired seniors seem to be a hard group to reach.

The methods listed above have generally allowed me to fill the majority of the volunteer positions at the agencies where I have worked. However there are some I have not used but intend to try in the near future.

Training - advertising and providing training for potential volunteers as well as those volunteers who are already active. Training sessions would be an introduction to both the agency and the work that it does as well as providing prospective volunteers with the confidence that they have the skills needed to perform the required tasks.

Focus groups - inviting a group of 8-10 people who fit the profile of needed volunteers and asking them how to reach new seniors. Ask "Where is the best place to put posters?"; "Which newspapers do they read?"; "What wording would prompt them to respond?"

The internet - many seniors that I know - yes even those over 80 - have competent computer skills and would use the 'net' to research opportunities. A long way from being an expert myself, it took me only about 20 minutes to find the Volunteer Opportunities Exchange

(www.voe-reb.org) using key words. Agencies can use this site to list their volunteer opportunities.

Having recruited your senior volunteers, there are a few barriers that might impede their progress to active volunteering. Volunteering has recently become a fairly structured process, especially where agencies are considered to be working with vulnerable persons. Many senior women have never worked in the paid workforce, or always got have worked at the same job for most of their adult lives, or always got their jobs through personal contacts. Thus interviews, reference checks, police record checks and position descriptions may be something they have not previously encountered. I have met few seniors who do not understand the need for these precautions, but doubtless, these steps deter some seniors from applying. I avoid complicated application forms and get most information verbally. A considerable number of current seniors is reported to have some level of difficulty with reading. (Communicating with Seniors)

Working alongside senior volunteers is a joy, they bring something very special to their work. Once involved, most give many years of service and become your new unofficial recruiters in the community.

#### *Recommended reading:*

*Communicating with Seniors* - Division of Aging Health Canada, Phone (613)952-7606, fax (613)957-9938, E-mail: seniors@hc-sc.gc.ca

*The Volunteer Recruitment Book*- Susan J. Ellis

*Recruiting Volunteers for Difficult or Long Term Assignments* - Sue McCurley

*Isabel Barnes has worked with volunteer delivered Community Support Services and Recreational Programs for seniors in the Ottawa-Carleton area for the past 10 years.*



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

## — ATTRACTING TODAY'S VOLUNTEERS —

by Nancy Martens and Lindsay Beckett

In Victoria, the Queen Alexandra and the Royal Jubilee Hospitals are both situated close to the University of Victoria. In the last 5 – 10 years we have noticed a shift in the population that comes to volunteer. Over 80% of the volunteers who come to our programs are under the age of 30. This can be a surprising statistic in a city like Victoria whose population is made up of a large number of seniors who come out to retire from all parts of Canada. But Victoria is also a university town and this is where a great number of the volunteers come from.

Many volunteers who come to our facilities are interested in pursuing careers in the field of health care. Volunteering is now a pre-requisite for many university courses and is also a requirement for applying to professional programs such as medical school, child and youth care, social work, education, psychology, speech language pathology, nursing and rehabilitation medicine.

By their very nature, student volunteers are transient or **short-term volunteers**. The majority of students volunteer from late September, early October until the end of March. Due to exams many leave in March. Some return after April exams, and stay to take summer classes, while others go away to summer jobs but return in September where it is an easy matter to reschedule them without the need of further orientation and training.

Although there is a need for constant recruitment and orientations with these short-term volunteers, they are usually low maintenance once you have them on board. Volunteering for many of these people is their initial opportunity of seeing first hand what they are learning in the classroom. Students also bring many new and innovative ideas to their volunteering as they study the theories.



they are not as interested in the social or affiliation type recognition that a senior recently widowed, or a middle-aged divorced person would be.

As mentioned earlier, the type of recognition students are most interested in, is receiving letters of reference and adding their volunteer work to their résumés. Students appreciate the opportunity to attend in-service workshops. They like the prospect of learning from staff who are practicing in the field and who may even become their mentor.

One of the biggest challenges in having students as volunteers is convincing staff that they are worth training and supervising, if only for a seven to nine month stay. Empowering staff to feel connected to the volunteers builds a sense of ownership that keeps some students coming back to the same placement year after year. Volunteers at the QA enjoy having a photo of themselves in their volunteer role with a hand written thank you card made by the children.

Staff find the focus and fresh energy students bring to their programs is well worth the extra time they spend in training. They enjoy the opportunity to 'mentor' the students who are following in their footsteps.

Another challenge is filling in the gaps between the April and September hiatus. At the Jubilee there is somewhat of a natural lull during the summer months, when many staff are away on vacation and operating rooms and some programs are closed for some weeks. At QA the natural 'school' rhythm is interrupted by the QA Summer Programs, which provide new opportunities for volunteering in recreational activities.

Attracting today's volunteer means developing reciprocal relationships between volunteers and your organization and enabling them to both meet their needs. Being familiar with your community and offering volunteer programs that fit in with motivation and time parameters is crucial in recruiting and retaining volunteers.

