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**PARTNERSHIPS AND  
COLLABORATIONS**

**LE PARTENARIAT ET  
LA COLLABORATION**





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## BOOK REVIEW

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While reflecting upon writing the editorial for this edition entitled, 'Partnerships have to be developed carefully. Wendy MacDonald in her article, 'Maximize Your Power', tells us what makes an effective partnership and provides a good insight about collaborations, both internal and external.

Kelly Nolan in her article, 'OCRI - A Rallying Point', recounts 'The Ottawa Center for Research Innovation's success story, here in Ottawa. There is a good example of tri-sector partnerships - a true model for others to follow.

Those of you who work with youth volunteers will be interested in Lynn McShane's article, 'Teaming with Teenagers'. These teens logged a total of 1,180 hours in seven weeks. Developing partnerships with youth agencies, good management of youth volunteers and attention to details seem to have been key to the success of this program.

Al Hatton's speech, which he delivered at the Public Policy Forum's Fourteenth Annual Testimonial Dinner, is both inspiring and hopeful. He poses two major challenges - 1) a need to develop a new social vision for Canada and a strategy to achieve it and 2) a need for private, public and voluntary sectors to work more collaboratively.

Mary Hardwick's article talks about how the Canadian voluntary sector helped Brazilians strengthen their voluntary sector's capacity to work collaboratively in addressing social problems in their country. She lists 10 steps that are important when working in a collaborative manner - a very interesting read!

We trust that the theme of this edition of the Journal is one, which Managers of Volunteer Resources, working in today's environment, will find both helpful and provocative.

*Shirley Jenkins, Editorial Member*

by Wendy MacDonald

Collaboration and partnership are familiar approaches in the work of managers of volunteer resources. From our relationship with volunteers to joining forces with external community partners, working cooperatively has many benefits. It also has costs. In a world that routinely promotes collaboration, we need to consider both the opportunities and challenges of working closely with others.

The Caledon Institute of Social Policy (1998) defines partnerships as strategic alliances, which involve a sharing of resources and responsibility to achieve a common objective. How can managers of volunteer resources work more collaboratively and forge effective partnerships to achieve their goals?

## Why collaborate?

The efficient sharing of physical, human and intellectual resources is usually the focus of partnership and collaboration discussions. However, achieving your mission, while building community capacity should be the overarching motivation.

**What makes an effective partnership? Who should you partner with?** Martha Parker, Executive Director of Volunteer Calgary (1999) describes a formula for success in partnerships.

- Know what your partners want out of the relationship and work towards those goals.
- Deliver on promises reliably and consistently.
- Build relationships with people, not organizations.
- Solve problems jointly with openness and flexibility.
- Approach opportunities with humility. Recognize that you can learn from others.
- Build relationships for the long term.

Winer and Ray (1994) believe effective partnerships are influenced by environmental issues, including history of cooperation, the political and social climate in your organization and the wider community. They

Val Cooper (2000) describes the synergy of fund development with staff and managers of volunteer resources working more collaboratively.

When thinking about partnership, organizations frequently look beyond their walls for individuals and groups who want to work collaboratively. Be sure to maximize the power of cooperation within your own program or organization first. Who shares common values and goals with you? Who can provide ideas, resources and links to what you need? What do you have to offer in a partnership? Learn to identify and value your assets, as well as those of others within your organization. Take a fresh look at who could benefit from working collaboratively and identify areas with which you require assistance.

### Collaboration Within

- frequently and focusing on desired outcomes is critical.)
- disclosing self-interests is encouraged. (Revisiting your vision and holding effective meetings which involve everyone and where
  - choosing a skilled convenor who can facilitate fairly and efficiently.)
  - taking time to develop an effective group; (Enhancing trust involves inviting participation;
  - the importance of choosing appropriate members and the need of take initiative through leadership.)
  - specifying desired results; (They remind us that someone needs to
  - building and enhancing trust, confirming your vision;
  - bringing people together;
- collaborating:

It takes time, energy, resources and patience to build and sustain a successful partnership. Winer and Ray further describe critical steps in

also focus on the need for relationships built on mutual respect, trust, compromise and understanding. Organizations that see collaboration being in their own best interest are most likely to succeed. Clear roles, shared decision making, adaptability and a stake in both the process and outcome are important. The collaboration needs to involve a clear, concrete, attainable purpose and a shared vision. Many collaborations fail due to lack of financial resources to initiate and sustain the work, an effective convenor/facilitator and/or poor communication.

Not-for-profit organizations also routinely align themselves with public and private sector partners. Martha Parker (1999) defines the first rule of partnering as "finding the right partner". Managers of volunteer resources and their organizations both need to reflect on the appropriateness of collaborative relationships. She describes for-profit and not-for-profit partnerships that ended because:

### External Collaboration

- joint recruitment campaigns and volunteer referral;
- volunteer loans and exchanges;
- shared training opportunities;
- shared infrastructure;
- idea generation and research;
- skills exchanges;
- job exchanges, and
- linked volunteer initiatives.

volunteer resources to include:

(1989) suggests creative use of collaboration between managers of like-minded organizations and programs. The American Red Cross Utilize your network of colleagues from professional organizations. Consider working more closely with other members of your profession.

### Collaboration with other Managers of Volunteer Resources

volunteer service.

effectively be planned to serve both the fund development and broader that training and orientation of service and leadership volunteers could wish to give funds as well as skills and effort. Finally, she recognizes suggests managers are often in a position to identify volunteers who may need assistance. She also links gifts of time and money and risk management and screening issues, with which fund developers how managers of volunteers have the capacity and training to deal with are stewards of the same resource; philanthropic people. She describes she observes that managers of volunteers and fund development staff identifying prospective benefactors and training volunteers. For example, she suggests three key areas of cooperation: screening volunteers,

- staff changed frequently and if the organizations were not fully committed, the relationship ended when an individual left;
  - benefits were not mutual, only one-sided;
  - one of the partners did not live up to his/her commitment;
  - exclusivity in partnering particularly when the for-profit organization required limitations on the not-for-profit; and
  - most importantly, when values, especially ethical issues, were not aligned the relationship broke down.
- Managers of volunteer resources have much to gain and much to give through collaborative relationships within their organizations, with their professional colleagues, and in external partnerships with public, private and not-for-profit partners. Look beyond your own goals to a broader vision of mutual benefit and a healthy community.

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# MAXIMISEZ VOS POUVOIRS

par Wendy MacDonald

La collaboration et le partenariat sont des approches familières dans le travail de celles et ceux qui font la gestion de ressources bénévoles. À partir de notre relation avec des bénévoles jusqu'à l'union de nos forces avec des partenaires communautaires de l'extérieur, le travail fait en coopération comporte de nombreux avantages. Mais il comporte également des coûts. Dans un monde où on fait la promotion de la collaboration sans même y penser, nous devons considérer à la fois les opportunités et les défis que comporte le fait de travailler en étroite liaison avec d'autres.

Le Caledon Institute of Social Policy (1998) définit les partenariats comme des alliances stratégiques, comportant un partage des ressources et des responsabilités en vue d'atteindre un objectif commun. Comment les gestionnaires de ressources bénévoles peuvent-ils travailler en collaboration plus étroite et forger des partenariats plus efficaces pour atteindre leurs buts ?

