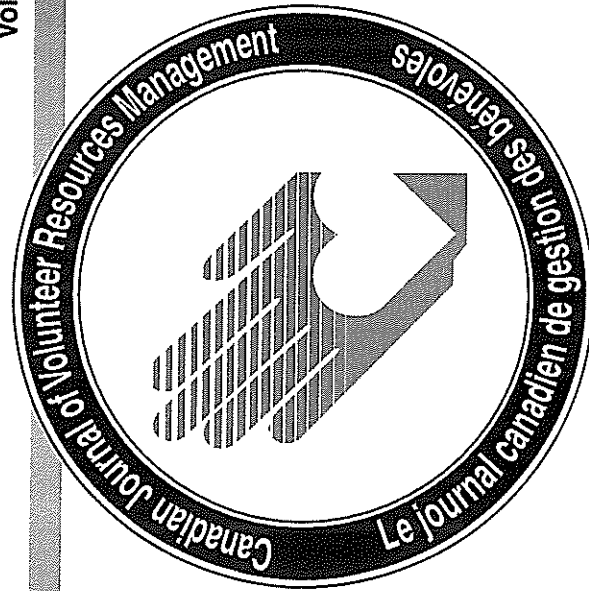

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**VOLUNTEERING IN
SPORTS AND LEISURE**










**LE BÉNÉVOLAT DANS
LES SPORTS ET LES LOISIRS**

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TABLE OF CONTENTS

 EDITORIAL		
Catherine Latham, <i>Ontario</i>	2
 VOLUNTEERING AND ENDURING INVOLVEMENT: FROM A SERIOUS LEISURE PERSPECTIVE		
François Gravelle and Léon Laroque, <i>Ontario</i>	4
 ELEMENTS OF EVENT ORGANIZATION		
Brian Harpell, <i>Nova Scotia</i>	11
 ÉVÉNEMENTS SPECIAUX		
Brian Harpell, <i>Nouvelle Écosse</i>	14
 TAKING THE FIRST STEP: IMPLEMENTING VOLUNTEER SCREENING PRACTICES IN SPORTS AND RECREATION PROGRAMS		
Marion Price and Doug Hannum, <i>Ontario</i>	18
 VOLUNTEERS AT THE SPECIAL OLYMPIC GAMES		
Dave Fraser, <i>Ontario</i>	22
 3000 VOLUNTEERS FROM ALL FOUR CORNERS OF THE WORLD AT THE IV GAMES OF LA FRANCOPHONIE		
Mathieu Ouellette, <i>Ontario/Québec</i>	27
 3000 BÉNEVOLES DES QUATRE COIN DU MONDE AU IV^{ES} JEUX DE LA FRANCOPHONIE		
Mathieu Ouellette, <i>Ontario/Québec</i>	29
 PEER EXPERTS		
	31

Editorial Team

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

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jtinc@jtinc.ca

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Send all correspondence to the above address.

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EDITORIAL

First of all, before we get into the 'meat' of this issue, I would like to say what a pleasure it was to meet many volunteers and managers of volunteers at Alberta's Wild Rose Foundation's Provincial Vitalize 2001 conference held in Edmonton in June. I was truly excited by the volume of enthusiasm shown by the guest speakers, workshop facilitators, exhibitors and of course, the participants. A conference you should all be proud of!

Our primary article by François Gravelle and Léon Larocque profiles volunteer involvement in sports and recreational activities, looking at motivation, perceptions, volunteer lifestyles, durable benefits of volunteering and some insightful recommendations. A must-read article, full of solid theory and perspectives!

Our second, fourth and fifth articles in this issue deal with special events – mainly the organization, service delivery of large-scale recreational and sporting events.

To start off we have an article written by Brian Harpell, outlining the strategic set up of the Encampment '99 at the Fortress of Louisbourg. This event attracted three to four thousand visitors per day involving 1500 re-enactors on site, 150 volunteers and staff—all taking place in a natural historic setting. Brian tackles the challenges of holding such a huge event, the time and energy involved and the possible hazards along the planning route.

Dave Fraser in our fourth article outlines the steps and substantial effort required in obtaining community support and involvement required to hold the Special Olympic Winter Games 2000. Dave writes about the value of committee set up, delegating tasks and essential volunteer recruitment and "keeping it simple".

From the just finished successful IV Games of La Francophonie held in Ottawa in July, we have an article from Mathieu Ouellette from the Games' media relations team. Mathieu summarizes the international volunteer involvement, volunteer recognition and collaboration with other local Ottawa-Hull organizations to recruit the necessary number of volunteers to stage such a remarkable event

Does volunteer screening ever take a break? No! Take a look at the ten steps from a pilot model to refine a screening program in sports and recreation in our second article co-written by Marion Price from Parks and Recreation Ontario and Doug Hannum for Sport Alliance of Ontario. Lots of good 'heads-up' material and we look forward to hearing more about the upcoming workshops.

We welcome Nathalie Charette from Volunteer Ottawa as our newest peer expert!

Enjoy the balance of the International Year of the Volunteer!

Catherine Latham is the Director of Community and Family Services for The Salvation Army Ottawa Booth Centre and is a member of the Editorial Team.

VOLUNTEERISM AND ENDURING INVOLVEMENT: FROM A SERIOUS LEISURE PERSPECTIVE

By François Gravelle Ph.D. and Léon Larocque Ph.D. (Candidate)

As far back as the beginning of the 20th century authors have been documenting the significant contribution of volunteers to the sport and recreation institutions throughout Canada (Searl and Brayley, 2000; Pronovost, 1983; McFarland, 1970). Both Pronovost (1983, 1997) and McFarland (1970) acknowledge volunteerism as being an important ingredient in the making of sport and recreation institutions as we know them today. One cannot oversee the contribution of volunteers in studying both the historical and the contemporary structures of these institutions.

According to Shivers and deLisle (1997), volunteerism in the fields of sport and recreation can be perceived in two different fashions. Firstly volunteerism is perceived as a way to support the delivery of recreation. The focus is then put on the importance of the contribution of volunteers within an organization. Secondly, volunteerism is perceived as a recreational activity, seeking to better understand the reasons behind individual involvement. The object of this paper is to look mainly at the individual profile of volunteers, hoping to gain insight into the motives of involvement, the qualities required from volunteers and ultimately to better understand the process of enduring involvement of volunteers within an organization.

Before looking at the individual profile of volunteers the question that comes to mind is: **“What is the importance and magnitude of volunteerism in Canada?”** As suggested by Searl and Brayley (2000) volunteering has a long tradition in Canada. Within most of our communities volunteerism has played a significant role as far back as the 19th century. Either in the field of social services or sport and recreation, volunteers have significantly contributed to the making of numerous organizations and institutions.

