



# Canadian Journal of Volunteer Resources Management

Issue 21.1

STRATEGIES FOR INCLUSION

2013

## TABLE OF CONTENTS

### Editorial

Chris Jarvis, Ottawa, ON .....1

### Capturing and Developing

#### One-Time Event Volunteers

Naomi Freeman, Toronto, ON.....2

#### Environmental Volunteers

Kelly Schnare, Halifax, NS.....5

#### Off the Beaten Path

Gabrielle Langlois, Toronto, ON.....8

#### Building Citizenship

Jess Duerden, Toronto, ON.....10

#### Inter-Action for Integration

Dan Dubeau, Ottawa, ON .....13

#### Reaching Out and Beyond

Colin Thacker, North Bay, ON .....15

#### Event-Day Volunteers: How to Keep Them

Laura Lafantaisie, Ottawa, ON ..... 17

#### Involving Volunteers with Disabilities

Shelley Ann Morris & Ulyana Zanevych,  
Ottawa, ON .....18

### Editorial Team

Inika Anderson, Jennifer Campbell, Chris Jarvis,  
Irene McIntosh, Maria Redpath, Arianne Richeson,  
Ruth Vant

### Regional Representatives

Beth Cougler Blom, Charlene Dishaw, Stephanie  
Fontaine, Rita Giullione, Dale Jardine, Faiza Kanji, Jenna  
Marynowski

ISSN 1192-1676

Subscriptions and correspondence can be sent to:

[contact@cjvrm.org](mailto:contact@cjvrm.org)

No part of this publication may be reproduced, in whole or in part, without written permission from the Editorial Team. All articles are the express opinion of the author(s) and do not necessarily reflect the views of the publisher or Editorial Team. The Publisher and the Editorial Team assume no responsibility for unsolicited manuscripts.

Letters commenting on articles are welcome, but may be edited for brevity and clarity.

Managers of volunteer resources first and foremost attempt to create within their departments an atmosphere of valuing and respecting each individual. This is not always as easily achieved as we would like it to be. There is the practical side of running a department to worry about, policies and procedures to conform to and our own energy that is primarily goal-oriented. We spend a lot of our time trying to increase a sense of belonging in our volunteers so that they will come, stay and be fulfilled. Strategies for inclusion are never far from our thoughts. All of the authors for this issue have thought and written about inclusion with clear, positive and practical suggestions with very satisfying results.

Our lead article by Naomi Freeman “Community Event Planning” is really a snappy, upbeat and to-the-point article on “changing up your “orientation” to actively set a different tone and culture for your organization.”

Kelly Schnare’s article is one of today’s “hot topics” – environmental concerns. Kelly’s research tells us a lot about how to involve and keep committed those volunteers who are already passionate about the subject and learn why others do not participate despite their interest.

This issue is filled with excellent articles detailing specific examples of projects designed to get people to come out and get involved and by doing so discovering all of the wonderful benefits that living in a community with others has to offer. A great example is in “Off the Beaten Path” by Gabrielle Langlois. She tells us how she created the Davenport West Bike Project in Toronto, clearly outlining the steps taken and the end-results that provided the anticipated as well as the unexpected happy benefits. Reading Jess Duerden’s article will make you feel proud to be a Canadian and why we all work so hard to uphold our Canadian values and to build better communities. Dan Dubeau tells his story of creating a successful project designed to help newcomer’s to Canada settle in through volunteerism and sports.

Laura Lafantaisie’s article is a practical approach, moving the reader from the position of “once we have our event-day volunteers” to “how do we keep them”. Colin Thacker updates us on why you need a social media strategy and why you need to employ new technologies to make your volunteer service more “inclusive”.

And we could not do an issue on inclusion without a personal story. Enjoy “Involving Volunteers with Disabilities: A personal story and practical tips” by Shelley Ann Morris and Ulyana Zanevych.

I love the feeling of being included and belonging – it makes me feel happy! I hope that after a long day at work when the sun refuses to shine, you will read this issue and feel restored in your excitement of why you spend your time doing what you do. It is a very uplifting topic!

*Chris Jarvis, editorial team*

# Capturing and Developing One-Time Event Volunteers

by Naomi Freeman

Consider this statement: “Orientation is a socialization process in the customs, style and ethos of the nonprofit.”

- Does that statement say that orientation is a process that requires a staff member boring a group of volunteers to tears with a PowerPoint presentation for 3 hours?
- Does it say that orientation is a process that is the most engaging lecture and rally ever?
- Does it say that orientation requires 90-page manuals?

Not at all. Now picture this:

You have an event. You need 100 volunteers. Only 18 people come for orientation night and everyone needs a signed waiver and orientation before they volunteer. What are you going to do?

What I am going to propose is that, next time you run an event, move to a plan of engagement, rather than this plan of management. We hear it over and over again: volunteer management is changing to volunteer engagement. We all have the basic theoretical principles, but how do we enact them while still covering all of our risk management pieces?

In a traditional volunteer management model, you would do most of the work from your desk: determining need for volunteers, recruiting, managing the application process, screening and then training and placing volunteers on shift each week, every week, until you say they are done (and if they do not, you will not give them a reference letter).

One community organization I worked at did their intake “on-the-ground”. They would send emails to

all previous and current volunteers, as well as their listserv and any other listserv they could gain access to. The message was simple: show up. You can capture all the data you need for these single episode volunteers. Rather than a registration sheet, you could use a simple sign-in sheet like this one:

Last Name	First Name	Email	Time In	Time Out

This captures everything you need to create a database, contact the volunteer in future and record hours for statistics. You can then combine this with a short waiver form signed by the volunteer to cover things like photographs and general risk and liability policies.

Traditional risk management is thick, dense stuff that everyone feels must be communicated to the volunteer. In general, volunteers are not reading your document anyway and are simply signing at the bottom. As long as you have solid policies and have the whole document in your office, a summary that is check boxed is sufficient if it references the whole document. You can even post the document on your website for easy access, to ensure you are as transparent as possible. In fact, your toolbox need only hold unsophisticated materials such as a marker, banner, clipboard, pens and nametags.

## Recapturing volunteers

The first thing you have done by changing your orientation is to actively set a different tone and culture for your organization. The second thing you have done is made volunteering accessible and current. A study conducted and included in *Volunteering and Society in the 21<sup>st</sup> Century* found the following reasons why volunteers do not volunteer (even though they may intend to).

	Applies a lot	Applies a little	Does not apply at all	Base
Not enough spare time	60	23	18	638
Put off by bureaucracy	17	32	51	632
Worried about risk/liability	16	31	53	635
Don't know how to find out about getting involved	12	27	61	636
Not got the right skills/experience	6	33	61	635

There are quite a few other things that were asked about, but overall, they are non-factors compared to the above top five.