## Pourquoi la collaboration ?

Le partage efficace des ressources physiques, humaines et intellectuelles est habituellement le noeud du débat sur le partenariat et la collaboration. Mais c'est l'atteinte de votre mission, qui devrait être la motivation prédominante, tout accompagnée qu'elle soit du développement d'une capacité d'action communautaire.

Qu'est-ce qui fait un partenariat efficace ? Avec qui devriez-vous faire partenariat ?

Martha Parker, directrice générale de Volunteer Calgary (1999) décrit une formule de succès dans les partenariats.

- Sachez ce que vos partenaires attendent de la relation et travaillez dans le sens de ces buts.
- Remplissez vos promesses de façon fiable et consistante.
- Établissez des relations avec des personnes, plutôt qu'avec des organisations.

Il faut du temps, de l'énergie, des ressources et de la patience pour constituer et soutenir un partenariat qui fonctionne. Winer et Ray décrivent encore des étapes critiques dans la collaboration :

- rassembler les gens ;
- constituer et solidifier la confiance en confirmant votre vision ;
- spécifier les résultats désirés ; (Ils nous rappellent que quelque un doit prendre l'initiative par son leadership.)
- l'importance de choisir les membres appropriés et inviter les gens à participer ;
- prendre le temps de développer un groupe efficace ; (L'amélioration de l'efficacité suppose la choix d'un rassembleur compétent, qui peut fait de l'animation avec équité et efficacité.) et
- tenir des réunions efficaces qui font appel à la participation de toutes et tous, et où on encourage le dévoilement des intérêts personnels. (Il est critique de revoir votre vision fréquemment et de focaliser sur les résultats désirés.)

communication.

Winer et Ray (1994) croient que les partenariats efficaces sont influencés par des enjeux environnementaux, comme l'historique de la coopération, le climat politique et social au sein de votre organisme et, plus largement, dans la collectivité. Ils attirent également l'attention sur le besoin de construire les relations sur le respect mutuel, la confiance, le compromis et la compréhension. Les organismes qui perçoivent la collaboration comme un geste qui est dans leur meilleur intérêt ont le plus de chances de réussir. Il est important que les rôles soient clairs, que la prise de décisions soit partagée, et qu'on soit capable d'adaptation et d'un intérêt à la fois dans le processus et dans son résultat. La collaboration doit reposer sur un but clair, concret et atteignable, ainsi que sur une vision partagée. Beaucoup de collaborations ratent à cause d'un manque de ressources financières pour amorcer et soutenir le travail, faute d'avoir une rassembleuse et/ou à cause d'une mauvaise

- Solutionnez les problèmes ensemble, avec ouverture et flexibilité d'esprit.
- Abordez les occasions qui s'offrent avec humilité. Reconnaissez que vous pouvez apprendre quelque chose d'autrui.
- Etablissez des relations pour le long terme.

### Collaboration à l'interne

Lorsqu'elles pensent partenariat, les organisations regardent fréquemment au-delà de leurs murs, à la recherche de personnes et de groupes qui désirent travailler en collaboration. Assurez-vous de maximiser d'abord la puissance de la collaboration au sein de votre propre programme ou organisation en premier lieu. Qui partage avec vous des valeurs et des but communs ? Qui peut apporter des idées, des ressources et des liens à ce dont vous avez besoin ? Qu'avez-vous à offrir dans un partenariat ? Apprenez à identifier et à valoriser vos actifs et ceux des autres qui font partie de votre organisation. Regardez avec des yeux neufs ceux qui pourraient avoir avantage à travailler en collaboration et identifiez les domaines où vous avez besoin d'aide.

Vai Cooper (2000) décrit la synergie qui rejait sur le personnel et les dirigeants de ressources bénévoles du fait de travailler en plus étroite collaboration. Elle suggère trois domaines essentiels de coopération : le choix des bénévoles, l'identification de bienfaiteurs à pressentir et la formation des bénévoles. Par exemple, elle fait observer que les dirigeants de bénévoles et le personnel de développement des Fonds sont les gardiens de ces ressources ; les philanthropes. Elle décrit comment les dirigeants des bénévoles ont la capacité et la formation nécessaires pour traiter des questions de gestion du risque et de choix des bénévoles, domaines où les développeurs de fonds peuvent avoir besoin d'assistance. Elle lie également les dons de temps et d'argent et suggère l'idée que les gestionnaires sont souvent en position d'identifier les bénévoles qui désirent donner de l'argent, ainsi que leurs talents et leurs efforts. Enfin, elle reconnaît que la formation et l'orientation des bénévoles de services et de leadership pourraient être planifiées de façon efficace pour servir à la fois le développement des fonds et un service bénévoles plus large.

**Collaboration avec d'autres dirigeants de ressources bénévoles**  
 Songez à travailler plus étroitement avec d'autres membres de votre profession. Utilisez votre réseau de collèges des organismes professionnels, d'organismes et de programmes ayant un même esprit. La Croix-rouge américaine (1989) suggère que l'utilisation innovatrice de la collaboration entre les dirigeants de ressources bénévoles comprend :

Les dirigeants de ressources bénévoles ont beaucoup à gagner et beaucoup à donner à travers les relations de collaboration au sein de leurs organismes, avec leurs collègues professionnels, et dans des partenariats externes avec des secteurs public, privé et à but non lucratif. Regardez au-delà de vos propres buts vers une vision plus large d'avantages mutuels et une collectivité saine.

- le plus important, lorsque les valeurs, et particulièrement les enjeux éthiques, n'étaient pas alignés, la relation ne tenait pas.
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- le personnel changeait fréquemment et, si les organismes n'étaient pas profondément engagés, la relation se terminait avec le départ d'une personne ;
- les avantages n'étaient pas mutuels, mais seulement d'un côté ;
- un des partenaires ne respectait pas son engagement ;
- l'exclusivité dans le partenariat, particulièrement lorsque l'organisme à but lucratif imposait des limites à l'organisme à but non lucratif ;
- et
- le plus important, lorsque les valeurs, et particulièrement les enjeux éthiques, n'étaient pas alignés, la relation ne tenait pas.

**Collaboration externe**

Les organismes à but non lucratif s'alignent couramment sur des partenaires des secteurs public et privé. Martha Parker (1999) définit la première règle du partenariat comme celle de "trouver le juste partenaire". Les dirigeants de ressources bénévoles et leurs organismes ont tous les deux besoin de réfléchir sur l'à-propos des relations de collaboration. Elle décrit des partenariats à but lucratif et sans but lucratif qui ont failli parce que :

- des campagnes conjointes de recrutement et des références de bénévoles ;
- des prêts et des échanges de bénévoles ;
- des occasions de formation partagées ;
- une infrastructure partagée ;
- la génération d'idées et la recherche ;
- des échanges d'habiletés ;
- des échanges d'emplois, et
- des initiatives bénévoles liées.

The Journal will be celebrating  
 it's ten year anniversary.  
 In recognition of this, we want to make  
 the summer issue special.  
 In your opinion,  
 what were your favourite and  
 most relevant issues.  
 Send us an e-mail or drop us a line,  
 we want to know.



