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# Canadian Journal of Volunteer Resources Management

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## TEN YEARS: REASON TO CELEBRATE

Early in 1991, when a small group of us discussed the possibility of starting a professional journal for managers of volunteers, we envisioned a tool that would unite the profession across our country and provide a forum for critical thinking about our chosen field. It is rewarding to see that we have achieved our goal.

In our very first issue, in Spring of 1992, Debbie Comuzzi, president of the Ontario Association for Volunteer Administration, our initial sponsor, wrote this about the Journal:

*"As it grows and develops, the Journal will publish more and more articles that will get to the meat of an issue. My hope is that it will raise questions and challenge us to reflect about our jobs and the impact the profession can have on our communities..."*

*The Journal should explore various aspects of the profession and look at issues and trends. Hopefully, readers will feel ownership for the Journal and will feel comfortable about contributing ideas or articles. You don't have to be a writer. The editorial committee will work with you to make your work "sound right". And finally, the Journal should provide a forum for members to talk to one another. If you agree or disagree about one of the articles, please write a letter to the editor."*

Much has happened since, as you will see in the history of the Journal printed in this issue. Still, we have maintained the focus on our initial vision. The Editorial Team continues to encourage experienced and new practitioners to participate. The Journal has benefited a great deal from the contribution of many managers of volunteer services and other experts in the field. The response to our work has been consistently positive.

In this issue, we have reproduced some of our most memorable articles. We hope you enjoy re-reading them as much as we did.

In the end, it is you, the reader who has made this Journal the success that it is. It is through your contributions, your feedback, your subscriptions that the Journal has flourished. Thank you!

## — ADVOCACY — A PERSONAL EXPERIENCE —

Spring 1992  
Linda Buchanan

Seven years ago the Volunteer Services Department at St. Thomas Psychiatric Hospital was still in its infancy and not widely accepted as a valid programme. There was little acceptance or understanding of volunteerism as an integral part of service delivery in the hospital and I knew that it would require a dedicated education process for the programme to gain wholehearted acceptance.

In order to meet growing needs, the volunteer programme would have to expand and I would have to advocate on its behalf. The first step would be to define the issues for the decision-makers.

### The issues

Although volunteer services was seen as a pleasant extra it was not recognized as vital to the effective management of the facility.

At the same time there was a growing need for direct-service volunteers.

I had to be careful not to exaggerate the problems or belittle the programme that was already in place. Not wanting to make anyone defensive, I had to build on the existing base of goodwill and to make expansion appear to be an attractive solution.

As the process of change often carries with it power struggles and occasionally, outright sabotage, I realized I had to include as many key people as possible in the process. It was a temptation to rush things, but I knew I had to take time to prepare my case and develop some clear strategies.

### Strategies and Implementation

Our team, made up of recreation staff, nursing staff and patients, used a brainstorming technique to capture ideas on how to proceed and then we culled these down to the strategies we felt were most likely to succeed.

Consumers were questioned about their needs, staff were trained to support volunteers and to help plan an effective record-keeping process, and management was kept informed and involved at every stage. Volunteers were then recruited and trained from existing ranks and from targeted community groups. Tasks were assigned and we rejoiced when the pilot programmes worked!

### **Pilot Projects**

Previously, bingo was a popular but sporadic activity on the wards and games could only be held when staff was able to spare the time. The pilot project enabled volunteer-run bingos to become a weekly event.

Evening recreation had been limited to a single activity, dependent on the availability of staff. Now, with the pilot project, multiple activities could take place.

### **No Plan is Perfect**

If I had it to do over again, there are some steps I would do differently.

Most of the goals in the plan were short-term. This was a mistake as it turned out. In neglecting to look four or five years down the road and to plan for the impact of the growth that resulted in that period, I found myself overwhelmed. It was great to be successful, but a more orderly planning process with a broader focus would have saved me from the burnout that I ultimately had to deal with.

We should have included the union earlier. By involving union members in all steps of the process we could have alleviated some fears and assumptions and avoided the communication breakdown that eventually occurred.

I wish now that I had asked one or two experienced and disinterested observers to review the plan before it was implemented. They might have foreseen the misunderstanding with the union. Furthermore, they might have provided a long-term overview and could have alerted us to the unexpected growth that caused us grief later on.

### **Then and Now**

Seven years ago, I was hired as part-time assistant to the Co-ordinator of Information. There were twelve active volunteers involved in the gift shop, geriatric ward and some recreation activities. Volunteer services was housed in a single office in the nursing area.

Today, Volunteer Services is a full-fledged hospital department. The offices, clothing room, book room and lounge occupy half a ward and the director's position is permanent and full-time. There are 130 volunteers active on twelve wards and involved in multiple internal and community programmes.

### **Evaluation**

The process is never finished, of course. Evaluation had to begin the minute the plan was implemented and must continue as long as there is a programme. We must assess the changes in the volunteer programme, review their effectiveness and decide how, or if, we want to expand. Then we need to continue the process by keeping all the stakeholders involved and informed.

Raising consciousness may seem a thankless task, but results are cumulative and by planning ahead and following a clear process, you too will achieve success.

