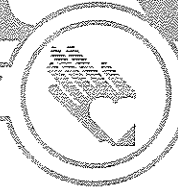


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SCREENING

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edited for brevity and clarity.

EDITORIAL

Initially and ultimately the interview process was designed so that the manager of volunteers, as well as the prospective volunteer, could have an opportunity to screen each other!

Has the world around us changed so dramatically that we are being put in a position of feeling paranoid, suspicious and cynical? Is our 'gut reaction' to people still a valuable tool or a 'thing' of the past? Oh, to have the luxury of sitting late into the night with our peers and indulge in a heated philosophical discussion on how our role has changed and how we feel about that. However, the reality is that new skills and resources are needed to help us. Yes, the face of the volunteer and the expectations put on the manager have changed.

Two years ago, in our summer '95 edition on Legal Issues, we asked Lorraine Street to introduce us to The National Education Campaign on Screening Volunteers. This initiative started in 1994 with the Federal Government conducting a country-wide set of consultations. One of the recommendations was the identification of the urgent need for extensive and comprehensive Canadian resource material and training for managers of volunteers. The last two years have been exhaustively busy responding to that need. It is evident from the passion and detail with which Lorraine writes that the more we try to simplify this subject the greater the complexities and ambiguities become apparent. She takes a hard look at the moral and ethical obligations versus the legal requirements.

The resource material produced for the National Education Campaign is The Screening Handbook. Our review by Jennifer King, details for you why this piece is a necessary acquisition for your library. This edition is also full of practical 'How To's' when it comes to police checks, reference checks as well as the bottom line reason for why we do what we do - Creating a Good Match!

Chris Jarvis is a member of The Journal of Volunteer Resources
Management Editorial Team

THE NATIONAL EDUCATION CAMPAIGN ON SCREENING VOLUNTEERS AND EMPLOYEES IN POSITIONS OF TRUST WITH VULNERABLE PEOPLE

by Lorraine Street

Last year, a man walked into the elementary school gymnasium of a quiet Scottish town and brutally murdered innocent children and their teacher. Two months ago, Canadians were shocked by the revelation that young hockey players had been sexually molested by a trusted coach, and further stunned to find that their story was not unique. Graham James was not and is not the only individual to have abused children and young people in his care.

In the aftermath of such horrors, agonizing questions are asked. Could this tragedy have been prevented? Shouldn't someone have recognized that these people posed an imminent threat? Did people know? Why weren't these people stopped? How could it happen here? How do we ensure that this does not happen again?

Questions like these, asked by parents, by community leaders, by agencies, by coroner's juries, by newspapers and the general public, have compelled many organizations to take a hard, and sometimes a first look at the question of screening. Concern about protecting people has intensified in the wake of substantiated evidence of fraud, theft of property, emotional, physical, sexual, and psychological abuse, not just of children,

but of seniors, and of others who are vulnerable.

A cursory review of the index of Canadian newspaper articles of the last five years reveals hundreds of cases of alleged abuse of vulnerable individuals at the hands of people who were there to serve, support, befriend, and protect them.

Most of the people who have inflicted harm are well known by their victims and they defy simplistic categorization. It is not only children who suffer — frail seniors, youth, people with disabilities, bereaved families, and others have been hurt by people in positions of trust. The percentage of individuals who do harm relative to all people who provide service is very small; however we must do all we can to see that no one comes to harm at the hands of those who are supposed to care for them.

ORGANIZATIONAL ACCOUNTABILITY

As a direct consequence of the growing awareness and indignation about these horrors, the nature and degree of accountability being demanded of not-for-profit organizations and public institutions increases with each passing day. This includes accountability for the actions of

staff, volunteers or students, particularly those who will be placed in positions of trust with vulnerable individuals. Screening has moved from an issue given little thought to a major concern and preoccupation. However, the issue is still surrounded by myths and complicated by our desire to find a magic, one-size-fits-all solution.

Unfortunately, that desire has developed into an obsession with screening people through the mechanism of police records checks and an unreasonable hope of finding final solutions in child abuse and sex offender registries. While they can be valuable weapons in the screening arsenal, they can only ever, at best, provide extremely limited information about most people, and they must never, ever, be the only screening measures undertaken by an organization. To make them so is to invite disaster. To put it bluntly: if the **only** screening measure used is police records or child abuse register checks, or if screening is only done up until the time someone is accepted by an organization, the paedophiles and other wrongdoers of the world will rejoice.