By using the kind of model I have proposed, you can mitigate all of these reasons why a volunteer would not volunteer: they chose when they wanted to show up, contributed as much time as they were able, did not have to jump through bureaucratic hoops and were able to contribute right away. Once you have them hooked and feeling confident, you have overcome your number one hurdle.

Once volunteers have signed in with you and already contributed, they are going to be more receptive to being invited to a full orientation and training. This is a follow-up email that can go to the list captured on the sign-in sheet. As soon as they have come to an orientation and volunteered a second time, you have an episodic volunteer.

You can come to structure your program in brief, singular episodes that will give volunteers the kind of feeling they are looking for: short, specific tasks and a self-directed volunteer schedule. Simultaneously, you will be retaining volunteers so that you always have trained people on the ground.

(Discover more about this in the Engaging Millennia's report at [http://files.dosomething.org/files/pictures/blog/2012-Web-Singleview\\_0.pdf](http://files.dosomething.org/files/pictures/blog/2012-Web-Singleview_0.pdf).)

### Building leaders

Remember that a pyramid is a pyramid for a reason. You are never going to graduate all of your volunteers to leadership positions. You have a better chance of migrating some of them though if you can start by retaining them.

Make each leadership step all about the volunteer benefits: resumes, references, college applications, networking opportunities. Define the position and expectations, as well as the time commitment and offer a full timeline of the leadership position. They want to know when their contract ends. If there is going to be a peak period of hours, let them know that upfront.

You can create a ladder of benefits based on clear time commitments. Following is a sample

Level	Time Commitment	Benefits
Member	12 hours of tracked volunteer time	First access to job postings
Coordinator	Interview and screening + 12 hours per week	Invitation to one networking event
Team Lead	Membership status, interview and screening + 30 hours every two weeks	Invitation to a signature event

“People are motivated to act when they perceive that an activity will answer a particular need. Importantly, the same act can satisfy different needs and people with the same need may choose different ways to satisfy it” (Clary et al, 1996; Musick and Wilson, 2008). Let your volunteers know how their activities will meet their needs, rather than how it will meet your organization’s needs. This is engagement.

Volunteers may never believe in your cause. Some certainly will, but not all of them. You can teach them to “believe it” by training them to live the values of your organization, by building them in as part of their job description as a leader and ambassador.

Finally, make sure that you create a social event for your leaders. Many will come to your organization for the social benefits in the first place, and you do not want them to become isolated just as you have roped them in to doing the heavy lifting. Create an exclusive social just for your leaders and market it as a key benefit to leading.

You want this entire process to be very transparent. Still, time is everyone's most valuable resource, so rather than constantly reminding them they are giving a lot of time, thank them for their skills and give them priority access to jobs, workshops and other perks your organization can offer.

Think about the last letter you received from a charity you were donating money to. Did they lay out for you how much you are contributing or did they thank you for your support and let you know about the programming they are running? If they laid out the cents and dollars, you would be running to your budget sheet and your credit card company to rearrange things.

Volunteers will become loyal to your community when they feel a reciprocal relationship developing and when they feel empowered to make their own choices as a volunteer. They will keep coming back for the benefits that will keep them learning, growing and engaging.

#### References

Clary and Snyder, 1991; Clary et al, 1992, 1996, 1998; Omoto and Snyder, 1995

Rochester, Colin et al, "Volunteering and Society in the 21<sup>st</sup> Century"

*Naomi Freeman is on contract as Volunteer Resources Administrator at Holland Bloorview Kids Rehabilitation Hospital. She is completing a Certificate of Volunteer Management at Humber College and her CVRM certification. Naomi is a mentee in the PAVR-O mentorship program. She founded York University's Philanthropy Week and is currently on the Toronto Taste Steering Committee.*

### Peer Experts Column

Many of our long time readers will remember that we used to have a **Peer Experts Column** and that you have not seen it for some time now.

When we introduced it in 1997 in the "New Visions" issue Volume 6.4 we said "This new feature of the Journal is meant to be a forum for you, the manager of volunteer resources, to get advice from knowledgeable and experienced colleagues about difficult situations that you face...Tell us about the difficult situations you are facing and we will ask our team of peer experts to comment".

If you would like to be a peer expert let us know. We will try to pose a question for some of our upcoming themes and if you would like to respond, send us your answer in 150 words or less and we will put you in our Peer Expert Column. We will begin with the following situation:

*While criminal record checks are integral to many volunteer screening programs, they may also present unforeseen challenges for managers of volunteer resources.*

*Several years ago, my workplace received a police record check which indicated a prospective volunteer had been convicted of trespassing. The conviction itself was a few years old and the charge had not involved a threat to the same vulnerable populations our agency worked with.*

*This presented us with some interesting questions. Was the very existence of any conviction grounds for screening out a volunteer? Were there some offences that were of less concern to our particular workplace? If only certain convictions might be prohibitive, would it be necessary to stipulate this on the volunteer application or within our agency's policies? How would we go about making these kinds of designations without seeming arbitrary or unjust?*

*We had many conversations where we discussed the importance of balancing the safety of our clients, volunteers and staff while being mindful of the rights of individuals who had paid a debt to society and were hoping to give back to the community.*

We would be interested to hear how other professionals weigh in on this issue. Do you have in-depth policies relating to the nature of convictions on criminal record checks? We hope to reproduce the best responses on this subject in the Peer Experts column of our fall issue of the Journal, which will be looking at "Risks and Demands".

**Deadline for answers is September 2013.**

## Environmental Volunteers

by *Kelly Shnare*

Active environmental volunteers make a difference by participating in an environmental organization where they can take action on established environmental concerns. The nature of environmental problems allows volunteers to play important roles in helping to address them. Understanding why people are involved and motivated to participate is therefore essential in developing the grassroots movement. Actively including different groups within the realm of volunteering promotes inclusion.

Participation in the environment through volunteering is a major motivating force to learn and understand more about the environment. Environmental volunteering offers disadvantaged sectors of society representation through activities that promote healthy living, connections to their communities and concern for others. Well-represented environmental non-government organizations (ENGOS) can assist in promoting specific issues which help promote inclusion such as community gardens and reusing and sharing resources. Informal economies such as recycling, bartering and skills building in traditional trades also help.

While concern for the environment remains a top priority for active environmental volunteers, present research demonstrates an emerging focus of learning and understanding. This is the desire to belong in one's community from a historical, cultural and temporal perspective. Gaining personal or natural knowledge and sharing skills or stories intrinsically engages local communities and promotes awareness of important environmental issues.

