



Canadian Journal of Volunteer Resources Management

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RECRUITMENT AND SCREENING

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EDITORIAL

Recruitment is my favourite task in the volunteer management cycle. I love meeting new people, hearing their stories and trying to find a way to bring their unique talents and perspectives into my organization. I sometimes have to check myself to ensure I am not blinded by the thrill of this initial connection. The preschool classroom full of children with disabilities across the hall from my office serves as a ready reminder of my responsibility to properly screen all candidates for volunteering. Admittedly, it can be a bit uncomfortable to sit in judgement of those who are looking for an opportunity to give freely of their time and skills. Thankfully, there are ample tools and strategies to guide us through the process. This issue of CJVRM is focused on sharing ideas for recruitment planning and tips for screening all those applicants you will be attracting.

To start us off, Annemarie Shrouder offers some considerations for creating an inclusive volunteer team which reflects the communities an organization serves. Next, Michelle Jondreau shares highlights from two new reports by the HR Council focused on attracting early and late career professionals to the voluntary sector. Endeavour Volunteer Consulting connects agencies with professionals interested in donating their skills to specific projects. Tatjana Ljaskevic shares tips from her work there. Diana MacDonald argues that involving troubled youth as volunteers can also bring surprising rewards. Read on to learn how the Canadian Red Cross is recruiting a new set of volunteers to help ensure their core supporters do not overwork themselves when responding to disaster. You can create a detailed plan for recruiting the right skills to your board of directors by following the steps outlined by Joan Cox.

The next few articles delve deeper into the issues of screening volunteers. Debate surrounds us in our professional networks about how formal and rigorous this process need be and whether the same approach is justifiable for all volunteer roles. Charlene Robson argues that the *10 Steps for Screening* should be applied differently in a small, rural community than they would be in an urban setting. Lorrie Hathaway reminds us that police records checks are just one of the ten steps to follow and asks us to think carefully about their application. Volunteer Alberta has been working to ensure that agencies in that province have access to police records checks for the volunteer roles which truly require this level of screening. Evan Romanow explains their new program.

In the Peer Expert section, Leslie Deane is requesting advice from others for what might be considered an enviable problem – far more people wanting to help than can be placed in her volunteer program. Lastly, Ishneet Singh introduces us to a resource focused on interviewing tips for managers of volunteer resources.

We hope this issue sparks lots of ideas and discussions around how we attract, then thoughtfully select appropriate volunteers to contribute to our causes.

Rachel Stoparczyk, Editorial Team

BEYOND DIVERSITY – CREATING AN INCLUSIVE VOLUNTEER DEPARTMENT

by Annemarie Shrouder

Canada's demographics continue to change. Statistics Canada's latest estimate (2006 Census) suggests that by 2031, one in three Canadians will be non-white, and one in four will be foreign born. Visible minority populations in urban centres like Toronto and Vancouver will rise to over 60 per cent. While this should not come as much of surprise, the changes that this may require of organizations might surprise you.

As a Diversity and Inclusion Consultant, one of the realities I am often faced with is the desire on the part of organizations to reach and be more reflective of the communities they serve, without the corresponding awareness of the changes this requires if it is to be done well. Reaching communities and becoming reflective of them requires becoming an inclusive organization. Inclusion challenges organizations to take a look not just at what is being done, but *how* – and to make changes.

Nonprofits' volunteer services are not immune to this demographic and ideological shift. As the lifeblood for many organizations, changes in the

volunteer department can be crucial to their ability to reach out and respond appropriately. Recruitment and screening practices will have to change, but so will the processes and procedures that guide their work. Doing things the way they have always been done is often what we hold onto as human beings. However, this is the first thing we have to let go of when we are striving to reach out to and serve diverse populations well.

Here, then is some food for thought as you consider how the communities you are serving are changing, how to respond so that your work is as respectful and relevant as possible and how to create a volunteer team that is not only representative of the communities you serve, but one where everyone is recognized for the expertise they bring.

First, and most importantly, is awareness. Make sure you are up-to-date on your current demographics so that you can assess if you are serving your communities well and if your volunteers reflect the communities you serve.

It is easy to keep doing the same things that have been working. However, as our demographics change and our communities become more diverse, the "same thing" may not be the most effective thing anymore. In fact, "how we have always done things" could be unintentionally excluding valuable people and ideas. If your volunteer team is not reflective of the community, that could be a good sign that a change is in order. The change required is deeper than who is present. Diversity is great, but inclusion allows you to *benefit* from that diversity. Here are some thoughts to consider:

1. How are you recruiting volunteers? In some cultures, meetings do not work; in others, pamphlets are not effective. If someone is new to the country, the Internet may be a maze. Think about how you are doing outreach and who you might be missing.

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2. Once you recruit new volunteers, how are you screening them? Are you looking for the same skills you always have? Are you aware of the needs of the communities you serve so that you can add these skills and this knowledge to your list? As communities change, your volunteers' skills will also need to change.
3. Becoming inclusive is not just about what you do but how you do things. These often subtle nuances are sometimes the most important in helping someone feel welcomed and appreciated. Talk to your volunteers, get their feedback and integrate it into your processes and procedures.
4. For some new immigrants to Canada, there will be a language barrier. This is probably one of the greatest stumbling blocks for outreach. Suddenly you have to consider the basics of how to get your message out. If you have not already done so, consider outreach in different languages, led by volunteers from that particular community. This, of course, requires a relationship first.

Regardless of what approach you take – flyers, online, information sessions, telephone calls, etc. — engaging communities is the key to diversifying your volunteer team and to more effective outreach. As communities become more diverse I believe the role of your organization becomes the keeper of information and of expertise in your specific subject area (e.g. diabetes, disabilities) and the role of cultural communities is to share that knowledge in appropriate ways. Your organization provides the “what” and communities provide the “how”. This is true for recruiting volunteers as well as doing community outreach using those volunteers. Communities know the subtle nuances of language, the words to use and not to use, where their cultural taboos are and how to navigate them. They are also

keenly aware of the issues their community members face as new immigrants in addition to the issues your organization is focused on.

Building relationships and partnerships with communities is the first key to getting the word out, recruiting volunteers and working together effectively. The second key is being willing to change. Get to know the leaders in the cultural communities you serve. Speak with them. Share information, and most of all, listen. While it is true that you have important work to do, the act of listening will provide you with a wealth of information that will allow your organization to do this work more effectively, if you are open to change. Management styles, recruitment options, meeting structures and methods of outreach are some of the things that may need to change to suit your new team of volunteers. There will be growing pains but, with open hearts and open communication, you will likely find the rewards outweigh the challenges. The ripple effect can be a volunteer team with valued and varied skills who carry your vision and help you to achieve your mission in ways you may not be able to imagine from where you are sitting today.