The qualities that students bring to their volunteer work are enthusiasm, focus, youthful energy and a willingness to be flexible. This focus makes the intake process much more streamlined as it is not as necessary to explore reasons for volunteering and placement is usually much clearer. They are quick to learn and do not require much in the way of recognition other than requiring reference letters.

The down side of this category of volunteer is that they tend to be less regular in attendance, often being away during holiday times and near the end of term when exams and papers become due. They also may need to alter their volunteer shifts when their class schedules change.

We find it beneficial to hold three recruitment drives: one near the end of September when the students have finalized their timetables; one in January after the winter term has begun and another in April/May for summer placements.

It is relatively easy to target students for specific areas of specialization. For example, at the Royal Jubilee Hospital we recruit volunteers for the Psychiatric Hospital in Victoria. Every fall we make a presentation to the Abnormal Psychology class at the university. Students in this program are required to complete 60 hours of volunteer work in the field. We can usually recruit 10 to 15 students this way and they are very easy to interview and place and will volunteer for at least the minimum of 60 hours.

At the Queen Alexandra Centre for Children's Health (QA), university students are eager to begin placements in integrated preschool classrooms: a classroom for children with hearing loss and adapted swimming programs where they gain valuable experience with children. Volunteers are part of a multidisciplinary team of health care professionals.

Since many students' motivation for volunteering is focused on career exploration and their hours of service are given course credit,

We find that the more time we spend up front or 'before recruiting' in liaising with staff to define their needs, and in surveying the community to determine their motivation and time constraints, the more successful our volunteer programs are. Recruiting today's short-term volunteers offers new challenges but reaps many rewards.

*Lindsay Beckett is the Coordinator of Volunteer Resources for the Royal Jubilee Hospital in Victoria, B.C. This facility provides acute care, psychiatric care and extended care services.*

*Nancy Martens is the Coordinator of Volunteer Resources for the Queen Alexandra Centre for Children's Health, Victoria, B.C. This facility provides pediatric services to children and youth with physical, developmental and/or emotional/psychological challenges. Nancy believes that to effectively manage volunteers she must also be a volunteer. She is currently on the Board of Directors for Volunteer Victoria.*



## NEWS BITS

Congratulations to Honourable Margaret Norrie McCain on receipt of the Public Policy Forum award. Ms. McCain was honoured for "making a significant contribution to Canadian public policy".

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)

# REFLECTIONS ON EFFECTIVE RECRUITMENT AND RETENTION OF VOLUNTEER RESOURCES

by Nancy Martens

**Know your needs.** Let staff dream about their wants in having the perfect volunteer. Be creative in designing volunteer placements.

Remember the Golden Rule. **Treat others as you want to be treated.**

Let volunteers know that you **value their time.** Tell volunteers to come a few minutes early and then start the session on time. This sets an expectation or precedent that volunteers are expected to be reliable and prompt.

Have something for the volunteers to do while waiting: i.e., questions they can discuss with others or handouts they can read before the session starts. This is called 'raggedy beginnings'.

Use specifics when designing a recruitment campaign. **Let potential volunteers know what opportunities your organization has to offer as well as what skills and experiences the volunteer might gain by volunteering with your organization.**

When discussing confidentiality, encourage volunteers to share their volunteer experiences with friends. Volunteers can talk about all kinds of things without breaking confidentiality. **Word of mouth is the best form of advertisement for a volunteer program.**

Know what skills, qualities, characteristics and expectations you have for volunteer placement and use these as a screening tool in finding the right person. Be able to explain what the volunteer will gain out of the volunteer placement.

**Reciprocity is an essential element in retention of volunteers. The needs of the organization and the volunteer must be met.**

**Develop a written volunteer placement description with the people who will be working with the volunteer.**

## VOLUNTEERISM: WHICH WAY IS BEST?

by Chris Tomiyama

The Falconridge Castlebridge Community Association serves approximately 25,000 residents in northeast Calgary; it has a membership of approximately 200. In 1995, the FCCA Board of Directors came to the conclusion that the Association was not providing enough services and programs for its residents. At this time, with limited resources and dollars, the FCCA hired a full time administrator to assist its volunteers in increasing services. Over the past five years, the Association has undergone a number of positive changes regarding the role of the Community Association Volunteer, through the efforts and vision of its president (whom we will call Denis).

Up until 1997, the role of a board volunteer was to attend board meetings and to fulfill a job description, which had been in existence since the inception of the Association back in 1980. When Denis became President, it was not unusual for board meetings to run up to four and half to five hours long. Semi-controversial items on the agenda would be discussed to death. One example is:

At one of our board meetings, the issue of whether or not to purchase \$40 worth of Christmas oranges for our playschool came up. That night, our Board discussed this matter for over seventy-five minutes...it was excruciating. We had a community resident come in who was interested in a board position, we never saw or heard from that person again.