Wendy MacDonald est présidente du Voluntary Sector Management Program (VSMF), au Grant MacEwan College d'Edmonton (Alberta). Le VSMF aide à établir une capacité d'action communautaire grâce à des occasions d'apprentissage reliées à la gestion des bénévoles, au développement de fonds, à la gouvernance des conseils d'administration et à la gestion des organismes à but non lucratif.  
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## Références

## OCRI - A RALLYING POINT

by Kelly Nolan

The Ottawa Centre for Research and Innovation, recognized globally as a model for collaboration in community and economic development, acts as the city's lead organization to foster growth and quality of life in the Nation's Capital.

The organization acts as a point of convergence where people, technology and ideas can connect in such a way that new infrastructure, investments, programs and services are created for the benefit of the community and the individuals involved.

OCRI grew from a need to bring together three isolated research communities to accelerate the growth of Ottawa's technology infrastructure.

In 1983, the organization's primary focus was to develop cooperative research projects involving industry, academic and government labs to facilitate technology transfer.

These collaborative activities enabled larger scale research projects to flourish. They created opportunities otherwise unattainable on an individual basis. The universities were able to increase the scope and scale of their research projects, students were able to gain valuable experience on commercial projects and organizations could pursue leading-edge activities on a grander scale.

As the organization matured, OCRI's collaborative research model resulted in new dynamics for the region's economic development.

The commercialization of research projects presented new needs for OCRI members. In the early nineties, it was necessary to foster professional development and business networks. A series of professional development events have developed by making use of the expertise available locally and around the world. While OCRI handles the day to day operations and logistics for these events, the program content is developed by special committees of dedicated professionals.

Around the same time, OCRI created and managed initiatives that covered the education spectrum from kindergarten to PhD. Once again, OCRI used a collaborative model, building business-education partnerships to create programs that enhanced students' learning experience.

OCRI's projects ranged from tech coaches in high schools to fostering online business and community services. The one constant at OCRI is change, innovation and encouraging the involvement of all stakeholders in the community.

One program that targets all members of the community is Volunteers in Education. Recognizing that caring members of the community, of all ages and cultures, are capable of making an immense contribution to the children in our schools, Volunteers in Education provides a matching service to link community volunteers with the needs of individual students and teachers. Currently 1100 full-time employees, retirees, and post-secondary students are volunteering over 133,000 hours annually in local schools.

The common thread through the diverse menu of programs is a drive to continue to build a community where people want to live and work and where cutting-edge companies want to cluster and grow. OCRI operates at the hub of many sectors in Ottawa and is frequently the lead organization in bringing partners together who want to undertake some new activity of mutual benefit to all. Many of these initial projects develop into significant ongoing initiatives - some formal and others informal.

As an organization experienced in community collaboration, OCRI provides a layer of expertise and ongoing support to enable partners to work together. This strategic process adds value to OCRI members and the Ottawa community. OCRI's success lies in balancing the needs of the community with those of the public and private sectors.

This collaborative approach to community needs earned OCRI international recognition at the Education Business Partnership 2000 Conference in Edinburgh, Scotland. OCRI received the Global Best Award for Business-Education Partnerships.

During the following months delegations from around the world looked to OCRI as a model for building a knowledge economy and a vibrant community. This past spring, OCRI expanded its mandate to include all the former Ottawa Economic Development Corporation activities and external marketing for the city. Today, OCRI manages more than 130 programs and projects from Volunteers in Education to high-level international business marketing. Locally, OCRI is most recognized for its Corporate Programs like its Technology Executive Breakfasts that corals more than 400 technology executives for breakfast, networking and a keynote speech.

Providing forums for people, businesses and organizations with common goals is an important ingredient in OCRI's ability to foster growth and change. It is also a key component in creating worthwhile relationships locally, nationally and internationally. OCRI is sought internationally as an access point to the local business community.

### Major OCRI Projects

SmartCapital  
Industry Canada named Ottawa as the official Smart Communities Demonstration Site for Ontario. But what does it mean to be a smart community?  
Smart communities use information and communication technologies to link people and organizations together so that they can share ideas, address needs and work together in ways they never could before. Smart communities deliver online applications for government, business, education, community and healthcare — all to make our lives easier, richer and better. SmartCapital is Ottawa's smart community initiative.

**International Marketing**  
In April 2001, OCRI embarked on a branding and marketing research campaign that identified key ways to raise Ottawa's international image and to attract new companies and investments.

Marketing, in particular "branding" Ottawa as more than a capital city, has emerged as one of the highest priority challenges facing the region.



To position the region for success, Ottawa has taken steps to further develop its reputation and image as place of high-tech excellence.

### **The Entrepreneurship Centre**

The Entrepreneurship Centre, established in 1992, provides information and tools to support the establishment and growth of businesses across all sectors of the Ottawa economy. Leveraging both Public and Private partners, the Centre serves more than 600 clients annually. Since 1995, the Centre has facilitated the establishment of 2,711 new businesses, resulting in 4,500 new jobs, \$73 million in capital invested, \$141 million in new sales, and over \$45 million in risk capital injected in new start-ups.

### **Talent Works**

Talent Works is a program designed to provide strategic, integrated support for building Ottawa's talent pool for all sectors. Through community-wide collaboration, it will deliver specific customized projects aimed at developing, attracting and retaining qualified workers. All projects will be matched to economic development priorities and will support identified needs of employers and job-seekers. This level of integration, a first for North America, will provide Ottawa with a competitive advantage over other cities seeking to find qualified workers to grow their economies. This is an initiative of The Ottawa Partnership (TOP) managed by OCRI.

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by Lynn McShane

## Introduction

The Glenbow Museum is western Canada's largest non-governmental cultural institution. Collections are comprised of over 1.3 million artifacts representing western Canadian culture and world civilizations encompassing art, ethnology, cultural and military history and an extensive library and archives. The care and management of the collections keep approximately 125 staff busy year round. Right along side these talented individuals toil 240 dedicated volunteers who assist by helping in every work unit in the organization.

Glenbow is fortunate to have a high retention rate among volunteers - some have surpassed 20 years and over 10,000 hours. Approximately 65% of our volunteers are seniors however only 5% of our volunteers come from the youth sector. As the new Coordinator of Volunteer Resources, I felt a balance was needed and made a commitment in June 2001 to develop a larger youth component in the program.

## Harnessing Youth-Power

While youth are dynamic and enthusiastic, they are also limited in the number of volunteer hours they can contribute. School must come first and many teens also hold down a part time job. How, then, can an organization provide interesting volunteer roles that will entice teenagers?

Programs that run during the summer months of July and August are the best solution and for Glenbow the timing was perfect. Programmers were developing six week-long summer day camps for kids aged 6 - 10 and an all-ages drop-in program entitled *Summer Knights* running all summer long. Both offered plenty of opportunity for volunteers to assist program coordinators and have a little fun while they were at it.

## Developing Partnerships

A team of museum programmers and interpreters and I identified volunteer roles and wrote position descriptions. Our next task was to tap (quickly!) into the local youth network. Community collaboration was the obvious solution, and relationships were developed with two Calgary agencies:

The Youth Volunteer Corps of Calgary (YVC), and the YMCA Achievement Program (YMAP).

YVC Calgary helps youth find more opportunities to contribute to their community by working with not-for-profit agencies. Support of YVC initiatives allows youth to give their time and talents to the issues that affect Calgary and proves the potential and importance of youth in our community.

YMAP is a unique program that works with businesses, schools and the community to encourage the educational and career objectives of high school students. Supporting organizations provide positive role models and mentoring to assist in reducing the dropout rate of students in high school. The collaborative goal of this partnership is to ensure economic viability for the Calgary area and Canada through the participation of youth in the workforce.