Surveys and interviews about why people participate in ENGOS were carried out to find out why others do not participate. Pre-surveys were conducted during on-site beach cleanups and conservation group activities then modified by expert review. Final electronic surveys were

distributed through national environmental networks in Canada and Taiwan with a sample-sized group of 200. By discovering how active members express their knowledge and frustrations towards environmental protection, remediation and conservation, we could compare the differences cross-culturally to develop collective voices to speak through their actions. When people are readily aware of the consequences, they will often act on this knowledge. Therefore, formal and informal education can break the systemic waste cycle of modern living (Nolan, 2010). The idea that one good deed deserves another remains a cyclical building block for the community and for the environmental movement.

***Gaining personal or natural knowledge and sharing skills or stories intrinsically engages local communities and promotes awareness of important environmental issues.***

Citizen awareness is based on education and sharing of information. Environmental volunteering includes actions such as monitoring, interpretation, training, clean-ups, reporting and surveying. Mainstream pro-growth, disposable consumption attitudes have obscured concerns with only a minority holding environmental issues as a priority. By giving only lip service to environmental protection, some people actually immersed themselves in the dominant social paradigm that depicts growth to be the higher value. Schultz (1994) shows that the negative relationship between authoritarianism and environmental concern should decline and reverse over the years. As the New Environmental Paradigm (NEP) gains acceptance, natural laws and limits to growth will force this attitude. As quality of life diminishes, people will return to valuing quality instead of quantity. This could be a convergence point with respect to people's relationship with nature. Although Canada has seen an increase in environmental awareness, the traditional Chinese world view of a harmonious relationship between humans and nature has been

decreasing since 1948 and especially since the 1980s (Huang & Yore, 2003).

Environmental attitudes remain a basis for volunteers' motivational behaviour. Literature reviews have shown that enjoyment of nature and positive hands-on experience lead to personalization of the environment and meaningful experiences. Pride in your community and positive associations with recreational areas form reasons for participation. It is this identification with cultural and natural elements that creates a sense of ownership over time. By further developing and extending oneself, one can continue to be challenged and more involved, protecting basic needs while finding a sense of place within the natural world. Many people participate in the environment not for themselves, but for the greater good – they are generally “just trying to do what needs to get done” (Schnare, 2011). People are gregarious and work well with others given the right opportunity and some people might have a passion for a specific cause and not actually see that their role in it makes a difference. Adopting an organization's mission can result in a strong sense of group dedication, a sense of pride and selfless concern.

***Environmental attitudes remain a basis for volunteer motivational behaviour.***

Education of nature appreciation and fundamental ecology remains an important area for validating and understanding one's place within the modern world. Stern Dietz, Kalof, (1993) demonstrated that concern for others or with the biosphere may well derive from cultural and social-structural factors rather than any innate, universal or biological characteristics. The NEP encourages real participation within nature; learning to identify with what makes you happy, and being taught to be a part of the natural world can influence participation

in environmental protection on a daily level, from eco-therapy to eco-education. This can result in solving the cause of the problem, rather than using Band-Aid solutions. People are genetically predisposed to being surrounded by the natural world, so existing without it has cause for drastic, long-term physiological consequences.

In an interesting study comparing Canadian and Taiwanese youth Huang & Yore (2003) found that television was the most important source of environmental education for students in grade 5. They found that television is a compelling source of information for today's culture that can influence perceptions about how to interact with the environment.

***Television is a compelling source of information for today's culture that can influence perceptions about how to interact with the environment.***

Randle (2006) discovered significant attitudinal and behavioural differences between environmental and non-environmental volunteers. Values and knowledge factors are important in determining those who volunteer environmentally, because “while it is generally acknowledged that volunteers are extremely heterogeneous certain key factors hold environmentalists together” (Bussell & Forbes, 2002). Findings such as “strong regional attachment”(Bruyere & Rappe, 2007) or a sense of local pride are value-laden and vital.

This study sought to determine whether the motivations for environmental volunteers changed over time. Overall motivations remain the same as they did five and ten years ago, with an increased interest in learning and understanding where their place is in the environmental movement. As environmental concern is now well established in media and popular education, the broad-reaching topics have greater informal means of interest to the environmentally conscious. There is a reciprocal relationship between the volunteer and the

environmental movement: one could not exist without the help of the other. Thousands of dedicated volunteers are concerned for the greater good and strive to remediate and protect our natural landscapes.

The research found that two key motivating factors for environmental volunteering were concern for the environment and opportunities to learn. Promotion of such learning and understanding will be a logical and leisurely step for those yet to be motivated within an environment organization. This can have implications for both the recruitment and retention of volunteers. Education of the organization's mission and how environmental issues affect unique communities can build concern in potential volunteers. People will also become more committed and satisfied when there are social rewards. The rewards could include enforcing values, meeting new people, approval by peers, active engagement and opportunities to interact with the natural environment.

***There is a reciprocal relationship between the volunteer and the environmental movement: one could not exist without the help of the other.***

Environmental volunteering is essential for grassroots change – changes that are happening on a daily basis. Protection of your backyard requires identification of yourself as a participant in it, education to understand your place, and the willingness to become a responsible member of your community.

*Kelly Schnare was a science and engineering student living in Taiwan during this study. Currently an educator and active researcher in her hometown of Halifax, NS, she is driven by a purpose of environmental community building and understanding. Continue the dialogue at: [kschnare@dal.ca](mailto:kschnare@dal.ca)*

## References

- Russell, H., D, Forbes. *Understanding the volunteer market: The what, where, who and why of volunteering*. International Journal of Nonprofit and Voluntary Sector Marketing. Vol.7, pp. 244-257, 2002
- Bruyere, B.L., S, Rappe. *The Motivations of Outdoor Volunteers*. Journal of Environmental Planning and Management, Vol.50, No.4, pp.503-516, 2007.
- Black Faced Spoonbill Conservation Association (BSFA) <http://www.bfsa.org.tw/en/> accessed 2008.
- Huang, H.P., L.D.Yore. *A comparative study of Canadian and Taiwanese grade 5 children's environmental behaviours, attitudes, concerns, emotional dispositions, and knowledge*. International Journal of Science and Mathematics Education, No.1, pp.449-448, 2003.
- International Association of Volunteer Effort. [www.IAVE.org](http://www.IAVE.org) accessed 2009.
- Nolan, J.M. "An Inconvenient Truth" Increases Knowledge, Concern, and Willingness to Reduce Greenhouse Gases. Environment and Behavior, Vol.1, No.1, pp.1-16, 2010.
- Randle, M. *Environmental Volunteers: Are They Driven By Altruism and a Strong Feeling of Regional Identity?* Faculty of Commerce, University of Wollongong, 2006.
- Schultz, P.W., W.F. Stone. *Authoritarianism and Attitudes towards the Environment*. Environment and Behavior, Vol.26, No.25, 1994
- Schnare, Kelly Barbara. *The Motivations of Environmental Volunteers: A Cross Cultural Perspective*. Lambert Academic Publishing: 2011.
- Schwartz, S.H., G. Sagie. *Value Consensus and Importance: A Cross-National Study*. Journal of Cross-Cultural Psychology, Vol.31, No.4, pp.465-497, 2000.
- Stern, P.C., T. Dietz, L., Kalof. *Value Orientations, Gender, and Environmental Concern*. Environment and Behavior, Vol.25, No.25, pp.322-348, 1993.