Searl and Brayley (2000) go on to remind us of the significant contribution of volunteers to the Canadian economy. They estimated the labour value of volunteerism in terms of millions and billions of dollars depending upon the province. According to the same authors in 1996-97, 7.5 million Canadians ages fifteen and over volunteered their job skills for a total of 1.1 billion hours or an equivalent of

587,000 full-time jobs. Based on these figures one can start realizing the importance and significance of the volunteering movement within the Canadian economy.

What attracts individuals towards volunteering?

Different motives will attract individuals to volunteering. Searl and Brayley (2000) report that most of the time motives for volunteering are intrinsic. The more common motives according to these authors are believing in the cause supported by the organization, the use of acquired skills and experiences and having been personally affected by the organization's cause. Other motives include the exploration of one's strengths and abilities, the fulfillment of religious obligations, being among friends and improving one's job skills.

These elements are quite important to gain insights as to what will trigger the desire and interest of individuals towards volunteering. Unfortunately the study of motives provides little information and understanding upon the conditions required to maintain enduring involvement in volunteering.

After recruiting a dedicated and motivated group of volunteers, the challenge is to keep them involved and interested within the organization. This challenge of maintaining volunteers involved in an activity referred to as enduring involvement is often one of the biggest for any organization. It is a well-known fact in the field of administration that the retention of employees and in the present case volunteers, is for any manager an efficient and wise strategy. **This is great thinking but what are factors that come to play when considering enduring involvement?**

One way to explain enduring involvement as an activity is by considering the importance of an activity for the individual. The more the activity is significant for individuals; better the chances are of maintaining their participation. If individuals value certain activities as being important and pleasurable, then these activities have a better chance of being prioritized by them. Both Stebbins (1998) and Dubin (1992) refer to the concept of “Central Life Interest (CLI)” to further explain this phenomenon.

Dubin (1992) argues that for an activity to be considered as part of the CLI, it should receive active attention on the part of the individual. The author then defines active attention as being the process of devoting simultaneous energies from three different sources namely

physical, intellectual and emotional. The participation in an activity without the investment of either one of these sources of energy does not constitute a CLI involvement. For instance, individuals who simply volunteer without being attracted by the activity will not have volunteering as part of their CLI.

Dubin also suggests the importance of time. For example, someone volunteering in a community event might get momentarily excited. Volunteering will not be part of this person's CLI unless the physical, intellectual and emotional involvement is sustained over and beyond the activity itself. If volunteers are still excited by their involvement beyond the duration of the activity, there is a much better chance that volunteering will be part of their CLI.

Another element to consider in relation to CLI is the element of pleasure (Dubin, 1992). As stated by the author, this incorporation of pleasure to the definition of CLI will rule out obsessive and compulsive behaviours. Pleasure will then set a positive emotional energy investment, allowing volunteers to believe that this role or activity should be identified as being part of their CLI (Stebbins, 1998; Dubin, 1992).

In summary, for individuals to incorporate volunteering in their CLI, they have to invest physical, psychological and emotional energies simultaneously in their chosen activity.

This is an interesting theory but how does it affect the life of a volunteer?

The choices that one makes in relationship to the activities that are part of their CLI could have a direct effect on their everyday life. For example, individuals who identify volunteering as being important enough to make it a part of their CLI will make provisions in their life to attend volunteer meetings, to donate time and energy to the cause that is dear to them. It is then realistic to argue that there is a close link between one's CLI and lifestyle.

Stebbins (1998) argues that the make up of the CLI will have an effect upon the type and nature of lifestyle of an individual. In order to further explore this relationship Stebbins suggests the concept of "Serious Leisure". The purpose of this concept is to shed light on the extent to which individuals will recognize leisure, and in this case volunteering, as being an important part of their CLI and lifestyle and by extension a means to define them.

Stebbins (1998) establishes a relationship between a "Serious Leisure" involvement and a professional career. According to the author, a certain amount of preparation, dedication and maturing is required before one can consider a recreational activity as serious leisure involvement. From a serious leisure perspective Stebbins (1998) suggests characteristics often identified among 'serious' participants:

1. Perseverance

Volunteers who persevere in their involvement tend to develop positive feelings about their chosen activity. According to Stebbins (1998) this feeling comes from maintaining an involvement in an activity through thick and thin and conquering adversity.

2. Opportunity to follow a career

Careers are not solely limited to work; they can be pursued in other roles and settings, including volunteering and leisure. Therefore volunteers can approach their involvement as a career, seeking different opportunities, gaining experience, and developing a career plan.

3. Effort in acquiring knowledge, training or skill (at times all three)

These characteristics consist of participant's efforts to attain a high level of achievement, knowledge or experience. The volunteers who are more serious might seek to gain experience, knowledge and new skills related to the field in which they are involved.

4. Durable benefits

Volunteers may attain tangible, beneficial outcomes from their involvement in an activity. Examples of such benefits according to Stebbins (1998) are self-fulfillment, cherished experiences, self-expression, renewed energy and interest in life, feeling of accomplishment, enhanced self-esteem, meeting people and making friends, belonging to groups and lasting physical products. Out of these benefits pure fun is by far the least lasting one. As stated by the author, realizing such benefits is a powerful goal in serious leisure namely in volunteerism.

5. To identify strongly with their chosen pursuits

This characteristic springs from other qualities. In contrast to casual involvement in an activity, serious involvement could become the basis for a distinctive identity towards the activity chosen by the volunteer.

6. Unique character or spirit

The serious volunteer could be part of a special social world which takes place when enthusiasts pursue substantial shared interests over many years.

What is volunteerism from a serious leisure perspective?

According to Stebbins (1998) volunteerism refers to one's active involvement in a desired domain. This involvement needs to exceed the fact of being solely a name on a membership list. Perceiving the volunteer as a highly involved outsider to an organization, the same author underlines the importance of perseverance and altruism as being key elements to a successful implication. Through this involvement the volunteer often develops a greater capacity than the paid workers to connect the occupation and the organization to the client and the public.

Volunteering can be pursued differently from one individual to the next. Stebbins (1998) suggests the existence of three types of volunteer implications. Firstly, the occupational volunteer donating time at work to gain future benefits. Organizing an office picnic in order to meet people would be a good example of such volunteers.

Secondly are the young and unemployed volunteers seeking to gain experience for future employment, or to access the in-track. Many young workers will choose to volunteer in order to gain experience in the field of sports and recreation, for example working as part of a community sports event hoping that this involvement will lead to future employment.

The third and last category or group include the individuals volunteering to keep busy. For example, replacing work activities by volunteerism after retirement. Many seniors for instance will decide to stay in touch with their community through volunteering. Kraus (2001) points to the importance of volunteerism namely for seniors who will rely on such activities often as a substitute to work activities. The author suggests that such an involvement might help the participant gain an important sense of recognition and self-worth.

Conclusion:

As argued in the previous pages volunteerism, is and has been contributing significantly to the evolution of the sport and recreation institution in Canada. As far back as the early 20th century volunteerism has been supporting the delivery system of the Canadian sport and

recreation institution. Volunteerism is also a recreational activity and for many a way of life. This article has focused on the importance of volunteerism mainly from the perspective of enduring involvement. How can the interest and involvement of volunteers be maintained over a period of time?