The goals of both agencies fit well with Glenbow's own vision and goals and partnerships were developed with YVC and YMAP. The YVC would provide rotating teams of five volunteers, headed by a consistent team leader, to handle the day camps. Eight YMAP participants agreed to volunteer as *Summer Knights* program assistants, aided by four in-house teen volunteers.

### Steps to Success!

Extra care must be taken when working with youth to be sure they clearly understand their roles and responsibilities. Plus, we wanted to provide them an opportunity to grow and develop and hopefully retain them as long-term volunteers. I worked closely with the program teams to develop a training and orientation package for both youth groups. As dynamics were very different for each program the packages were tailored to ensure maximum success. This took extra resource time, but was well worth the effort.

### Museum Explorers Day Camps

The role of day camp volunteers would be to supervise participants, assist in activities, resolve conflicts and prepare material. I was in constant contact with the coordinator of YVC, submitting proposals and providing skill sets and requirements for volunteers. For example, we stipulated a

**Summer Knights**  
*Summer Knights* was designed to teach visitors how young men became knights in medieval days and was situated in Glenbow's extensive military collection gallery. Two museum interpreters portrayed Joan of Arc, offering tours and information to visitors. They also acted as direct

The leader closely reviewed the contents of the package with the volunteers prior to their arrival. The family program and I checked in with each team on their first day to ensure they understood their responsibility toward their young charges; regular visits to the museum classroom and interaction with the team leader and camp coordinators ensured a positive environment. The team leader was incredibly dedicated to her job and provided excellent liaison between day camp staff, the volunteers and volunteers carried out their duties well, becoming a big hit with the kids in the camps. One volunteer even took a week off from her summer job to participate – a great testament to the success of this partnership. We hope to work with YVC in future projects.

Prior to the camps' beginning, the day camp coordinators and I held an individual training session with the team leader. She was thoroughly oriented on the day camps, provided with the activity schedule for the week, given a walking tour throughout the museum and advised of the many policies and procedures. Security is a top priority at Glenbow and was carefully reviewed with the leader to ensure her teams would understand the nature of their environment. In addition, expectations about volunteers' responsibility to the young camp participants were outlined, as was information about breaks, supervision of the camp participants, conflict resolution and lines of communication.

As there was to be a turnover in volunteer teams, a great deal of planning was necessary to ensure a high level of comfort for the volunteers and smooth delivery of the program.

minimum age of 16 for volunteers for risk management reasons. She, in turn, undertook the responsibility of screening each volunteer for suitability and ensuring each team was filled. This collaboration ensured the necessary maturity level and abilities required for the program were met; it also relieved me of the burden of actively recruiting.

supervisors for the twelve volunteers who facilitated an armour try-on and craft activity for visitors. The program was scheduled such that 145 volunteer shifts had to be covered - two shifts per day, with two volunteers working each shift.

The coordinator of the YMAP Program worked closely with me to recruit suitable volunteers. We required mature teens able to easily relate to both adults and kids, answer questions about the program, physically handle the set-up and takedown process of craft and armour activities and present a professional image of the museum. The YMAP partnership provided an excellent vehicle to recruit and screen teen volunteers. The coordinator was dedicated to success, both for the teenagers and for the museum. I will look forward to future collaborative efforts with this well-run program.

Six weeks before the launch of the program, I interviewed each teen volunteer. I asked them to provide, in writing their availability over the summer and the number of shifts they were willing to work each week. I also asked who would be agreeable to cover extra shifts if needed. Using that information, I developed a schedule that filled all shifts and sent it to everyone a week before their training session. They were asked to review and provide me with any scheduling conflicts they had; two changes were made and the schedule was complete. One great lesson I learned: **e-mail is an excellent tool for communication with teenagers!** All twelve had access to the Internet and I used e-mail constantly as a way to inform them about schedules, meetings and training. I would highly recommend it.

The teens were then brought into the museum for an intense, four-hour training session. Again, this session was developed closely with Glenbow's team of experts including a family programmer, a live interpretation coordinator, the two interpreters who would act as the volunteers' supervisors and the military collection technician.

Similar to the day camp program, the volunteers were given detailed training on museum policy, log in procedures, dress code and lines of communication. Copies of the package were given to everyone and a master binder was prepared for the central work area. Their duties and boundaries were clearly defined and extra time was spent on shift schedules. The responsibility of arriving for shifts was placed on the teens who were given the responsibility of finding their own replacements in the

Setting a definite goal provides excellent incentive for success in a youth program. Based on the number of volunteers who would be working in both programs, a goal of 1000 hours in seven weeks was set. A large, bright thermometer was drawn and erected in the volunteer lounge. We delighted in using the tag line "One Hot Summer of Youth Volunteering at Glenbow", making badges for all the teen volunteers and sending

### Setting Goals

Both an external and internal collaboration effort went into developing this summer program as museum staff came together to provide a high level of training for teenagers. It was an excellent way to get youth excited about the museum and help them understand the entire philosophy behind the program. As Glenbow President and CEO Michael Robinson states, "Partnerships with youth volunteers are essential to developing Glenbow's new audience of children, students and youth. Young volunteers bring new vision, energy and enthusiasm to the museum and show both the visiting public and staff new ways of interpreting the collections and the ideas behind the artifacts."

Once the program was launched, all the volunteers clearly understood their roles and set about their tasks with ease. They handled hundreds of museum visitors with aplomb and helped other areas during slow visitation days. Best of all, they showed great commitment and responsibility to their roles, always reporting for their shifts or ensuring they had replacements. Never once was staff left without volunteer assistance.

The team was also given a tour through the military gallery and a dry run of the interpretive tour. They were shown where all the supplies were kept, how to access staff telephones, where the fire alarm and exits were and generally walked through the museum environment. Finally, they were treated to a behind the scenes tour of the military collection with a staff technician. There, they got to examine suits of Armour and weaponry and ask questions. Boy, did they ask questions!

### empowerment pays!

While they always knew they could contact their staff supervisors or me at any time, they alone were charged with ensuring all the shifts were covered. Another lesson learned

# THE PUBLIC POLICY FORUM'S FOURTEENTH ANNUAL TESTIMONIAL DINNER

March 29, 2001

by Al Hatton

"The Public Policy Forum is a non-partisan, non-profit organization aimed at improving the quality of government in Canada through better dialogue between government, the private and the third sectors. The Forum's members, drawn from businesses, federal and provincial governments, the voluntary sector and the labour movement, share a common belief that an efficient and effective public service is a key element in ensuring our quality of life and global competitive position."

"Each year at the Forum's Testimonial Dinner, some one thousand leaders from all sectors of Canadian society gather to pay tribute to distinguished Canadians who have made an outstanding contribution to the quality of public policy and public management in our country."

Al Hatton was one of the honourees. He is currently the Executive Director of the Coalition of National Voluntary Organizations, an umbrella organization of 130 national voluntary organizations active in the fields of health, social services, environment, justice and international aid. He is a founding member of the Voluntary Sector Roundtable, a coalition of 11 national voluntary organizations whose primary goals are to enhance relationships between the charitable sector and government and to encourage a supportive legislative and regulatory framework for voluntary organizations.

Here is the speech given by Al Hatton upon receipt of his trophy.

