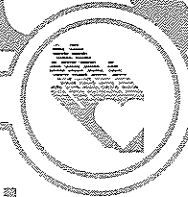


THE JOURNAL OF VOLUNTEER RESOURCES MANAGEMENT

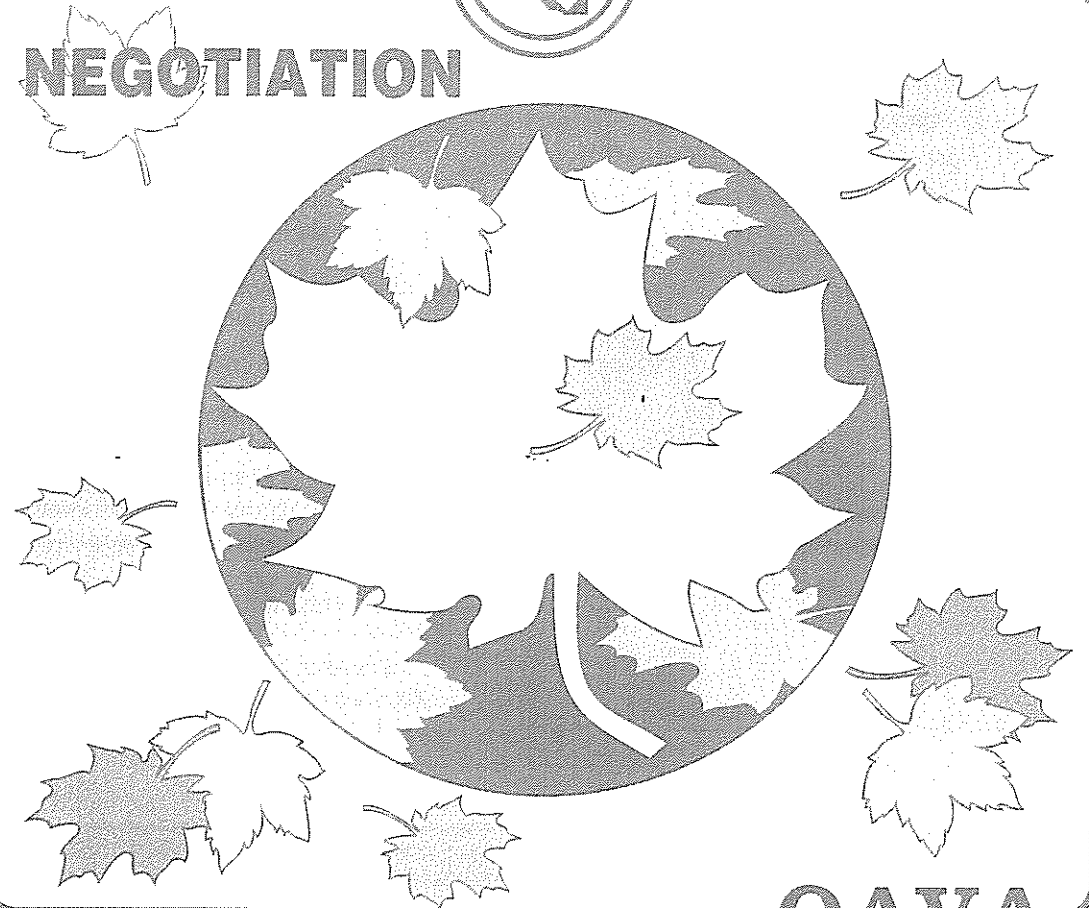
# VRM

AUTUMN...1993



VOLUME...2.3

## NEGOTIATION



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Dianne Dunfield  
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Ginette Johnstone  
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### Humour

Lynne Savage

### Graphics

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## EDITORIAL

Authors Fisher and Ury tell us in Getting to Yes - Negotiating Agreement Without Giving In that "negotiation is a fact of life for all of us" (see book review by Eva Marks MacIsaac). How can that be? Most of us have not been involved in union negotiations or in the negotiations of a sentence or plea bargaining in a court of law. Some definitions of negotiation give us clues that lead to the answer(s).