## Off the Beaten Path

# Cycle Your Way to Inclusion

by *Gabrielle Langlois*

I recently worked on a great project that was innovative and inclusive in its use of volunteers and I want to share this success with other managers of volunteers.

I work in west Toronto, a bit off the beaten track, at Davenport Perth Neighbourhood and Community Health Centre (DPNCHC). We often work with people with lower incomes and lower education levels. There are a lot of newcomers to Canada as well as isolated residents and people with mental health issues. Our mandate includes promoting community health and community development.

Within this context, I helped to create a new initiative in 2010 - the Davenport West Bike Project. The project was designed to promote healthy lifestyles through the expansion of bike culture in this west-end neighbourhood. The goal was to take a universally fun activity like biking to promote healthy living, develop self-help skills and encourage social connection and community involvement.

With a grant from the Ontario Ministry of Health Promotion and collaboration from new and existing partners, the project offered free bike repair clinics, organized community bike rides, held healthy eating workshops and safe riding workshops for seniors, parents and school-age children.

***Consulting the community right away increased commitment and interest at an early stage.***

We began by conducting a needs assessment – contacting local community leaders and conducting surveys about interest in city biking within our centre’s programs. Consulting the community right away increased commitment and interest at an early stage. In our case, it also led to establishment of a community advisory committee that included parents, tenant representatives, seniors, media staff, current volunteers and active cyclists.

Next, we recruited project volunteers, advertising our search in neighbourhood places including libraries, community centres, volunteer websites, local blogs, e-groups and the local media. Using various platforms to spread the word enabled us to attract both people who knew us and people who did not. There were 28 volunteers in the project which ran for a two-year period including seniors, non-English speakers, non-bike riders, high school students, recent university grads, newcomers, parents and cycling activists.

We held workshops to train volunteers on basic bike repair and maintenance. We also had a workshop on chronic diseases and how these health issues impact the individual and the community. The volunteers also led training workshops allowing them to practice their leadership skills. This format required time for preparation and review but yielded great results in skill development and volunteer commitment.

The next phase entailed planning community activities and having volunteers work with the public. The main activity was bike repair clinics. These were scheduled to coincide with the weekly Good Food Market at DPNCHC’s back garden. By piggybacking on an existing event the bike repair clinics were easily accessible. Holding the clinics at a regular time allowed people to find us and created an on-going dialogue around bikes, resources and health issues.

At the weekly clinics, volunteers practiced bike repair and communication skills learned in training. The feedback from the community was amazing. Volunteers were often recognized on the street and thanked. Volunteers heard from people who did not



have bikes or whose bikes had been stolen, as well as neighbours offering to donate bikes. The team ended up repairing and handing out 20 bikes. This was not part of the original project mandate.

Applying a few proven strategies helped us to create a strong team. This included establishing a welcoming environment and respecting diversity of age, culture and economic status. Soliciting regular feedback through focus group-type meetings, written surveys and visioning sessions from volunteers helped identify what they felt was working or needed improvement. It also ensured the project was meaningful to the volunteers and the community.

"I really enjoy working with the kids and everyone in the neighbourhood at the bike clinics each week," said Larry Firth, a project volunteer. "I liked seeing how much the community valued the efforts of the volunteers on this project." Brian McLean agreed.

"This project has brought a lot of people together. At the individual level, there's been a lot of learning, a gathering of knowledge about the community and great personal growth. At the community level, people are coming together that would not otherwise meet or work together. The bike project has also been a great vehicle to let others know about all the other services at the centre."

***We learned that flexibility was key to the bike project's success.***

We learned that flexibility was key to the bike project's success. By considering people's demands outside the initiative, which can make attendance challenging, we prepared for possible absences with back-up plans so the activities could go ahead if a volunteer was unable to attend. Being flexible paid off as the majority of the volunteer team remained active over the two-year project.

Today I see people who benefited from the project riding in the neighbourhood. I feel privileged to have worked on this initiative. The diversity and enthusiasm of our volunteers allowed us to make a greater impact in improving the health of people in our neighbourhood.

For more information and a PDF of the Project Toolkit, go the bottom of the Community Development section at [www.dpnchc.ca](http://www.dpnchc.ca).

*Gabrielle Langlois is the Coordinator, Volunteer Services, at Davenport Perth Neighbourhood and Community Health Centre in Toronto. She has been a successful partnership builder engaging local schools, community groups, residents' associations, BLAs and local politicians in addressing community environmental, economic and social development issues. Her work has been recognized at the federal level with two Community Builder Awards and a recipient of the Bhayana Family Foundation Award for Community Partnership.*

**Creating inclusive  
communities  
Nurturing cultural  
vibrancy  
Fostering economic  
prosperity  
Building blocks for engaging  
Newcomer  
Volunteers**



[www.volunteer.ca/wwwbenvoles.ca](http://www.volunteer.ca/wwwbenvoles.ca)

...click [here](#) to learn how!

## Building Citizenship

by Jess Duerden

Canada is unique in the world when it comes to citizenship. People come here in search of different and better lives, and we open our doors with the shared understanding that their stay is for the long term; roughly 85% of eligible permanent residents become Canadian citizens.<sup>1</sup> Around the world, Canadian citizenship is coveted by many, but for those who were born here, its value is something we do not often think about.