"In reflecting on receiving this honour I thought about how fortunate I am. I love what I do. Working in the voluntary sector my whole career has allowed me to express my creativity and to work with some very special people.

I believe in people – in their potential and their capacity. Most people want to do what's right – want to do better. That's one of the things I love about

volunteers, voluntary action and my work in communities. People are working for causes or helping others because they believe in what they do. I am amazed at what a small group of like-minded individuals can achieve, with so few resources, working cooperatively. I love to go to work each day because I believe we are making things better.

Without realizing it, all Canadians have been touched by the generosity of a volunteer – perhaps you volunteer yourself... as a local soccer coach, at a museum, in a hospital, through Meals on Wheels, as part of an environmental clean-up day or fund-raising activity.

Over 7.5 million Canadians volunteer each year, expecting nothing in return other than the satisfaction of helping someone, making their community a better place. These volunteers contribute 1.1 billion hours, the equivalent to almost 580,000 full-time jobs, or, the work force of Manitoba. That makes the voluntary sector a major economic force in Canada.

Much attention has been focused on the effects of globalization and technology on the private and government sectors. The impact on voluntary organizations has been equally profound. We are being challenged to do more, be more professional, with fewer resources. We are the ultimate entrepreneurs. We seek cures for diseases, tend to the aged, empower the disabled and advocate for policies that tackle poverty. Name an issue, or think about a service – volunteers and staff are responding.

But frankly, you don't do more with less. The infrastructure that supports the phenomenal work of volunteers is stretched and fragile. We need resources, funding policies and support for capacity building to meet future challenges. Both corporate and government support is critical to our continued relevance.

You, the people here tonight, represent a significant part of the leadership in Canada. We have a responsibility to give back, broaden the benefits of what we enjoy and sustain what we have been given. And, as leaders, there are two major challenges that we should consider.

First, we need to develop a new social vision for Canada and a strategy to achieve it.



We know it is good for business and for society as a whole to have an enhanced quality of life and a robust civil society. But we need to invest more time and resources on social development. Is it too big? Too ambitious?

Think back to this same room. At this same event in 1993: the issue of Federal and Provincial government deficits was paramount. If I had predicted that by 2001 the Federal government and almost all provinces would be deficit free, you would have thought me loony and hopelessly naïve. It is now a fact. So, reality can be shaped, big dreams can be realized. Work with us, invest in our ideas...we will not let you down.

The second challenge is that all three key sectors...private, public and voluntary, must work more collaboratively.

We do not have a truly 'national' collaborative effort to match the resources, technical know-how and creativity of the private sector, with the regulatory capacity, resources and consistency across jurisdictions of government, with the voluntary sector's flexibility, trust and ability to mobilize local capacity. What a powerful combination.

The Public Policy Forum started 15 years ago to bring business, labour and government together, to reduce barriers and enhance collaboration. The voluntary sector is a new 'player' and, although we are emergent, we are forging a more mature and strategic outlook. We are growing and growing fast. We are banding together, to strengthen our collective voice, and focus on results. Some recent examples include working to implement a national children's agenda, developing a research strategy for the sector, promoting tax measures that encourage charitable giving and carving out a new relationship with the Federal government. The United Nations has designated 2001 The International Year of Volunteers. Perhaps in Canada we can declare this decade "The Voluntary Sector Decade".

I have been fortunate to travel the world and have seen both the best and the worst conditions for human development. I am biased. We have the greatest country! One of the reasons our country is so special is the quality and depth of its voluntary sector. My passion and my commitment is to protect and enhance it.

## ITEMS OF INTEREST

*Working Together - A Government of Canada/Voluntary Sector Joint Initiative*, Report on the Joint Tables, Ottawa, Ontario: August 1999.

Finlay, Sean, *PR for Volunteers*, Carp, Ontario: Johnstone Training and Consultation (JTC) Inc., 1994.

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

Sommers, Susan, *Marketing to Win (audio cassette)*, Thornhill, Ontario: Susan Sommers and Associates Inc., 2000.

Speiss, Karen and Robertson, Lynda, *Partnerships - Non-profit Organizations and Corporations Working Together*, Edmonton, Alberta: Resource Centre for Voluntary Organizations, 1993.

### Websites to visit:

<http://www.charityvillage.ca/>

<http://www.nonprofitscan.org/>

<http://www.communityzero.org>

and contact [bjgemmel@mb.sympatico.ca](mailto:bjgemmel@mb.sympatico.ca) to subscribe to "Barb's Bytes".

I am honoured to receive this award. To me, it recognizes the contribution of so many dedicated staff and volunteers working in the voluntary sector. I am humbled too, as this is my vocation. I make a living doing what I love while countless others volunteer - some with little recognition. I congratulate the other award recipients, each of whom you will see have made exemplary volunteer contributions. I would like to thank the Public Policy Forum, my family, friends and work colleagues "for their support. Merci."



# SAMBAS AND SONATAS BRAZILIANS AND CANADIANS LEARNING COLLABORATIVELY

by Mary Hardwick

The strength of the Canadian Voluntary Sector is acknowledged beyond our borders. This recognition led to a conversation between Aline Chretien and Dona Ruth Cardoso, at a First Minister's conference in 1996. The wife of the newly elected President of Brazil identified a need in her country to find new ways, other than the charity model, to support civil society. She understood the need for all Brazilian citizens to take on the responsibility for solving pressing social problems in a collaborative way. Furthermore, she realized that the country had vibrant volunteer organizations that looked abroad for funding and depended on professionals to deliver services. She felt the country was ready to embrace the spirit of volunteerism and that capacity building in organizations and raising awareness of voluntary action in the public, could move the country from dependence on foreign funds and solutions to home grown strategies.

Thus the seed was sown which resulted in a three and a half year capacity building project. This has brought seven Brazilian NGO's (Non-Governmental Organizations) together as GFTS (Third Sector Study Group) to learn collaboratively with Canadian facilitators from the UWC-CC (United Way of Canada — Centraide Canada) networks.

Several years were required to build relationships, not only between the northern and southern NGO's, but also between the funder CIDA (Canadian International Development Agency) and their counterpart in Brazil, ABC (Brazilian Cooperation Agency). The Brazilian partners include:

- Projeto Travessia, a street children's agency,
- ABONG, the Brazilian Association of NGO's,
- Volunteer Centre of Sao Paulo,
- Fala Preta, a black women's health, reproductive rights and anti-racism network,
- SOS Mata Atlantica, dedicated to saving the flora and fauna that inhabit the Atlantic Rain Forest,

- Pastoral da Crianca (until March, 2001) which works in the poorest rural and urban communities in Brazil to reduce infant mortality and enhance early childhood experience, and
- Programa Voluntarios, part of Comunidade Solidaria, the entity created by the First Lady to support civil society (PV's purpose is to develop and support volunteer centres - from 0 to over 30 in the past 3 years - and promote volunteer action with the public).

Canadians and Brazilians, with the help of CIDA staff, jointly developed the proposal which was approved by all the partners in 1999. This document established the values, the structure, the budget and activities and outcomes to support our lofty goal, which is: "to increase citizen participation in the voluntary sector and to strengthen the voluntary sector's capacity to work collaboratively in addressing social problems". Although the project is funded under CIDA's Brazil-Canada Technology Transfer Fund, intended to transfer Canadian know-how and skills to Brazil, it became clear early in the project deliberations that Canadians would also be recipients of valuable learning. Hence, our project title became 'Capacity-Building in the Voluntary Sector: Collaborative Learning in Brazilian and Canadian Organizations'.