Annemarie Shrouder is a speaker, facilitator, and writer with over 12 years of experience around issues of diversity and inclusion. She works with individuals and organizations to create environments where people can thrive. Annemarie works with diversity broadly and specializes in LGBTQ issues. For more information please visit www.beeing.ca.

ATTRACTING EARLY AND LATE CAREER PROFESSIONALS TO THE VOLUNTARY SECTOR

by Michelle Jondreau

They come without pay and sometimes without benefits but they come armed with something far more valuable: a desire to make a difference.

Volunteers are the secret weapons of the nonprofit sector. There is something very heroic about wanting to create a better world for no monetary benefit. Yet there are perks in the nonprofit environment that help volunteers get past financial obstacles. These same perks help to raise awareness and shape perceptions about careers in the nonprofit sector.

Intrinsic rewards make it possible for volunteers to dedicate their time to a nonprofit. The satisfaction of making a difference is an example of such a reward. However, everything from gaining valuable career experience to receiving free ice time could be considered an intrinsic reward.

The HR Council has just released a pair of research reports that looks into ways of drawing young people to the nonprofit sector. The report, *Why Nonprofit?*, outlines key findings from focus groups with university students. It explores their knowledge and awareness of jobs and careers in the nonprofit sector, their perceptions and expectations of job satisfaction, and positive and negative factors that would influence a decision to work in the sector. The *Growing Younger* report includes a portrait of young workers and their priorities. It presents recommendations for how nonprofits and the sector at large can attract young talent.

According to the *Why Nonprofit?* report, people in the sector are generally seen as having traded salary, job security and opportunities for advancement in exchange for greater fulfillment in the form of contributing to society, learning and developing skills, and having a good work environment. People who have nonprofit experience as paid employees through community service-learning or as volunteers are more likely to be comfortable making such a trade-off, mostly because they have experienced

intrinsic rewards. The report also shows how nonprofits are less hierarchical with a more relaxed environment offering more responsibility and a greater range of duties and opportunities in which to do hands-on work with people.

Potential sector employees, both paid and unpaid, also want to know as much as possible about the work and mandate of a prospective nonprofit employer. If recent graduates are trading certain elements (e.g. salary) for the type of fulfillment and reward that can come from working for a nonprofit, they want to ensure that there is a good match between their personal values and interests with those of the nonprofit. Awareness and knowledge of the nonprofit sector, through volunteering or a community learning experience, appears to be linked with positive perceptions of the sector, and more specifically, working for a nonprofit. To quote one focus group participant “my perspective has been drastically altered for the better... I think it’s opened doors that I would have ignored before the experience.”

It stands to reason that one of the recommendations from the HR Council’s *Growing Younger* report supports the importance of community service-learning. Research outlined in the report affirms that community-engaged learning methods, such as volunteer placements, community service-learning and internships, are effective ways to expose students and recent graduates to the range of opportunities available in the nonprofit sector. However, lack of funding is an issue for many nonprofits, especially small ones, and this can lead to complications because nonprofits do not receive remuneration for hosting students. In some communities, intermediary organizations such as community foundations, United Ways and volunteer centres could play a role in supporting community-engaged learning. Expanding and improving community learning opportunities stands to benefit nonprofits, students and their communities.

The other recommendations in the report aim to improve awareness of the range of career opportunities available in the nonprofit sector. Certainly, raising awareness of these opportunities will paint a positive perspective of careers in the sector. Sector organizations should develop high quality communications materials about possible careers, and make these materials available to young people and to those who advise them about career and employment decisions.

Recommendations to help ease retention issues are also discussed in the report. HR Council research has documented a key characteristic of the nonprofit sector in Canada: there are many small organizations with few formal organizational links. Small nonprofits offer fewer opportunities for promotions and are less likely to have budgets for training and development. This makes it more difficult to retain early career employees who are looking for opportunities to develop their skills and advance their careers. Collaborative approaches to employee development could strengthen the likelihood that young employees will remain in the sector as they develop their careers.

Michelle Jondreau has been working in the nonprofit sector for over a year as a communications professional. She sees herself as a jack-of-all-trades and thrives on both mastering and discovering new methods of communication. Please feel free to connect with Michelle: mjondreau@hrcouncil.ca; LinkedIn: <http://ca.linkedin.com/in/michellejondreau>; Phone: 613.244.8332 (extension 227).

ITEM OF INTEREST

For more information about the HR Council for the Nonprofit Sector and to review the report references from the previous article, visit <http://www.hrcouncil.ca>

NEWSBIT

IYV + 10: 2011 marks the tenth anniversary of International Year of the Volunteers. To tap into the build-up, visit:

<http://www.worldvolunteerweb.org/iyv-10.html>



RECRUITING PROFESSIONALS FOR VOLUNTEER ENGAGEMENTS: LESSONS LEARNED

by Tatjana Ljaskevic

The experience of Endeavour Volunteer Consulting for Non-Profits (Endeavour) clearly demonstrates that there is an ample supply of qualified and enthusiastic volunteers looking to contribute their time and skills to the community. Endeavour, a Toronto-based nonprofit organization that provides management consulting for nonprofit groups that cannot afford professional consulting, is just over three years old. In this time, Endeavour has seen its volunteer applicant pool increase in size, diversity and experience level. Recently, almost 200 applicants vied for 35 volunteer positions on six-month projects.

Based on Endeavour's experience, the keys to recruiting professionals to volunteer are a combination of a well-thought out, rewarding volunteer experience and a targeted, multi-pronged recruitment strategy.

Designing a Rewarding Project-Based Volunteer Experience

Professionals are interested in volunteering their expertise to make a meaningful contribution to their community. Their time is valuable, so it is paramount that the volunteer posting explains:

- volunteer roles and responsibilities, including expected timeline and time commitment ;
- project deliverables and the expected outcomes; and
- resources available (e.g. knowledge centre, subject matter experts, staff assistance, number of team members, meeting space, teleconference line, etc.).

It is also important to acknowledge additional reasons behind volunteering and to provide ancillary benefits. Volunteering in teams facilitates **networking**, as does attendance at the organization's educational, social or fundraising events. Include volunteer profiles and event photos on your website to illustrate the available networking opportunities.