- To negotiate is to deal or bargain with another or others. Each of us has probably negotiated a "good deal" when buying a car or an antique or even making a purchase at a yard sale.
- To negotiate is to arrange for or bring about by discussion and settlement of terms. Those of us who are parents have probably negotiated a truce between siblings or best friends.
- To negotiate is to move through or over in a satisfactory manner. Again, most of us have taken part in family conferences at the dining room table or in team or management meetings or have attended courses in conflict resolution.

After realizing that negotiation is a part of daily living it becomes easier to answer the question: how can two people or parties with differing points of view reach a decision that is pleasing to all? It is not surprising that regardless of the issue, most successful negotiations use a problem solving approach with good planning.

Briefly, using the problem solving approach to negotiations focuses on the issues to be resolved, not the personalities of the people involved, is open to alternatives and reaches a mutual solution meeting specific needs of both sides.

If, after planning, preparing and using the problem solving approach, negotiations fail, the article by Mary Satterfield, Dispute Resolution, presents alternate ways to reach a resolution. A look at Whit and Whimsey will add an often needed lighter note to negotiations. Linda Graff brings negotiations right into our jobs as managers of volunteer services and advises in Paid and Unpaid: Who Should Do What? that we negotiate before a crisis erupts, while reason still prevails.

After reading the articles in this edition of the Journal and investigating other recommended readings, the negotiations of our future should all result in win-win solutions. Write and tell us about them.



G. Dianne Dunfield is the Co-ordinator of Volunteer Services for the Peterborough & District Association for Community Living, as well as being member of the JVRM Editorial Team.

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## PAID AND UNPAID: WHO SHOULD DO WHAT?

by Linda L. Graff

### *The Problem*

We saw it in the early 1980's. Here it is, rising again - tension and suspicion between paid and unpaid staff in voluntary agencies.

Is it a pattern we need to be conscious of? Yes. Is it an issue we should address? Absolutely. Consider these examples:

- the tires on the car of a volunteer get slashed by a staff who feels angry and threatened by the increasing use of volunteers where he works.
- a staff gets suspended from his employment because he assaulted a volunteer.
- a local union sets up information pickets at the work site because volunteers are now delivering a service previously performed by union members.
- the Canadian Labour Congress threatens to withdraw its support from United Way because some United Way member agencies are misusing volunteers in replacing to positions of union members.
- a group of parents propose to run the concession in the sports centre to raise money for the minor hockey league and the municipality agrees and lays off the union members who work in the concession.

- hospital management lays off 55 cleaners and less than a month later advertise in the local paper for volunteers to do jobs which coincide with the job descriptions of the laid off workers.

Whether there is a union at your agency or not, the question of who should do what work is one that demands considered, informed, and immediate attention. The challenge is to negotiate a mutually acceptable role for volunteers between agency management and client need on one side, and the real and legitimate fears of paid staff about job security on the other.

The manager of volunteers is in the key position here. She will need to be acutely tuned and ever alert to the boundaries between paid and unpaid staff. The responsibility to initiate the exploration, negotiation, and clarification of these boundaries will fall to her.

### *Why Now?*

Pause for a moment and consider this question: if all volunteers stopped working at your organization for the next six months, would there be a noticeable effect on the organization's ability to fulfil its mission or provide services to its clients?

As I travel throughout Ontario, working with managers of volunteers, I consistently

receive a resounding "yes" to this question. It is increasingly apparent that volunteers are no longer confined to the back rooms stuffing envelopes or counting pennies. They are often working right alongside paid staff. They are on the front lines of our agencies, delivering services directly to clients. They are engaged in complex, responsible work. They work with a great degree of independence and they often make important decisions in the course of their volunteer work.