Many factors come to play in the area of enduring involvement, some factors identified here are CLI, lifestyle and Serious Leisure. Bearing in mind that each individual is different and will consider volunteerism to meet different goals and expectations, Stebbins (1998) provides interesting characteristics that could describe volunteers who might perceive their involvement from a more serious perspective. The same author provided us with different categories of volunteers ranging from the ones taking part in volunteering to gain work exposure, to the volunteers who will get involved in a specific activity after maybe losing their job, in order to get back in the in-track and finally the ones volunteering to occupy free time, for example after retirement.

Recommendations

How can this information benefit the volunteers and the managers of volunteers? It is our belief that in order to promote enduring involvement among volunteers, the sport and recreation managers and institutions should:

1. Encourage volunteers to persevere in their involvement by making them realize the importance of their contribution to both the clientele and the institution. Volunteers should constantly be reminded that volunteering has its uneasy and unpleasant moments. Volunteers should be brought to focus on the big picture rather than on isolated events.
2. Volunteering provides a great opportunity for participants to develop a career. The career as a volunteer is somewhat similar to the one experienced in the workforce. Volunteers need support and encouragement in order to set attainable and fulfilling goals that will help them progress in their career.
3. Volunteering is a great opportunity for participants to acquire knowledge, skills and abilities. As managers of volunteers we should provide them with proper training sessions and workshops that will help their progression.
4. Volunteering provides durable benefits, whether it is from an interpersonal or even a physical perspective. Stebbins (1998) did suggest a list of possible benefits that could be reached through

THE ELEMENTS OF EVENT ORGANIZATION

by Brian Harpell

Although every event is unique and requires special understanding of the people, the facility and the attractions, all events have certain elements in common. I once heard it said that event organization consists of only three elements: the set-up, the clean up and the screw-ups! There will always be screw-ups but to minimize them, event organizers must work hard on every element of the program.

One crucial element is the budget. The budget must be established early in the process. Whether your event is publicly funded, privately funded or relies on revenue generation, you need to get some funds in place early in order to acquire necessary equipment and assistance. Budgets need constant adjustment as your income and expenditures progress. Usually you have more requirements than you have money. Establish priorities and allot money first to those highest on your list. Be logical and decisive. Do not hesitate to eliminate a favourite element if it means the essential will be under funded. The budget will be one of the main organizing documents. We can usually decide what is or is not essential when it is expressed in dollars and cents.

One way to reduce direct cost is through sponsorship. In organizing Encampment '99 at the Fortress of Louisbourg, we entered into an elaborate drive to acquire corporate funding. This involved a consultant, a short video and printed promotional materials. We were looking for donations of ten, twenty and fifty thousand dollars from large corporations. In spite of a very professional approach, we received little monetary assistance.

A good amount of help did come in the form of goods and services such as free rental cars, food and water, a great deal of promotion and some beer. In general, we felt that these donations would have been provided without the elaborate corporate sponsorship scheme. In future, we would simply approach potential sponsors directly for goods and services on a relatively small scale and forget any attempt to attract large-scale corporate cash support. More information on this subject can be had from Anne O'Neill who organized sponsorship for Encampment '99 at the Fortress of Louisbourg National Historic Site.

serious involvement in volunteerism. As managers of volunteers we have to provide opportunities and environments to encourage the attainment of these durable benefits.

5. Often volunteers will identify strongly with their involvement. With proper support from the managers of the volunteer organizations we have to take into consideration the needs and expectations of the volunteers. Such a practice will allow volunteers to better identify with the activity and the organization.
6. Volunteerism is for many an opportunity to be part of a subculture or to develop a support group. Volunteerism is often more than devoting time and energy to a cause that is dear to the person. Volunteerism is also about making new friends, feeling part of a group and being connected to the outside world. From an organizational perspective, it is essential to provide volunteers with the opportunity to socialize with other volunteers and members of the personnel.

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- Léon Larocque Ph.D. (Candidate), Doctorate Program in Education, Faculty of Education, University of Ottawa*



Whether as an official opening or as a closing, ceremonies are a necessary element of most events. People and groups who have helped in significant ways need to be recognized. Corporate sponsors, political backers, major participants and organizers can all be given their little moment in the limelight. The most important aspect of this is to ensure that no one is forgotten.

Usually it is not difficult to attract media to a ceremony, especially if you have a well-known entertainer, politician or sports figure on the podium. In this way, a ceremony can also be a promotional tool for the event.

At Encampment '99 in Louisbourg, we had 1500 re-enactors on site, approximately 150 staff and volunteers and three to four thousand visitors each day. These numbers of people need a lot of services. Food and drink, transportation, parking, washroom facilities, emergency response capability and security measures must all be in place.

During a similar event at Louisbourg in 1995, we had long line-ups of visitors and participants to get food and water. Some visitors actually left early because they were hungry and some required medical attention because of the heat and difficulty of getting a cold drink. In 1999, we provided additional food outlets and we had beverages available from kiosks located throughout the site and so avoided much disgruntlement.

A great deal of extra transport and parking had to be arranged. Again, long line-ups and frayed tempers in the earlier event taught us to ensure that there would be enough buses and vans so that people could get in and out in a reasonable amount of time.

Fewer visitors attended the event in 1999 than was the case in 1995. Many factors contributed to this reduction but one of them was certainly that people were inconvenienced as described above in 1995. When the event was repeated, they decided to spend their day elsewhere. The point for event organizers is to make sure that adequate visitor services are in place the first time. If people are inconvenienced, they do not forget and many will not forgive.

The recruitment and organization of volunteers is a huge task. Duties must be clearly identified, schedules prepared and individuals matched to tasks. One hundred volunteers participated in Encampment '99. They ran an orientation centre, a transportation centre, they parked cars, provided security, directed participants, guided visitors and took on many other tasks. Without their contribution and the untiring work of the coordinator of volunteers, the event could not have been staged. That coordinator was Peter Pickup who works for the Fortress of Louisbourg Volunteer Association and he can be contacted if people have specific questions.

Obviously there are numerous elements involved in the organization of a large event and it is risky to imply that one element is more important than others. But I will stress that one of the most important elements is communication. During the event, the coordinator or a responsible replacement must be available at all times. Put in place a system of telephone and portable radio communication that will permit all participants to find the person in charge. Establish a base of operations and be there at all times. You cannot attend all features of the event, you cannot personally respond to a medical emergency or other crisis because before you get there, another problem will arise. Put in place a team that can do the work, provide good communication between the team and the coordinator and any problem can be handled.

There are many more factors to consider in event organization but we cannot cover them all here. We can think of cost recovery, ticket sales, security, handling the media, etc. Just the difficulty of staging events in historic or natural parks without compromising the integrity of the facility is a major challenge. Large event organization is very challenging and requires a great deal of time and energy on the part of the organizing team. But if that team has the commitment and a few very general guiding principles, it can be done successfully. Remember, concentrate on the set-up, insure a good clean up and you will be assured of the minimal number of screw-ups.