*Linda Buchanan was the Director of Volunteer Services at the St. Thomas Psychiatric Hospital, St. Thomas, Ontario. She is the first recipient of the OAVA Administrator of Volunteers of the Year Award which now carries her name.*



*Linda was tragically killed in a car accident in 1998.*

# — THE ALBERTA HEALTHCARE REFORM — AND ITS EFFECTS ON VOLUNTEERS

Fall 1995  
by Sue wood

## The Plan

In 1992, the Alberta Conservative Government was swept into power based primarily on their promise to eliminate the deficit. As promise turned into reality, it became clear that the most highly impacted services would be education and healthcare. The government cutbacks to these areas have been swift and deep creating a need to quickly develop new paradigms and strategies in order to maintain the quality of service expected by the citizens of Alberta.

In a news release dated February 24, 1994, the Health Minister, Shirley McClellan stated that the Government would be making "Alberta's health system responsive, contemporary and affordable". To accomplish this, the following steps were outlined in a 3 year business plan:

- \$749 million in savings on health spending from 1992-93 levels to be achieved by the end of 1996-97;
- home and community services, including mental health services, to be significantly enhanced;
- the number of patient-days in hospital to be reduced to 745 days per 1000 people; and
- seniors' extended health services to be consolidated under the proposed Alberta Seniors Benefit program; seniors to pay premiums according to ability to pay.

In justification of the business plan, Mrs. McClellan stated: "Our business plan calls for positive changes to the health system. Our current system is based on assumptions and models developed 20 and 30 years ago. The time has come to restructure the system so it reflects new possibilities and changing health needs of Albertans. With the structure laid out in the plan, we will continue to have a health system second to none, and it will be done without leaving a burden of debt on future Albertans."

## The Implementation

In order to implement the plan, Alberta was divided into 17 healthcare regions, creating regional boards for each. Each board is now responsible for the restructuring of the healthcare system in its region including acute care, continuing care and community care. Each board is in varying stages of implementation at this point and each board is creating its structure based on the needs and geography of that region.

## The Effect

As we are all acutely aware, change creates stress. The healthcare reform is no exception! According to Bridges, it is not actually the change that people find difficult, but it is the transition - the psychological process people go through to come to terms with the new situation. Bridges' Model of Transition includes three phases: Endings, The Neutral Zone and New Beginnings. Each phase has distinct psychological effects, however the transposition from one phase - the letting go of the old - people experience anger, fright, depression and confusion. This is often identified as poor morale, but indeed is a grieving stage. The Neutral Zone is both a time of opportunity and a time of danger. It creates a sense of renewal and creativity in people, but can also instill a lack of focus, mixed messages and denial. The final phase of New Beginnings is the acceptance stage where the role of leaders becomes one of education, support and empowerment. Being closely involved in the current report, I can fully concur with Bridges' theory!

In preparation for this article, I asked my colleagues across Alberta to share with me their perspective and that of their volunteers on how the volunteers were being affected by the changes. I received an overwhelming response inclusive of all areas of healthcare. Clearly, volunteer groups are in different stages of the transition, depending on their region and what changes are occurring therein. However, there are certainly some common trends and, to my delight, a greater emphasis on positive rather than negative effects.

## Common Trends:

- We know that volunteers will continue to be integral members of the healthcare teams.

- A concern has developed for the future of healthcare in Alberta: will the quality of healthcare be compromised?
- The number of requests for volunteers has increased.
- The Volunteers are concerned about the number of staff who are being laid off and therefore there is a need to clarify that volunteer roles are not being perceived as replacements for staff.
- Stress levels of staff may be responsible for a decrease in the quality of supervision of volunteers.

#### **Negative Effects:**

- Particularly in rural communities, where staff and volunteers are neighbours, volunteers are feeling uncomfortable volunteering in areas where layoffs have occurred.
- There is a perception that volunteers are being asked to replace staff.
- Due to budget reductions, there is a decrease in the management of volunteers staff in some areas. (An example is a couple of regions where recreation therapy staff have taken over the responsibility of volunteers).
- In a number of cases, staff are asking volunteers to perform tasks traditionally done by staff and this puts volunteers in a difficult position and creates some resentment from staff.
- Greater demands are being placed on staff managing volunteers.

#### **Positive Effects:**

- There is an increased awareness on the part of the citizens of Alberta that they can help share the future of the new healthcare system through voluntary action. In many areas, this is resulting in an increase in volunteer numbers.
- A "seamless" system of care is creating many exciting opportunities through the integration of institution and home care volunteers.
- Through regionalization, there is an increase in the sharing of resources within the areas of healthcare. This is improving the quality of training for volunteers.
- Because staff are requesting a greater involvement of volunteers, there is an increased appreciation of the role of volunteers, both by front line staff and senior management. In some regions this is improving the quality of volunteer positions being offered and has actually created new jobs in management of volunteer services.

- Volunteers are being asked to work in partnership with the healthcare decision-makers to help advocate for the new system being created. Their role as public relations ambassadors is being recognized and utilized.

#### **Conclusion**

Perhaps one of the most resounding impacts of the healthcare reform and its effect on volunteers is the recognition by the boards and administrations that volunteers are very much a part of the "Team". Their contribution to the healthcare system is having to be discussed and analyzed in the same way all of the human resources are. Through this process, as one of my colleagues so aptly put it, "volunteer resources may have come of age"! In many regions it is providing an opportunity for volunteers to sit around the decision-making tables and to be listened to.