Screening is not just a matter of developing the right policies and forms either. Screening is a risk management process of evaluation and judgment that begins long before employees or volunteers ever enter the door of an organization. It continues throughout the time they are

associated with an organization in any capacity. To be effective, screening must be grounded in a basic understanding of the moral, ethical, and legal obligations of organizations.

THE DUTY OF CARE

The duty of care is the fundamental and central principle in screening. The duty of care is a legal principle which identifies the obligations that one person has toward another person, the particular nature and intensity of the duty being dependent on the relationship between the persons. Organizations owe a duty of care to their clients, to those who deliver programs and perform services and to the community-at-large. Consequently, organizations are expected to take all reasonable steps to protect their clients and staff from harm.

Organizations are not legally, morally, or ethically expected to guarantee that nothing bad will ever happen to anyone in their programs. The only way to guarantee this is to shut the doors altogether. This must be clearly understood. What is demanded is that the organization meet a certain standard of care, determined by the particulars of each situation - the characteristics of the client group, the nature of the activity undertaken, the setting in which it takes place, and the degree of supervision involved.

The basic question to be asked is what a reasonable person of average intelligence, skill, and judgment would do in specific circumstances. Obviously, what is reasonable will vary from situation to situation. This is the primary reason that a one-size-fits-all approach is inappropriate. What is necessary for a program involving able-bodied adults will be quite different from what is necessary for a program involving six-year-olds. Determining what is appropriate in each situation is a matter of risk analysis and risk control, fundamental elements in the development of a comprehensive, thorough screening process.

MORAL AND ETHICAL RESPONSIBILITY AND LEGAL LIABILITY

Whether a public or voluntary sector organization is large or small, formally or informally structured, staffed completely by volunteers or by paid workers or by both, it has certain moral and ethical responsibilities and is exposed to significant levels of legal liability. It is a dangerous myth that not-for-profit organizations and public institutions are somehow exempt from this potential liability, that they do not get sued for damages suffered by a client at the hands of an employee or volunteer. While there are still fewer in Canada than in the United States, significant examples of such litigation exist, and a number of recent Canadian settlements and

judgments appear to signal a trend in favour of holding organizations liable.

Often, when organizations consider these matters, the issue that overwhelms the discussion is that of legal liability, usually put in this form: "Will we be held liable if ...?" The concern is understandable, but focussing on this question is not usually useful. Liability is very specific and cannot really be determined in the abstract. Courts decide, on the basis of fundamental legal principles, statutes, precedents and the very specific set of circumstances of each situation, whether or not one party is liable for harm suffered by another in a lawsuit. In one set of circumstances in which a staff member harms a client, an agency might be held liable and required to compensate the injured person. In another set of circumstances, even a relatively similar set, the agency might be judged not liable. There are few absolute guidelines that can be followed that will guarantee an agency will never be held liable. The immediate answer to the question, "Can we be held liable if ...?" is usually "it depends".

Consequently, focussing **first** on the question of liability is not terribly practical. Some may argue that the moral and ethical issues are primarily theoretical. In reality they provide the most practical way of beginning to approach this issue. Organizations must ask three questions:

- What should we do; what are our moral and ethical obligations in this situation?
- What must we do; what does law demand or prohibit?
- What can we do; what do our resources allow us to do? How else can we do what needs to be done? Where do we find the resources to do what needs to be done?

It may come as a surprise to some, but obligations with respect to screening are not based on employment status. The issue revolves around what the person will be doing, with whom, under what circumstances and with what kind of supervision. Employment status is important down the road as employment standards legislation, contracts and collective agreements must be considered. However, organizations should not assume that they can treat volunteers or other unpaid workers entirely differently from employees. The answer to the question of whether a volunteer is an employee is not always "no".

Screening is a process, not a single act, and screening after hiring or engaging an individual is actually more important than screening them beforehand. Screening begins with careful job design, promotion and recruitment, may include application forms, interviews, testing, police records checks, reference checks, and other pre-hiring measures, and must include a full

range of post-engagement measures such as probation periods, buddy systems, regular, ongoing supervision, training, monitoring and evaluation. Not one of these is any more or less important than the others. Using one screening mechanism by itself is completely ineffective; together they form a meshwork of screens that can help organizations fulfil their obligations to take reasonable measures to protect the safety of clients, staff and the community. The choice of screening mechanisms depends entirely on the position that someone is applying for or occupies.

THE NATIONAL EDUCATION CAMPAIGN ON SCREENING VOLUNTEERS AND EMPLOYEES IN POSITIONS OF TRUST WITH CHILDREN AND OTHER VULNERABLE PEOPLE

In early 1994, representatives of the Departments of the Solicitor General Canada, Justice Canada, Health Canada and the Royal Canadian Mounted Police were appointed to an *Ad Hoc* Interdepartmental Working Group on Information Systems on Child Sex Offenders. The Working Group's mandate was to examine how federal and provincial information systems could be strengthened to provide better information to police services and organizations conducting background checks on people seeking paid and/or volunteer work in areas where they would have direct access to children.