You may ask, "What was the motivation of the board members at that time to stick with the Association?" In my mind, the majority of the board had been directors for a minimum of eight to ten years and had vested interests, which they did not want to see, changed. Also at that time, discussion in board meetings continued over the fact that many board members did not do what was in their job descriptions and this caused many arguments and bad feelings. It even got to the point that the president wished to 'fire' some board members for not volunteering enough hours.

**Be clear and precise as to what is expected. Make sure there are no problems or conflicts with unionized labour.** Clarify the distinction between the roles of unionized staff and volunteers. Do it at the initial session when meeting potential volunteers and make it a part of new staff orientation. It will lay the framework for effective volunteer/staff relations.

Emphasize that the volunteer will get as much out of the placement as they put into it. For example, suggest that volunteers interested in a specific profession inform staff of this interest.

Staff planning in-service sessions is encouraged to include volunteers. Volunteers generally love to be invited and included in training sessions that can enhance their volunteer experiences.

**It helps when volunteers can see the relevance in what is being asked.** Explain the whys of your volunteer program.

**Follow up with both volunteers and staff as to how the placement is progressing.** Encourage volunteers to leave messages on voice mail. Always tell people they should leave their full name, phone number and the specific purpose of their call to ensure a call back in a timely manner.

**Conduct regular evaluations, both from the staff and volunteers' perspectives, as this is integral in planning and designing changes to the program.** Include staff in this and build up staff's ownership of the volunteers. When staff recognize the importance of their role in the retention of volunteers they take on a win/win attitude.

Always keep an eye on the volunteer positions that are difficult or hard to keep filled. This may indicate problems with staff and require attention to alleviate this problem. It is important to listen to staff and hear what they have to say about working with volunteers. Until this is accomplished changes cannot be made.



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

In 1997, Denis had a vision to create an organization, which did not depend so much upon the work of volunteers. He and I began to investigate new methods of governance. We met with a representative from Alberta Community Development to discuss the possibilities of the FCCA changing to the Carver Model of Governance in which the Administrator would take over all operations of the Association. The volunteers of the board would then become policy makers for the organization and volunteer at events or tasks, which appealed most to them. Denis' motto remained "whether you can volunteer two hours or fifteen minutes per week, either is appreciated".

When changes began to take place, needless to say some of the 'old school directors' objected to many of the changes, specifically, none were used to having a staff person tell them what they could and could not do. Over the next year, there were many resignations and bad feelings. The board has gone from nineteen directors to twelve; all twelve participated in weekend workshops and meetings to finalize Carver and develop new policies for the board and its new chief administrative officer to follow. Recently, at a board meeting, we had a walk-in resident who wanted to see how and what our board of directors did. The meeting was sixty-five minutes long, he said he did not wish to volunteer with community programs or on the board however; he could help out in other ways. He now volunteers approximately three hours a week doing odd jobs around the community centre.

Today, we have a base of thirty regular volunteers who are happier than ever, because they are now volunteering for pleasure, not for obligation or personal gain. We, as an organization, try to provide our volunteers with different training options but do not make them mandatory. We do require volunteers working with children to undergo police and child welfare checks. Many organizations today attempt to force willing volunteers into mandatory training and meetings. We make these types of activities optional for our volunteers, attempting not to dissuade people from continuing their volunteer efforts.

There have been major accomplishments of the FCCA and its volunteers under Denis' direction:

- Jan. 1998: the FCCA opened the doors to its newly expanded community centre.
- March 1998: the FCCA secured the services of the Boys and Girls Clubs of Calgary to move into 2500 square feet of its community centre.
- April 1998: the FCCA opened the doors to the Vault Youth Drop In Centre.
- August 1998: after two years of planning, the North of McKnight Community Resource Centre opened its doors to the public. This is a one of a kind project funded by the Alberta Government, which brings sixteen not-for-profits social service agencies working together under one roof (the Falconridge/Casteridge Community Centre).
- Nov. 1999: the FCCA completed the construction of an outdoor basketball court.
- Jan. 2000: the FCCA increased its Playschool programs from sixty children to one hundred.
- Jan. 2000: the North of McKnight Youth Council formed and sent six delegates to a Crime Prevention Conference in Atlanta, Georgia.
- May 2000: the FCCA hosted the first ever North East Youth Crime Prevention Conference. Eighty-two youth delegates from northeast Calgary attended.

Today, our organization is still the only community association/league in Alberta to successfully operate under Carver. We have been called everything from crazy, stupid to innovative and ingenious. All we know is that our board and residents see our Association as providing them with the services and programs they have been screaming for, for years. Under our new system, we believe our volunteers are happier because they are contributing more to making their community a better place to live.

*Chris Tomiyama is the Chief Administrative Officer for the Falconridge Casteridge Community Association in Calgary, Alberta.*



## EDUCATIONAL ACTIVITIES THAT TURN VOLUNTEER MOTIVATION INTO VOLUNTEER COMMITMENT

by Allan Serafino

Understanding the reasons that attract volunteers to join organizations can help educators create the conditions that lead to volunteer commitment. My recent study of 20 volunteer organizations concluded that developing learning activities to support the four key volunteer needs of 'helping, involvement, learning, and growing' complements four important conditions for volunteer commitment (Kinlaw, 1999): congruence with 'helping' goals and values; ability to influence decisions; congruence between competencies and job roles; and congruence with personal development goals, thus making the likelihood of retaining volunteers stronger.