In essence, we have mobilized a second work force. Managers of volunteers have become very good at what they do. They can recruit volunteers to do just about anything. The problem, however, is that in times of economic restraint, when paid workers are justifiably worried about job security, the ready availability of an unpaid workforce is looked upon with mistrust and suspicion. And this is certainly the case right now.

### *What Are The Issues?*

It is the responsibility of agency management to deliver the most effective service to the most clients at the least cost. In the not-for-profit sector, where budgets are finite - and shrinking - tough choices need to be made every day. The dilemma of how to do more with less arises as funding is cut back and the client base increases. The decision is often: deliver this service by bringing in volunteer resources or do not deliver the service.

From the staff perspective, stress and fear prevail. It is hard to find a paid worker these days who hasn't worried about job security at some point over the last two or three years. It is an issue for all of us. From this circumstance arises a general suspicion of volunteers and of agency management.

Paid staff are rarely consulted about where or how volunteers would be helpful. Paid staff do not know where volunteer resources will be used next. They have no control, no say in the matter. And they often fear the worst - that they will be laid off and volunteers will be recruited to fill in the gap. In this sense, the very availability of volunteers, and our skill at recruiting them, are a threat.

The potential consequences of these kinds of dynamics are significant. They can contribute to the (at times further) deterioration of relations between staff and management. They can surely damage the volunteer programme itself. Fear and resentment from paid staff will quickly send volunteers off in search of a more congenial and satisfying volunteer placement in an agency where their efforts will be welcomed and appreciated.

### *What To Do?*

The relations between paid and unpaid staff are complex. The decisions about who should do what work are not as straight forward as they might have been just a decade or so ago. There is a range

of strategies that managers of volunteers can employ to lessen tensions, ensure informed decisions about who should do what work, and preserve volunteer programme effectiveness. Here is a sampling of some of things you might try in your own organization.

The first is to acknowledge that the potential for damage is real. As Jackie Coinner (1979) urged at the beginning of our last recession, this is no time for ostriches. The problems will only grow worse if ignored. An agency does not need to be unionized to experience difficulties in this area. Wherever volunteers and paid staff work in close proximity, there is the potential for tension.

Second, let your supervisor, executive director, administrator know about the risks. Get the message to the board. Help them to understand how important the volunteer programme is to the mission of the agency. Help them to understand the implications of their decisions on volunteer/paid staff dynamics and the volunteer programme itself. It is their role to be aware of possible problem areas. It is your obligation to apprise them of such potential.

Since much of the perceived threat to paid staff arises from a fear of the unknown, the third action, perhaps most important, may be to establish boundaries around what volunteers will and will not be asked to do in your agency. You might approach this task in a number of steps.

- Work with your agency management to establish what Susan Ellis (1986) calls a "philosophy of involvement." This the "why" of volunteering in your agency. It will centre around values and beliefs about volunteering and volunteers. What special gifts do volunteers bring? What is their role in the mission of the agency? Invite staff input in this process as much as possible.
- From the values statement will follow the establishment of boundaries. Given what your agency believes about volunteers and their gifts, some kinds of work will emerge as appropriate for volunteer placements, and other kinds of work will be deemed inappropriate.
- Identify which positions volunteers will be asked to do. Identify equally and clearly which positions volunteers will not be asked to fill. For example, are there some jobs that are out of bounds for volunteers - perhaps because of the degree of skill or experience required? perhaps because of the degree of responsibility, continuity or risk involved? perhaps because that is the paid work of the agency and, ethically, it should remain so?
- Put these policy decisions in writing and communicate them to staff and volunteers. Monitor their enforcement. Make certain they are reflected in job descriptions. Be certain to include discussion of these boundaries in volunteer training sessions. Let

volunteers know where the lines are. Invite staff representatives to attend or even present at volunteer training sessions so staff know exactly how clear and firm the agency is willing to be about the lines it has drawn.

Fourth, take a leading role in keeping management attention focused on these questions. When new work, new programmes or service enhancements are being considered, help agency management think through the question of who should do what work and where volunteers might fit. So often we say "Get a volunteer to do it," without really thinking through questions such as: is this appropriate for volunteers? does this impinge on the work of paid staff? can we find volunteers to do this work? would this lessen or increase the workload of paid staff? whom do we need to consult in making this decision?