The Working Group published and distributed a preliminary discussion paper entitled *Information Systems on Child Sex Offenders* which outlined the relevant issues, suggested some potential solutions, and called for comments from interested parties. Responses were gathered over the spring and summer of 1994, primarily through a series of consultations held across Canada with representatives from provincial governments, police agencies, and public and voluntary sector organizations.

The importance of appropriate and thorough screening of applicants for positions of trust with children and with other vulnerable individuals was a consistent theme of these consultations. The use of police information systems was clearly identified as an important screening measure and the strengthening of such systems was encouraged. Participants also identified the lack of and need for current, comprehensive, and Canadian resource materials and training on the issue of screening.

The Working Group submitted its final report to the Solicitor General, and to the Ministers of Justice and Health, in September, 1994. Entitled *Screening of Volunteers and Employees in Child-Sensitive Positions*, the report documented the results of the consultations and outlined a set of recommendations for action.

The first recommendation was that immediate enhancements be made to the RCMP-operated Canadian Police Information Centre (CPIC), the repository of criminal record and other information forwarded by police organizations across the country. The Working Group furthermore recommended that Canadian resource and training materials were badly needed by organizations in the voluntary, public and charitable sectors.

In November 1994, the Honourable Herb Gray, Solicitor General of Canada, announced changes to the CPIC data banks which would enhance and expand the information available to police when conducting records checks. Mr. Gray also announced that his Department, in cooperation with Justice and Health Canada, would be taking the lead in providing public education on screening through the National Education Campaign on Screening, a project to be undertaken by Volunteer Canada: The Canadian Association of Volunteer Bureaux and Centres.

The overarching goal of the Campaign is to assist voluntary and public sector organizations in their efforts to protect people from harm. The Campaign provides comprehensive, current resources and training on screening for organizations which provide services to vulnerable individuals and to police agencies and local volunteer bureaux and centres.

These materials include:

- *The Screening Handbook*

The Handbook is designed to assist organizations in creating, developing, or refining their own screening programs. Part I offers an overview of the relevant legislative and social policy contexts at the federal, provincial and territorial levels. Part II is a step-by-step process for developing comprehensive screening measures, based on deliberate and considered decisions made by Boards of Directors.

- *Education Dossier*

The Education Dossier has been developed to provide basic information to organizations and to the general public, including prospective volunteers. It is composed of information sheets which can be easily reproduced as flyers or brochures, each one addressing an issue or question related to the topic of screening.

- *Education Video*

A 15-minute video, entitled *Duty of Care*, has been developed for general audiences, including prospective volunteers, clients and their families, and organizations. *Duty of Care* introduces the idea and fundamental issues of screening.

TRAINING UNDER THE NATIONAL EDUCATION CAMPAIGN

The second major component of the National Education Campaign is training. Training based on the materials developed for the Campaign is currently being made available throughout the country. For information on training and the resource materials, contact Volunteer Canada at 180 Argyle Street, Suite 326, Ottawa ON K2P 1B7. Phone: (613) 236-7222; 1-800-670-0401. Fax: (613) 236-6797.

This article does not purport to provide legal advice. Readers are cautioned that they should seek the advice of a solicitor should they have specific legal questions. The author assumes no responsibility for the conduct of individuals or agencies acting on the contents of this text.

Lorraine Street has recently left the post of Executive Director of Volunteer Ontario: The Ontario Association of Volunteer Bureaux/Centres. Since 1993, Lorraine has worked with the Law Enforcement and Records Managers Network (LEARN), a subcommittee of the Information and Technology Committee of the Ontario Association of Chiefs of Police, on the issue of police record checks as a form of screening. Miss Street was the Project Manager for the resource development phase of the National Education Campaign on Screening. She is the principal author of *The Screening Handbook*.



“HOW TO’S” OF BACKGROUND CHECKS

by Carol Anne Clarke and Shirley Jenkins

POLICE RECORDS CHECKS

1. Contact your local police department for advice on implementation of police records checks for your organization.
2. Clarify if there are is a charge for your organization.
3. Develop policy which may include:
 - Defining when police records checks will be required and who will pay.
4. Develop procedures to implement policy, which may include the following steps:
 - Developing the consent form for authorization for police records check on volunteers.
 - Ensuring that information included in the consent form is accurate and complete before witnessing.
 - Forwarding of completed consent form to police department.
 - Handling of negative results.
 - Determining access and storage of results.