### Helping

Volunteers who are motivated to join an organization to help others less fortunate than themselves act out of an expectation that they will be able to achieve personal goals related to this perceived social value (Clary, Snyder and Stukas, 1999). The goal provides incentive to achieve organizational goals that are congruent with their own (Meyer and Allen, 1989) and when they do, volunteers commit to the organization by accepting its goals and showing a willingness to work (Mowday, Steers and Porter, 1979). Volunteers may also be acting out of a dominant need to reduce negative feelings or inconsistency of feeling such as guilt that they are more fortunate than those they want to serve (McClelland, 1962; Festinger, 1957 in Petri, 1991).

The organization educator can establish the commitment condition of congruence with the 'helping' goals and values of volunteers by creating social goals and values that help others and by modeling a helping attitude. This may be achieved by providing orientation to the culture, history, traditions, goals, social mission and vision of the organization.

### Involvement

Volunteers motivated to join an organization out of a need to be involved with other people are compelled by the interaction that takes place in working with them (Bandura, 1971 in Moore, 1985) and by a need for affiliation and/or power (McClelland, 1962). Forming allegiances and partnerships with others strengthens one's social relationships (Clary, Snyder and Stukas, 1999) and when they do, volunteers often commit to the organization on the basis of this emotional attachment (Allan and Meyer, 1989). Having a stake in the fate of the group and mingling self and group says Kanter (1972) is essential to the commitment building process. In many cases, the group is such a strong internal satisfier that it supersedes the organization itself (Ilsley, 1990).

The educator can establish the commitment condition of having the ability to influence organizational decisions by encouraging allegiances and partnerships, recognizing the value of relationships and involving volunteers in problem solving and decision making. Specific activities that assist in learning about the people in the organization include: clarifying the role of volunteers encouraging team building and decision making in teams, as well as teaching consensus building skills.

### Learning

Volunteers who are motivated to join an organization to learn do so to learn more about the world and/or to exercise skills that are often unused. For some, the focus is on gaining career-related experience (Clary, Snyder and Stukas, 1999). This striving for competence is the capacity to interact effectively with their environment and supports the need to be effective in producing changes in it (White, 1959, and de Charms, 1968, in Petri, 1991). When striving to learn skills is directly related to their volunteer jobs, volunteers commit to the organization out of a concern for the job (Allen and Meyer, 1989) and because they are ready to learn that to which they can relate their life experiences. They are motivated to solve organizational problems related to their jobs and perform their tasks

better (Knowles, Holton and Swanson, 1998; Kinlaw, 1999). However, unmet expectations may lead to low attachment, poor performance and exit (Pinks, 1992).

The educator can establish the commitment condition of congruence between a volunteer's competencies and volunteer job role by developing learning standards, training volunteers for real life situations, using volunteer skill and knowledge to solve its problems, providing career-related skills and recognizing the value of career-oriented volunteers.

### **Growing**

Volunteers who join organizations to learn about themselves act to increase their self-esteem, improve their knowledge and share their expertise with others (Fiset, Freeman, Ilisley and Snow, 1987) and to develop psychologically (Clary, Snyder and Stukas, 1999). They strive for self-actualization, that is, to become all that they are capable of becoming (Maslow, 1943, in Petri, 1991). When volunteers learn about their strengths, weaknesses and capacity for learning, they commit further to the organization by applying their new experiences on its behalf. Kanter (1972) calls this state 'transcendence', the feeling of belonging to something bigger than themselves, a sense of shared values and beliefs.

The educator can establish the commitment condition of congruence with a volunteer's personal development goals by facilitating volunteers' learning about their strengths and weaknesses, allowing them to apply new skills and knowledge, giving them more responsibility, providing learning outside of the organization, encouraging reflective practice, and promoting the understanding of and involvement in change.

### **Summary**

Volunteer commitment is likely to be strengthened when learning activities support the four principal reasons volunteers join volunteer organizations - to help others, to be involved with others, to learn

and to grow. They support these reasons when the organization creates congruence with the volunteer's 'helping' goals and values; ability for the volunteer to influence organizational decisions; congruence between the volunteer's competencies and job roles; and congruence with the volunteer's personal development goals.

*Allan Serafino (B.A., B.Ed., MCE) is a Training and Development officer for Scouts Canada (Calgary) and has been on the Boards and committees of several volunteer organizations. He is a member of the Association for Volunteer Administration (USA), CCALA (Calgary Community Adult Learning Association and Volunteer Calgary). He is currently creating a training instrument to measure the effectiveness of volunteer organization training in motivating and engaging volunteer commitment.*

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## NEWS BITS

Royal Bank Financial Group announced \$1.3 million in funding for 35 after-school programs across the country. channels support to organizations that serve primary and secondary school aged youth. for a list of the 2000 grant recipients visit, [www.royalbank.com/community/index.html](http://www.royalbank.com/community/index.html).