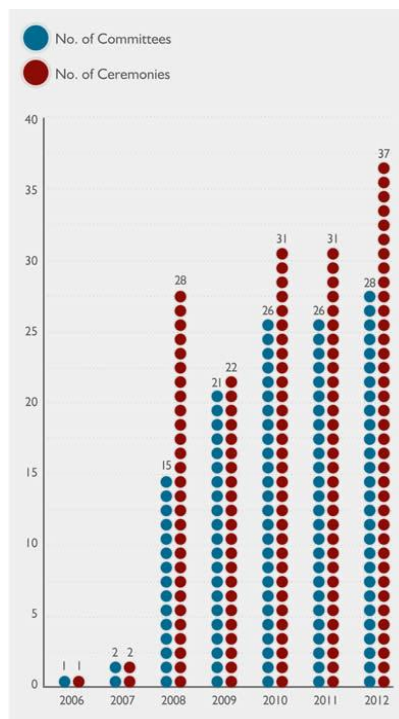
On the other hand, with 13.3 million contributing 2.1 billion hours in 2010<sup>2</sup>, Canadians understand the value of volunteering. It is a large component of the Canadian identity, and we embrace its benefits and ability to build better communities.

In 2006, the Institute for Canadian Citizenship (ICC) created a unique volunteer program – Building Citizenship – that knits together Canadians' desire to volunteer with an opportunity to reflect on, and celebrate, Canadian citizenship. Building Citizenship relies on a national network of volunteers (divided into local committees) to organize special community-led citizenship ceremonies with roundtable discussions. The roundtable is unlike any other experience. This takes place before the official swearing-in as led by ICC's partner, Citizenship and Immigration Canada. New citizens, their guests and community members share stories, collectively reflecting on what it means to be Canadian.

### Program Success

To appreciate the program's success, one must understand how Building Citizenship's ceremonies differ from those hosted solely by Citizenship and Immigration Canada (CIC). Canada welcomes more than 170,000 new citizens each year<sup>3</sup> and the majority – as many as 100 at a time – are sworn-in at a Citizenship and Immigration Canada office.

Much smaller in scale with 30 to 60 new citizens at a time, Building Citizenship ceremonies draw from the entire community to truly foster inclusion. Committees are locally based; ceremonies are hosted in welcoming, public spaces; and roundtable hosts are from the community – from neighbours to business professionals and city leaders.



With this in mind, the program has experienced an impressive growth trajectory. In a mere six years, the number of annual ceremonies increased from one to 37. The volunteer network has grown to involve more than 700 committee members and roundtable hosts from Charlottetown to Victoria, and almost 4,500 new citizens have been welcomed.

Two of the most notable ceremonies to date include:

- Rideau Hall: For the past three years, Building Citizenship ceremonies have been hosted in the Governor General's residence. In 2012, His Excellency, the Right Honourable David Johnston, helped welcome 54 new Canadians from 29 different countries.
- Luminato: A partnership with Toronto's annual Festival of Arts & Creativity created a ceremony unlike any other. Atop Luminato's main stage, 50 new citizens from 32 countries made their commitment to Canada official in front of a crowd who

celebrated by reaffirming their own citizenship. Award-winning filmmaker Deepa Mehta delivered the keynote address.

According to Statistics Canada:

- One in five Canadians is born outside of Canada.
- Immigration now accounts for close to 70 percent of our population growth.
- Immigrants volunteer an average of 162 hours annually.

Volunteer Canada has produced several guides to make it easier for organizations and newcomers to explore volunteering strategies. To access the wealth of information available on this topic, visit Engaging Volunteers at [www.volunteer.ca](http://www.volunteer.ca) for the following resources in the Volunteering and Newcomers section.

*Building Blocks for Engaging Newcomer Volunteers* and *Building Blocks for Newcomers Volunteering: A Newcomers Guide to Volunteering* provide valuable tools and insight in how to help involve and make it easier for new Canadians to get involved with community contribution. Both guides were co-authored by Volunteer Canada staff Paula Speevak Sladowski, past Director of Programs, Policy and Applied Research and Melanie Hientz, Manager, Special Projects.

## Volunteer engagement

The Institute for Canadian Citizenship has one full-time employee dedicated to the program, making the volunteers a crucial part of the program's success. CIC oversees the official swearing-in portion and the random selection of new citizen participants, but it is the committees who source the venue, guest speakers and roundtable hosts and plan the celebratory reception that takes place after the ceremony.

Fortunately, the current methods of connecting with volunteers (routine communications, resource sharing, public recognition and a two-day annual committee meeting) combined with the rewarding experience of participating in one of the most memorable days of a new citizen's life, yield a very high rate of volunteer engagement. Ninety-four percent feel appreciated as an ICC volunteer<sup>4</sup>. The majority (63%) have been involved for one to two years; 22% have been on a committee for three to four years; and, 15% for four years or more<sup>5</sup>.

Forty-three percent of Building Citizenship volunteers immigrated to Canada either as a youth or an adult<sup>6</sup>, and the ICC is increasingly seeing new citizens join committees after receiving their citizenship during one of our ceremonies.

Most importantly, 98% of our volunteers believe working with the Institute for Canadian Citizenship has deepened their appreciation of their own citizenship<sup>7</sup>.

These ceremonies have a lasting, far-reaching impact on everyone involved. New citizens are overjoyed by the feeling of being valued and supported in their decision to choose Canada, and each ceremony introduces volunteers to inspiring and proud new citizens.

“Despite having lived in Canada for some time, I never truly felt like I belonged until I received my citizenship. I didn't anticipate the feelings of joy and gratitude that would overcome me in the days before the ceremony. I felt at home, and I knew I needed a way to help others feel the same. Volunteering with the ICC helps me to do that in some small way,” Sandrina - new citizen and Building Citizenship Volunteer.

The Institute for Canadian Citizenship has created a Canadian volunteer experience unlike any other by bringing people together to celebrate citizenship.

Jess Duerden is the communications manager for the Institute for Canadian Citizenship (ICC). The ICC is a national nonprofit charity, founded and co-chaired by The Right Honourable Adrienne Clarkson and John Ralston Saul. The ICC works to ensure new citizens are welcomed and included as equals, creates meaningful connections among all Canadians and celebrates what it means to be Canadian. For more information, visit [icc-icc.ca](http://icc-icc.ca).

#### References

- <sup>1</sup>Citizenship and Immigration Canada  
<sup>2</sup>2010 Canada Survey of Giving, Volunteering and Participating  
<sup>3</sup>Citizenship and Immigration Canada  
<sup>4</sup>Institute for Canadian Citizenship's Annual Volunteer Survey, 2012  
<sup>5</sup>Statistics from the ICC's Building Citizenship Database (as of January 2013)  
<sup>6</sup>Institute for Canadian Citizenship's Annual Volunteer Survey, 2012  
<sup>7</sup>Institute for Canadian Citizenship's Annual Volunteer Survey, 2012

#### ***News Bits:***

Of interest to our readers is the recent announcement this March from Volunteer Canada.