Professionals also appreciate opportunities that help **enhance their skills** (e.g. delivering presentations). Take these interests into consideration when matching volunteers to projects, provide additional training and create diverse teams to facilitate the learning process. **Recognize that volunteer contributions** can take many forms. Endeavour features profiles of all volunteers on its website and invites former volunteers to speak at events. Your organization could incorporate a recommendation with a letter or through a professional networking website, such as LinkedIn.

Looking for Volunteers in the Right Places

It is important to think of who will be most interested in and qualified for the project that your organization is looking to staff. Valuable sources include the following:

- **Organization supporters** on your mailing list comprise a pool of contacts who are already excited about your mission, so keep them engaged with regular newsletters that feature volunteer opportunities.
- **Word of mouth** is an extremely effective marketing tool, so engage your board members, staff and volunteers to recruit professionals. A bonus of this channel is the greater certainty you will have in the skills and commitment of a referred volunteer.
- **Professional organizations** allow you to target members with specific skills and often encourage community involvement through newsletters, websites and events. For example, Endeavour has a long-standing partnership with Certified Management Consultants of Canada.
- **LinkedIn** is a valuable tool for recruiting professionals who can join your organization's page and receive updates on volunteer opportunities. Your representatives can join local groups that gather professionals with the specific skill set needed

and post related volunteer positions in the Job Discussions.

- **Community service-centered websites** such as CharityVillage.com, VolunteerToronto.com and Idealist.org are frequented by individuals eager to volunteer their time and skills to a worthy cause.
- **University career websites** offer opportunities to target professionals who are in graduate school.

By designing a rewarding volunteer experience and marketing it in the right places, your organization can greatly benefit from the skills and enthusiasm of professionals who are looking to make a difference in the community.

Tatjana Ljaskevic is the Director of Volunteer Recruitment for Endeavour Volunteer Consulting for Non-Profits.

Looking Ahead

“Growing the Future” the 2011 MAVA Conference

May 12 (reception) & 13, 2011

Clarion Hotel, Winnipeg, Manitoba

<http://www.mavamanitoba.ca>

Join us for a full day conference as we explore new approaches to managing diversity in the volunteer market, boomer volunteering, the latest trends and research out of Volunteer Canada and much more! MAVA is pleased to welcome Ruth McKenzie, President of Volunteer Canada and Senator Sharon Carstairs. Special guest, The Hon. Kerri Irvin-Ross, Minister of Housing and Community Development will join us for lunch to present MAVA's Outstanding Service Award for Leadership of Volunteers.

MAVA

Manitoba Association for Volunteer Administration

“YOU: Inspired. Innovative. Incredible.” - PAVR-O 2011 Conference

June 1-3 in Mississauga, ON

<http://www.pavro.on.ca/conference>

PAVR-O's annual conference for managers of volunteer resources is dedicated to excellence in professional development, where delegates have the opportunity for in-depth learning, networking and discussion of current issues. All conference delegates will receive a copy of *Leading the Way to Successful Volunteer Involvement: Practical Tools for Busy Executives* by Betty B. Stallings with Susan J. Ellis. Watch for a review of this book in the next issue of CJVRM.



2011 National Conference - Hosted by AVRBC & CAVR

June 12-14, 2011

Vancouver, British Columbia

<http://www.cavrconference.ca>

Volunteer Management is a growing field and leaders in the non-profit sector are noticing its critical importance to their organization's success. This conference is for board members, executive directors, and coordinators of volunteers wanting to sink their roots into volunteer management and branch out into the private, government and business sectors to gain new insights and approaches in leading volunteer teams.



THE CHALLENGES AND REWARDS OF RECRUITING AND RETAINING TROUBLED YOUTH

by Diana MacDonald

Many organizations are making a concentrated effort to include youth in their volunteer resources recruitment. Sadly, this often does not include the recruitment of youth who have mandatory community service hours under the Youth Criminal Justice Act. As a result, organizations are missing an opportunity to witness the marked changes these individual volunteers experience and the impact they have on the community members touched through their services. Andrea Craning, Youth Justice Director from the Oshawa Eastview Boys and Girls Club, states that many organizations avoid youth who are “facing barriers within our community” in their volunteer recruitment efforts. The myth is that these youth will be more trouble than they are worth. She would like to dispel this myth by educating groups about these youth and their potential to prove their value while reengaging with the community.

The Youth Criminal Justice Act (YCJA) replaced the Young Offenders Act in 2003. The extrajudicial measures within the YCJA allow non-court responses to less serious offences. Andrea states “the majority of youth who are referred to the Eastview Boys and Girls Club through the court system are good kids who made a bad decision. Most kids want to take responsibility for the harm they have done.”

The need is great for these mandatory placements, given that more than 40 per cent of youth court cases fall into the category of less serious offences (Statistics Canada, 2000). Each month in the Durham region, the coordinators for the Community Service Order Program need to find approximately 600 hours of volunteer placements to accommodate 12 to 15 referrals.

There is good reason why we as a community would want to support a court system that is trying to keep youth who have committed minor offences outside that system. Not only does it free up the courts to deal with more serious crimes but it has also been

proven to be effective in preventing future criminal activity.

So, what are the benefits for you to offer opportunities for these youth? The first benefit is the coordinator contact that comes with the placement. You are introduced to the youth seeking hours through the coordinator. These youth have already been through an interview process to assess interest and skills. They are extremely motivated to show up for their commitments because the consequences are severe if they do not comply. If you have them come on board and later decide it is not a good fit, their coordinator will call them and let them know the placement is no longer available to them. Beyond these administrative advantages, the real advantage is the opportunity for your organization to be a part of a significant, meaningful relationship building process that can strengthen your community as a whole.

Success stories from the Eastview Boys and Girls Club are evidence that the system can work. The first story involves a community service hours placement with Goodwill, an organization that was initially reluctant to participate in the program. They were not fully convinced this would be a positive experience. On the contrary, the young man they recruited was so well liked and such a great worker that they offered, and he accepted, a part-time paid position with the organization, on completion of his mandatory hours.

The second story is of a young man who fulfilled his community service hours with the local food bank. Upon completion of his hours, he took the time to write individual letters of thanks to the older gentlemen who volunteered at the food bank with him. Those volunteers told the coordinator about the letters they had each received thanking them for his positive experience.

Finally, each year the club has a Community BBQ

where individuals can donate prizes for a draw. A staff member had donated a bicycle for a prize but the bike needed to be repaired. A youth who was fulfilling mandatory hours offered to fix the bike; it was something he was skilled at. The ticket was drawn and the boy who won could see there was another boy who needed the bike more than he did. In front of everyone in the room, he gave the bike to the other boy. None of these boys knew each other, but they had all participated in the true spirit of volunteerism — identifying the needs of others and doing what they could to help meet those needs.