There is no doubt that the role of the managers of volunteer services is changing. Currently, there is a high level of accountability demanded within the system creating a need for statistical data and proof of the value-added component of volunteers. An example of this is being told that the business plan developed for the retail shops in a hospital would have to prove the profitability as being greater than that of an outside contract. It is clear that the accountability must not only be to the healthcare system, but also to the volunteers. They must be kept in the communication loop so that their information is as current as possible. They must be asked to participate in the changes. They must be considered equal partners.

The challenges facing volunteers and their managers are not taken lightly. For the most part it seems apparent that the chaos of change is rallying people to become involved in the shaping of the healthcare system knowing that to sit back and let the government look after them is no longer a reality.

*Sue Wood is the Director of Volunteer Resources at Calgary General Hospital. She is an instructor for Management of Volunteers at Mount Royal College and The Volunteer Centre of Calgary. She also facilitates customized workshops. She is involved in numerous volunteer activities.*



# — LA REFORME DES SOINS DE LA SANTÉ — EN ALBERTA ET SES CONSÉQUENCES SUR LE BÉNÉVOLAT

Automne 1995  
par Sue Wood

## Le Plan

En 1993, le gouvernement conservateur de l'Alberta a été porté au pouvoir grâce avant tout à sa promesse d'éliminer le déficit. A mesure que cette promesse se réalisait, il devint évident que les domaines de l'éducation et de la santé seraient les plus durement affectés. Les coupures budgétaires rapides et importantes dans ces secteurs firent en sorte qu'immédiatement de nouveaux paradigmes et de nouvelles stratégies devaient être créés pour pouvoir maintenir les services de qualité auxquels aspiraient les albertains.

Dans son communiqué de presse du 24 février 1994, la ministre de la santé, Shirley McClellan, a déclaré que le gouvernement créerait un système de santé souple, moderne, frugal, adapté aux albertains. Pour parvenir à ce résultat, voici les étapes du plan d'affaires de trois ans qu'elle a proposé:

- des économies de \$749 millions dans le domaine de la santé retranchées des allocations prévues depuis 1992-93 jusqu'en fin d'exercice 1996-97.
- un développement marqué des services communautaires et de maintien à domicile dont ceux de la santé mentale;
- une réduction du nombre de jours/patients dans les hôpitaux jusqu'à 745 jours par 1 000 habitants;
- un regroupement des services de santé élargis aux aînés via le Projet des bénéficiaires aux aînés albertains; les aînés ayant à déboursier des primes selon leur capacité de payer.

Pour justifier son plan d'affaires, Mme. McClellan a annoncé: "Notre plan d'affaires vise à apporter des changements positifs au système de santé. Le présent système se base sur des hypothèses et des modèles qui datent de 20 ou 30 ans. C'est le moment de restructurer le système

pour refléter les perspectives actuelles et les nouveaux besoins des albertains dans ce domaine. La structure proposée dans le plan nous permettra de continuer à jouir d'un système de santé de premier plan sans laisser un fardeau de dettes à nos héritiers."

## La mise en place

Pour mettre ce plan en oeuvre, l'Alberta a été divisée en 17 régions avec des régions régionales de santé pour chacune. Chaque région doit restructurer le système de santé dans sa région dont les soins aigus, de longue durée et à domicile. Chaque région doit élaborer sa structure en tenant compte des besoins locaux et de sa géographie, tout en progressant à son rythme.

## Le conséquences

Nous le savons tous, le changement génère du stress. La réforme de la santé ne fait pas exception à cette règle. Selon Bridges, ce n'est pas le changement même que les gens trouvent difficile mais plutôt la transition - le processus psychologique par lequel il faut passer pour apprivoiser une nouvelle situation. Le modèle de transition de Bridges comporte 3 phases: la Fin, La Zone Neutre et le Recommencement. Chacune des phases présente des effets psychologiques distincts bien que la transition d'une phase à l'autre ne soit pas clairement définie. Dans la phase de la Fin - l'abandon des vieux schèmes - les individus éprouvent de la colère, de la crainte, de la dépression et de la confusion. C'est une étape où le moral est bas, une période de deuil en quelque sorte. La Zone Neutre présente des opportunités et des dangers. Les gens sentent un renouveau et sont plus créatifs mais également ils pourraient tout autant manquer de focus; les messages peuvent devenir brouillés et une certaine résistance peut s'installer. Dans la phase finale, le Recommencement, apparaît l'étape de l'acceptation, étape où les leaders doivent jouer un rôle d'éducation, de support et d'habilitation. Etant moi-même impliquée dans la présente réforme, je partage entièrement les vues de la théorie de Bridges.

Pour la rédaction de cet article, j'ai demandé à mes collègues de l'Alberta de me faire part de leurs points de vue et de ceux de leurs bénévoles sur les conséquences que ces changements occasionnent dans le secteur bénévole. J'ai reçu des tonnes de réponses provenant

de tous les secteurs de la santé. Il est évident que tous les groupes de bénévoles sont présentement parvenus à différentes étapes de la transition, selon leurs propres régions et les changements locaux. Toutefois, on peut déceler des tendances générales et à mon grand plaisir, il y a beaucoup plus d'emphase sur les effets positifs que négatifs.

#### Les tendances générales

- Les bénévoles continueront d'être des membres à part entière de l'équipe des soins de santé.
- Une inquiétude est présente quant au futur des soins de santé en Alberta: la qualité des soins sera-t-elle compromise?
- Le nombre de demandes de bénévoles a augmenté.
- Les bénévoles sont inquiets face au nombre d'employés mis à pied et ils voient la nécessité de clarifier leur rôle qui n'est pas de remplacer le personnel rémunéré.
- Le niveau de stress des employés peut être la cause de la diminution de la qualité de l'encadrement des bénévoles.