### ***Do It Now***

Finally, do as much of this values clarification and policy development before problems arise. Remember that people's livelihood is at stake. The tensions are real and in many cases the fears are justified. Do not wait for a crisis before you act. Negotiate now while reason prevails.

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*Linda L. Graff, owner and senior associate of **GRAFF AND ASSOCIATES**, has been training and consulting in the field of volunteer programme management since 1980. She has pioneered volunteer/staff/union relations issues and has authored numerous books and articles on topics such as policy development, volunteering and wellness, and special needs volunteering. Linda is a passionate advocate for volunteerism, a dynamic speaker and an empowering trainer.*



## LOOKING AHEAD

### NOVEMBER 18-20, 1993 PROVINCIAL RECREATIONAL ASSOCIATION OF NOVA SCOTIA CONFERENCE

Theme: "Partnerships for Progress"

For more information contact:

Jean Robinson - Dexter  
Telephone: (902) 425-1128

### DECEMBER 5, 1993 INTERNATIONAL VOLUNTEER DAY

### FEBRUARY 22-24, 1994 LEADING THE WAY

A Training Institute — Westin Hotel, Ottawa, Ontario

For more information contact:

Marilyn Box, Institute Coordinator  
Volunteer Centre Ottawa-Carleton  
307-256 King Edward Avenue, Ottawa, Ont. K1N 7M1  
Telephone: (613) 789-4876 Fax: (613) 789-3691

### APRIL 10-12, 1994 CANADIAN ASSOCIATION FOR GIFT PLANNERS

For more information contact:

John Hochstadt, University of Toronto  
21 King's College Circle, Toronto, Ontario M5S 1A1  
Telephone: (416) 978-3846 Fax: (416) 978-3958

### MAY 24-27, 1994 OAVA/OADHVS CONFERENCE

Connections '94 — YMCA Geneva Park, Orillia, Ontario

For more information contact:

Barb Mealing  
Telephone: (705) 737-5443

Nous regrettons le manque d'un article français. Nous avons perdu les services de notre traductrice et puisque nos efforts sont benevoles, nous cherchons encore un remplacement. Vos suggestions son bienvenues.

.....

We regret that we do not have a French article in this issue of our Journal. We have, unfortunately, lost the volunteer services of our translator and are presently looking for someone to take her place. Your suggestions are very welcome.

.....

We'd love to hear your ideas for future themes for this newsletter. Send them in!

## DISPUTE RESOLUTION

by Mary T. Satterfield, M.S.W., L.L.B.

In the course of human affairs, disputes invariably arise. Not-for-profit and volunteer organizations are certainly not exempt. Frequently, these disputes can be very difficult to resolve because of the personal time and investment of the participants. If they are not resolved, they may fundamentally affect or destroy the operation or organization. Therefore, I have proposed several means of dispute resolution, which may contribute to resolving disagreement and allow participants, the organization or project to continue. The dispute can be as simple as time scheduling or a salary disagreement and may be as serious as a disagreement between two factions of an agency board of directors.

### *Negotiations*

Direct face-to-face communication between the parties is important to the conduct of negotiations. It may be necessary to find some means of economic and moral persuasion to require the parties to meet. However, once meetings are initiated and communications established, it is at least possible to begin to define the problem and to begin to look at the genesis of the dispute. Negotiations certainly permit parties not only to set out their positions,

but also the interests that underlie those positions and the reasons the positions are taken. Stated another way, parties are able to articulate the principles on which their fixed position is based as well as the contributory factors. Without this kind of communication, it is virtually impossible to reach an agreement as to how a resolution might be achieved. Factors which are important to successful negotiations are: that it be confidential, that the participants in the negotiation have the authority to reach an agreement, and that, if an agreement is reached, the participants will be bound by the agreement. Fortunately, face-to-face negotiations settle most disputes.