For more information, contact Andrea Craning, Youth Justice Director, Eastview Boys and Girls Club, by phone at 905-728-5121 ext. 234 or by email to adafoe@eastviewbgc.com.

Diana MacDonald is the current Vice President of Durham Region Association for Volunteer Administration. She received her Volunteer Management Certificate from Fleming College in 2010 and her Honours Bachelor of Arts Degree from the University of Toronto in 1999. She has worked with volunteers in various capacities for over 25 years.

Diana is currently with the Heart and Stroke Foundation managing the Durham Region's Corporate Fundraising Events.

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ITEM OF INTEREST

December 2010: Volunteer Canada releases new research outlining the state of volunteerism in Canada. See "Bridging the Gap: Enriching the Volunteer Experience to Build a Better Future for our Communities" at http://www.volunteer.ca/files/English_Final_Report.pdf

VOLUNTEERS UNDER PRESSURE: THEIR RECRUITMENT, SCREENING AND CARE AT THE CANADIAN RED CROSS

by Heather Badenoch, Chriss Gates, Louise Geoffrion, Emily Pietropaolo

Every day Canadians face disaster – everything from a personal loss to a community under threat. And every day, somewhere, Canadian Red Cross volunteers answer the call. From emergency food, clothing and shelter to family reunification and emotional support, the relief provided by Canadian Red Cross Disaster Management volunteers takes many forms.

The majority of Canadian Red Cross response efforts are directed toward personal emergencies, such as house fires, that affect a few people but can occur anywhere in the country. Large-scale responses are more probable in heavily populated locations where more people are likely to be involved. But, regardless of the size, disasters by their very nature, often have a profound impact on people's lives long after the event takes place. Moreover, those in need cannot – and should not – wait for relief.

In 2009, the Canadian Red Cross responded to disasters in Canada which directly affected nearly 24,000 people. This response came from an active roster of 5,400 trained Disaster Management volunteers across Canada, each prepared to respond to a variety of situations, each belonging to organized teams on call 24 hours a day.

Every member of the volunteer force has been recruited, trained and maintained under a national Disaster Management program which operates a common coast-to-coast structure, meets national standards and follows the same systems. This national program gives all volunteers the same training regardless of where they were recruited, facilitating a quick and seamless call to action anytime, anywhere throughout the country. It also ensures that volunteers in any one location have access to trained backup volunteers when the emergency exceeds the local capacity to respond.

As part of its mission to serve the most vulnerable people, the Canadian Red Cross adheres to strict

volunteer screening procedures which are performed before the volunteers are placed. This process includes an interview with the potential volunteer, testing for language proficiency and ability to perform duties, reference checks and a criminal record check. The organization takes its responsibility very seriously to ensure that volunteers do not have motives or personal histories which are incompatible with the mission.

Once vetted, our volunteers are inducted through a solid intake process where they receive thorough orientation and training and are placed in a program or service area that best suits their skills, competencies and interests. Once the volunteers are accepted, we work hard to retain them by providing opportunities for further training and new skills acquisition, and by giving them direct influence on the work of the organization. It is a true win-win situation since volunteers can very tangibly feel the returns and rewards from joining us and the Canadian Red Cross can draw on their expertise and knowledge over time.

We have something of a paradoxical challenge: our main issue is not attracting people to our organization, it is making them go back home. While it is truly moving to see so many volunteers with passion and energy, we well understand the need for disciplined worker care policies to ensure our volunteers have a safe and balanced approach to their volunteer experience. When large or multiple events last over long periods of time, we need to see that volunteers are not overextended and that they are given appropriate opportunity for rest and for self-care.

The best way to do that is to put the right number of the right people in the right place. The need for volunteers is determined by on-the-ground assessments done throughout any operation. When there is a warning period before a disaster, such as a flood or hurricane, we immediately start activating

volunteers to be on stand-by. Filling leadership positions is the priority during a large-scale disaster so that experienced volunteers are in place to help direct teams. Managing the size and composition of volunteer teams is essential for productivity, leadership and operational continuity. Getting the team size right also allows for adequate scheduling of rest time and volunteer replacement to avoid volunteer burn-out.

Our research and experience shows that while our volunteer force has been successfully meeting its challenges, the nature and number of disasters is increasing in Canada. That is why, by 2015, the Canadian Red Cross aims to grow our number of core volunteers by more than 15 per cent to 6,500, with a surge capacity of 20,000 reservist volunteers.

Through a new program called *Ready When the Time Comes*, we have reservist volunteers who, through agreements with corporate partners, are pre-trained by the Canadian Red Cross and can be called upon in times of disaster to provide additional support. The combination of core volunteers and the ability to call on corporate volunteers ensures the Canadian Red Cross is prepared to respond today...and tomorrow.

At the end of the day, volunteers come to us for one simple reason: they want to help. They have determined that the Canadian Red Cross, because of its mission, its fundamental principles and the work that it does, is the best vehicle through which they can deliver that help in an immediate and measurable way.

Our part of the bargain is to do everything in our power to train, motivate, retain and keep safe our most precious resource: the thousands of men and women who answer the call.

Heather Badenoch was formerly the Senior Advisor, Public Affairs at the Canadian Red Cross. Other authors are currently working at the Canadian Red Cross: Chriss Gates is the Director, Volunteer Resources, Western Canada; Louise Geoffrion is the Deputy Director, Disaster Management and Emily Pietropaolo is the Officer, Disaster Management.

CJVRM Submission Deadlines and Themes

Issue	Deadline	Theme
Volume 19.1	Articles due end of December 2010	Education & Training
Volume 19.2	Articles due end of March 2011	Recognition
Volume 19.3	Articles due end of August 2011	New Trends

TARGETED RECRUITMENT FOR YOUR BOARD OF DIRECTORS

by Joan Cox

The ultimate success of any nonprofit organization is intimately linked to the quality of its leadership. Although the contribution of a skilled executive director is a mitigating factor in this leadership challenge, it is the organization's board of directors that provides critical guidance. Therefore, it seems obvious that ensuring the continued existence of a balanced, effective board of directors can substantially enhance the success of the organization as a whole. So why are some nonprofit organizations so casual in their approach to board recruitment and screening?

Recruitment and selection of suitable board members is an ongoing process that requires careful planning and execution. There are a number of key elements that should be in place prior to initiating involvement of new board members. These elements include:

1. position descriptions for each board member role (as outlined in the bylaws but more completely fleshed out in the board manual);
2. a board orientation process including distribution of a board manual;
3. policies and procedures – specifically governance but also human resources (including staff and volunteers) as well as operations;
4. liability insurance for board of directors; and
5. a productive nominating committee.