We agreed to focus on two major purposes. The first, "to enhance the capacity of the GFTS and UWC-CC members to manage their organizations effectively," is addressed by offering training in management of volunteers, board development, fundraising, NGO management and training skills in Brazil and by providing opportunities for Canadian NGOs to enrich their skills through the experience in the south.

Training workshops in these areas, offered by Canadian facilitators with increasing involvement of Brazilians, as both content and process resources, have been the major method of sharing knowledge and skills. Most of these activities take place in Sao Paulo, a city of seventeen million people and the location of our Brazilian partner organizations. Each of our partners is involved in large networks in Brazil, which enlarges the reach and impact of the project. Since the beginning of project activities in 1999, Brazil has experienced an enormous increase in the public awareness and professional knowledge in the project topics, therefore our interventions increasingly involve Brazilian content.

The second purpose, to develop collaborative models which build community capacity" and infiltrates all project activities. It is specifically addressed by creating an opportunity for NGO, government and community leaders to work together to determine community priorities, and learn the principles and skills needed in collaborative work. This initiative is taking place in a socially and financially disadvantaged area of Curitiba, the capital of Parana, the state adjoining Sao Paulo. This city has had progressive municipal leadership for many years and was already working with the community in creative ways that provided a fertile ground. In addition, the city staff worked passionately for the community and their knowledge and involvement makes a very positive difference in our work.

In all our work, we strive to maintain fundamental principles between the Northern and Southern partners and within our respective teams. Honouring each other's differences and contributions, sharing project management and decision making, learning and assessment, evaluating each project event, incorporating new learning into planning the next activities and building strength in all participants to become autonomous learners and multipliers of learning, are applied throughout the project. Supporting all these principles is the value of collaboration in both the practice and the content of the project.

We have learned that although we work in different contexts, all of us are committed to building strong volunteer sector players and organizations. At the recent Volunteer Forum in Vancouver, Brazilian colleagues debated issues such as "Is altruism or self-interest motivating volunteers?" and "Does an efficient society need volunteers to provide essential services?" They also visited social agencies in the Downtown Eastside, Volunteer Vancouver and Covenant House, where they saw that amidst plenty, poverty has marginalized citizens and mobilized community services and volunteers.

Prior to each activity, we all agree on the same desired outcomes. Of course, each one of us interprets the results of the learning differently. Canadian facilitators experience professional growth in both their process skills and in understanding the context of their Brazilian colleagues. One of the Canadian facilitators has used her experiences and that of a Brazilian colleague as the basis for a Master's thesis in Adult Education.

The story of her transformational learning is inspiring to both Canadian and Brazilian partners. Brazilians find that in addition to learning new content, Canadian ways of organizing processes, using cycles of planning and conceptual frameworks, are very useful. For example, people working with volunteers are often very creative in attending to the steps in the management of volunteers cycle, but they had not previously seen the process in a logical and planned way.

After each day of activity, evaluations involving the trainers and participants are conducted, and the results are incorporated into the next day's agenda. Similarly, twice each year, all participants are asked to indicate the changes they have made in their work as a result of attending project activities. This feedback provides a basis for planning the next semester's work at the semi-annual joint GETS-UWC-CC retreats. Through this process we learned that board training, as we know it in Canada, is less relevant in the Brazilian context since boards in Brazil are structured and function very differently from Canadian ones. We have decided to support specific board training requests with short-term consultations and to concentrate on building organizational strength through staff training.

In order to build lasting capacity in Brazil, at all training events and activities, Canadians and Brazilians share the leadership. The Train the Trainer sessions focus on creating a pool of Brazilians who are comfortable training their colleagues in fundraising and a variety of NGO management themes, as well as in training and collaborative processes. Brazilian co-facilitators are working alongside their Canadian colleagues to deliver content and enhance the communication between all players. A peer learning group in Brazil reinforces training skills and provides an opportunity to practice in a supportive environment.

A cornerstone of the project is the collaborative nature of the work. The trainers working in Curitiba with the community-based project have developed a set of steps that are important to consider when working in this way.

1. Bringing the right people together is fundamental for making change.
2. Building trust between members requires conscious effort, opportunities to work together and knowing each other in a variety of contexts.

3. Confirming the vision is an ongoing process, as new members join the group and the environment changes.
4. Articulating the expected results at the overall level and the more operational levels insures that all players are designing activities to maximize outcomes.
5. Evaluating the processes and outcomes of the project allows for integration of the findings into the next phase of work.
6. Developing an action plan to marry desired outcomes, budgets and realistic project activities.
7. Agreeing on operational roles changes over time, in this case particularly as more and more decisions are made in Brazil.
8. Designing a structure and decision making procedure which allows empowerment and participation.
9. Recognizing the need for productive ways to handle conflict and resolve problems.
10. Maintaining motivation through feedback, support and celebration.

At this stage of the project, as we are identifying new ways to support the emerging volunteer sector in Brazil and to enhance our Canadian perceptions and practice, collaborative work provides a satisfying, challenging and ultimately desirable way to create lasting change.

*Mary Harwick is currently working as the Canadian Manager of the Capacity Building project in Brazil. She previously worked with the local United Way and United Way of Canada - Centraide Canada developing training programs and resources for board members.*



*She is still working on tropicalizing her samba.*

Scenario:

*I am a coordinator of volunteers for a very large social service agency. We are starting an outreach program manned by volunteers to assist street people during the winter season. This involves going out at night. Several organizations, including those from the health sector, aboriginal centres and faith based groups have expressed interest in partnering with us to broaden the scope of this much needed service. For the most part our volunteer team is eager to work with the other agencies, however there are a few volunteers who have taken ownership of the outreach project and are hesitant of sharing the responsibility.*

Response

What a great project for partnering! Although it is always a challenge when "ownership" crops up, as it so often does, this is a great opportunity for the organization to broaden its scope and help people who really need it. No doubt you have gone through the benefits of working with the other organizations which would include wider outreach, understanding the needs of the community from different perspectives and helping a larger number of people. If these basic arguments have not swayed the few volunteers still holding out, other tactics need to be used, though a word of caution, the reality is, you won't convince everyone!

It seems as if safety might be an issue for volunteers going out at night, in which case, access to greater numbers of volunteers would enable the project to be operated by pairs or groups of volunteers. Winter months also bring on winter ailments and here again, access to more volunteers is definitely an advantage – even some of the ownership volunteers might get sick.

However, I believe the best way to overcome the challenge of resistance is to involve the volunteers concerned. Could they sit on a committee to help develop guidelines for the project? Is there a leader among the group that could be given the task of working with one specific



It is to your advantage to develop a written Memorandum of Understanding (MOU) which will set out the goal of the activity, as well as the intentions, responsibilities and expectations of each of the partners (the other agencies). You may first wish to conduct a review of the other groups, to ensure that they are appropriate and legitimate organizations with which to share the responsibilities of the project.

With your tacit approval, the service that you are about to offer has become a joint venture, and since you have the advantage of entering into it with your eyes open, you may as well ensure that you manage the joint initiative wisely.