### *Mediation*

If the parties cannot meet face-to-face because of a history of hostility, loss of face, requirement for a more formalized setting, mutual mistrust or any other reason, the parties may instead choose to conduct their negotiations with the assistance of a mediator appointed by them jointly. A mediator is, by definition, an impartial third party who has no interest in the dispute and whose job it is to help the parties achieve a settlement. The mediator determines the process by which

the discussions will occur; the content of the discussions remains the responsibility of the parties. The most important feature of mediation, like negotiation, is that the content and discussions remain entirely within control of the parties. If an agreement is reached it is their agreement. Research indicates that agreements through negotiation or mediation are far more likely to settle a dispute and permit an ongoing relationship between the parties. Due to the participatory nature of the agreement, it is also more likely that any agreement reached will be complied with.

### **Arbitration**

There are circumstances where the parties will simply not agree to negotiate or mediate. For example, there could be a long history of hostility between them, the issues could be complex, or multiple parties might be involved. In such cases, it is open to the participants to select an arbitrator whose function it is to hear the positions and evidence on both sides and then make a decision. The important distinction between mediation and arbitration is that the arbitrated parties no longer retain control of both the issues and the outcome. They have vested the arbitrator with the authority to decide the resolution. This may have the advantage of a relatively speedy resolution when the parties are extremely adversarial in their positions. By way of caution, arbitration

pushes the parties into adversarial positions and confirms their adversity, when in fact they may not wish to maintain an adversarial stance. However, the procedure and the evidence are still within control of the parties, although the decision is the responsibility of the arbitrator. If the parties have selected binding arbitration, the decision of the arbitrator is binding and enforceable like a court order.

### **Litigation**

The most solemn and formal of dispute resolution methods is litigation, or going to court. In that case, complex rules or evidence govern both procedure and evidence which are presented to the judge. A disadvantage of the court process is that parties are not able to tell their story in full, but are bound by the rules of procedure and the rules of relevance. Consequently, it is more usual than not, that only some of the evidence which the lawyers and the judge consider to be pertinent to making a decision are placed before the court. Another disadvantage is that the decision is made by the judge alone. Once a judgment or order is made the parties are bound by it, whether they like it or not, unless they wish to appeal it.

Aside from the formality and lack of participation, a legal process requiring a lawyer is generally expensive and largely unsatisfactory. Having said that, there

are some circumstances where a matter should probably be presented to the court for a resolution where there is an issue in law that directly affects the disputants. One example occurs when there is a question whether it means something different. Since the decision can have fairly long-term consequences for not just those parties but for other disputants, a court may be the route to be followed. However, these will likely be rare, and the court should only be considered as a very last resort in resolution dispute.

*Mary T. Satterfield, M.S.W., LL.B.*

*Mary is a barrister and solicitor who practises family and estates law and works as a mediator in Toronto, Ontario. A renowned lecturer and speaker on law and social work, volunteers, family and justice issues, Mary is a member of many boards and executives.*



## **BOOK REVIEW**

by Eva Marks MacIsaac

### **"GETTING TO YES - NEGOTIATING AGREEMENT WITHOUT GIVING IN"**

by Roger Fisher and William Ury

Authors Fisher and Ury state, "Like it or not you are a negotiator. Negotiation is a fact of life for all of us." Even for managers of volunteer resources. The implementation of our daily responsibilities can be greatly enhanced by the use of wise, effective and efficient negotiation skills.

Getting to Yes presents a highly readable, concise and explicit methodology for improving ones personal negotiation skills. It captures the techniques that we sense are present in successful negotiations but sometimes find it difficult to pinpoint when

things are not going so well.

When negotiating, we typically tend to use the old standard of positional bargaining where each side takes a position, argues for it and makes concessions to reach a compromise. However positional bargaining fails to meet the three basic criteria on which Fisher and Ury feel successful negotiation should be judged; reaching a wise agreement if agreement is possible, being efficient, and improving or at least not damaging the relationship between the parties.