REMEMBER THAT POLICE REFERENCE CHECKS ARE ONLY ONE PART OF THE SCREENING PROCESS.

Take care to interpret and use this information carefully.

The question to ask is not “Does this person have a criminal record?” but rather “How does the record affect the volunteer’s involvement in your service?”

PERSONAL REFERENCE CHECKS

1. Establish a policy for obtaining personal reference checks for volunteers.
2. Develop a procedure to include the following:

- Developing an authorization form to obtain permission from potential volunteer to check references.
- Developing a questionnaire for obtaining personal references. (Generic and role specific questions should be considered.)
- Determining how many references you will check.
- Determining type of references required i.e. work, family, personal friends, professors.
- Establishing how you will handle negative references.

BACKGROUND CHECKS FOR VOLUNTEER DRIVERS

Ensure that the volunteer has a valid driver’s licence by:

- Either by asking them to fill in their driver’s licence number and expiry date on the application form or by obtaining a copy of their driver’s licence and keeping it on file.
- Ensure that the volunteer’s personal vehicle is ensured for not less than \$1,000,000 liability.
- Obtain written proof that the volunteer has notified his or her insurance company of the intent to use his or her vehicle for all volunteer duties.
- Ensure that the volunteer’s safe driving record is obtained. A driver’s record can be obtained through the Ministry of Transport with the consent of the volunteer.

Shirley Jenkins is coordinator of volunteers at the Ottawa-Carleton Department of Health. Carol Anne Clarke is director of volunteer services at the Royal Ottawa Hospital.



CREATING A GOOD MATCH USING SCREENING TOOLS

by Brenda Couture

For years, screening tools did not exist and making an appropriate match for your agency and volunteers was often limited to warm body recruiting! But as we all know, those days are long gone! Our screening policies had to become more thorough in order to protect our clients and our agencies. As a result of this, our programs became more formalized and the screening tools we put in place not only helped us to minimize the risk to our clients, but had an added benefit of helping us to make a better match between volunteers and our agencies.

We all learned the hard way that if there was not a good match between the volunteer and the agency, the effectiveness of our programs could be compromised and we would end up spending our valuable time repeating the process over and over again. Who has time for that? So we got smart and started recruiting the right person for the position. Effective screening practices have provided us with a lot of valuable information about prospective volunteers and have enabled us to make the best possible match.

By doing a risk management assessment for each position you offer, you deal with two issues at one time. How can I protect the safety of my clients and what kind of person am I looking for to fill this position? By asking questions like....Is the client vulnerable? Will the volunteer be alone with the client in an unsupervised setting? Will the volunteer have access to confidential files or money?, you will also determine the type of person you are looking for and what kind of qualifications and skills they should have, ie: experience working with vulnerable people, ability to work alone or in groups, bondable etc. Remember, not only are you screening people out, you are also screening people in!

The screening process we use at the hospital incorporates a variety of tools as recommended by

the National Educational Campaign Screening such as telephone screening, an information session, an application form, an interview and reference checks, to name just a few. Reference checks are generally a reliable indicator of whether a person is good with people, is dependable, has experience with cash or can work unsupervised, etc. These same qualifications and/or skills were established as being important when the risk management assessment was done. With the information these tools provide, I am then able to determine whether the applicant is suitable to volunteer at our hospital and what program they would be most suitable for. Further screening through the orientation and training for the program and the probation period also provide me with information about whether or not the match is a good one and if not, I can adjust the situation accordingly.

I think an effective screening program does help you to make a good match. An effective screening program gets beyond the gut feeling and backs it up with the facts that are documented and on file, if ever a problem should arise. Effective screening can be a time consuming process but is always well worth the effort in the long run. As long as we’ve done everything we possible can to minimize the risk and to make the best possible match, we’ve done our jobs and should be able to sleep at night!

Brenda Couture is Manager of Volunteer Resources with the Calgary Regional Health Authority in Calgary, Alberta. President of the Association of Directors of Volunteer Resources, Board member of the Volunteer Centre of Calgary, and on Calgary’s advisory committee for the National Education Campaign on Screening.