Although each of the above are important, perhaps the most critical element to ensure an effective board member recruitment campaign is the existence of an ongoing, well organized and efficient nominating committee. Specific responsibilities of this committee could include:

- to solicit, compile and analyze a board profile annually;
- to maintain an ongoing list of prospective board members;

- to complete an annual board member position revision process;
- to complete an annual evaluation of the current board's efficacy (successes and areas needing improvement);
- to encourage each individual board member to complete a self-assessment of their contribution to the board and to discuss their issues and suggestions with the nominating committee chair six months in advance of their annual general meeting (AGM);
- to verify the status of commitment and whether or not each current board member continues to make a substantial contribution annually (six months in advance of AGM);
- to recruit, screen and register sufficient prospective board members to meet board quota numbers annually (four to five months in advance of AGM);
- to invite prospective board members to a board meeting (three to four months in advance of AGM) and assign each new board member to an experienced board member (mentor) to escort them to the meeting, introduce them and answer questions;
- to provide a slate of board members annually (one month in advance of AGM) to the president for distribution prior to the AGM or to manage the election of board members at the AGM;
- to ensure that board manuals are updated annually, immediately after the AGM and forwarded to each board member; and
- to provide an orientation to new board members including a personal review of information contained in the board manual.

The board profile, mentioned in point one above, is a tool designed to help determine the range of expertise, experience and demographic information required by the Board of Directors. To create this board profile, identify a list of qualities such as gender, age range, board experience, professional skills and connections

(e.g. clients, community leaders, media, business) that would be beneficial to the organization. Then, utilizing a chart system, list the qualities down the side and the board members along the top. Ask current board members to select those qualities they possess. It might be helpful to rate each board member's level of skill from one to five.

When this exercise is completed, the range of expertise, experience and demographic information the collective board possesses is quite evident as are those qualities that are missing. Wise board recruitment planners focus on these missing gaps.

By examining these missing gaps, the nominating committee can develop a profile of the type of members the organization must recruit to fill the board vacancies. Targeted recruitment focuses on individuals who have the qualifications required. For example, the need for potential board members with financial expertise might be met through canvassing accounting firms, business schools or by contacting the local Chartered Accountants association.

Once potential candidates have been identified, an informal interview to discuss the candidate's views and interests while sharing information about the organization usually provides the best results. Face-to-face discussion is preferable. Considering a position on a board of directors can be daunting, especially with clarification of each board member's responsibility and the time required. This can be somewhat offset by outlining the satisfaction of giving back to the community and making a difference for the client group. If a candidate is eager to become involved but hesitant about a particular aspect of responsibility such as chairing a committee, perhaps offering training, coaching or co-chairmanship would bolster his or her courage.

When both the candidate and the organization's representatives are satisfied that there is a "match", the candidate is then asked to complete an

application form, a confidentiality form and a police records check. It is also advantageous to invite them to observe a board meeting. Then, once the candidate is approved by the Board as a whole and elected at the AGM, the process is complete.

There is no doubt that board member recruitment can be a challenge. Unfortunately, organizational success becomes increasingly marginalized with every weak leadership link. Make a difference in the quality of your organization's leadership by recruiting dedicated board members through ample advanced planning, creation of an effective nominating committee and targeted recruitment.

For further information consult the following links:
http://www.help4nonprofits.com/NP_Bd_Recruit_Article.htm

http://www.help4nonprofits.com/NP_Bd_RecruitingStartupBoard_Art.htm

<http://www.boarddevelopment.org/en/1/default.aspx>

Joan Cox is founder and principal of Chrysalis Consulting which provides board advisory and volunteer resources management coaching, facilitation and training services within the nonprofit sector. Prior to establishing Chrysalis Consulting, Joan retired as the Director of Volunteer Resources at the Ottawa Hospital, Civic Campus.

RURAL VOLUNTEERING AND SCREENING

by Charlene Dishaw

Rural communities are as unique as their big city counterparts. The challenge for volunteer programs in rural communities is the intimacy of the community. It is this intimacy that changes the screening process. Volunteer Canada's *10 Steps of Screening* (<http://volunteer.ca/topics-and-resources/screening/10-steps-screening>), are the same in Vancouver and Toronto as they are in any small rural community. The difference is the formality of the screening.

I live in both worlds. I coordinate volunteers in a busy downtown hospital in Vancouver and I live part-time on Galiano Island, with a full time population of around 900. About nine years ago, the Health Centre decided to start a volunteer visiting program for isolated residents of the island. I came to the planning committee with the big city perspective of formality: "we need applications, references and interviews to select the ideal candidates." Of course, once I met with the group I quickly realized that the rigid, formalized process common in the metropolis is unnecessary in a small community. This finding was echoed by my friend who lives in Bowden in central Alberta and my family who live in Abbey, Saskatchewan. Both are small, rural communities.

Volunteer Canada's 10 Steps of Screening: Determining the Risk and Writing a Clear Position Description

The first three steps of Volunteer Canada's National Screening program, "Determining the Risk", "Writing a Clear Position Description" and "Establishing a Formal Recruitment Process", remain unchanged for the rural setting, with the exception of the formality. Regardless of where you live, rural or metropolis, you still need a particular person for a particular role. It is steps 4 through 7 that look different in a rural community:

4. Use an Application Form
5. Conduct Interviews
6. Follow up on References

7. Request a Police Records Check

Use an Application Form

The reason for the informality goes back to my comment about the intimacy of the rural community. Although I do not know all 900 people in the community, I know of people who know the residents that I am not familiar with. If my friend Sandra decided to volunteer I would not ask her to fill out an application form to volunteer in my visiting program. I know where she lives; I know her family and I know where she works. The coordinator of the volunteer program on Galiano keeps all the information that we typically keep in Vancouver but she does not have the resident submit a form. Usually a resident would call the coordinator and say they are interested. She would meet with them to talk about the program and informally gather information that would be on an application form i.e. name, address, contact information and emergency contact.

Conduct Interviews

In town, you need to conduct a very formal interview as you do not typically know the applicant. My catchment area for St. Paul's Hospital is about two million people, versus Galiano's 900 people. How many people did you graduate with in high school? I had a class of 800 people. I probably knew most of the 800 people if not personally, by reputation. This is the same in the rural community. The information that we typically ask in the city is used for discovery. We try to find out about the person and whether or not they are the ideal candidate for our programs. The rural interview may be less formal because you already know the person, so it may just involve coming over for coffee and talking about the needs of the program and how the community member can help the program. The interview step is not missing - the interview has taken place over all the years that you have known or "known of" the individual. Best practice would be to have a set of questions that everyone would be asked

and make note of the resident's answer on the form used to collect their contact information or on a separate form.