## LE RECRUTEMENT BENEVOLES AINES

par Isabel Barnes

Si j'ai accepté le défi de rédiger cet article, ce fut pour des raisons tout à fait égocentriques. Comme j'ai recruté des bénévoles aînés et travaillé avec eux pendant plus d'une décennie, j'ai pensé que cela me donnerait la motivation de réviser et de mettre à jour mes propres méthodes de recrutement. On peut ainsi voir que de recrutement des bénévoles la méthode la plus productive, quel que soit l'âge de ceux-ci, c'est de demander personnellement à quelqu'un de faire quelque chose qu'il est en mesure de faire et qui peut lui rapporter.

Suivant ma motivation originale, j'ai commencé ma recherche. Au fur et à mesure que je lisais, je réalisais que l'information la plus précieuse dont je disposais, c'était ma propre expérience de plus de 10 ans à recruter des bénévoles aînés. Voici donc pourquoi je partage avec vous les méthodes qui ont fonctionné pour moi et quelques-unes dont je n'avais pas encore eu besoin mais que j'ai l'intention d'utiliser dans un proche avenir.

Aux fins de cet article, les personnes qui ont 60 ans et plus seront considérées aînées. Ces dernières peuvent se subdiviser, selon l'âge, en:

- aînés plus jeunes, ceux de moins de 70 ans, qui ont généralement moins de problèmes de santé et une expérience de travail plus récente,
- ceux d'un âge moyen, dans leurs 70 ans, et
- les plus âgés, ceux de 80 ans, dont plusieurs ont des restrictions pour raisons de santé.

Tous les groupes possèdent un bagage considérable d'expertise et d'expérience de vie à offrir au secteur bénévole.

Je présume que, si vous cherchez à recruter des bénévoles aînés, c'est pour une raison particulière; peut-être un programme intergénérationnel ou, peut-être, le besoin de bénévoles qui sont disponibles durant le jour. Avant de recruter des aînés, assurez-vous que votre environnement et vos descriptions de postes ont été adaptés pour répondre aux besoins de vos

candidats au bénévolat. Les plus jeunes, qui n'ont pas de problèmes de santé, fonctionneront bien dans un milieu de travail normal. L'âgeisme reste à proscrire, mais il faut quand même accepter l'idée qu'avec l'âge, notre corps change. La vision et l'ouïe perdent de leur acuité et, pour plusieurs, la mobilité et la souplesse sont affectées à la fois par le vieillissement général et/ou l'arthrite. Alors, avant de recruter des aînés comme bénévoles, assurez-vous que l'environnement physique est convenable. Y a-t-il un bon éclairage, des sièges confortables, une occasion de prendre une pause quand on est en position assise, une chaise disponible pour ne pas devoir rester debout pendant des heures ? L'emplacement du travail de bénévole est-il accessible sans qu'on ait à monter des escaliers; les salles de toilette et les lieux de services alimentaires sont-ils accessibles ? Le travail de bénévolat peut-il être exécuté par des aînés dont la santé fait qu'il leur est difficile de sortir de chez-eux ? Les styles de vie changent aussi dans les années d'âge avancé et doivent être adaptés au revenu de retraite d'une personne. Certains aînés sont bien nantis et peuvent voyager beaucoup, d'autres passent leurs hivers sous des climats plus cléments; d'autres encore passent leur été au chalet. Est-il possible de modifier votre calendrier de bénévoles pour inclure ces personnes ? Les transports sont un enjeu pour nombre d'aînés. Beaucoup d'entre eux, pour des raisons de santé ou de finances, voyagent en autobus et exigeront qu'un poste de bénévole soit facile d'accès par transports publics. Beaucoup d'aînés plus âgés ne veulent pas se déplacer après la tombée du jour. Certains peuvent avoir besoin d'assistance pour défrayer le coût de leurs tickets d'autobus et autres dépenses reliées au bénévolat.

L'autre question à considérer avant de recruter, c'est la motivation des bénévoles aînés. Un sondage récent effectué auprès des bénévoles travaillant mon organisme s'est attardé sur les motivations suivantes :

- donner quelque chose en retour à la communauté,
- rencontrer des gens,
- partager leur expérience,
- reconnaître que l'aide était nécessaire, et
- des programmes qui présentaient un intérêt pour eux.

Les aspects positifs comprennent les amitiés que l'on noue, le fait d'être apprécié et d'être utile aux autres. Vos postes de bénévoles vacants répondront-ils à ces besoins ?