MARCHE A SUIVRE POUR LA VÉRIFICATION DES ANTECEDENTS

par Carol Anne Clarke et Shirley Jenkins

VÉRIFICATION DES DOSSIERS DE POLICE

1. Contactez votre poste de police local pour vous renseigner sur la façon dont votre organisme doit faire une requête de vérification des dossiers de police et s'il y a un coût rattaché à ce service.
2. Élaborez des politiques concernant:
 - a. en quelles occasions la vérification des dossiers de police sera-t-elle requise?
 - b. qui défraiera les coûts.
3. Élaborez des procédures pour mettre en oeuvre ces politiques suivant cette démarche:
 - a. rédigez un formulaire d'autorisation de vérification des dossiers de police pour les bénévoles;
 - b. assurez-vous que l'information obtenue dans le formulaire d'autorisation est exacte et complète avant de l'attester;
 - c. faites parvenir le formulaire d'autorisation dûment complété au poste de police;
 - d. établissez la marche à suivre lors de réponses négatives;
 - e. déterminez le mode d'accès et d'emmagasinage des réponses.

SOUVENEZ-VOUS QUE LA VÉRIFICATION DES DOSSIERS DE POLICE N'EST QU'UNE FACETTE DU PROCESSUS DE FILTRAGE.

Prenez soin de bien interpréter et de bien vous servir de cette information.

Il ne s'agit pas de se demander: "Cette personne a-t-elle un dossier judiciaire?" mais plutôt "Comment ce dossier affecte-t-il l'implication du bénévole dans son travail?"

VÉRIFICATION DES RÉFÉRENCES PERSONNELLES

1. Établissez une politique de vérification des références personnelles pour les bénévoles.

2. Élaborez une procédure suivant cette démarche:
 - a. rédigez un formulaire d'autorisation pour obtenir la permission du bénévole potentiel de vérifier ses références;
 - b. composez un questionnaire pour obtenir des références personnelles. (Inclure des questions d'ordre général et spécifique);
 - c. déterminez le nombre de références que vous vérifierez;
 - d. convenez des catégories de références désirées i.e. travail, famille, amis personnels ou professeurs;
 - e. déterminez la marche à suivre en cas de références négatives.

VÉRIFICATION D'ANTÉCÉDENTS DES CONDUCTEURS BÉNÉVOLES

Assurez-vous que le bénévole détient un permis de conduire valide: soit en lui demandant d'inscrire le numéro de son permis de conduire et la date d'expiration sur le formulaire d'application; soit en lui demandant une copie de son permis de conduire pour le mettre en filière;

- assurez-vous que le véhicule du bénévole est assuré pour la responsabilité publique pour au moins \$1 000 000.;
- obtenez une preuve écrite de l'avis que le bénévole a envoyé à sa compagnie d'assurances l'informant de son intention d'utiliser son véhicule pour du transport;
- assurez-vous d'obtenir une copie du dossier de conducteur du bénévole. Le Ministère des transports peut vous fournir ce genre de dossier avec l'autorisation du bénévole.

*Shirley Jenkins est coordonnatrice de bénévoles au service de la santé d'Ottawa-Carleton.
Carol Anne Clarke est directrice des services bénévoles à l'hôpital Royal Ottawa.*



LOOKING AHEAD

Volonteurope **October 2-5, 1997**
Paris, France

For more information contact: Sandra Turner at 0171 276 6601

National Volunteer Week Dates **1997-2000**
April 19 - 25, 1998 April 18 - 24, 1999 April 9 - 15, 2000

**International Conference on
Volunteer Administration (ICVA)** **October 29 - November 1, 1997**
Norfolk, Virginia – For more information, call: (703) 352-6222

**Canadian Association of Volunteer
Resources and Volunteer Canada** **October 16 - 19, 1997**
Many Visions, One Future - The Canadian Conference on Volunteerism
Lombard Hotel, Winnipeg, Manitoba
Contact: Lenore Good (204) 787-3533 or Helen Quinn (204) 477-5180

CHALLENGES FOR A VOLUNTEER SERVICE IN HEALTHCARE: RECRUITMENT AND SELECTION OF VOLUNTEERS

by Nicole Daubois

This article was submitted for certification for CAVR

Every manager of volunteers knows that recruitment is an important part of her daily work. I have always maintained that the management of a volunteer service is curiously like human resources management in our hospitals. Just as in human resources, we find in volunteer services the same basic functions: recruitment, selection, placement and training for new volunteers. The Volunteer Service even does more than Human Resources since supervision of volunteers, as well as program

development and supervision are our responsibility as well.

Because of the size and the mandate of my hospital, a volunteer service can count on between 10 and 30 activity sectors where volunteer involvement is required. A survey conducted by "L'Association des chefs de services bénévoles du Québec" has helped us realize that there are no less than 72 different volunteer activities amongst our members.

This allows us to articulate two basic precepts where recruitment of volunteers is concerned:

- The need to have a clear sense of your organization's needs:

It is in fact critical for the manager of volunteer resources to identify the activity sectors where volunteers might be involved, then to create a position description for each.