Follow up on References

In the rural community, you most likely already know the person. If the person is new to the community or unknown to you, you may need to ask for a character reference. Rural program coordinators need to balance rumours with the discussion with the individual. If there were concerns, you would ask for a couple of people to verify their character. "Thank you Joe, nice to meet you. Are there a couple of people I could call to verify your character?" Terry Gregory who coordinated the palliative care program on Galiano did not ask for references because, "small communities often put one in a fishbowl atmosphere. Not everything is known of course, but one does have an idea of character." The objective is the same; it is the delivery that is different in the rural community.

Request a Police Records Check

There is a reduced risk in a rural community. When everyone knows who is visiting a resident, if money were to be stolen, or something untoward were to happen, the volunteer cannot disappear into the community. Everyone would know and the implication would devastate the volunteer's reputation. If you live in a small community, you probably already know who is frequently involved with the law, because you may have heard about the incident while waiting in line for groceries, or out visiting with neighbours. When meeting with the individual, the coordinator of the program could informally ask about the rumour they heard. If someone is new to the community you may need to be more formal and ask for character references and request a police check.

Orientation, Training, Supervision, Evaluation and Follow-up

The screening steps 8-10 would be the same for the rural community as it is for its city counterparts. The Galiano Island palliative program has a mandatory 12-week training and the volunteer fire department has mandatory training, testing and a probationary period. As in any community, people sign up to volunteer and in a self-evaluation realize, after they start, that they are not comfortable or physically or mentally capable of carrying out the volunteer role. This has been the experience of the volunteer fire department, when rescuing neighbours and attending emergencies.

Rural Challenges in Applicant Selection and Follow-up

Sometimes the coordinator has to tell someone they are not appropriate for a program. Thankfully with good screening it does not happen frequently, but the fire department and the volunteer visiting program on the Island did relate that there have been incidents. In the case of the visiting program it posed a challenge that is not experienced on the same scale as in the city. Because everyone knows everyone, when someone is told they are not a good fit for the program, their perception of the incident and that of the coordinator can be very different. The stories spread by the disgruntled volunteer can be very hurtful. Due to issues of confidentiality, the coordinator cannot necessarily "set the record straight." In the city if we have someone who is not appropriate, they may spread nasty words around to a few sympathetic ears, but the community they can appeal to is small. In the rural environment, the community is everyone, sometimes all 900 people. The coordinator, as with their city counterpart, needs to ensure that decisions made are based on the position description and needs of the program and not on hearsay. As with their city counterparts, decisions should be documented in the event that the applicant decides to sue on the basis of human rights.

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Summary

The *10 Steps of Screening* are important in any community. The informality of screening in the rural setting does not mean that the screening is any less effective than its big city counterparts. The same information is documented, but the means used to gather the information may be less formal because the familiarity of the community may reduce many of the formal discovery steps required in the city. The screening steps are the same but instead of taking a highway to get there, you take a gravel road.

Charlene Dishaw has been coordinating volunteers since 1992. Since 1999 she has been coordinating volunteers for Providence Health Care in Vancouver. Charlene completed the Certificate in Volunteer Management at Vancouver Community College in 1993 and is certified in Volunteer Administration by the Council of Certification in Volunteer Administration and certified through CAVR. She is a graduate of Simon Fraser University.

Acknowledgements to Volunteer Canada at volunteer.ca; Terry Gregory, past Coordinator of the Galiano Palliative Care Program; Bill Foster, Galiano Fire Chief and Linda Ruedrich, Coordinator of the Galiano Health Care Society Friendly Visiting Program.

POLICE RECORDS CHECKS – ONE OF TEN STEPS IN VOLUNTEER SCREENING

by Lorrie Hathaway

In 1996, when the National Education Campaign on Screening Volunteers was launched by Volunteer Canada, few organizations in the sector were requesting police records checks for volunteer positions with vulnerable clients.

Scroll forward to 2010. A Police Records Check which should be one precautionary step in a responsible approach to safeguarding vulnerable clients, has become a “stamp of approval” required before engaging a volunteer to fill any role in those organizations.

What happened?

Perspective on the importance of the other elements in the screening process and the relative value of the information provided by a Police Records Check has been lost. Too often, a Police Records Check is seen as the beginning and end of an organization’s responsibility to exercise due diligence. Decisions about whether or not a particular volunteer position even merits a Police Records Check are being based as much on concerns about potential liability as they are on the actual elements of the position. Many boards, funders and insurance providers are electing to mandate “police checks” for all volunteers to limit organizational liability, regardless of the actual nature of the position.

This strategy for minimizing liability is short sighted and fails to account for the limits on the currency of Police Records Check information. It does not adequately recognize the importance of the other steps in the screening process, nor acknowledge that the screening protocol should be based on a proper risk assessment of each position, and may not be compliant with human rights legislation.

What is the function of the Police Records Check in the volunteer screening process?

A Police Records Check is a tool for screening out those who might do harm. While information in local police records may reflect on relevant issues,

such as temper control or good judgment, a Police Records Check is not primarily used to determine a good fit.

It is, nonetheless, a key tool in satisfying an organization’s Duty of Care to clients. To use it effectively, it is important to be clear about both the information that it needs to contain and the limitations of that information.

What information do we need from police records?

A check of police records that will properly answer the needs of organizations serving vulnerable populations should access three sources:

- the national databases that include records of criminal convictions which are managed by the RCMP through the Canadian Police Information Centre (CPIC);
- the pardoned sex offender database, which can be accessed only by the RCMP and only after being granted permission by the federal Minister of Public Safety; and
- the records including non-criminal convictions maintained by the local police service where the applicant resides.

Each of these sources could contain information relevant to deciding if an applicant might represent a risk to a vulnerable client.

What is in a name?

Consistent use of the terminology Police Records Check will assist in clarifying that the information received is from all three sources and is not solely a CPIC/criminal records check or a “clearance letter” stating that no unpardoned convictions were found. Use of the term “Vulnerable Sector Check” is inconsistent: the voluntary sector uses the term to identify the results of the search of relevant databases; the RCMP use it to refer to accessing the pardoned sex offender database; and other police

services tend to use the term Vulnerable Sector Check to refer to the purpose of the check and not to the product.

What does it mean when a request for a Police Records Check comes back with “no information found”?

When a request for a Police Records Check comes back with ‘no information found’ it means that no record currently exists in the police databases searched for the person identified on the request form. It does not mean that the person has not broken the law; it is a statement of what is currently available in the systems accessed.