I concur with you that the outreach service is needed and will be a worthwhile initiative. As you and your agency are spearheading the program, you will be looked upon as team leaders, and your organization's volunteers might be feeling a justified caution where other groups are concerned. These other groups may well be legitimate agencies, but are you willing to vouch for the integrity of their volunteer screening, selection and training procedures?

Response

*Joy Murray, Manager of Volunteer Resources for the Canadian Cancer Society in Vancouver, B.C.*

organization, such as a health care partner? How about keeping track of the help given, e.g. meals served, clothing distributed etc.? This latter task would necessitate collaboration with other groups and also give the volunteer a glimpse of the bigger picture. It is only by reinforcing the worth of the volunteers and using their strengths that you can move them into the bigger picture. You may well find you have hidden gold in the volunteers who are holding out.

When your volunteers realize the planning and resources that you are investing into making this joint partnership work well for all partners while maintaining your organization's credibility and reputation, they will be convinced that the project is a valuable partnership.

- your *legal authority* to act - representatives from your agency may have authority under certain Provincial Acts that other agencies lack; the *appearance of authority* while your volunteers (and others) are on the street - your volunteers may know enough not to abuse or misuse their authority...but will others?
- *public perception* will be that you control all of the outreach volunteers, even those that are not from your agency;
- the level of *agency-specific knowledge, training or expertise* that is required in some situations may only be available from volunteers representing your organization;
- the level of resources required to run this service: staff time, funding, training, support and supervision may vary depending on the involvement of agencies in addition to your own.

As you develop the Assignment Descriptions for each of the activities to be undertaken in the project, you should consider how the responsibility for each of the tasks will be shared with the other agencies. This sharing could take on different forms and degrees, depending on the task (your agency might provide the training in one area, the funding in another, and vice versa). While working out the "sharing" arrangements with the other organizations, things to be considered include the following:

- ensuring appropriate approval of and commitment to the task, and consistency in decision-making;
- establishing the parameters of the task;
- identifying the criteria for the selection and screening of volunteers and supervisors, based on the *essential and legitimate* occupational requirements of the task;
- assuming liability, while acting to reduce exposure;
- providing stable resources, including money, staff support, active supervision, etc.; and
- promoting the Outreach Project and recognizing it as a Joint Initiative.

factors to be considered in laying out the details of the MOU:

Secondly, the coordinator of volunteer services might ask the volunteers what capabilities their group had in terms of providing outreach support to street people. In other words what I am suggesting here is a "S.W.O.T." analysis (strengths, weaknesses, opportunities and training). What are the strengths of their volunteer group, their weaknesses in terms of providing the services and the opportunities for meeting their clients' needs that may surface if the weaknesses could be addressed by involving others. The training aspect points to the need to develop the volunteer resources within other organizations to help meet a broader range of the client's needs. It is here that the coordinator of volunteer services could suggest that the present group

organizations accomplished for their clients through partnership with other end result of this exercise would point out how much more would be service might be enhanced if other organizations were involved. The might ask the volunteers to spend some time thinking of how the they alone managed the outreach program. Then the volunteer coordinator volunteers in an exercise of identifying what might be accomplished if attitude. Taking this into consideration, the coordinator could lead the approach to sharing responsibility lacks a client centered focused First, there is the need to convince the volunteers that their present project management.

The coordinator of volunteer services has a real challenge on his/her hands; trying to convince the few volunteers who have taken ownership of the outreach project to risk partnering up with other organizations in providing stronger support for their clients. The answer to this coordinator's problem lies in developing three important aspects of

## Response

*Diana Boudreau is the Coordinator of Volunteer Resources for the Ottawa Police Service, which currently involves 600 volunteers. The involvement of volunteers in the Service has undergone a radical renewal, based on the results of recent Risk Management Project. Diana was previously the Assistant Director at Volunteer Ottawa.*

of volunteers still would have control. They would become leaders in the overall recruitment and development of volunteer resources from other organizations.

Lastly, the volunteers in the "very larger service agency" need to be convinced that they would be strengthening their ownership in the outreach program. From the recruitment and development of outside volunteer resources they would be called upon to provide team leadership roles. It stands to reason that with a more diverse group of organizations involved in the outreach project the service would be expanded to include more street people and the chances of more of their needs being met would be strengthened.

Clearly, the coordinator could demonstrate to his/her volunteers that they would not be giving up ownership at all in the outreach project. Their roles would change from being front line volunteer workers to being project leaders, thus expanding their influence over the service being provided.

*Colin Thacker, Volunteer Services Co-ordinator  
North Bay Psychiatric Hospital, Ontario*





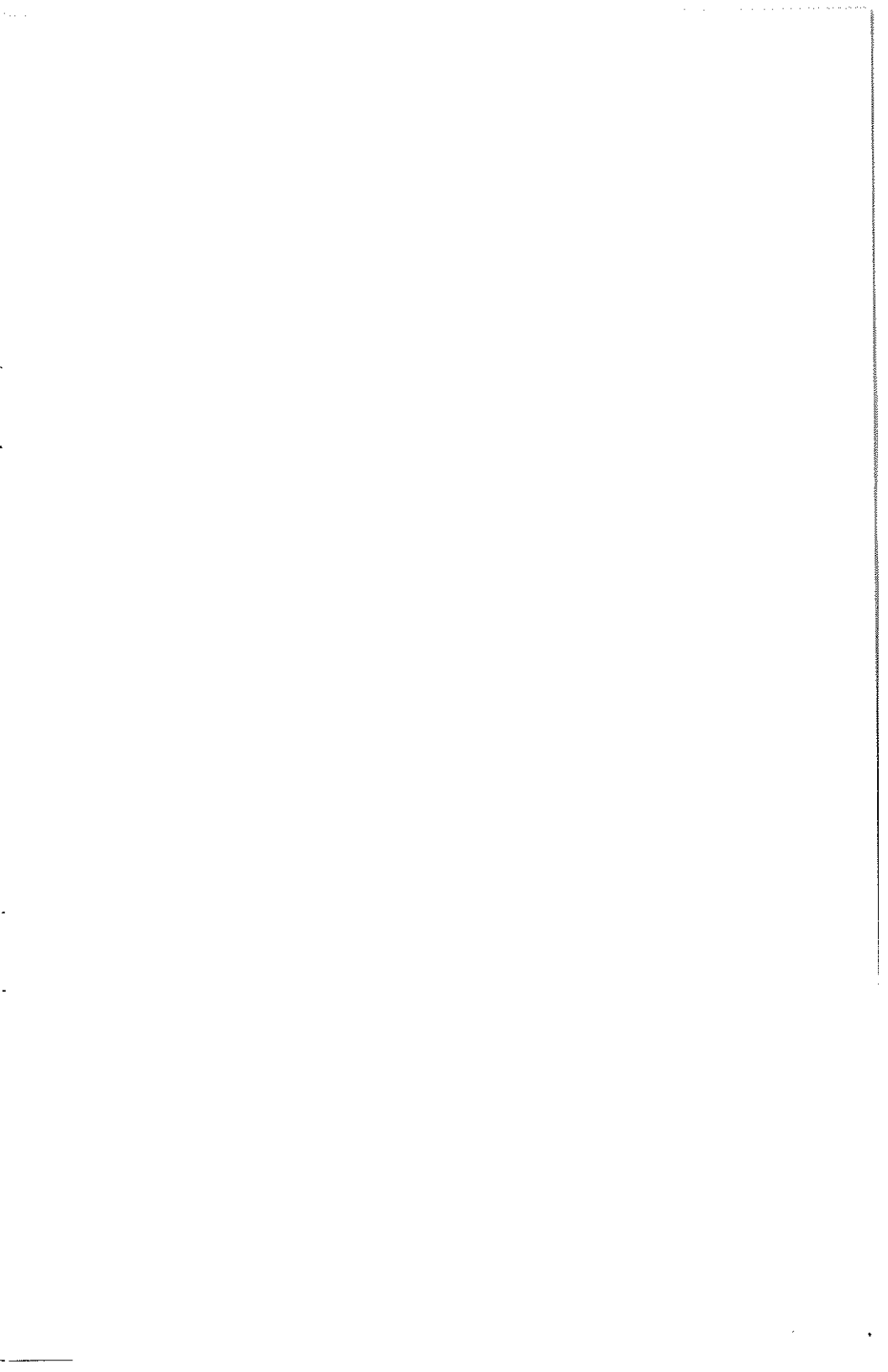
*Tammy Reimer is an Administrator of Volunteer Resources with the Health Sciences Centre in Winnipeg and coordinates volunteer programming in Volunteer Enterprises relying heavily on partnerships within the community.*