In addition to informing the volunteer about the task that is assigned, this document will define the objectives of the activity, the limits of the volunteer role, the type of supervision required, the qualifications and talents needed and the availability requirements.

- The need to find the right person for each job:

Once the job description is complete, the manager of volunteer resources can recruit. It is very important to take the time to find, then to train and assign each volunteer with respect to the qualifications and his or her talents. It is a mistake to think that anyone can volunteer. Certain individuals may themselves be more needy than able to help others. In such a case, the candidates could be referred to other positions where their abilities could be put to a more suitable contribution,

without creating a potential danger to the clients of the hospital.

Directing a volunteer to an inappropriate placement will have two major impacts:

- the volunteer can fail in this experience and find motivation, interest, reliability diminished,...
- the volunteer may act inappropriately and thereby damage the credibility that volunteer resources have acquired, sometimes with difficulty.

Recruitment and selection of volunteers is therefore the cornerstone of an effective volunteer service. Selection will occur mainly through an interview during which there will be an **exchange** of information.

The candidate will be invited to describe past experiences, volunteer as well as professional, and to articulate his or her expectations, motivation and availability. The manager will provide information about the facility (mandate, clientele) as well as about the volunteer service itself.

Just like the pieces of a jigsaw puzzle, it is the piecing of all these factors that will determine whether or not the volunteer is selected.

Publicity

All of this assumes that the candidate came of his or her own accord to the service, having been referred by a third party, having past the facility "by chance" or through a planned effort to find an appropriate volunteer placement.

Though some hospitals have no need to recruit, having sufficient candidates to fill their need, others must publicize their needs for volunteer resources.

In order to be efficient, this effort must consider an important point: the need to target the appropriate segment of the population with respect to the particular position. The manager must first take stock of available options, for instance, ads in local or neighbourhood newspapers or church bulletins, a request with the local volunteer centre, the creation of a brochure about the position, internal publicity (with staff and existing volunteers), just to name a few.

The manager must then determine which option is the most appropriate for reaching the group targeted for the position. For example, if it is a daytime activity, it will be difficult to recruit students who are more likely to be available in the evening. Perhaps retired persons and

adults available during the day might be reached through an ad in the local paper

Publicity in a school or university is appropriate if targeting students.

In the past, I have participated, with good results, in a "volunteer fair" at a university. There, many agencies were invited to present their opportunities in the hope of recruiting students. A sign announcing a special program for psychology students allowed me to recruit the number of volunteers I required for friendly visiting with hospital clients.

Conclusion

Recruitment and selection of volunteers are the foundation of a volunteer service. However, the role of the manager of volunteers cannot stop there... Other functions are just as important: orientation of new volunteers, training (for new and experienced volunteers), supervision, support, evaluation of the volunteers and of the programs, and recognition.

Nicole Daubois is Coordinator of Volunteer Services at the Institut de réadaptation de Montréal.



— DÉFI D'UN SERVICE DE BÉNÉVOLAT EN MILIEU DE SANTÉ: — LE RECRUTEMENT ET LA SÉLECTION DES BÉNÉVOLES

par Nicole Daubois

Chaque gestionnaire de service bénévole sait combien le recrutement est une part importante de son travail quotidien. J'ai toujours affirmé que la gestion d'un service bénévole ressemblait étrangement à la direction des ressources humaines de nos hôpitaux. Tout comme dans cette importante direction, on retrouve dans les services bénévoles les mêmes fonctions de base: le recrutement, la sélection, l'intégration et la formation des nouveaux bénévoles. Le Service des bénévoles fait même plus qu'une direction des ressources humaines, puisque la supervision des bénévoles ainsi que le développement et la supervision des programmes relèvent du département de bénévolat.

En fonction de la taille et de la mission de l'établissement, le service de bénévole peut compter entre 10 et 30 secteurs d'activités où la présence de bénévoles est requise. Un sondage effectué par l'Association des chefs de services bénévoles du Québec a permis de constater qu'il n'existe pas moins de 72 activités différentes parmi ses membres.

Ce constat permet de dégager deux notions de base en matière de recrutement de bénévoles:

- **Avoir une image claire du besoin de l'établissement:**

Il est en effet primordial pour le gestionnaire de service bénévole d'identifier les secteurs d'activité des bénévoles, puis de produire une description de tâches pour le bénévole. En plus d'informer le bénévole sur la tâche qui lui est confiée, ce document précisera les objectifs de l'activité, les limites du rôle du bénévole, le type d'encadrement prévu, les qualités/aptitudes recherchées chez le bénévole, ainsi que la disponibilité requise. Ce document facilitera le travail du gestionnaire de service bénévole, car il permet d'identifier les attentes envers le poste et envers le bénévole.