#### Les aspects négatifs

- Plus particulièrement en milieu rural où employés et bénévoles sont voisins, les bénévoles sont inconfortables au moment de travailler dans des secteurs où il y a eu des mises à pied.
- Les bénévoles ont la perception qu'on leur demande de remplacer le personnel rémunéré.
- Dû aux compressions budgétaires, il y a diminution des gestionnaires de bénévoles dans certains secteurs. (Par exemple, dans deux régions, des récréologues se sont vus attribués la gestion des bénévoles).
- Dans plusieurs cas, le personnel demande aux bénévoles d'accomplir des tâches qui incombaient auparavant aux employés, créant ainsi une situation difficile pour les bénévoles et du ressentiment chez le personnel.
- On exige d'avantage de même des gestionnaires de bénévoles.

#### Les aspects positifs

- Les Albertains sont davantage sensibilisés au fait qu'ils peuvent contribuer, dans plusieurs secteurs, à façonner le nouveau système

de santé par le bénévolat qui connaît alors une augmentation de ses recrues.

- Un système de soins "sans cloisons" ouvre de multiples opportunités en raison de l'intégration des bénévoles qui oeuvrent en institution et à domicile.
- La régionalisation fait appel au partage des ressources à l'intérieur des secteurs des soins de santé. La qualité de la formation des bénévoles y trouve donc son compte.
- La demande accrue de bénévoles de la part du personnel a renforcé la valeur du rôle des bénévoles auprès des employés de première ligne autant que des cadres supérieurs. Dans certaines régions, des postes bénévoles disponibles ont été améliorés ou de nouveaux postes de direction de services bénévoles ont été créés.
- Les décideurs dans le domaine de la santé établissent des partenariats avec les bénévoles pour plaider en faveur de la création du nouveau système. Au niveau des relations publiques, le rôle des bénévoles en tant qu'ambassadeurs est maintenant reconnu et mis à profit.

#### **Conclusion**

Il se peut qu'un des impacts les plus importants de la réforme de la santé et de ses effets sur le bénévolat soit la reconnaissance des bénévoles comme "membres à part entière de l'équipe" par les conseils d'administration et par la direction. Leur contribution au système de santé doit être considérée et analysée au même titre que tous les autres employés. Ce processus contribuera à faire entrer le bénévolat dans l'âge adulte" selon une collègue. Dans plusieurs régions déjà, les bénévoles ont maintenant l'opportunité de siéger à la table des décisions et d'être écoutés.

Nul doute que le rôle des gestionnaires de bénévoles est en train de changer. Le système actuel exige un haut niveau de responsabilité qui doit être appuyé par des données statistiques et par des preuves que la composante bénévolat est une valeur supplémentaire. Par exemple, il a été mentionné que le plan d'affaires élaboré pour les boutiques des hôpitaux doit fournir la preuve de leur rentabilité, au-delà même d'un contrat accordé à l'extérieur. Il est évident que cette responsabilité s'applique aux bénévoles autant qu'au système de santé. Ils doivent faire partie du réseau de communications afin de maintenir leur



information le plus à date possible. On doit leur demander de participer aux changements. On doit aussi les considérer comme des partenaires égaux.

Les défis auxquels sont confrontés les bénévoles et les gestionnaires de bénévoles ne doivent pas être pris à la légère. Il semble que le chaos provoqué par le changement rallie les gens qui s'impliquent dans le modelage du système de santé sachant bien que le temps où le gouvernement s'occupait de tout est révolu.

*Sue Wood est directrice des Services bénévoles à l'hôpital Général de Calgary. Elle est formatrice en gestion du bénévolat au Collège Mount Royal et au Centre d'action bénévole de Calgary. Elle anime également des ateliers d'appoint. Sue est impliquée dans de nombreuses activités bénévoles.*



## QUOTES FROM OUR READERS

*"You're doing a great job! I like the idea of themes - great for reference."*

*"Great work - keep it up - wonderful to have a uniquely Canadian perspective."*

*"Great magazine. I think that you have chosen a good variety of topics."*

# OH CANADA: THE CHALLENGES AND JOYS OF SERVING ON A NATIONAL BOARD

Winter 1998  
by Sandra Murphy

An acquaintance of mine used to tell a story about friends in Germany who were sending their teen-aged son to Canada on a visit. In making arrangements, the people had written him to say that Hans would be arriving in Halifax at a specific date and time and asking my friend to meet him. At this time he was living in Vancouver. His reply, sent by telegram, was short *"You meet him, you're closer"*.

This story illustrates the primary challenge of all national organizations working in Canada, the immense size of our country. Distance creates challenges in communication, in ensuring adequate representation, in remaining relevant to membership, in maintaining accountability, and, in covering the bottom line.

## Communications

Maintaining regular communications over distance with fellow board members, staff and members is a challenge that in the latter part of the twentieth century, is diminishing. Even a Luddite like myself recognizes that technology has made that difference. Through teleconferencing, fax machines, and e-mail, national boards can communicate regularly. My experience with Volunteer Canada is that the board members and staff are in touch more regularly than is the case with most members of local boards I have served on.