Ruth MacKenzie has accepted the role of Executive Director of the Canadian Association of Gift Planners. For the past six years Ruth has been President and CEO of Volunteer Canada.

Paula Speevak Sladowski, the current Director of Programs, Policy and Applied Research has been appointed the Interim President and CEO of Volunteer Canada during this period of transition.

On behalf of all members of the editorial team here at CJVRM we want to thank Ruth for all of the support and cooperation that she has shown us over her time at Volunteer Canada. We send Ruth and Paula our congratulations and good luck with all of their new responsibilities.

## Never Too Late...

While working on the 20<sup>th</sup> Anniversary Issue, we learned of an editorial error in the Journal's spring 1992 issue (volume 1.2). It may have taken 20 years, but here is the correction.

Audrey Cole wrote about advocacy and accountability in the climate of Ontario's then-proposed Advocacy Act. In her article *Everything Old is New Again*, the phrase that appeared read as "Their vulnerability and insensitivity arises from the oppressiveness and insensitivity of the system in which they find themselves." It should have been "Their vulnerability often arises from the oppressiveness and insensitivity of the systems in which they find themselves." Thank you Audrey for bringing this to our attention.

This is a good opportunity to let all current and future contributors know more about the process of how the editorial team handles submissions. Once received, we review articles for clarity and style consistency. (We use *The Canadian Style*, Dundurn Press, 1997.) The edited version is then returned to the author for acceptance along with an approval form for signature. We ask for the signed form to be returned within a week along with any suggestions for final revisions.

A list of themes and deadlines for upcoming issues are available on the members' page of our website. This page also features a link for submission guidelines for authors. We look forward to hearing from you at [contact@cjvrm.org](mailto:contact@cjvrm.org) if you have an article or suggestion for future topics you would like to discuss.

## Inter-Action for Integration

by *Dan Dubeau*

Working in the newcomer settlement and integration sector, you learn just how hard it is for most newcomers to fully integrate. Every time I meet someone struggling, I stress the importance of two things that increase chances of success in Canada: volunteerism and sports.

More than eight years ago, I started the “Community Cup”. An annual city-wide soccer tournament and now festival, it promotes integration of newcomers through cultural exchange, recreational activities and community involvement, all as part of the full settlement process.

Our event is not a stand-alone, one-time benefit to the community. In fact, as you may suspect, one of the greatest outcomes is the planning team itself, a mix of newcomer and established volunteers. The camaraderie, learning and sharing that take place here is integration in action.

***Part of our recruitment goals or standards requires that approximately 50% of our volunteers will be newcomers (immigrants and refugees who have arrived within 3 years) and 30% will be students.***

***The purpose is to create a dynamic group with a by-product of interaction, learning and network building.***

We initially recruited a planning team of 50 volunteers for this year. Each play important leadership roles in areas such as site management, hospitality, tournament coordination and kids zone management. We expect to recruit another 110 event day volunteers by spring.

Part of our recruitment goals or standards requires that approximately 50% of our volunteers will be newcomers (immigrants and refugees who have arrived within 3 years) and 30% will be students. The purpose is to create a dynamic group with a by-product of interaction, learning and network building.

***... the best scenario that attracts and effectively engages most every group involves a team-based, time-limited project approach.***

We need volunteers every step of the way, with many starting eight months before the event. During this time we work hard at creating workshops and other professional opportunities to build both their confidence and their resumes, and provide other opportunities to make more social connections.

My experience working with all kinds of volunteers (mentors, newcomers, older, younger, virtual, sporadic) has taught me that the best scenario that attracts and effectively engages most every group involves a team-based, time-limited project approach. So, we created two programs that match this condition— the Tag Team Program and the Infusion Program.

### Tag Teams:

The Tag Team is as it sounds — a team that goes in to tackle a project, then “high-fives” each other at the end. Projects can be anything, but at this early phase they are mostly based on supporting or hosting an event. The ideal Tag Team will include one newcomer, one expert and one post-secondary student. Team members can either share a similar skill such as marketing, or combine various skills.

### Infusion Program:

The Infusion Program involves facilitating a connection for a newcomer to join a community event planning team not connected to the work at our centre and their own cultural/ethnic communities. We are infusing the community with newcomer talent and helping them increase their learning and networks.

I recently spoke with the director of an annual event in Ottawa and I asked him if he could use some talented newcomers from our Infusion Program for their planning team. I offered skilled volunteers, but was quickly turned down because they run a tight ship and operate the entire event with their six-member staff team. At times, I think this would be great – how nice would it be to have the money and a staff team ready to meet Monday to Friday? But what would that do for our newcomers just looking for experience and connection to the community? Although many big events are open for event-day volunteer positions, the absence of engaging others eager to help is a missed opportunity.

***Do you want to increase your audience at your event?  
Do you know what one of the biggest growing demographic groups is in Canada?  
Immigrants can offer so much to the diversity of your event.***

How perfect is it that our talented Graphic Design Tag Team consists of a Graphic Design professor from Algonquin College, a newcomer from Colombia, and a student from the University of Ottawa! This is a fine example of networking, resume and reference building, learning, sharing, and pure satisfaction and pride when they can look back and high five each other after the event, then carry on down their own paths.

***You need to create a team, environment where they can learn, contribute and not be afraid of challenges such as language barriers.***

Do you want to increase your audience at your event? Do you know what one of the biggest growing demographic groups is in Canada? Immigrants can offer so much to the diversity of your event. The key to creating inclusive and welcoming special events is to make your planning team inclusive. To make your planning team inclusive, know what your target group wants. We all want great snacks, convenient accessible meeting locations, a positive environment and more importantly, networking, social opportunities and a chance for professional development. You need to create a team environment where they can learn, contribute and not be afraid of challenges such as language barriers. Create an environment where volunteers can shine.

*Dan Dubeau is the Community Cup Program Manager and Event Director. He has worked with the Catholic Centre for Immigrants for over 9 years. In 2005, he started the Community Cup event to facilitate the connection between the community and our newcomers. Dan is currently the Chair of the Ottawa Administrators of Volunteer Resources (OAVR).*

*In 2007, Dan produced a Baby Boomer volunteer engagement guide in the Renaissance 50+ project, and in 2010 he made public a Community Cup Toolkit that included notes and lessons learned in managing the event – both documents are available to anyone who requests them at: [Dan@cic.ca](mailto:Dan@cic.ca)*

## Reaching Out and Beyond:

# A Social Media Strategy for Managers of Volunteer Resources

by Colin Thacker

Social media adds a new dimension to the way volunteers can be engaged in mass numbers and in real time. By using social media technology it is possible to develop significant relationships and meaningful online discussion with current and prospective volunteers. Through well thought-out online content, feedback about what is working or not can be garnered from volunteers on their activities. As a result of social media's ability to contact people who otherwise would be excluded, collaboration on day-to-day decisions and policy development that would impact volunteers is enhanced.