- **Trouver la bonne personne pour chaque poste:**

Une fois l'étape de la description de tâche complétée, le gestionnaire de service bénévole pourra effectuer le recrutement. Il est très important de prendre le temps de trouver, puis de former, et enfin d'assigner chaque bénévole en fonction de ses aptitudes et de ses disponibilités. Il est faux de prétendre que n'importe qui peut faire du

bénévolat. Certaines personnes peuvent davantage avoir besoin d'aide pour eux-mêmes qu'être en mesure d'offrir de l'aide à d'autres personnes. Dans ce cas là, les candidats pourraient être référés dans d'autres milieux, où leur ressource pourrait être mise à contribution, sans être un danger pour la clientèle de l'hôpital.

Un bénévole orienté vers un secteur d'activité inapproprié à sa capacité aura deux impacts:

- le bénévole peut vivre cette expérience comme un échec et diminuer sa motivation, son intérêt, son assiduité,...
- le bénévole peut poser des gestes inadéquats et miner ainsi la crédibilité du service de bénévole, parfois difficilement acquise.

Le recrutement et la sélection des bénévoles est donc la pierre angulaire d'un service de bénévole efficace. La sélection se fera principalement par le biais d'une entrevue au cours de laquelle il y aura un **échange**.

Le candidat sera invité à décrire ses expériences antérieures, tant bénévoles que professionnelles, et à préciser ses attentes, sa motivation et sa disponibilité. Le gestionnaire informera le candidat sur le milieu hospitalier (sa mission, ses

clientèles), et sur les activités du service de bénévoles.

Tout comme les pièces d'un casse-tête, c'est l'agencement de tous ces facteurs qui déterminera l'embauche du candidat.

La publicité

Toutes les étapes pré-citées supposent que le candidat s'est présenté au service des bénévoles de lui-même. Il peut avoir été référé par une tierce personne, se présenter "par hasard, *parce-que je passais devant l'hôpital*" ou parce qu'il entreprend une démarche auprès de un ou plusieurs établissements afin de s'impliquer dans le milieu.

Si certains hôpitaux n'ont pas besoin de faire de la publicité, le nombre de candidats étant suffisant par rapport au nombre de bénévoles requis, d'autres établissements doivent eux, publiciser leurs besoins en ressources bénévoles.

Pour être efficace, cette démarche doit tenir compte d'un aspect important, soit identifier la population-cible en fonction de l'activité. Le gestionnaire doit d'abord inventorier les moyens à sa disposition. Mentionnons par exemple la parution d'un communiqué dans les journaux

locaux et/ou dans le semainier paroissial, une demande de service déposée au centre d'action bénévole qui dessert le territoire de l'hôpital, production et diffusion d'un dépliant expliquant les activités du service, publicité à l'interne (auprès des employés et des bénévoles), pour n'en nommer que quelques uns...

Dans une deuxième étape, le gestionnaire déterminera le moyen le plus approprié pour rejoindre la clientèle-cible répondant aux besoins de l'activité. Par exemple, si l'activité se déroule de jour, il est plus difficile de recruter des étudiants qui sont davantage disponibles en soirée. Les personnes retraitées et les adultes qui seraient disponibles en journée pourraient être recrutés par le biais d'un communiqué dans le journal.

La publicité dans une école ou une université peut cibler un groupe d'étudiants en particulier.

Dans le passé, j'ai déjà participé avec succès à un "salon de bénévolat" dans une université où plusieurs organismes étaient invités à présenter leurs activités pour fins de recrutement auprès des étudiants. Une affiche annonçant un programme spécial pour les étudiants en psychologie m'a permis de recruter le nombre de bénévoles requis pour des

visites amicales auprès de la clientèle de l'hôpital.

Conclusion

Le recrutement et la sélection des bénévoles constituent les assises d'un service de bénévolat. Cependant, le rôle du chef de service ne saurait s'arrêter là... D'autres fonctions sont toutes aussi importantes, soit:

- l'orientation des nouveaux bénévoles, la formation (aux nouveaux bénévoles, et la formation continue), l'encadrement (incluant la supervision, les communications, le support), l'évaluation des bénévoles et des programmes, et enfin les activités de reconnaissance.

Autant de fonctions qu'un chef de service bénévole se doit de maîtriser pour assurer le succès et la viabilité du service de bénévolat.