Nonetheless, boards do need to meet in person. A further reflection on the tale of young Hans is that in terms of ticket cost, and not in distance to travel, it would probably be as cheap to send Hans at least to Toronto, and perhaps even Vancouver, as to Halifax. This latter point underlines the financial challenges of any national organization that wishes to involve members from remote regions. It almost always dictates that meetings be held in Central Canada and that when staff are hired and offices established, they be there too. This creates its own challenges

for a national organization because one of the realities of our great country is the general distrust of the Atlantic Region, the Western Regions and the North of Central Canada. Oh well!

Communication on boards however, goes far beyond the ability to meet regularly as a group or for individual staff and boards to communicate separately. Communication has to do with the group dynamic and how that dynamic is affected by individual motivation and personalities. These are the ingredients of organizational climate, and of members having a true sense of ownership and commitment. Anyone who has served on any board and especially those who have chaired boards knows that this can be the greatest challenge.

In some respect national boards can be at an advantage in this area. Meeting three or four times a year for two or three days at a time, with no family commitments, domestic responsibilities, etc., often sharing rooms to reduce costs creates a retreat-like atmosphere where board members develop a real sense of ownership for the organization and commitment to each other. There can be tremendous difficulties for individuals to block out this time from busy schedules at home and surviving marathon sessions in hotel meeting rooms is not piece of cake, but nationals board often draw together in ways that local boards find difficult. They can also build in time for fun and socializing that further encourages group cohesion and mutual understanding.

This closeness and mutual commitment among members of national boards works to the advantage of the organization so long as the personal commitments and relationships established do not outweigh responsibilities to proper governance of the organization. Keeping a balance is extremely important and not always easy.

#### **Maintaining Focus**

Anyone who knows anything about boards knows that successful organizations and ergo boards, are those that are clearly focused on a mission. The challenges in this area are not, I believe, more difficult for a national board than a local board. Again the nature of how national boards meet and their members' general inability to meddle in the day to day operation of paid staff (if there are any), should allow for

circumstances that ensure the mission and planning to meet that mission are regularly at the fore.

#### **Ensuring Representation**

At a national level, organizations must be particularly concerned to ensure adequate regional representation. At Volunteer Canada these representatives are chosen in the regions by volunteer centres. Such a system ensures that regional needs are covered, but does not necessarily lead to a balanced board in terms of gender, skill sets, minority representation, sectoral representation, etc. If the budget allows, this imbalance can be rectified to some extent by having seats for members at large.

#### **Maintaining Relevance to the Membership**

One of the main reasons we have national organizations is to ensure that there is a voice for the local organizations at a national level on issues of concern to them. Another is to create opportunities and resources that local members would not have available to them if the national organization did not exist. For example, Volunteer Canada ensures that the perspective of Canada's 200 volunteer centres is heard at the Roundtable on the Voluntary Sector. It was also able to seize the opportunity available at the national level to develop the National Education Campaign on Screening and to support the local delivery of the program through volunteer centres.

There exists at the national level opportunities for involvement and even for funding that can lead to growth for the national board and organization but which may not be related to the needs of local members. There may also be occasions where the efforts of the national board may undermine those of regional and of local efforts. A national board must therefore balance the need of its own sustainability with the needs of its members throughout the country. Ideally the national board should pursue opportunities which service both sets of needs. If however, it chooses to take on projects which have no relevance to the local member, it must be very clear on why this is happening and be able to defend such actions to its members.

Maintaining and ensuring that the work of a national organization is of relevance and supports local members is one of the main challenges of a national board. Included in the challenge is the need for local buy-in to the work of the national as well as an openness and an interest in the broader picture from its members.

### **Maintaining Accountability**

Board members are under a legal and moral obligation to ensure that accountability of their organization. In my experience, the difficulties of fulfilling this obligation are not necessarily more difficult on a national board, except in the area of being able to regularly monitor policies and parameters which the board has in place for staff action.

I have found that accountability and governance issues come to the fore at particular stages of an organization's development. Times of massive change and turbulence create particular challenges for board members around accountability. Boards can also get into trouble when the organization seems most serene. That serenity can sometimes mask stagnant water or hidden shoals and currents. Being at a distance can serve to exacerbate problems at times of turbulence and reinforce complacency when organizations become stagnant.

### **Covering the Bottom Line**

Maintaining a national board in Canada is an expensive proposition. Airfares, hotel bills, meals, teleconferences, telephone calls, faxes, e-mail, etc. all cost a tremendous amount of money. This means that if money is limited the work of the board is hampered. It also means that a national board needs to be particularly prudent in doing business.

### **Conclusion**

I do not remember if my friend told me whether Hans ever did make it to Canada. I hope that he did and that perhaps he was able to see it from east to west (even if he did miss Newfoundland). It is a marvellous country with great people no matter where you go. Belonging to a national board has given me the opportunity to get to know this

country, its people and its regions more intimately. It has reinforced my belief in the power of local volunteerism but also the need for us to connect through volunteerism at a national level.