The use of social technology is not meant to exclude or replace existing best practices when it comes to engaging volunteers. Rather, it enhances opportunities for relationships with stakeholders and fosters deeper insights. Social media is a means to develop a more inclusive volunteer program through its ability to reach out and cover a broad range of volunteers from a variety of demographics, including language, ethnicity and culture, gender, age, socio-economic status and disability. This makes it a key source for the development of stronger volunteer activities.

***Social media is a means to develop a more inclusive volunteer program through its ability to reach out and cover a broad range of volunteers from a variety of demographics, including language, ethnicity and culture, gender, age, socio-economic status and disability. This makes it a key source for the development of stronger volunteer activities.***

Managers of volunteers have been building relationships with their volunteers offline for decades, and the emergence of online social media is just a natural progression. The incredible pace of this technology has been phenomenal over the past eight years. Facebook, for example, surfaced in 2004 and was originally limited to students at Harvard University; Twitter soon followed in 2006. As of October 2012,<sup>1</sup> there are one billion monthly active users of Facebook, while as many as 65 million Tweets are sent via Twitter each day. These numbers point to undeniable benefits linked to the use of social technology. One of the greatest benefits associated with using social media when it comes to recruiting and retaining volunteers is the ability to engage with a diverse population and therefore communicate with every sector of one's community. Another benefit is the "reach factor" – the capacity to post recruitment messages on social media sites to be seen immediately by many prospective volunteers.

In their research paper, Volda, Harman and Al-Ani (2012) refer to the work of coordinating a volunteer service as "bridge-building". They cite previous research activity in suggesting that "... social computing technologies are indeed useful for bridge-building work. Social network sites in particular, enable bridging social capital – the bridging together of heterogeneous groups." These sites enable interaction among diverse constituencies with a range of beliefs and experiences.<sup>2</sup>

Another benefit associated with using social media is the capability to develop one-to-one relationships with potential and existing volunteers, thus enhancing the communication cycle. Social technology gives an organization the opportunity to invite volunteers to provide constructive criticism and insight on a given project in order to make it more effective and more efficient. An organization would be wise to invite volunteer input into certain policy matters, particularly those that have an

impact on the volunteers. For example, an agency that is developing a dress code policy could post an announcement on Facebook asking its volunteers for suggestions.

The question is how to build a social media strategy that will complement offline efforts and boost communication and volunteer action. The first thing to think about is exactly what you want to achieve for your volunteer program by using social media. For example, you may wish to use social technology to drive traffic to your organization's web site in particular the page that gives an overview of the agency's volunteer program and lists volunteer opportunities. As a practitioner of volunteer management, you may also wish to use social media to listen to and understand the needs and concerns of your volunteers. Another goal may entail soliciting feedback through the use of crowd sourcing, making volunteers feel that they have contributed in a meaningful way. The idea behind crowd sourcing is that more heads are better than one and social media is capable of asking a crowd of people for their input.

A factor to consider in initiating a social media strategy for your volunteer program is identifying a targeted audience: What demographics are you trying to reach? Is it the young people of your community? Is there a desire to make the composition of your volunteer service more multicultural? Whatever the focus, you need to find out what social media site(s) your target audience is engaged in, so that your postings will be most effective.

To make a volunteer service "inclusive" it must employ new technologies. Social media can foster new networks and connections, resulting in a diverse volunteer corps that is eager to participate and increase the agency's profile. This brings unique demographics into the organization, for example, young people who can bring with them a better knowledge of new technology while helping to inject enthusiasm into the volunteer department.

***The first thing to think about is exactly what you want to achieve for your volunteer program by using social media.***

#### References

<sup>1</sup>Facebook Newsroom: Key Facts (<https://newsroom.fb.com/key-Facts>), Retrieved: November 23, 2012

<sup>2</sup>Amy Volda, Ellie Harmon & Ban Al-Ani, *Bridging Between Organizations and the Public: Volunteer Coordinators Uneasy Relationship With Social Computing*, Donald Bren School of Information and Computer Science (University of California), (2012), p.2

*Colin Thacker retired after 33 years as a manager of volunteer resources. He has used his experience in conducting numerous workshops focused around managing the engagement of volunteers. He is a past president of the Ontario Association of Directors of Volunteer Services in Healthcare and a founding member of Professional Administrators of Volunteer Resources in Ontario (PAVR-O). In 1999, Colin was presented with the Linda Buchanan award by PAVR-O. Colin is a member of the Rotary Club of North Bay and a Paul Harris recipient. Through Rotary Colin has been involved internationally as a volunteer with the Guatemala Literacy Project; he travels each year to Guatemala helping to deliver much needed textbooks and computers to needy schools.*



## Event Day Volunteers: How To Keep Them

by *Laura Lafantaisie*

The Canadian Cancer Society's *Daffodil Days* and *Relay For Life* events require hundreds of event-day volunteers to make them a success. We recruit volunteers in a number of ways: from our local volunteer centre, via outreach to local high schools and from our current volunteer pool.

Over the years, we have tried a number of ways to keep these volunteers engaged so that we could retain them for future campaigns. Most recently, we invited them to a "human library" volunteer recognition event, where they were invited to speak about their personal stories to other volunteers and researchers, who in turn could provide more insight into the Society's programs and volunteer opportunities.

Over and over again, it has been proven that our volunteers want to feel like they have made an impact and that they are part of something bigger. Some easy but effective ways to do this are:

- send thank you cards or an email with the results or the impact of the work that was done
- send holiday cards
- invite them to upcoming events
- offer free event tickets such as Ottawa 67's hockey game tickets

Thanks to email and social media, these things can often be done at no cost and with a small investment of time.

A 2010 survey of our volunteers (part of our volunteer engagement strategy), clearly indicated that volunteers would consider doing more if asked. During 2012, we asked all event-day volunteers if they would be interested in another role with the Society. Those that expressed an interest were contacted by phone and invited to attend a special

orientation where they could learn more about other ways in which they could make an impact. This was a great success and a number of these volunteers now commit to weekly shifts in other areas.

We also look to our *Relay For Life* event-day volunteers and invite them to take on leadership roles on the event planning committees. We have found that these volunteers make great committee members as they already understand the event and are committed to it.