Brian Harpell helped to co-ordinate a visit of 14 tall ships to Louisbourg Harbour in 1995 and was the operational coordinator of Encampment '99 at the Fortress of Louisbourg.



ÉVÉNEMENTS SPÉCIAUX

par Brian Harpell

Bien que chacun des événements soit unique en son genre et exige une compréhension spéciale des gens, de l'installation et des attractions, tous ont pourtant certains éléments en commun. J'ai déjà entendu dire que l'organisation d'un événement repose sur trois éléments : le montage, le nettoyage et le bousillage! Il y aura toujours des impairs, mais pour en réduire le nombre, les organisateurs d'événements doivent mettre toute leur énergie à préparer chaque élément du programme.

L'un des éléments essentiels est le budget. Celui-ci doit être établi au début du processus. Que l'événement soit financé par l'État, par le secteur privé ou par les recettes qu'il générera, vous devez disposer de certaines sommes assez tôt afin d'acquiescer le matériel et d'obtenir l'aide dont vous avez besoin. Les budgets doivent être constamment rajustés au fur et à mesure que vos revenus et vos dépenses évoluent. Habituellement, les besoins sont plus élevés que les fonds dont vous disposez. Commencez par établir des priorités et allouez des fonds à celles qui sont en tête de liste. Faites preuve de logique et d'esprit de décision. N'hésitez pas à éliminer un élément qui vous tient à coeur si cela signifie que l'essentiel sera insuffisamment financé. Le budget constituera l'un des principaux documents d'organisation. Nous pouvons habituellement décider de ce qui est essentiel ou non lorsque nous sommes placés devant des chiffres.

On peut réduire les coûts directs ayant recours au parrainage. À Louisbourg, en 1999, nous avons lancé une campagne bien orchestrée pour obtenir des fonds des entreprises. À cette fin, nous avons retenu les services d'un consultant, monté un court vidéo et imprimé du matériel promotionnel. Nous voulions obtenir des dons de dix mille, de vingt mille ou de cinquante mille dollars des grandes sociétés. Notre démarche était très professionnelle, mais nous n'avons obtenu que peu d'aide financière.

Par contre, nous avons reçu de l'aide sous la forme de biens et de services, notamment des voitures de location gratuites, des aliments et de l'eau, beaucoup de publicité et une certaine quantité de bière. En

général, nous avons pensé que ces dons nous auraient été faits sans la mise sur pied d'un plan élaboré de parrainage. À l'avenir, nous nous adresserons simplement à des commanditaires potentiels en leur demandant directement de nous fournir des biens et des services sur une échelle relativement petite et nous laisserons de côté les campagnes visant à obtenir un soutien financier d'envergure de la part des sociétés. On peut obtenir plus de renseignements sur ce sujet en s'adressant à Anne O'Neill, au lieu historique national de la Forteresse-de-Louisbourg, qui a organisé le parrainage pour le Rassemblement 1999.

Les cérémonies, qu'elles soient d'ouverture ou de clôture, constituent un élément nécessaire de la plupart des événements spéciaux. Les personnes et les groupes qui ont apporté une aide importante doivent être reconnus. Les sociétés commanditaires, les bailleurs de fonds du milieu politique, les principaux participants et les organisateurs ont tous le droit de connaître, ne fût-ce qu'un moment, les feux de la célébrité. Le plus important dans tout cela, c'est de n'oublier personne.

Il n'est pas difficile, habituellement, d'attirer les médias à une cérémonie, spécialement si vous vous êtes assuré de la présence d'une personne bien connue - artiste, politicien ou personnalité du monde sportif - sur le podium. De cette façon, la cérémonie peut aussi devenir un moyen de promotion de l'événement.

Au Rassemblement 1999 de Louisbourg, nous avons sur les lieux 1 500 figurants pour reconstituer les scènes de l'époque, environ 150 employés et bénévoles et de trois à quatre mille visiteurs chaque jour. La présence d'une foule aussi imposante exige la prestation de nombreux services. Il faut assurer le boire et le manger, fournir les transports, ménager des espaces de stationnement et des installations sanitaires, garder en place des équipes d'intervention d'urgence et prévoir des mesures de sécurité.

Il y avait déjà eu un événement semblable à Louisbourg en 1995 et de longues files d'attente de visiteurs et de participants s'étaient formées aux points de distribution des aliments et de l'eau. Certains visiteurs ont en fait quitté les lieux plus tôt que prévu parce qu'ils avaient faim et que certains d'entre eux avaient besoin de soins médicaux en raison de la chaleur et de la difficulté de se procurer des boissons fraîches. En

1999, nous avons prévu des points de vente additionnels pour la nourriture et nous avons installé des kiosques de distribution de boissons un peu partout sur le site, ce qui a évité beaucoup de mécontentement.

Il fallait aussi prévoir beaucoup plus de moyens de transport et d'aires de stationnement. Encore une fois, les longues files d'attente et les expressions de mauvaise humeur de l'événement antérieur nous ont appris à prévoir un nombre suffisant d'autobus et de fourgonnettes pour assurer l'entrée et la sortie des gens dans un délai raisonnable.

L'événement de 1999 a attiré moins de visiteurs que celui de 1995. Un grand nombre de facteurs ont contribué à cette diminution, parmi lesquels figuraient certainement les désagréments de 1995, tels que décrits plus haut. Lors de la réédition de l'événement, les personnes autrefois incommodées ont décidé d'aller passer la journée ailleurs. L'important à retenir, pour les organisateurs d'événements, est qu'il faut veiller à mettre en place des services suffisants à l'intention des visiteurs dès la toute première fois. Les personnes qui ont déjà été incommodées ne l'oublient pas et, parmi elles, beaucoup ne le pardonneront pas.

Le recrutement et l'organisation de bénévoles représentent énormément de travail. Les tâches de chacun doivent être clairement définies, les horaires préparés et les personnes affectées aux tâches en question. Un total de cent bénévoles ont participé à Rassemblement 1999. Ils étaient chargés de tenir un centre d'orientation et un centre des transports, de stationner les véhicules, d'assurer la sécurité, de diriger les participants, de guider les visiteurs et de bien d'autres tâches. Sans leur contribution et sans le travail infatigable du coordonnateur des bénévoles, l'événement n'aurait pu

être mis sur pied. Le coordonnateur était Peter Pickup; il oeuvre dans l'association des bénévoles de la Forteresse-de-Louisbourg et les personnes qui ont des questions particulières à poser peuvent communiquer avec lui.