The other steps in the volunteer screening process are so critical precisely because a Police Records Check cannot provide a guarantee that this applicant will do no harm in your organization.

What does this mean for Managers of Volunteers?

An organization’s Duty of Care to vulnerable clients is best met by establishing thorough, consistent volunteer management practices applied before and after engaging a volunteer.

Recruit responsibly with a clear message about your needs and your process. Conduct interviews. Check references. Request the appropriate police check for the position. Match new volunteers with longer term volunteers. Create opportunities to observe interpersonal activity during orientation. Continue monitoring interpersonal style and skills through training and/or team-building events. Ensure that the level of supervision reflects the risk of the position. Include client feedback in performance reviews. Conduct regular risk assessments of all positions.

Creating an organizational climate where all stakeholders support risk management strategies that are transparent and effective also demonstrates a respectful approach to volunteer engagement

consistent with the Canadian Code for Volunteer Involvement.

For further information

Volunteer Canada <http://volunteer.ca/topics-and-resources/screening>

Resource Centre, Screening Canadian Police Information Centre <http://www.cpic-cipc.ca/English/crfaq.cfm>

FAQ’s Toronto Police Service <http://www.torontopolice.on.ca/recordsmanagement/clearance.php>

Canadian Code for Volunteer Involvement <http://volunteer.ca/about-volunteerism/canadian-code-volunteer-involvement>

Lorrie Hathaway is a Trainer and Consultant at Volunteer Toronto. As a member of Volunteer Toronto staff for the past 18 years, Lorrie has provided training and consultation to the voluntary sector on all aspects of volunteer management. In 1996, Lorrie became part of a network of trainers for both Volunteer Canada and the Ontario Screening Initiative, providing training and consultation to local, provincial and national groups on Volunteer Screening & Risk Management, Police Records Checks, Volunteers & the Ontario Human Rights Code and the Canadian Code for Volunteer Involvement.

NOT THROWING THE BABY OUT WITH THE BATH WATER: POLICE INFORMATION CHECKS IN ALBERTA

by Evan Romanow

For most nonprofit/voluntary sector organizations in Alberta, the real work begins when organizations and their volunteers start interacting with target populations in the community. Before this, volunteers are increasingly undergoing background screening as one step in a multi-step approach to ensure the safety of an organization's clients – and their staff and volunteers. As part of a screening process, volunteers obtain police information checks (PICs), designed to identify any person who might harm children, youth or other vulnerable persons, or who otherwise may cause harm to the organization.

There is clearly good reason for protecting the safety and well-being of vulnerable populations through screening. However, associated costs (instituted in 2006 with no consultation by police services in Alberta's larger centres) of the police information checks divert funds away from front-line services and core missions of organizations. Time delays and added costs make PICs another barrier to volunteerism. Concerns about the time, cost and difficulty of implementing screening practices need to be addressed. Efforts must continue to focus on providing useful, practical tools for developing cost-effective and efficient volunteer screening practices.

Volunteer Alberta (the provincial capacity builder for the voluntary sector) strongly advocated for the development of a consistent, cost-effective and province-wide approach for implementing a standard practice for accessing police information checks as one step in the volunteer screening process. Screening and PICs need to reflect the end goal of creating benefits for Albertans rather than excessively complicating the delivery of important programs and services.

There are over 19,000 nonprofit/voluntary sector organizations in Alberta and over half are entirely volunteer driven. The sector depends heavily on volunteers and engages roughly 1.2 million Albertans, who contribute 214 million hours of

community service.¹ Screening has implications for organizations big and small and across all twelve nonprofit subsectors. From 2006 to 2008, the Government of Alberta (specifically Premier Ed Stelmach) listened to the concerns expressed by Volunteer Alberta and others about the barriers to volunteers created by these new costs. Positive steps have been taken.

The *Volunteer Police Information Check Program* (VPICP) launched in April 2009 is a three-year pilot program funded by the Government of Alberta and jointly administered by Alberta Culture and Community Spirit and Volunteer Alberta.² The program covers the costs of obtaining PICs for volunteers engaging in eligible circumstances (those working with minors, seniors and disabled Albertans). The program defrays costs for obtaining PICs that organizations would otherwise face, enabling them to maximize their funding for front-line services.

Within the first year, 449 applications were received and 307 approved applications received a *Volunteer Organization Authorization Number* (VOAN) to have PICs costs covered. The Government of Alberta covered more than \$190,000 in costs for the processing of 12,792 PICs by police services in Alberta. At this preliminary stage, the forecast is for the Government of Alberta to potentially cover the cost for upwards of 63,437 VPICs for individuals in 473 different volunteer positions serving hundreds of Alberta's nonprofit/voluntary organizations.

A key component of the program is ensuring that organizations have more than just PICs as their screening protocol. Volunteer Alberta maintains that PICs may be necessary, but not likely sufficient to satisfy risk management responsibilities of organizations. Volunteer Alberta also integrated Volunteer Canada's "10 Safe Steps to Screening" process for organizations to ensure the right match.³ Screening begins before someone starts volunteering

and continues throughout their involvement with the organization. The proper management and screening of volunteer resources plays an important part in an organization's ability to carry out its mission.

As part of the application process for the VPIC Program, organizations must demonstrate they have comprehensive volunteer screening policies and procedures in place by providing a copy of policies to Volunteer Alberta for review. If an organization does not have comprehensive screening measures in place, Volunteer Alberta will support them in improving their policies but will not provide a VOAN until satisfied. Changing the culture around screening is an important outcome of the VPIC program.

The VPICP is a welcomed initiative, but the program is not without its problems. Media reports suggest that new screening enhancements to check the identity of volunteers against a list of offenders in a national database may require fingerprints at an extra cost and with serious delay.⁴ Screening is also about balancing public safety, security and privacy.⁵ Another concern is that Alberta nonprofit/voluntary organizations are choosing to contract with private screening services for volunteer screening (for the speed of the service) even though private companies no longer have access to complete criminal records. Yet, most concerning of all, decision making around volunteers accessing PICs are being made by policy-makers with no input from the nonprofit/voluntary sector.

Overall, screening needs to be viewed as part of the programs and services nonprofit/voluntary organizations are delivering to benefit individuals and strengthen communities. It cannot be forgotten that screening is about creating benefits for Albertans by helping and protecting them, rather than creating excessive complications. Efforts need to continue to provide organizations with administrative, technical and financial supports to achieve the most positive

outcomes for all concerned. The long-term success of the VPICP will be based on how well organizations, government, police services and individual Albertans are able to cooperate and work in partnership to address lingering problems and create practical solutions.