Getting to Yes presents an alternative. The method, developed at the Harvard Negotiation Project, is called Principled Negotiation, or negotiation on the merits. In contrast to positional bargaining, it focuses on "basic interest, mutually satisfying options, and fair standards typically resulting in a wise agreement. The method permits you to reach a gradual consensus on a joint decision efficiently without all the transactional costs of digging in to positions only to have to dig yourself out of them. And separating the people from the problem allows you to deal directly and empathically with the other negotiator as a human being, thus making possible an amicable agreement." (pg. 14)

The method boils down to addressing four basic points; people, interests, options and criteria. Each point is illustrated in detail with well written enjoyable dialogues. The four points are then related to the three steps of principled negotiation; analysis, planning and discussion.

Getting to Yes should be a well read, frequently accessed management tool of all volunteer resource agencies. The techniques are sure to assist in the preparation for your next negotiation whether it be on affecting change within government policy (advocacy), assisting with wise, effective and efficient board decision making, addressing people problems amongst your volunteer

resources, developing employee or consultant contracts, or developing and enhancing partnerships with other agencies; all of which are essential to the ultimate achievement of your organizational goals.

The revised edition also has a final chapter which addresses the ten most commonly asked questions about the process of principled negotiation. An added bonus is that you will quickly find yourself relating your newly acquired skills to your personal negotiations as well; real estate deals, major purchases, and family decision making processes. The next time you wander by the local bookstore drop in and make this purchase. It could literally change the way you look at people and possibilities within a negotiation scenario. You may actually begin to look forward to your next round!

*Eva Marks MacIsaac is the Executive Director for the Debert Military Community Resource Centre in Debert, Nova Scotia. She is Past President and current Board member of the Recreation Association of Nova Scotia and an instructor for the National Skills Training Program - Volunteers Working Together.*



## WHIT AND WHIMSEY

by Lynne J. Savage

Negotiate...a positive word to some, a negative word to others. Check out this comparison (yes, I made it up) and you will see what I mean.

<b>Word Breakdown</b>	<b>Optimist's View</b>	<b>Pessimist's View</b>
<b>NEG</b> otiate	Latin - Negotiari "to do business"	From Negative "Not good. Bad."
N <b>EGO</b> tiate	as in "boost one's ego"	Self-centered
Ne <b>GO</b> tiate	as in "go ahead, go for it, go one better."	as in "go away, go without, no go"
Ne <b>GOT</b> iate	past tense of "get", get together, get going, get across."	past tense of "get, get out, get away, get lost."
Negoti <b>AT</b> e	as in "at work, at peace, at last"	as in "at stake, at odds, at war."
Negoti <b>ATE</b>	past tense of "eat, eat it all up, eat well, eat hearty."	past tense of "eat, eat humble pie, eat your words, eat one's heart out"

The optimistic approach is used every day by someone somewhere who is **negotiating** ... a loan, a grade, a curfew, a sale, a trade, an allowance, a raise, a curve, a contract, a deadline, a position, a time-out ... and even freedom.

As you enter negotiations at work, home or at play, please give the following key words your undivided attention:

**Influence** what you think you have before you try to use it.

**Tact** the ability to describe others as they see themselves.

**Worry** the interest paid on trouble before it falls due.

**Perfectionist** one who takes infinite pains and gives them to others.

**Smile** a curve which can set a lot of things straight.

(Source: Daffynitions - a comic dictionary by Budd & Gail Armitage, Cobalt, Ontario.)

Yes, even negotiators see the humorous side of things. Thus, I will leave you with a couple of chuckles.

.....

*Employer:* "Look here, what did you mean by telling me you had five years of experience when you have never even had a job before?"

*Employee:* "Well, you did advertise for someone with imagination."

.....

As penance, two monks were ordered to put dried peas in their shoes. One limped around in agony from the obvious discomfort while the other walked with ease and no visible sign of pain. The first monk whispered, "How can you stand it?" His non-complaining brother smiled as he replied, "It's simple. I boiled them!"