Volunteers have asked that they be provided with clear expectations and that we ensure we will use their time wisely. We know we are doing a good job in meeting these needs because a number of applicants (eight percent of new volunteers) were referred by current society volunteers. Volunteers who recruit others are the best measurement of how effective we are doing our job. It was encouraging to note that *The Millennial Impact Report 2012* found 81 percent of millennials (volunteers aged 20 to 35) prefer to learn about opportunities from friends and family.

This proves that effectively managing today's volunteers will ultimately allow you to successfully recruit tomorrow's volunteers.

*Laura Lafantaisie has been working with volunteers for 14 years. Currently, she is the Volunteer Engagement Coordinator for the Canadian Cancer Society in Ottawa.*

### References

Cathy Hall and Jennifer Rackow, "The Journey from Tried and True to Engaged and Energized" *Canadian Journal of Volunteer Resources Management* (Issue 19.3 New Trends).  
*The Millennial Impact Report 2012* by Achieve and Johnson, Grossnickle and Associates

## Involving Volunteers with Disabilities: Practical Tips and a Personal Story

by *Ulyana Zaneyvsh and Shelley Morris*

This article outlines the many possibilities that await an organization when they choose to involve volunteers with disabilities, as well as the possibilities for the volunteer.

### A Volunteer's Story

Volunteering has been part of my life ever since I was little. As a child with disabilities, volunteers drove me around, took me places, enabled me to participate in a day camp setting and even taught me how to swim and to ski. When I became old enough, I decided to use volunteering as a means of giving back.

As a disabled teenager, my entry into the workforce was by way of volunteer work. While there were many jobs that I could not do, a wise guidance counsellor suggested suitable volunteer work for me. This helped me launch a career in the social service field by giving me skills, experience, references and above all, a feeling of accomplishment.

The desire to give back is ongoing. Today, I volunteer as an advocate (companion) to a woman living with mental illness. I have served on a board of directors, various committees and have developed and used my writing skills through volunteer work. An avid music fan, I volunteer with three of Ottawa's music festivals as a greeter and as part of a team that promotes accessibility for those with disabilities at the festivals. During periods of unemployment, I have used volunteer work to stay positive and to further develop my network and skills.

My disabilities include a visual impairment and attention deficit hyperactivity disorder. Since these are lifelong disabilities, I am adept at negotiating my own accommodations. As an example, I use screen-reader/magnification software, so information about the position can be sent to me electronically. While there are certain volunteer jobs I cannot do, alternatives can be found. I like to work as part of a team with other volunteers, and this has worked well. As I have difficulty reading and understanding printed schedules, my supervisors dictate these to me in person or over the telephone. Solid job descriptions with plenty of verbs will assist volunteers with disabilities to decide if there is a fit between their abilities and the job. Good, honest and open dialogue between my supervisors and me has always helped. I always appreciate honest feedback and trust that the coordinator of volunteers would express any concerns.

As much as people with disabilities benefit from being included as volunteers, organizations can benefit from this often-untapped volunteer resource.

## How to engage volunteers with disabilities in your organization

Many coordinators of volunteers are hesitant to include volunteers with disabilities because they have never worked with them before and they do not know how to go about it. Here are some tips that will help.

- During the interview, coordinators of volunteers could ask the applicant with the disability to describe how they will complete a particular task or job related to the volunteer posting.
- Orientation and training needs to be clear and offered in an alternative communication format as required. Job descriptions and volunteer guidelines should accommodate the volunteer with disabilities in their preferred format such as using electronic screen readers for the visually impaired.
- A probationary period gives the coordinator of volunteers a better idea if the volunteer position is a good match for their abilities. This is also an opportunity to explore the volunteer's other skills and talents.
- Feedback is very important for all volunteers. Do not hesitate to point out to a volunteer with a disability where they are doing a good job and where there needs to be improvement.
- It is important to think outside the box. If the coordinator of volunteers thinks that the volunteer with the disability is not qualified for the position, it might be beneficial to mention other opportunities in your organization that may be appropriate. For example, I once interviewed a volunteer for a workshop assistant position that required some lifting and room set-up. The applicant was not suited for this position due to their physical limitations, but has been a great match for a workshop facilitator.

- The coordinator of volunteers might want to think about alternative ways to involve people with disabilities. People with a developmental disability often have a support worker who assists them in their volunteer role. I worked with many volunteers with developmental disabilities who started volunteering with a support worker or a family member but after a while they were able to do the job independently. Volunteers with developmental disabilities could be a great help during marathons by volunteering at water stations, helping with events by assembling bags, or aiding in fundraising efforts by helping with mail outs. They could also be great greeters!

There are many benefits to an organization that has volunteers with disabilities on their team. From my experience, volunteers with a disability are more likely to stay longer in their volunteer roles than any other volunteer. Having people with disabilities on your volunteer team demonstrates that your organization is diverse, accessible and inclusive. Volunteers with disabilities have much to contribute to the organization and bring a unique perspective on issues, policy and procedures.

*Shelley Ann Morris is the Membership Coordinator at Volunteer Ottawa. Shelley volunteers with Citizen Advocacy, visiting a woman with mental health concerns as well as volunteering with some of Ottawa's music festivals.*

*Ulyana Zanevych has been working with Volunteer Ottawa for more than 2 years. She coordinates the Disability, Youth, Community Engagement and Education programs.*

# CANADIAN JOURNAL OF VOLUNTEER RESOURCES MANAGEMENT

## Editorial Process and Guidelines for Authors

### Objective

The Canadian Journal of Volunteer Resources Management intends to:

- serve as a credible source of information on the management of volunteers in Canada;
- provide a forum for the exchange of ideas and to encourage networking among managers of volunteers;
- provide a professional development tool for managers of volunteers;
- recognize and encourage Canadian talent in the volunteer management field; and
- include in each issue at least two articles that present different views on a specific theme.

### Target Audience

The Journal's intended audience includes managers of volunteers, educators, media and funders of not-for-profit organizations across the country.

### Upcoming Themes and Deadlines for Submissions

To submit an article for any of the above themes, please inquire with [contact@cjvrm.org](mailto:contact@cjvrm.org). The Editorial Process and Guidelines for Authors are available upon request.

Issues	Deadlines	Themes
Volume 21.2	End of May 2013	<p><b><i>Vested Volunteers</i></b>                      Covers the joys and challenges of working with volunteers in professional associations, churches, membership-based associations, etc.</p>
Volume 21.3	End of August 2013	<p><b><i>Risks and Demands</i></b>                      Explores volunteer roles that are hard-to-fill due to high risks or low demands, best practices for position design and risk management</p>

### Advertising Guidelines

Limited advertising space will be allowed in the Journal, for materials of direct relevance to managers of volunteer resources. Email [contact@cjvrm.org](mailto:contact@cjvrm.org) for more information.