Évidemment, il y a de nombreux éléments qui entrent en ligne de compte dans l'organisation d'un événement d'envergure et il n'est guère prudent de prétendre qu'un seul de ces éléments est plus

important que les autres. J'insisterai cependant sur le fait que l'un des éléments les plus importants est la communication. Pendant le déroulement de l'événement, le coordonnateur, ou une personne responsable chargée de le remplacer, doit être disponible en tout temps. Mettez en place un système de communication par téléphone ou par radio portative qui permettra à tous les participants d'atteindre le responsable. Établissez une base des opérations et soyez-y en tout temps. Vous ne pouvez pas être présent à toutes les parties de l'événement, vous ne pouvez pas répondre personnellement à une urgence médicale ou à une autre crise parce que, avant même que vous n'arriviez sur les lieux, un autre problème se posera. Mettez sur pied une équipe qui peut faire le travail, vous assurer une bonne communication entre l'équipe et le coordonnateur et vous pourrez faire face à n'importe quelle difficulté.

Il y a beaucoup d'autres facteurs à considérer dans l'organisation d'un événement, mais nous ne pouvons les étudier tous ici. Nous pouvons parler de recouvrement des coûts, de vente de billets, de sécurité, de rapports avec les médias, etc. La simple difficulté d'organiser un événement qui se tiendra dans un lieu historique ou dans un parc naturel sans compromettre l'intégrité des lieux représente un défi de taille. L'organisation d'événements d'envergure représente une tâche stimulante et exige énormément de temps et d'énergie de la part de l'équipe organisatrice. Cependant, si les membres de l'équipe sont des gens engagés et si quelques principes directeurs généraux sont observés, la chose peut être faite avec succès. Rappelez-vous de vous concentrer sur le montage et d'assurer un bon nettoyage, et le bousillage n'aura pas lieu, ou si peu.

Brian Harpell fut l'un des co-ordonnateurs impliqué dans les festivités entourant l'arrivée des grands voiliers au port de Louisbourg en 1995. Il fut également le co-ordonnateur des opérations pour le Rassemblement 99 à la forteresse de Louisbourg



These and other significant learnings from the pilot phase will be shared with others in the Fall of 2001. Six community workshops will be held to encourage more municipal recreation departments to refine their screening programs and to support the community associations with which they work to do the same.

The approach taken by the SAO has been two-fold. They have offered a number of three-hour workshops geared to the leaders of community sport clubs all over the province. These workshops focus on the need to improve organization knowledge about screening and to introduce the screening in a systematic way. In Toronto the SAO has teamed with the City's Parks and Recreation Department to offer two of these sessions.

For Provincial Sports Groups, the SAO has facilitated the use of a consultant provided by Volunteer Canada to undertake the training. Three provincial organizations participated in designing a pilot model for their local club members to use and replicate at the community level. To complement this SAO local implementation effort, PRO will be hosting ten community-based workshops in the Fall.

Much of the emphasis of the local workshops concentrates on a basic step-by-step approach to screening. Overall there are 10 steps to consider:

1. determine the risk of each volunteer position;
2. create a position design and job description for each position;
3. create a written recruitment process;
4. have a formal application form filled out;
5. conduct in-person interviews with the volunteers;
6. complete personal reference checks;
7. conduct police record checks;
8. hold orientation and training sessions;
9. provide consistent supervision and evaluation; and
10. follow up with program participants.

While a 10 step process may seem a little onerous, the good thing is that once it is in place the organization will be recognized for the care and responsibility that it is taking in working to protect its clients upfront. The other good thing is that many communities have Volunteer Centres who can help local groups in creating and starting their volunteer screening process.

To give the Ontario Screening Initiative an additional boost, The Sport Alliance Ontario and Parks and Recreation Ontario will be circulating more than 20,000 posters and booklets to sports and recreation groups across the province. This circulation will help make sure that all organizations and volunteers are aware of the importance of screening as a regular part of business in the sports and recreation sectors.

The SAO and PRO really believe in the protection of vulnerable client groups and are pleased to be working with many partners to see that volunteer screening is part of every sports and recreation program in Ontario. For more information on the Ontario Screening Initiative or how your sports or recreation group can become involved in one of the training workshops, please contact SAO at 416-426-7000 or PRO at 416-426-7142.

* 'Duty of Care' is a legal principle that identifies the obligations of individuals and organizations to take reasonable measure to care for and protect their clients. For further information, refer to Items of Interest.

Marion Price, CAE, is the Project Coordinator for Parks and Recreation Ontario's Youth Services Strategy. Marion's professional career has been dedicated to working with volunteers primarily through recreation-based association, both as a paid staff and as a volunteer.

Doug Hannum, is project leader for the Sport Alliance of Ontario and has previously been involved with volunteers both in a management capacity and as a hockey and soccer coach.

PRO contact: mprice@prontario.org and SAO contact: dhannum@sao.on.ca.



VOLUNTEERS AND THE SPECIAL OLYMPIC WINTER GAMES 2000

by Dave Fraser

First Steps

After the process of winning and being awarded the Winter Games 2000, the original team from the bid committee was called upon to form a not-for-profit corporation to act as host for the event. One of the initial requirements was to recruit a board of directors. This was no small task considering that based on past models we were required to create a group of dedicated volunteers ready to commit a substantial effort to realize the Games. We reviewed the central tasks and determined that our Games would require 22 board members.

The question was how to recruit the best skilled group in the community. We had excellent support through the national and local offices of the Special Olympics that would provide the sensitivity training necessary to deliver the unique requirements for this population. We then set out to find the best the city had to offer. We knew that there were skills within the bid committee and they were asked to participate. We knew that we would have representatives of the local government to act as members at large however this still left us with many holes on our board. With the support of the city's largest daily newspaper, The Ottawa Citizen, we advertised as any corporation would with the approach that these were to be paid positions. We were pleasantly surprised at the sheer volume of respondents to say nothing of the quality of skills they represented.

We formed a committee to establish what we needed as well as a team to first respond in letter form to thank all those that had applied.

Second Steps

The next step involved the committee reviewing in detail the applications submitted and coordinating interviews. The business-like approach we used was based on our philosophy that the quality of our games was going to be reflected by the quality of our board of directors. In hindsight, this was probably the best decision the

organizing committee could have made. Although we knew that the number of volunteers required would likely reach over one thousand, the quality of leadership and the professional approach of these individuals would be reflected through the entire Games.

The interview process was very time consuming and there were many in the group that felt we needed to get going if we were ever going to deliver the event and the necessary dollars. I personally believe that closer attention to initial marketplace awareness would have been required if it had not been for the enormous amount of credibility and good will that comes with the Special Olympic movement. It was this credibility which allowed us to obtain the sponsor dollars and services required as well as to create a substantial dollar trust for the future.

The board members, when all were recruited and in place, filled their personal organizations with managers that were either industry related associates or others that had previously submitted their application for board positions or trusted friends. I think that this is normal since anyone would want to surround themselves with family and friends to become your trusted support team. There were many applications from individuals who were only interested in creating a list for their personal resumés and were not prepared to commit the time and energy to the job at hand. Due to the heavy workload, board members needed the support of their employer especially during the month of the event when they were not able to function at the level their employers would normally expect. This in fact formed a preliminary level of sponsorship in-kind.