En surface, le recrutement de bénévoles aînés devrait être assez simple - ils sont à la retraite et disposent donc de beaucoup de temps libre. Mais la plupart des aînés sont des gens occupés, actifs, qui ont de nombreux intérêts et engagements, y compris leurs amis et leur famille, pour absorber leur temps et leurs talents. Les bénévoles les plus jeunes, bien qualifiés, sont recherchés par de nombreux organismes, mais n'oubliez pas les aînés plus âgés et les nouveaux Canadiens. Il peut leur falloir un peu plus de temps pour effectuer certaines tâches ou ils peuvent avoir besoin qu'on soit un peu plus patient pour leur expliquer ce qui est nécessaire, mais l'enthousiasme et le dévouement compensent largement ces problèmes.

Il n'existe pas de techniques de recrutement qui soient spécifiques. Le recrutement des bénévoles aînés utilise les mêmes méthodes que le recrutement des bénévoles d'autres segments d'âges. Voici quelques techniques de recrutement éprouvées.

La plus féconde est celle du bouche à oreille, où un bénévole actif informe un ami ou un membre de sa famille des besoins de l'organisme. Ainsi, le fait d'afficher les besoins de bénévoles dans l'organisme ou dans son bulletin d'information tient ceux qui sont déjà impliqués au courant des nouvelles. Considérez tenir un "thé où vous invitez un/e ami/e" ou élargissez votre événement de reconnaissance des bénévoles pour inclure une invitation à s'y faire accompagner d'un/e ami/e et ainsi à faire connaître votre organisme à des supporters potentiels.

Des tournées ou sessions d'orientation régulières pour votre organisme peuvent être tenues à l'intention des bénévoles potentiels. Cela permet aux bénévoles d'en apprendre davantage sur vos programmes et il s'agit d'une introduction moins intimidante qu'une entrevue. C'est très utile pour les bénévoles qui veulent s'impliquer, mais qui ne savent pas comment s'y prendre pour se rendre utiles.



Après avoir épuisé les possibilités offertes par le cercle des amis et de la famille de l'organisme, c'est le temps de passer aux médias. Les journaux communautaires locaux acceptent fréquemment des articles et des messages d'intérêt public. J'ai trouvé que les articles, particulièrement accompagnés d'une photo, donnent un meilleur rendement qu'un court message d'intérêt public. Les articles peuvent donner plus de détails et, ainsi, créer plus d'intérêt. Ils donnent également aux bénévoles en puissance l'occasion de se soumettre à leur propre test de capacités et de temps à consacrer. Les postes de radio et de télévision locaux (sans oublier votre poste local de câblodiffusion) permettent aussi les promotions de bénévoles au moyen de communiqués d'intérêt public. Ces communiqués semblent être plus efficaces lorsque l'organisme possède un profil élevé dans la communauté. Les annonces payées, si votre organisme a un budget pour ces choses, ont aussi un bon rendement.

Les foires aux bénévoles et les étalages avec représentation en personne possèdent un avantage de taille parce que les bénévoles en puissance sont en mesure de rencontrer quelqu'un de l'organisme de visu. Les étalages peuvent être dans les églises locales, les centres d'achats, les centres communautaires, les bibliothèques ou n'importe où dans la communauté où les aînés ont des chances de se trouver pendant le jour. Des partenariats avec les clubs locaux de l'âge d'or pourraient être une possibilité.

Des affiches posées dans la communauté peuvent également être efficaces. Faites-les conviviales - essayez d'y joindre une bande comportant les numéros de téléphone de l'organisme, ce qui permettrait aux intéressés d'en détacher un. Assurez-vous que les affiches soient faciles à lire et qu'elles contiennent assez d'information pour attirer l'attention. Méfiez-vous des mots qui ont un sens pour ceux qui travaillent dans votre domaine, mais dont la signification échappe au grand public.

Essayez d'atteindre les aînés du groupe des plus jeunes avant qu'ils ne prennent leur retraite. Les entreprises locales vous permettront-elles d'assister à leurs séminaires de retraite ou de mettre des articles dans leur bulletin de nouvelle? Les aînés plus jeunes, fraîchement retraités, semblent être un groupe difficile à rejoindre.

Les méthodes dont nous avons dressé une liste ci-dessus m'ont généralement permis de combler la majorité des postes de bénévoles dans les organismes où j'ai été active. Mais il y en a quelques-unes que je n'ai pas utilisées mais que j'ai l'intention d'utiliser dans un avenir prochain.

Formation - annoncer et offrir une formation pour les bénévoles potentiels ainsi que pour ceux qui sont déjà actifs. Les sessions de formation seraient déjà une introduction à la fois à l'agence et au travail qu'elle fait, et serviraient aussi à donner aux bénévoles potentiels l'assurance qu'ils possèdent les compétences nécessaires pour accomplir les tâches requises.

Les groupes de discussion - inviter un groupe de 8 à 10 personnes qui correspondent au profil des bénévoles dont on a besoin et leur demander comment rejoindre de nouveaux aînés. Demandez-leur : "Quel est le meilleur endroit où placer des affiches ?" "Quels journaux lisent-ils ?" "Quelle formulation les inciterait à répondre ?"