Nicole Daubois est Coordonnatrice, Service bénévole, Institut de réadaptation de Montréal.



BOOK REVIEW

by Jennifer King

NATIONAL EDUCATION CAMPAIGN ON SCREENING - EDUCATION DOSSIER

Certain incidents over the last few years have made us increasingly aware of the importance of how we screen and select volunteers and staff who work in positions of trust with children and other vulnerable people. The public sector and volunteer organizations are beginning to realize that they have an obligation to provide adequate, safe and well-managed programs.

Starting back in 1994 the Canadian Association of Volunteer Bureaus and Centres (CAVBC) working in conjunction with three federal departments undertook, as part of the development of the National Education Screening Campaign, to develop a package of materials - A Screening Handbook, a video "Duty of Care" and an Education Dossier. The Handbook deals in depth with the whole campaign and is aimed primarily at public sector, voluntary organizations and the police. The Education Dossier, which will be discussed in this review, targets both organizations and the general public in the need to carefully screen staff and volunteers working in positions of trust. The Education Dossier simplifies and amplifies the key points found in the Handbook. The elements of the package can be used alone or in conjunction with each other.

The Education Dossier is composed of 20 master information fact sheets, written in a Question and Answer format. Each sheet relates to some aspect of screening, such as What is Screening?; What do I as a member of the Board of Directors need to know about screening?; What are police records checks?; How do you screen teenagers? Each question is then answered in a clear, easy to understand way.

The brochure format makes the Education Dossier adaptable and versatile. As long as the CAVBC identification mark appears, all or any part of the information sheet can be reproduced and distributed. As well, on the front of each sheet a blank space has been provided so that any organization can personalize it with its name and logo.

Here are a few examples of how the Dossier can be used:

- Parents whose children are involved in activities in and out of school should be made aware of the need for proper screening of the individuals who provide the services and programs. The Education Dossier could be reproduced and distributed to parents by the PTA, school, or a community sports program.

- If you happen to be a client who is in a vulnerable situation (the elderly, battered women, the disabled, etc.), you will want to know that the staff or volunteers providing service to you are not putting you at risk. A self help group, advocacy program or nursing home could make you more aware, through the use of these brochures.
- The materials could also be integrated into a training package to be used by students, who are involved in community volunteer programs.
- The Education Dossier is relevant in any public or private organization. It can be adapted to a workshop situation to educate staff about the various methods of screening and how it applies to them, or to illustrate to your board members the legal liabilities about which they should be concerned. Finally, use it in a recruitment package for volunteers. For example, help them understand why it may be necessary to have a police check as part of the whole screening process.

As the Education Dossier says, "all organizations, from the smallest, most informal sports organizations to large institutions like hospitals have moral, ethical and legal responsibilities to people who use their services, to the people who provide those services, and to the community at large." The Education Dossier, because of its clearly written style, price, and adaptability is a wonderful method of getting this message across.

The National Education Campaign on Screening materials are available in both French and English from CAVBC, 180 Argyle, Suite 326, Ottawa, Ontario. K2P 1B7 or from several of the major volunteers across the country.

Jennifer King is a librarian at the Volunteer Centre in Winnipeg.



**Got a good sense of humour?
Then share it with us!
Send your humorous stories to The Journal.**

ITEMS OF INTEREST

Planning It Safe: How to Control Liability & Risk in Volunteer Programs, St Paul, Minnesota: Minnesota Office on Volunteer Services, 1992

Patterson, John, *Staff Screening Tool Kit, Keeping the Bad Apples out of Your Organization*, Washington, D.C.: Nonprofit Risk Management Centre, 1994.

Tremper, Charles and Kostin, Gwynne, *No Surprises Controlling Risks in Volunteer Programs*, Washington, D.C.: Nonprofit Risk Management Centre, 1993

Volunteer Canada, *The Screening Handbook*, from the National Education Campaign on Screening: Ottawa, Ontario, 1996

Volunteer Canada, *Education Dossier*, from the National Education Campaign on Screening: Ottawa, Ontario, 1996

Volunteer Canada, *Education Video*, from the National Education Campaign on Screening: Ottawa, Ontario, 1996

Where to get Resources: Anyone interested in acquiring these resources can call (613) 256-5516. for a list of distributors. Any distributor wishing to be included on the list is invited to send their resource and price list to the JVRM.

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.



DEADLINES FOR SUBMISSION AND THEMES

<u>Issue</u>	<u>Deadline</u>	<u>Theme</u>
<i>Summer '97</i>	articles due on the 24th of May	Conflict Resolution
<i>Fall '97</i>	articles due on the 24th of August	New Visions for Volunteerism
<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



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