*Lynne Savage is a speaker and writer who works from her Fern Avenue home in Niagara Falls, Ontario.*



## BOOK REPORT

By Mireille Roy

### "DEVENEZ UN NEGOCIATEUR QUI GAGNE"

par Robert B. Maddux

Devenez Un Négociateur Qui Gagne présente les concepts applicables à toutes les situations où l'on peut faire appel à chacune des formes de négociations. Fini la peur de négocier. Ce volume vous permettra d'économiser temps et argent et vous aidera à négocier vos besoins avec plus de satisfaction. Lorsque Robert B. Maddux explore les stratégies et tactiques efficaces pour "jouer gagnant", le résultat obtenu si l'acquéreur les effectue toutes, lui seront d'un grand bénéfice.

Ce volume se veut un outil de travail accessible à tous, et doit se lire avec un crayon afin d'y ajouter ses notes personnelles. Il peut servir de référence chaque fois que nous devons négocier. A l'aide d'exercices aussi variés les uns comme les autres, ce volume vous permettra de franchir les différentes étapes afin d'entreprendre les stratégies et tactiques efficaces pour jouer "gagnant."

Chaque étape permet de saisir dans sa plénitude les démarches à suivre et pour le lecteur de visualiser le résultat de ses négociations.

Certaines situations vécues permettent une comparaison assez réaliste avec le vécu du lecteur, ou peuvent s'adapter facilement à des situations similaires.

Un grand nombre d'exercices permettent au lecteur la possibilité de mettre en pratique les plans de négociations suggérés et les réponses annexées servent à vérifier ses propres notes ou commentaires. Les travaux sont bien conçus et permettent au lecteur de poursuivre étape par étape les façons fondamentales d'aborder une négociation. Les formules employées ainsi que les comparaisons aident à bien se situer et à incorporer les situations dans sa vie de tous les jours.

À la page 56 et 57 du Guide, on offre une révision des étapes permettant au lecteur d'évaluer son apprentissage.

Avec la révision de la page 59, le lecteur peut faire le point sur son apprentissage et sur la stimulation de sa pensée. Le résultat est bien celui que vous anticipez. Il touche à chaque aspect des relations interpersonnelles, vie publique ou affaires commerciales et même nos relations avec nous-même, pour établir



notre attitude vis-à-vis la négociation.

Ce livre n'intimide personne par son contenu. Un livre terre à terre accessible à tous et écrit dans un langage franc et juste. Un volume qui offrira à son lecteur toutes les possibilités d'explorer par lui-même les énormes possibilités de jouer gagnant lors de ses négociations.

Sa formation unique et pratique encourage le lecteur à s'impliquer personnellement, ou s'adresse parfaitement à un travail d'équipe en autant que chaque membre de l'équipe ait son volume personnel. Le volume se veut un outil avec lequel on travaille au rythme du lecteur.

Une fois que l'on connaît et comprend les étapes et leurs faiblesses, on sera en position d'affronter avec efficacité toute situation de négociation et à faire faces au défi. Chaque étape permet de saisir dans sa plénitude les démarches à suivre et permet au lecteur de visualiser le résultat de ses négociations.

Certaines situations vécues permettent une comparaison assez réaliste avec le vécu du lecteur.

Il est souhaitable que toute personne intéressée à jouer d'une négociation, se procure ce volume utile pour chaque occasion qu'il aura à vivre une nouvelle

négociation. Sa formation unique et pratique encourage le lecteur à s'impliquer personnellement. Il est recommandé que chaque membre d'une équipe possède son propre volume. Même si l'auteur parle de lire pendant 50 minutes, je conseille de prendre bien le temps de saisir chaque étape de cette lecture. Les résultats sont garantis.