As a requirement of many organizations today, our event, particularly due to the sensitive nature of our participants required police security checks to be done on all applicants. A board committee approved policy directions on dealing with this issue but became a substantial time consumer and could have been very expensive. Thankfully the Ottawa Police, as a sponsor, accepted this responsibility as part of their commitment to the event. Currently many insurance policies require all volunteers to have a police records check. This has financial implications that need to be budgeted for and there is public reluctance

to put themselves forward for this level of scrutiny due to privacy sensitivity issues.

The Board of Directors

After each of the board members established their organizational structure and started to understand the scope of the challenge of their responsibilities, they were able to begin identifying rudimentary job titles and descriptions of volunteer requirements. Our initial bid document established the critical framework of the event and this helped provide some understanding of the scope of the responsibilities and what they would entail. With this they began to establish their volunteer number requirements and the required skill sets. What was interesting was how, even though each board member was given applicants' resumé's, most chose their committee directors through their own networks. This dramatically moved the event's human resource requirements to a whole new level. This in retrospect was very understandable, when asked to take responsibility for an important task we will often turn to those we trust and know for assistance.

Legacy Issue

One of the primary goals we established for ourselves was to try and create a legacy that would assist future games from our experience. One of our requirements was to create an on-line registration system and the hard and software required for our provincial organizations to work with. This desire spawned the creation of an IT division and with it a seat on the board of directors. There was no question that our hi-tech approach was possibly due to the substantial brain trust that exists in Ottawa. However, in hindsight the scope of the IT involvement within the volunteer division was often the cause for extraneous time and energy with little or no real benefit. Sometimes the "tail can wag the dog" as the old adage goes.

A substantial effort went into the inputting of all of the volunteers names, skills, phone numbers, hours available, with the goal of allowing managers to request particular skills at any time, be able to check the volunteer database and source the best suited volunteer for the task. If we were dealing with an annual event with a relatively

stable requirement base this would have been a perfect system. However, as a one-time event our needs would have been better served with a low-tech approach.

As we were hosting introductory sensitivity training in a number of workplaces as opposed to requesting everyone complete the registration form on our web site and then loading the information into our volunteer directory, I am confident it would have been more efficient if the recruitment had an initial one-on-one meeting. With tables set up and divisional or committee representatives available to answer questions at the recruitment session, I am confident that volunteers would have chosen the area that interested them the most. Names could then have been given to the committee heads to contact each individual directly.

Recruiting

Our recruiting was very successful through the local sponsor's employee awareness campaign. In fact this approach created a large contingent of volunteers. In fact we offered the opportunity to a sponsor's staff to tackle all the volunteer functions for a particular sport. This approach seemed to work well in providing an interesting sense of contribution that seemed very well received.

Due in part to the sheer magnitude of interest in volunteering or perhaps the great job done by our media partners in increasing the public's awareness, our applications ballooned to 1,800 more than 200 over our original recruitment requirement. Our new challenge was to find a meaningful experience for all volunteers. Certainly having too many volunteers seems an enviable position to be in, considering the alternative, however now we had a different challenge.

It was the board's position that every person that registered were to be given the opportunity to participate. We soon found functional positions for all. We even had our "B" plan for Murphy's Law staffed.

Conclusion

Clearly the unique considerations of a one-time event for special learning opportunities were many. The credibility of the Special

Olympics offer enormous benefits when recruiting sponsors and volunteers. But the simple adage about "keeping it simple" was very applicable even though we were recruiting a substantial number of volunteers for a huge variety of functions. Keeping it fun for all with a high degree of professionalism from the top down worked well for the Canadian Special Olympic Winter Games 2000.

Dave Fraser is an independent event producer, sponsorship consultant and for the last 11 years Professor at Algonquin College's Festival and Events post graduate program. He was a member of the original bid committee for the Special Olympic Winter Games 2000 and was a member of the executive committee and director of sponsorship.



3000 VOLUNTEERS FROM ALL FOUR CORNERS OF THE WORLD AT THE IV GAMES OF LA FRANCOPHONIE

by Mathieu Ouellette

Over 3000 volunteers from all four corners of the world helped make the IV Games of La Francophonie, which took place in Ottawa-Hull from July 14th to 24th, a great success. We can say that there were as many volunteers as there were participants! Indeed, 3000 athletes and artists from over 50 Francophone countries and governments came to the Ottawa-Hull region to participate in the seven sports competitions and eight cultural contests of the Games.

The majority of volunteers were from the National Capital Region. As well as the many Canadian volunteers, the IV Games of La Francophonie Organizing Committee was also able to count on volunteers from 10 other countries: Algeria, Cameroon, Cape Verde, France, Ireland, Madagascar, the Democratic Republic of Congo, Togo, Tunisia and Djibouti.

The volunteers' contribution to the success of the Games was considerable and essential - just before the Games, we expected our initial need for 75 000 volunteer hours to be surpassed. The sports competition and accommodation sectors needed over 800 volunteers alone. These same volunteers also helped out in other fields: accreditation, ticket sales, opening and closing ceremonies, cultural contests, promotion, protocol, security, transportation, health and first aid, shows and information technology.

All the volunteers were 14 years of age or older, except for drivers, security agents, and cultural contest and show attendants who all had to be 18 years of age or older.

Many volunteers were recruited with thanks to the collaboration of organizations from the Ottawa-Hull region. The *Association canadienne-française de l'Ontario (ACFO)*, the *Clubs Richelieu*, the *Clubs Optimiste de l'Estontarien*, Canada Post Corporation, Katimavik,

Casino de Hull Sound of Light, the *Unité régionale de loisir et de sport de l'Outaouais*, Scouts from the Ottawa and Outaouais regions, the *Association régionale de soccer de l'Outaouais*, CGAs from Ontario and Quebec, De La Salle High School, the *Orchestre symphonique des jeunes de l'Ontario français*, the Lions Athletic Club of Ottawa, the *Fédération de la jeunesse franco-ontarienne* (FESFO), the University of Ottawa, Mont-Bleu High School, the *Association des enseignants et enseignantes franco-ontariens* (AEFO), the *Fédération des aînés franco-ontariens*, the City of Hull, the City of Ottawa and St-John Ambulance all played an important part in helping the IV Games of La Francophonie Organizing Committee.

All the IV Games of La Francophonie volunteers were offered snacks and meals. Each volunteer who gave more than 20 hours of time also received a complimentary hat, jacket and t-shirt with the colours of the Games. The Organizing Committee called upon the services of the designer Michel Antoine for the creation of this uniform, with its avant-garde and European-inspired look. Furthermore, each volunteer who volunteered over 35 hours was eligible for a draw for a trip to Paris.

A few weeks before the Games, Annick Villeneuve, Director of Volunteers at the IV Games of La Francophonie Organizing Committee was quoted as saying that "We are really happy and enthusiastic about the agreements we were able to make with the organizations from the area. We had quite the challenge but the involvement of the people here ensured that the event was a great success. Our team of volunteers is devoted and ready to welcome and to serve all those who will be participating in the Games and those who will be attending them. Residents from the Ottawa-Hull region will undoubtedly be at the heart of our success."