L'Internet - plusieurs aînés que je connais - oui, même ceux qui dépassent les 80 - possèdent de bonnes compétences dans le domaine des ordinateurs et se serviraient de la "toile" pour faire une recherche d'opportunités. Je suis loin d'être une experte moi-même, et il ne m'a fallu qu'une vingtaine de minutes pour trouver le Volunteer Opportunities Exchange ([www.voe-reb.org](http://www.voe-reb.org)) à l'aide de mots-clés. Les organismes peuvent utiliser ce site pour y faire paraître la liste de leurs opportunités de bénévolat.

Une fois que vous avez recruté vos bénévoles aînés, il existe quelques obstacles qui pourraient les empêcher de progresser vers un bénévolat actif. Le bénévolat est devenu récemment un processus relativement structuré, particulièrement dans le cas où on considère que les organismes travaillent avec des personnes vulnérables. Beaucoup de femmes aînées n'ont jamais travaillé dans des postes rémunérés, d'autres ont pu travailler dans les mêmes emplois pendant la majeure partie de leur vie adulte, ou ont toujours obtenu leurs emplois par contacts personnels. Les entrevues, les vérifications de références, les vérifications des dossiers de la police et les descriptions de tâches sont peut-être des choses auxquelles elles n'ont jamais sérieusement eu à se frotter. J'ai rencontré peu d'aînés

qui ne comprennent pas la nécessité de ces précautions, mais, sans aucun doute, ces procédures détournent certains aînés du geste de s'offrir. J'évite les formulaires de demande compliqués et je recueille la plupart des renseignements sous forme verbale. Un nombre considérable des aînés actuels a, selon les dires, un certain niveau de difficulté à lire. [Communiquer avec les aînés]

C'est une joie que de travailler côte-à-côte avec des bénévoles aînés; ils apportent un quelque-chose de très particulier à leur travail. Une fois dans le bain, la plupart donnent plusieurs années de service et deviennent vos nouveaux agents de recrutement officiels dans la communauté.

Lecture recommandée

*Communiquer avec les aînés - Division du Vieillessement de Santé Canada, Téléphone (613) 952-7606, télécopieur (613) 957-9938, courriel: seniors@hc-sc.gc.ca*

*The Volunteer Recruitment Book - Susan J. Ellis*

*Recruiting Volunteers for Difficult or Long Term Assignments - Sue McCurley*

*Isabel Barnes travaille depuis 10 ans avec des services de soutien et des programmes récréatifs communautaires animés par des bénévoles dans la région d'Ottawa-Carleton.*



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us an article.**

## PEER REVIEW

Scenario: Summer 2000

*I have just been hired as the Manager of Volunteer Services for a new long term care facility. Only on the job for two months, I am still in the development stage: needs assessment, procedure development, consultation with staff...*

*Tomorrow, I am meeting with the Director to discuss the need for policy development with respect to volunteers. One of the areas we will discuss is my role in the recruitment of board members. I know that as a staff person, I will not be selecting candidates, but is it appropriate for me to suggest potential nominees. Also, I am concerned about the screening of new directors. Just what is my role in recruiting board members?*

Eva Marks MacIsaacs, Executive Director  
Drebert Military Family Resource Centre

Good for you! On the job for just two months and you are already realizing the importance of policy development around the management of volunteer services at your facility. Sound policy will help to ensure that all employees, volunteers and board members are on line with the importance of the role of the volunteer in accomplishing your facilities objectives.

Recruitment of board members is a board responsibility, usually assigned to a nominations committee. It is the task of this committee to seek out qualified candidates for vacant board positions. It is also their responsibility to ensure that these candidates are aware of the mission, mandate, ends and policies of the board, as well as the commitment being asked of them.

It seems quite appropriate to me that one of the first places the nominating committee would look for potential candidates is to the manager of volunteer services. Who better, within the organization, knows the interests and capabilities of the facilities volunteers. In addition the manager of volunteer services should have sound knowledge and experience in the recruitment process. I see your role as one of ex-officio or staff support to the nominations committee, assisting them with the design of their recruitment process, manual and hosting of an information session for potential nominees on what it means to be a member of the board for your facility.

Screening of facility volunteers is essential and should fall under the responsibility of the manager of volunteer services. Potential board members must meet facility standards for screening just as any other facility volunteer. The level of screening is determined by the position held by the board member. For example, those who have signing authority should be screened for criminal record background checks.

As a staff person without a vote on the recommended slate, or at the AGM, I see no problem with your suggestion of potential nominees. Our own volunteer interview questionnaire actually asks new volunteers if they feel they may have an interest in serving as a board member for the association. Your knowledge of the abilities and interest and past experience of the facility's volunteers would be very helpful. The nominations committee should not however feel required to limit their recruitment activities to your list.

Pat Gillis, Director, Volunteer Resources  
Children's & Women's Health Centre of BC

That's a good question? In a smaller agency/organization the manager of volunteers can have a great deal of contact or connection with the board of directors. In larger organizations - the board functions are so far removed from the daily operations that the interaction does not make any sense. It does make sense to clarify

your role with the Director. If policy development around volunteers is currently being developed - ask your Director, to what extent your responsibilities extend to the board. Perhaps the Director has never considered these individuals as volunteers?