*Sandra Murphy was the Supervisor, Volunteer Centre, with the Community Services Council of Saint John's Newfoundland and a past President of Volunteer Canada. Sandra now lives in Halifax, Nova Scotia.*



## **QUOTES FROM OUR READERS**

*"The national perspective is very enlightening and helps to keep us up-to-date and current in the field. I've also found it helpful in influencing supervisors who are not familiar with our field – adds a little clout!"*

*"A very informative journal. Keep up the good work."*

# Ô CANADA

## LES DEFIS ET LES JOIES DE SIEGER SUR UN CONSEIL D'ADMINISTRATION NATIONAL

Hiver 1998  
par Sandra Murphy

Une de mes connaissances me racontait cette histoire concernant des amis allemands qui envoyaient leur fils adolescent visiter le Canada. Les préparatifs du voyage voulaient que Hans arrive à Halifax et on leur demandait de le rencontrer à l'heure et à la date prévus. Or, de ce temps là mon ami demeurait à Vancouver et sa réponse télégraphiée fut plutôt succincte « Rencontrez-le vous-même, vous êtes plus près »

Cette histoire illustre bien les difficultés que présente l'immensité de notre pays, le Canada, pour tout organisme national. Les facteurs affectés par les grandes distances entre autres sont : les communications, la représentativité adéquate, la perception de leur importance pour les membres, le maintien de la responsabilisation et l'équilibre budgétaire.

### Les communications

Assurer la communication régulière entre les membres du conseil d'administration, les employés et les membres en général, quelle que soit la distance à parcourir, est devenu chose facile aujourd'hui. Malgré mes inclinaisons Luddite, je dois admettre que la technologie d'aujourd'hui rend la tâche facile. Les membres des conseils d'administration peuvent communiquer régulièrement par *fax*, par téléconférence et par e-mail. L'expérience que j'ai vécue avec Bénévoles Canada me démontre que les membres du conseil d'administration et le personnel communiquent plus régulièrement que la plupart des membres de conseils d'administration locaux sur lesquels j'ai siégé.

Malgré tout, il est nécessaire que les membres des conseils se rencontrent face à face. Nous reportant à l'histoire du jeune Hans, nous devons conclure que si le coût du billet d'avion est la considération première il lui serait économiquement plus avantageux de se rendre à Toronto ou peut-être même Vancouver plutôt qu'à Halifax. Cet argument souligne les difficultés financières auxquelles sont confrontées les organisations

nationales qui veulent faire participer leurs membres provenant de régions éloignées. Par conséquent, en vertu de ces considérations économiques, les réunions se tiennent normalement dans les régions canadiennes centrales. Les *bureaux* et le personnel y sont également localisés. Ceci présente des difficultés additionnelles pour une organisation nationale car, admettons-le, il existe une certaine méfiance entre les régions de l'Atlantique, l'Ouest canadien et le Centre Nord du Canada. Que voulez-vous!

L'action de communiquer pour un conseil d'administration comprend beaucoup plus que la capacité d'organiser des rencontres de groupe ou celle d'encourager le dialogue entre les membres du personnel et le conseil d'administration. L'activité implique une dynamique de groupe et sa façon d'être affectée par la motivation et le caractère des individus. Ces facteurs et la participation des membres engagés pour qui l'organisation est devenue leur propriété constituent l'environnement de l'organisme. Créer cet environnement dynamique demeure le plus grand défi pour toute personne ayant servi sur un conseil d'administration et plus particulièrement pour ceux qui en auraient été le président.

A certains points de vue, ces particularités avantagent les conseils d'administration nationaux. Lors des rencontres, trois à quatre fois l'an, à l'écart des obligations familiales, des responsabilités domestiques etc., une atmosphère de retraite fermée règne, du fait de partager une chambre à coucher pour réduire les coûts, et permettre aux membres du conseil d'acquiescer un vrai sens de propriété vis-à-vis l'organisme et de s'engager les uns envers les autres. Evidemment, accorder du temps pour ces rencontres et survivre à des séances marathoniennes dans des chambres d'hôtel peuvent présenter des difficultés importantes ; toutefois, il semble que fréquemment les conseils nationaux rassemblent avec moins de difficulté que les conseils locaux. Par ailleurs, on prévoit du temps pour les activités sociales qui contribuent à la cohésion du groupe et génèrent une meilleure compréhension mutuelle.

L'esprit de corps et la compréhension mutuelle présentent des avantages certains pour un organisme national à condition que les responsabilités

personnelles engagées ne l'emportent pas sur la bonne gestion. Acquérir ce bon équilibre est un exercice essentiel, souvent difficile à maintenir.

### **Maintenir l'objectif**

Toute personne qui connaît le fonctionnement des conseils sait que tout organisme et, par conséquent, tout conseil qui réussit son mandat, maintient sa concentration fixée sur la mission à accomplir. Le défi est le même pour un conseil national que pour un conseil local. Les circonstances qui assureront que la mission et son plan d'action demeurent en avant plan seront en fonction de la forme que prendront les réunions du conseil et du degré auquel les membres pourront s'immerger dans les activités journalières du personnel rémunéré (s'il y en a).

### **Assurer la représentativité**

Tout organisme national doit assurer la représentativité adéquate des régions. Les représentants qui siègent à Bénévole Canada sont choisis par les centres d'action bénévole régionaux. Si le système assure la représentation régionale il ne répond pas nécessairement aux critères de représentativité selon le genre, les aptitudes, l'ethnologie, le secteur, etc. Si le budget le permet, on pourra subvenir en partie à cette carence en ajoutant des sièges pour les membres de l'organisme dans son ensemble.