Are you organizing a fundraising campaign and need a Corporate Partner? Is your corporation planning to implement a granting policy or procedure? If so, this manual is a must have for your organization. As a resource, this publication is both user-friendly and practical. It walks you through all the necessary steps including: a needs assessment; identifying your prospects and approaching your potential corporation. It provides numerous sample outlines for both the non-profit organization and the corporation. However, the greatest benefit to this quick read is the opportunity to gain perspective on each other's needs. Armed with the knowledge and insight gained, both the non-profit and corporation will be ready to embark on a great new partnership.

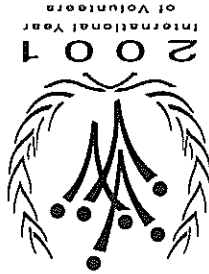
**"PARTNERSHIPS, NON-PROFIT ORGANIZATIONS AND CORPORATIONS WORKING TOGETHER"**  
by Karen Speiss

By Tammy Reimer

**BOOK REVIEW**



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<u>Issue</u>	<u>Deadline</u>	<u>Theme</u>
Winter 2002	articles due on the 24th of October	Community Development Through Volunteering
Spring 2002	articles due on the 24th of February	Career Paths for Volunteers
Summer 2002	articles due on the 24 of May	Our 10th Anniversary Issue
Fall 2002	articles due on the 24th of August	Volunteer Service Delivery Model

**DEADLINES  
 FOR SUBMISSION AND THEMES**

# 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:

Lead Article	Words	Pages
Secondary Article	2000	5-6
Book Review	150	2-3
		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.

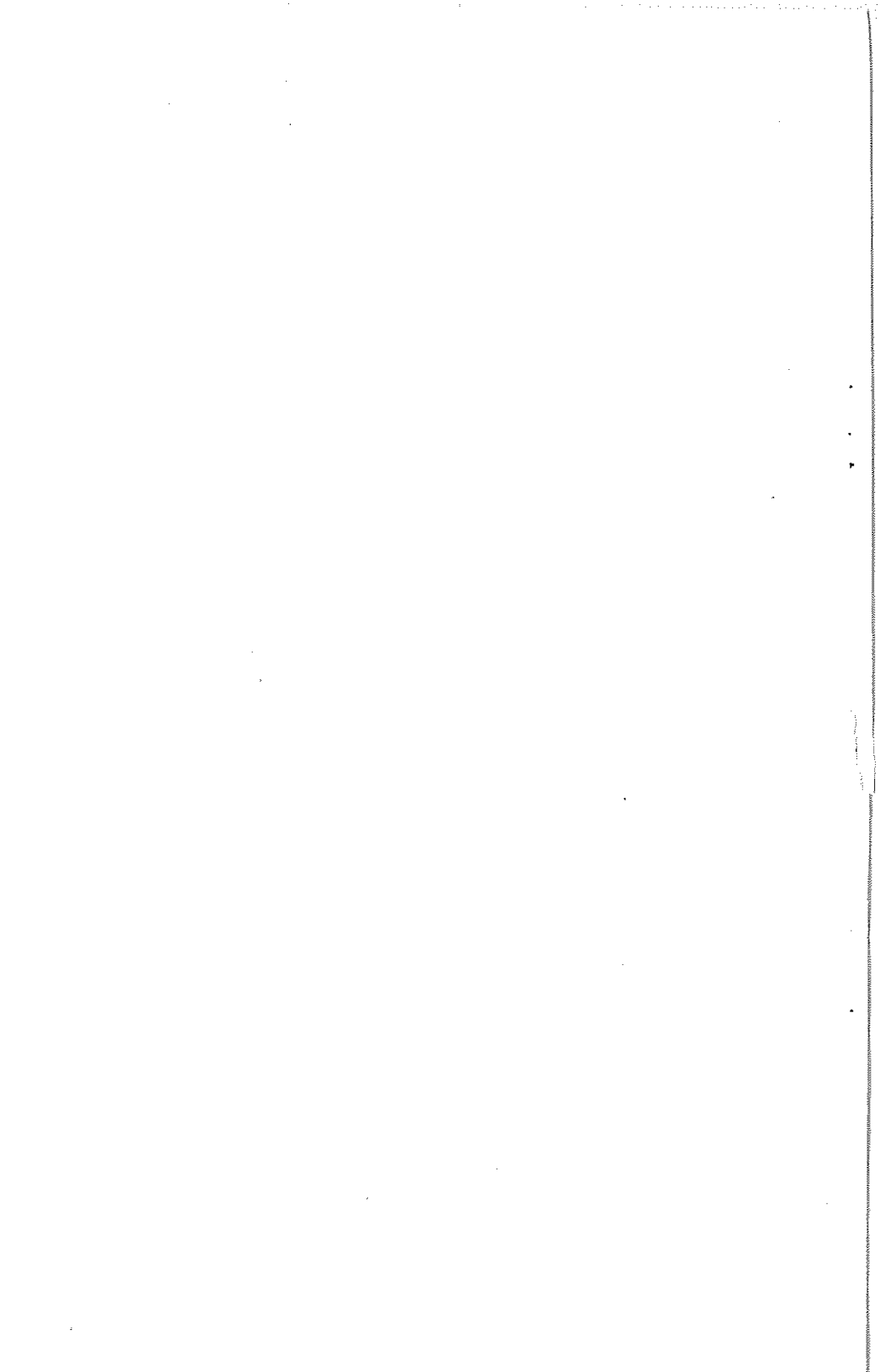
## Advertising

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. Costs to be determined by the Editorial Team.





## LOOKING AHEAD

*April 21-27, 2002*

**National Volunteer Week**

*June 13-15, 2002*

**CAVR Conference in Saint John, N.B.**

For more information, contact: Elizabeth Cormier by email at  
COREL@reg2.health.nb.ca

*May 8, 2002*

**Community Matters Conference**

Niagara on the Lake

For more information, contact Brenda Herchmer by email at:  
bherchmer@niagarac.on.ca

*May 22-24, 2002*

**PAVRO Conference in Sault Ste. Marie**

More information to follow.