Mathieu Ouellette is a member of the Media Relations Team of the IV Games of La Francophonie.



3000 BÉNÉVOLES DES QUATRE COINS DU MONDE AUX IV^{ES} JEUX DE LA FRANCOPHONIE

par Mathieu Ouellette

Près de 3000 bénévoles des quatre coins du monde ont aidé à faire des IV^{es} Jeux de la Francophonie, qui se sont déroulés dans la région d'Ottawa-Hull du 14 au 24 juillet, un grand succès. C'est donc dire qu'il y avait autant de bénévoles que de participants! En effet, 3000 athlètes et artistes d'une cinquantaine de pays et de gouvernements de la Francophonie sont venus dans la région d'Ottawa-Hull pour participer aux sept disciplines sportives et aux huit concours culturels des Jeux.

La presque totalité des bénévoles provenaient de la région de la capitale nationale du Canada. Outre les bénévoles canadiens, le Comité organisateur des IV^{es} Jeux de la Francophonie a pu compter sur des bénévoles originaires d'une dizaine d'autres pays : l'Algérie, le Cameroun, le Cap-Vert, la France, l'Irlande, Madagascar, la République démocratique du Congo, le Togo, la Tunisie et Djibouti.

L'apport des bénévoles au succès des IV^{es} Jeux de la Francophonie a été considérable et essentiel : on prévoyait (peu de temps avant la tenu des Jeux) que l'objectif initial de 75 000 heures de bénévolat serait dépassé. À eux seuls, les secteurs des compétitions sportives et de l'hébergement ont nécessité plus de 800 bénévoles. Ces derniers ont oeuvrés dans une multitude d'autres domaines: accréditation, billetterie, cérémonies d'ouverture et de clôture, concours culturels, promotion, protocole, sécurité, transport, santé et premiers soins, spectacles et technologies de l'information. Tous les bénévoles étaient âgés de 14 ans et plus, à l'exception des chauffeurs, des agents de sécurité et des proposés aux concours culturels et aux spectacles qui devaient être âgés de 18 ans et plus.

Plusieurs bénévoles ont été recrutés grâce à la collaboration d'organismes de la région d'Ottawa-Hull. L'Association canadienne française de l'Ontario (ACFO), les Clubs Richelieu, les Clubs Optimiste de l'Est ontarien, Postes Canada, Katimavik, les Grands Feux du Casino de Hull, l'Unité régionale de loisir et de sport de l'Outaouais, les Scouts de la région d'Ottawa et de la région de l'Outaouais,

l'Association de football-soccer de l'Outaouais, les CGA de l'Ontario et du Québec, l'école secondaire De La Salle, l'Orchestre symphonique des jeunes de l'Ontario français, le Club d'athlétisme Lions d'Ottawa, la Fédération de la jeunesse franco-ontarienne (FESFO), l'Université d'Ottawa, l'école secondaire Mont-Bleu, l'AEFO, la Fédération des aînés franco-ontariens, la Ville de Hull, la Ville d'Ottawa et l'Ambulance St-Jean ont tous apporté une aide précieuse au Comité organisateur lors des IV^{es} Jeux de la Francophonie.

Tous les bénévoles des IV^{es} Jeux de la Francophonie ont eu droit à des collations et des repas. Chaque bénévole qui a donné plus de 20 heures de son temps a également reçu un chapeau, un manteau et un T-Shirt aux couleurs des Jeux. Le Comité organisateur a d'ailleurs fait appel au designer Michel Antoine pour la création de cet uniforme à l'allure avant-gardiste et empreint d'influences européennes. De plus, chaque bénévole qui avait accumulé plus de 35 heures de services était admissible au tirage d'une envolée vers Paris.

« Nous sommes vraiment heureux et enthousiastes des ententes conclues avec les organismes de la région. Le défi est grand, mais l'implication des gens d'ici assurera le succès de l'événement. Notre équipe de bénévoles sera dévouée et prête à accueillir et à desservir tous ceux qui participeront et assisteront à ces Jeux. La population de la région d'Ottawa-Hull sera assurément au cœur de notre réussite », tenait à dire Mme Annick Villeneuve, directrice des bénévoles au Comité organisateur des Jeux de la Francophonie, quelques semaines avant les Jeux.



Mathieu Ouellette, Relations médias, IV^{es} Jeux de la Francophonie

PEER EXPERTS COLUMN

Scenario:

Many parents across Canada support our children and youth in various sports, especially in the roles of coaches and trainers. Many of these volunteers do not consider themselves to be volunteers especially if they are the parents of the young people they are coaching.

What guidelines would you put in place to ensure that these valuable volunteers are screened, trained, recognized and supervised? How would you address the area of boundaries – i.e. coach as a parent, and parent as a coach?

Response

Aristotle, Plato, Socrates and many other great philosophers have described leisure as a state of mind. Leisure is also defined as freedom of choice; when individuals are free to choose, they experience leisure. Volunteerism should therefore be considered a leisure activity. Volunteerism is about personal involvement and gifts – the gift of time and talents.

“Volunteerism is the most fundamental act of citizenship and philanthropy in our society. It is offering time, energy and skills of one’s own free will.” (Canadian Code for Volunteer Involvement)

Yet, it is true that many people do not view themselves as volunteers when they are contributing of their time and energies, particularly in the context of sports and recreational activities. Parents see their involvement as a duty, a familial obligation or a way of demonstrating support and devotion to their children.

In my work with sport agencies, consulting on policy development, I slowly discovered this concept of ‘lack of identity’ and the fact that unclear role definition or uncommon vocabulary often leads to a lack

of structure and continuity within sport and recreational organizations; a symptom of continuous recruitment efforts, difficulty with volunteer retention and some safety issues.

This is quite the contradiction because, on the other hand, one fact clearly stands out in my mind: in order to play, you must know the rules of the game!

Keeping all this in mind, I will attempt to offer my three golden rules for this game of volunteerism in the context of sports and recreational organizations.

Rule #1: Keep your eye on the ball!

Don't ever lose focus, keep your goals in mind and remember what is at stake – the player's well being.

A game plan as any business plan begins with a vision. In my work with sport organizations, the first step I take is in helping them establish a 'vision for volunteer involvement'. Why are volunteers involved in your organization? How do volunteers contribute to the operations of this organization? Could this organization survive or thrive without the input of volunteers?

This vision statement will be the inspiration needed to involve individuals and will provide direction for the organization.

"If people are motivated positively by being passionate about the vision or purpose of your program, like the work they are assigned, get to work with people who are like minded, and feel they are making a difference, you are on the road to success." (Sue Vinyard, quoted in VIVE: Volunteers Involving Volunteers Effectively)

Being focused is also about ensuring that the working climate is integrating, participatory and supportive. When individuals get involved and are committed to a common game plan, they need to feel welcomed, needed and involved.