### **Entretien des rapports avec les membres**

Une des principales raisons d'être d'un organisme national est de donner voix aux organismes locaux au niveau national à propos les affaires qui les concernent. Une autre est d'offrir des services et des ressources aux membres locaux qui ne pourraient pas les obtenir si l'organisme national n'existait pas. Par exemple, Bénévoles Canada assure que le point de vue des 200 centres d'action bénévole du Canada est entendu lors des rencontres de Table Ronde du Secteur Bénévole. Également, Bénévole Canada a saisi l'occasion d'entreprendre la Campagne Nationale d'Éducation sur le filtrage des bénévoles et des employés occupant un poste de confiance auprès d'enfants et d'autres personnes vulnérables et de diffuser le programme à tous les centres d'action bénévole.

Au niveau national, il se présente des perspectives de participation et même de financement qui contribueraient à la croissance du conseil national et de l'organisme mais qui ne seraient pas, toutefois, en rapport avec les besoins des organisations locales. Également, dans certaines circonstances, les activités du conseil national entravent celles des organismes locaux ou régionaux. Par conséquent, un conseil national doit faire le partage entre sa capacité de subvenir à ses propres besoins et ceux de ses membres à travers le pays. Idéalement, le conseil national poursuivra des objectifs pour satisfaire tous les besoins. Par ailleurs, si le conseil national choisit d'entreprendre des projets *qui ne sont d'aucun* intérêt pour les membres d'organisation locale, celui-ci devra expliquer clairement le motif de son action et se préparer à défendre son point de vue aux membres.

Le principal défi pour un organisme national qui désire poursuivre son travail et assurer son bon fonctionnement est d'être en rapport soutenu avec ses membres et leur assurer son soutien. Pour relever le défi, il sera nécessaire que les organismes locaux contribuent au travail de l'organisation nationale et que les membres pratiquent plus d'ouverture d'esprit et une vision plus élargie des choses.

### **Maintien de la responsabilisation**

Le maintien de la responsabilisation de l'organisme est une obligation morale et légale pour les membres du conseil d'administration. Selon mon expérience, ceci ne présente pas un problème particulier pour un conseil national, excepté qu'il est parfois difficile de contrôler régulièrement les politiques et les paramètres que le conseil a mis sur pied et qui doivent être *mis en* pratique par le *personnel*.

J'ai noté que les affaires afférentes à la responsabilité et la gouvernance surgissent à des stages particuliers lors du développement de l'organisme. Les questions de responsabilité se présentent surtout lorsqu'il y a d'importants changements et des remous. Également, le conseil rencontre parfois des difficultés quand tout semble serein. Pour utiliser une métaphore, on pourrait dire que sous ces apparences se cachent parfois dans des eaux troubles, des courants dangereux ou des récifs. Durant les périodes turbulentes, les problèmes peuvent s'amplifier

dû à l'éloignement du centre nerveux de l'organisme qui encourage parfois une certaine complaisance lorsqu'un organisme stagne.

### **L'équilibre budgétaire**

Au Canada, entretenir un conseil d'administration est une entreprise onéreuse. Les dépenses attribuées aux frais de déplacement, d'hébergement, de repas et de communication sont très élevées. Les ressources financières limitées génèrent nécessairement le travail du conseil. Par conséquent, le conseil doit traiter ses affaires avec beaucoup de prudence.

### **Conclusion**

Hans s'est-il rendu au Canada ? L'histoire ne le dit pas, mais c'est à espérer et de plus qu'il ait visité le pays de l'est à l'ouest (même s'il à omis Terre Neuve). Le Canada est un pays merveilleux et partout, les gens sont accueillants, où que vous alliez. L'occasion de siéger sur un conseil national m'a donné l'occasion de mieux connaître ce pays, ses gens et ses régions. De ce fait, je suis plus convaincu que jamais de la force que présente le bénévolat local et encore plus de la nécessité de relier les efforts par le bénévolat au niveau national.

*Traduction : Jean Carrière*

*Revision : Diane Blondeau*

*Fédération des centres d'action bénévole du Québec*



## **FROM PROCESS TO OUTCOMES: A CASE STUDY**

Spring 1998

by Barb Gemmill and Lenore Good

Do you often feel you have to defend the volunteer service in your organization? Is it difficult to convince management of the need for an adequate budget? Do you spend many hours collecting data for month-end reports that are never discussed or used? Outcome-based evaluation is an option to consider if you have answered "yes" to any of the above questions.

At the Canadian Forum on Volunteerism, many of the speakers challenged us to take a leadership role in our organization and to increase the visibility and credibility of the volunteer program. Today's buzzwords - accountability, impact, outcomes - were included in Lyle Makosky and Steven Lewis' messages. Angus Reid stresses that we must show how volunteers "add value, not how they save money", which is something that Susan Ellis has advocated for many years. With limited resources and ever-increasing needs, funders and the public generally contribute to programs where it has been demonstrated that a difference has been made, where measurable accomplishments are reported.

It is time to be proactive. There is a need to increase dialogue and advocate for the volunteer program and volunteers. We must be able to demonstrate that we are not only efficient, but also very effective. In the words of Dr. Michael Patton, we must shift our thinking from "providing services to achieving results". We must be able to answer the question "How does the volunteer program really make a difference?"

The Volunteer Centre of Winnipeg and the Health Sciences Centre have worked together over the past three years to answer this question as it relates to the volunteer program at Manitoba's largest teaching hospital. In this article, we will share the major concepts we have utilized, and the lessons we have learned.