In most organizations the role of board members is closely linked to the senior management/CEO of the organization. Politics, connections and profile is what many organizations seek in their board representation. The board needs to reflect a variety of skills and connections that will benefit your organization in the community. Very often the 'politics' involved is far removed from the role your volunteers will be responsible for and quite often - that's a huge relief!

Alan Currie, Executive Director  
Volunteer Victoria

Dear Manager,

At your meeting with the Director I suggest you seek clarity and discuss the following:

- Ensure the Board has a nominating committee (This is often chaired by the Past President who has the needed experience).
- Has the Board reviewed its long term plan to determine the skills it needs in the future?
- Are committees planned which will engage new members?
- Do Board members have staggered terms to avoid large turnovers in any one year?
- Does the Board have a policy in place to ensure that your communities diverse groups are represented so the 'wasp clone' syndrome can be avoided?

- Is there a Board Manual available for prospective members?
- Generally Board members are accepted on their reputation or by endorsement of a sitting member. If your Board members will interact with vulnerable residents then your standard screening process should be used.
- As Volunteer Services is a large and important component of your facility you may wish to suggest that representatives of the volunteers sit on the Board.
- Yes it is appropriate for you and other staff to suggest potential Board nominees. Following your line of responsibility, these suggestions should be made to your Executive Director for action.

Good governance is crucial to the standard of care your residents receive. Much advice can be received from your local Volunteer Centre who will also have access to reference materials to help you through your development stage. Linda Graff's book on Policy and a search of web sites eg. [www.energizeinc.com](http://www.energizeinc.com) and [volunteer.canada@sympatico.ca](mailto:volunteer.canada@sympatico.ca) might also prove beneficial. Good luck!



### ITEMS OF INTEREST

 Rose-Fisher, Lucy and Bannister-Schaffer, Kay, *Older Volunteers: A Guide to Research and Practice*, Newbury Park, London: Sage Publications Inc., 1993.

 Centre d'action bénévole de Québec, *Le Recrutement... T'as pas le choix!*, Ville Vanier, Québec, 1979.

## BOOK REVIEW: MOTIVATING AND MANAGING TODAY'S VOLUNTEERS

by Flora MacLeod

This is a grass roots book which touches on all aspects of volunteer management in the 1990's. Beginning with a brief history on volunteering through the last century to present day, this book talks about the motivations behind volunteer commitment.

The author explores volunteerism in the 90's, who volunteers, when and where they volunteer and why. She moves from the volunteer to the agencies/people who work with volunteers. This list is endless, from religious organizations, to schools, health care, recreation and the arts to name a few. These organizations utilize volunteers for everything from advocacy to fund-raising and from making policies to making layettes.

From here she goes on to the talk about current trends in the volunteer population. She explains how aging baby boomers and the reality of economic stresses impact on the global volunteer community.

A large section of the book is devoted to the Program Manager. MacLeod includes everything from the advertisement for the Manager of Volunteers to the job description, qualifications, interview selection and orientation. This section also deals with the administrative duties associated with the position, from placing the appropriate volunteer in the correct position to garnering support from senior management.

MacLeod supplies numerous samples of position descriptions - staff and volunteer, evaluation tools, opinion surveys, budget check lists, forms and format guides for volunteer administration, volunteer tracking sheets, time logs and much more.

MacLeod finishes the book by extolling the importance of building volunteer rewards and acknowledgment into the volunteer

management process. She stresses the importance of conducting exit interviews on volunteers who leave the program. This provides closure for the volunteer and a wealth of information for the Program Manager.

I would recommend this book for all involved in the Management of Volunteers. It is an excellent primer for the novice and a treasure of information for the experienced administrator of volunteer resources.

Review by Janet Foley, CAVR Manager, *Volunteer Resources*  
IWK Grace Health Centre



### ITEMS OF INTEREST

 Crowe, Roy., *Resource Kit for Interviewing Volunteers*, Vancouver, British Columbia: Volunteer Vancouver, 1994.

 Ellis, Susan, *The Volunteer Recruitment Book*, 2<sup>nd</sup> edition, Philadelphia, Pennsylvania: Energize Inc., 1996

 Christie, Suzanne, *Orientation, Boards Today... Board Tomorrow Series*, Carp, Ontario: Johnstone Training and Consultation (JTC) Inc., 2000.

### DEADLINES FOR SUBMISSION AND THEMES

<u>Issue</u>	<u>Deadline</u>	<u>Theme</u>
Fall 2000	articles due on the 24th of August	Managing in the New Millennium
Winter 2001	articles due on the 24th of October	Non Traditional Volunteering
Spring 2001	articles due on the 24th of February	Celebrating Volunteerism - International Year of Volunteers
Summer 2001	articles due on the 24 of May	Volunteering in Sports and Leisure



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

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# " 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, Dundrum 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.