Rule #2: Everyone has a role to play!

Titles may or may not matter but everyone must know what position they are playing in order to lead the team to a 'good game' or a 'win'.

Does it matter if parents, coaches and administrators perceive or identify themselves (or not) as volunteers? It definitely does. This has an impact on the overall structure and management of the organization. The fundamental practice and building block to volunteer resource management is to identify your volunteer needs and create positions that respond to these needs.

As identified in *Safe Steps: A Volunteer Screening Process for Recreation and Sport*, clearly defined position descriptions are "a powerful and necessary tool". These position descriptions set the ground rules; they set guidelines, and protect the individuals involved by formalizing their roles.

When parents get involved in the game, they must choose to be actively involved as volunteers or to be spectators whose main role is to enjoy the show! This distinction must be clearly presented to all – therefore avoiding people stepping over the line! It is my opinion that parents who are committed to helping out will gladly do so in an orderly fashion. As well, structure and clearly defined role expectations will ensure volunteer retention and satisfaction.

Rule #3: Always have a game plan and chart out your expectations! There are players, administrators, coaches, and spectators at every game. Clearly outline the boundaries and expectations for each of the groups of individuals involved.

Do all volunteer organizations, like most sport and recreation organizations, need structure and operational procedures like the more highly staffed organizations? Definitely! Yet the structure established within grassroots organizations is often informal and flexible. What is essential in these cases is ensuring a process of quality control.

Quality control is about setting the appropriate framework and

parameters within which to operate.

“The necessity of coming to grips with some workable and easily understood guidelines to volunteer involvement is important, which in turn will serve as the backdrop for some easily implemented techniques of volunteer integration, support and control.” (VIVE: Volunteers Involving Volunteers Effectively)

Our playing field is our drawing board and we must contain everyone's efforts in order to safely manage our programs and act with due diligence. Serious screening mechanisms including risk assessment, creative supervision and follow up with participants will be essential in the monitoring of our programs. Remember that fundamentally we have a Duty of Care to our participants; the child's well-being must be our first priority!

How do we set these limits and how do we define boundaries without alienating committed parents? Through effective volunteer resource management. Parameters and policies are an integral part of volunteer resource management. It is essential to set parameters regularly by writing them down.

Linda Graff states that parameters and policies “clarify responsibilities and define lines of communication”, “increase effectiveness”, “provide continuity over time and promote equity and standardization”. All in all, clearly set boundaries promote pride for the organization: they prove “we know what we're doing – we believe in quality.” By Definition, Linda Graff)

Remember, these boundaries become the safety net for all involved. Truly committed parents will understand the value of these rules. Those who do not wish to play by your rules may not have found their ‘perfect fit’. Don't despair if some parents turn away. For every person who leaves, many others will arrive to take their place – because of your careful planning and welcoming environment.

In conclusion, I must reaffirm that unlike many other organizations within which volunteers contribute of their time (i.e. hospitals, community centres, etc...), the sport and recreation sectors are unique in that they are mostly run and managed by volunteers. The key to ensuring a balance of safety and fun for all children is to establish the appropriate group climate and parameters. With a vision that depicts volunteer involvement, clearly outlined roles and expectations, and guidelines to work from, parents and other devoted adults will become veritable contributors to our children's leisure experiences.

Nathalie Charette is the Manager – Educational Programs and Services with Volunteer Ottawa, a United Way/Centraide agency that promotes volunteering in the Ottawa-Carleton Region. She has been chosen as a “Master Trainer” by Volunteer Canada and is actively involved in promoting volunteerism through the Ottawa region and beyond.

She has worked in community development agencies for nearly fifteen years, in both the not-for-profit sector and within different levels of government. Her knowledge of the sector stems from her personal experience as a volunteer and from her professional endeavours as a recreologist, a public relations manager and as a part-time professor at the University of Ottawa.

Nathalie believes that through personal involvement individuals will contribute to the quality of their lives, the lives of those around them and the community.



ITEMS OF INTEREST

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NEWS BITS

The Tides Canada Foundation is a new public foundation which is focusing on developing active philanthropists. Its mission is to bring together donors and organizations working for social change. The foundation helps donors set objectives and narrow the field of choices. The granting decision remains in the donor's hands.

Although there is no application process for organizations seeking funding, they are invited to submit a two-page profile which will be kept on file for a year about their services.

For more information about the Tides Canada Foundation, visit: www.tifdescanada.org, or call 1-866-843-3722.

WEBSITES TO VISIT:

<http://admin@vsr-trsb.net/main-e.html>

<http://www.charityvillage.ca/http://www.ivvcanada.org/main.php>

and contact bgermmell@mb.sympatico.ca to subscribe to "Barb's Bytes".

NEWS BITS

The Canadian Centre for Philanthropy has announced 14 new research projects on volunteering in Canada. These projects are part of the International Year of Volunteers (IYV) 2001 Research Program - a key component of IYV activities in Canada.

The research is expected to be complete in the spring of 2002. A series of fact sheets, short reports, and manuals are to be published in print and electronic formats.

For more information about the projects, visit the website at <http://www.nonprofitscan.org/iyv.htm>

DEADLINES FOR SUBMISSION AND THEMES

<u>Issue</u>	<u>Deadline</u>	<u>Theme</u>
<i>Fall 2001</i>	articles due on the 24th of August	Partnerships & Collaborations
<i>Winter 2002</i>	articles due on the 24th of October	Community Development Through Volunteering
<i>Spring 2002</i>	articles due on the 24th of February	Career Paths for Volunteers
<i>Summer 2002</i>	Letters to the Editor due on the 24th of May	Our 10th Anniversary Issue



To become a member of CAVR
www.cavr.org

PAVR-O has commissioned a theme song for the International Year of Volunteers. The song "One and One Makes Three" is available on CD for \$14.99 (including GST). A great idea for Volunteer Recognition and your own IYV events.

To order contact Laura Pavilonis at 591-631-2030, Ext. 2138 or email at lolamacca@yahoo.ca

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

Suggested Guidelines:

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

LOOKING AHEAD

International Year of Volunteers, 2001

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

August 16-18, 2001

2001 Canadian Forum on Volunteerism • Volunteer Canada •

Vancouver, BC. For info call 800-670-0401, e-mail
volunteer.canada@sympatico.ca or contact Canadian IYV 2001 web site
at www.iyvcanada.org

October 3-7, 2001

International Conference on Volunteer Administration

Mosaic 2001 in Toronto, Ontario. For more information contact Laurie
McClure (416) 391-1906 LMcc509423@aol.com or Nancy Killey (416)
424-3817 Nkilley@bloorviewmacmillan.on.ca

October 12-15, 2001

10th European Workshop on Voluntary Action: The Energy Exchange,
Budapest, Hungary. Call 00-44-(0) 207-643-1328 or fax: 00-44(0)207-1020