Footnotes

1. Michael Hall, David Lasby, Steven Ayer and William David Gibbons, *Caring Canadians, Involved Canadians: Highlights from the 2007 Canada Survey of Giving, Volunteering and Participating*. Catalogue no. 71-542-X (Ottawa: Published by authority of the Minister responsible for Statistics Canada – Minister of Industry, 2009).
2. Learn more about the Volunteer Police Information Check Program (VPICP) by visiting Volunteer Alberta's website: <http://voan.volunteeralberta.ab.ca/>
3. See Volunteer Alberta's "Screening Process: Creating a Culture for Volunteer Involvement" at <http://www.volunteeralberta.ab.ca/screening/index.html>
4. Danielle Bell, "Organizations fear volunteer loss" *Nanaimo Daily News*, August 20, 2010.
5. Police Background Checks – Balancing Public Safety, Security and Privacy, John Swaigen see: <http://www.ppao.gov.on.ca/pdfs/sys-pol26.pdf>

Evan Romanow is Manager, Communications and Policy, at Volunteer Alberta. Volunteer Alberta is a province-wide capacity organization that removes barriers for Alberta's volunteers.

PEER EXPERT: HOW BEST TO HANDLE AN OVERABUNDANCE OF VOLUNTEERS

by Leslie Deane

For agencies that rely on volunteers to provide essential services, recruitment can be a real challenge. Not here at the CNIB (Canadian National Institute for the Blind) Library. I am in the enviable position of responding to an overabundance of committed, talented potential volunteers eager to join the CNIB Library Audio Publishing program.

The CNIB Library is unique among Canadian libraries because it produces most of its own collection holdings: accessible text and audio and Braille versions of print books. These materials are made available free of charge to the approximately three million Canadians who are blind, partially sighted or print disabled.

The CNIB's Audio Publishing program produces approximately 600 new fiction and non-fiction audio titles annually for the Library Collection, as well as a magazine subscription service. The narration and recording of these titles is done almost exclusively by our highly skilled corps of volunteers. Because of the nature of this work, all Audio Publishing volunteers must have excellent English reading skills and be prepared to read, monitor or review a wide variety of materials which may or may not be to their taste. Excellent computer skills, hearing, vision, stamina and manual dexterity are also required. All Audio Publishing volunteers are trained to operate the digital recording equipment and software. These skills are non-negotiable because many our clients rely on our library as a primary source for their reading needs and they deserve the very best product that we can produce.

The skill set required of CNIB Library audio volunteers sets the bar high. You either meet the standard or you do not. Those who do not meet the standard are referred to a different position within CNIB or with another worthy nonprofit group, but most decline. They have their hearts set on being an Audio Publishing volunteer.

Of the 76 potential studio volunteers who applied in 2009, only 16 were accepted to the program. I would love to have a "Plan B", to provide those applicants whose skills are not a good fit for the CNIB Library, with a happy ending.

Could a referral system be put in place for similar and equally rewarding positions or a mentoring program set up to bring applicants up to snuff? Is this a good use of studio resources? Do staff have the time and the means to determine which unsuccessful auditionees could benefit from training? With the number of people queuing for a spot with this program and staff resources currently being directed to providing additional and refresher technical training for existing studio volunteers, it would appear not, at least not at this time.

I welcome suggestions from my peers on how to address this issue.

Leslie Deane has been working as a manager of volunteer resources for about 10 years - the past eight with CNIB. She welcomes comments and questions and can be reached at 416-486-2500 ext 7652 or by email at leslie.deane@cnib.ca.

THANK YOU:

The CJVRM editorial team would like to extend special thanks to Rogers TV Ottawa for providing us with meeting space on a monthly basis.

RESOURCE REVIEW: A CONVERSATION WITH A PURPOSE: A PRACTICAL GUIDE TO INTERVIEWING PROSPECTIVE VOLUNTEERS

by Ishneet Singh

A Conversation With a Purpose: A practical guide to interviewing prospective volunteers
Kathleen McCleskey and Cheryle N. Yallen, 2004-2009



Available at: <http://www.energizeinc.com/store/5-231-E-1>

Interviewing is both an art and a skill and it is important because it demonstrates the value an organization places on the entire volunteer program.

This book begins with the key elements the authors believe must be in place before the interview begins. This involves conducting a needs assessment to determine the number of volunteers required and the tasks they would perform, creating job descriptions, establishing performance standards and ensuring that the paid staff is ready to accept volunteers in their department.

McCleskey and Yallen have outlined the entire interview process starting from the initial contact a prospective volunteer has with the agency until conducting reference checks. They then go on to explain the importance of verbal and non-verbal communication in an interview and how to overcome the barriers to effective communication.

Managers of volunteer resources are human and as interviewers can fall into common traps during an interview. One such trap is the “Halo Effect”. Halo effect means judging the talents and skills of a prospective volunteer based on what they have in common with the interviewer. Another aspect of the halo effect is when a favourable or an unfavourable trait of the interviewee influences the entire

interview. The interviewer should always make an effort to look beyond those traits and discover what skills and talents the prospective volunteer can bring to the organization.

In the concluding chapter the authors bring to light the importance of being prepared, knowing your organization inside and out, knowing what the volunteer role entails, choosing your questions and knowing how to listen and obtain information. The book has sample interview questions that help to check for the volunteer’s motivation, commitment, work habits, communication skills, assertiveness etc. There are also some excellent resources on evaluation, worksheets for interview preparation, volunteer application and communication.

This book is recommended for managers of volunteer resources new to conducting interviews, as it provides practical advice, tools and techniques needed to choose the right volunteers for the right job.

CANADIAN JOURNAL OF VOLUNTEER RESOURCES MANAGEMENT

Editorial Process and Guidelines for Authors

Objective

The Canadian 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 on 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 on diskette or via e-mail in either Microsoft Word or Word Perfect. Submissions should be written according to "Canadian Style - A Guide to Writing and Editing" - Secretary of State, Dundurn Press. External reviewers may be engaged to review content if deemed advisable by the committee.

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

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

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

Format and Style

Authors are asked to respect the following word counts:

	Words	Pages
Lead Article	1000	5-6
Secondary Article	700-800	2-3
Book Review	150	1

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

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

Advertising

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

Guidelines:

1. Only ¼ page and ½ page ads will be accepted.
2. Ad must be camera-ready.
3. A maximum of one page of ads will be permitted per issue.
4. Job ads are not recommended.
5. Cost is to be determined by the Editorial Team.