S'analyser soi-même est caractéristique du succès d'une négociation. Une fois que l'on connaît et comprend les étapes et les faiblesses d'une négociation, on sera dans la possibilité d'exploiter efficacement toute situation de négociation et de relever un défi avec beaucoup plus de succès.

*Mireille Roy is the Director of Volunteer Services at Saint-Vincent Hospital in Ottawa, Ontario. She has been an active board member of the Volunteer Centre of Ottawa-Carleton and is the second Vice-President for the Canadian Association of Director of Volunteer Services in Healthcare.*



## ITEMS OF INTEREST

Fisher, Roger. *Getting to Yes, Negotiating Agreement without Giving In*. Markham, Ontario: Penguin Books, 1983.

Johnstone and Waymire. *What if ... A Practical Guide to Decision Making*. Carp, Ontario: Johnstone Training and Consultation, 1992.

Mackenzie, Marilyn. *Curing Terminal Niceness ... A Practical Guide to Healthy Volunteer / Staff Relationships*. Downers Grove, Illinois: Heritage Arts Publishing, 1990.

Maddux, Robert B. *Devenez un Négotiateur qui Gagne*. Noisiel, France: Les Presses du Management, 1990.

Scheier, Ivan H., Ph.D. *Staff / Volunteer Relations Collection*. Sante Fe, New Mexico: Yellowfire Press, 1988.

Seita, Trudy R. *Communications: A Positive Message From You*. Downers Grove, Illinois, VMSystems - Heritage Arts Publishing, 1989.

Yarbrough, Elaine. *Fear of Fighting, Tapping the Positive Energy of Conflict*. (two audio tapes) Downers Grove, Illinois: VMSystems.

### Where to get Resources

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

## JOURNAL OF VOLUNTEER RESOURCES MANAGEMENT

Editorial Process and Guidelines for Authors

### Objective

The Journal of Volunteer Resources Management is intended:

1. to serve as a credible source of information on the management of volunteers in Canada;
2. to provide a forum for the exchange of ideas and to encourage networking among managers of volunteers;
3. to provide a professional development tool for managers of volunteers;
4. to recognize and encourage Canadian talent in the field of Management of Volunteers;
5. to include in each issue at least two articles that will consider different views of a specific and predetermined theme.

### Target Audience

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

### Submissions

All manuscripts will be accepted either on diskette or on typed, double spaced pages. Submissions should be written according to "The Canadian Style - A Guide to Writing and Editing" - Secretary of State, Dundurn Press.

External reviewers may be engaged to review content if deemed advisable by the committee.

The revised draft is edited for clarity and consistency by the Editorial Team.

The edited version is returned to the author for acceptance along with an approval form for signature.

The signed form is to be returned to the Editorial Team within a week along with any suggestions for final revisions.

### Format and Style

Authors are asked to respect the following word counts:

	<u>Words</u>	<u>Pages</u>
<b>Lead Article</b>	2000	5-6
<b>Secondary Article</b>	700-800	2-3
<b>Book Review</b>	150	1

The lead article will look at the topic in some depth and will normally require the author to conduct research into current trends and perspectives on the subject.

The secondary article will adopt a more practical approach, including personal experiences and opinions.

### DEADLINES FOR SUBMISSION AND THEMES

<u>Issue</u>	<u>Deadline</u>	<u>Theme</u>
<i>Winter '94</i>	articles due on the 24th of October	Marketing
<i>Spring '94</i>	articles due on the 24th of February	Youth Volunteer
<i>Summer '94</i>	articles due on the 24th of May	Corporate Volunteerism
<i>Fall '94</i>	articles due on the 24th of August	The Rural Volunteer



#### Calling all Managers of Youth Volunteers ...

Are you involved with young people in your volunteer services?  
We are looking for testimonials from youth volunteers for our Spring '94 Journal.  
If you have someone who would be willing to write up to 250 words describing their experience - the highs and the lows - we'd like to hear from both of you.

Send your story to:

JVRM

1310 Upper Dwyer Hill Road  
RR#2, Carp, Ontario, Canada K0A 1L0