There are a number of types and many models of evaluation, but we have used the three most common as follows:

1. **Assessing need and feasibility** - This type of evaluation documents client needs, identifies gaps in service, and identifies program alternatives. Data is collected to determine whether the objective is achievable. Board and management are most interested in this type of information in order to develop the organization's services.
2. **Monitoring implementation and progress** - Often referred to as process evaluation, this is the ongoing data collection that we use to compile month-end reports. By using this information effectively, changes can be made to improve the program on a continuous basis.
3. **Assessing results and outcomes** - This evaluation measures the extent to which results met stated goals and objectives. Analysis of the data provides specific evidence of the impact of the volunteer program on the organization and client. Comparisons such as these are important to making major decisions about program continuation, expansion or reduction and resource allocation.

In 1996, when the Health Sciences Centre embarked on a mandated evaluation process involving eight dimensions of quality - safety, provider competence, acceptability/satisfaction, effectiveness, efficiency, appropriateness, accessibility, and continuity, we considered how to integrate a variety of current evaluation activities into a comprehensive outcomes based approach.

We realized that all staff involved needed to understand and support the shift from a process approach to an outcomes approach, and to be active participants in implementing the change. In order to accomplish this goal, we held a full day workshop for all staff. We began by using recruitment as an example, and converting our recruitment activities into a results format. Because we're breaking new ground, we had to estimate some of the numbers. Figure 1 illustrates the transition in our thinking that had to be made in moving from a process to an outcomes approach:

Figure 1:

Process Approach	Outcomes Approach
<b>Objective:</b> To recruit 300 volunteers	<b>Result:</b> 300 new volunteers will be recruited and retained for at least 3 months at a 90% satisfaction level with experience (volunteer and program)
Recruitment activities included:	Numbers Needed
➤ Develop a central recruitment file system	Learn about programs 5,000
➤ Post information on immediate volunteer needs	Complete application 1,000
➤ Improve visual appeal of Volunteer Placement Board	Orientation 800
➤ Develop a recruitment pamphlet	Complete interview process 600
	Screening completed and accepted 500
	Placement made 450
	Start at job site 445
	Stay at job for at least 3 months 340
	Perform satisfactorily on job and are satisfied with experience 300

This exercise raised many questions. What should our standards be? The example we used showed only 50% of applicants being accepted for placement and only 30% staying three months and being satisfied with the experience. How well would our program perform when measured against these standards? It also raised many fears. What would happen to our program if our results did not meet our goals?

We then went to each dimension of quality, and considered what indicators we would use, how we would report our current status, and what our standards would be. Some of indicators we identified are listed in Figure 2:

Figure 2:

Dimension of Quality	Possible Indicators
<b>Safety:</b> Does the organization minimize risks and hazards? Are risks explained to volunteers?	<ul style="list-style-type: none"> <li>➤ Reference checks</li> <li>➤ Critical incident report</li> <li>➤ Written assignment descriptions</li> <li>➤ Risk management plan for high risk placements</li> </ul>
<b>Competence:</b> Do staff have the necessary skills and knowledge? Are they regularly re-evaluated?	<ul style="list-style-type: none"> <li>➤ Performance appraisals</li> <li>➤ Professional standards</li> <li>➤ Staff development</li> </ul>
<b>Acceptability:</b> Does service meet customer expectations?	<ul style="list-style-type: none"> <li>➤ Volunteer survey results (annual)</li> <li>➤ Volunteer follow-up questionnaire (routine monitoring)</li> <li>➤ User department surveys (annual)</li> <li>➤ Volunteer referral questionnaire (routine monitoring)</li> </ul>
<b>Effectiveness:</b> Does the service provided produce expected results?	<ul style="list-style-type: none"> <li>➤ Number of volunteer shifts requested</li> <li>➤ Number of volunteer shifts scheduled</li> <li>➤ Number of volunteer shifts filled</li> </ul>
<b>Efficiency:</b> Is service delivered with a minimum of effort, resources, waste or expenses?	<ul style="list-style-type: none"> <li>➤ Value added in relation to program costs</li> </ul>
<b>Appropriateness:</b> Is the correct and necessary service being provided?	<ul style="list-style-type: none"> <li>➤ Prioritization process</li> </ul>
<b>Accessibility:</b> How easy is it for patients or internal customers to obtain service when needed?	<ul style="list-style-type: none"> <li>➤ Request for service</li> </ul>
<b>Continuity:</b> Is the delivery of and linkage with the community "seamless"?	<ul style="list-style-type: none"> <li>➤ Community referral agencies</li> <li>➤ Community contacts</li> </ul>

The first year, the major challenge was to refine our data collection activities in order to be able to monitor our indicators for each dimension. We considered data collection methodology for each indicator, and established targets where it was possible to do so. In some cases, we had been collecting data for a period of time, so our initial targets were reliable. In other cases, we estimated the target, and where this was not possible, we began collecting data.

The eight dimensions forced us to consider new indicators of quality for our program, including compliance with professional standards, and the number of partnerships we had developed with community agencies. As we monitored each indicator, we were able to identify specific areas where improvements were necessary and then take corrective action. Figure 3 illustrates one area where we did not meet standards last year. You'll note increased staff awareness led to more favourable results in the second year.

The eight dimensions have also helped us to identify areas that we are not monitoring at all, for example, patient satisfaction. We will be exploring innovative ways to address this area such as including anecdotal feedback from patients to illustrate the impact of the volunteer service.

**What have we learned?**

**It takes time.**

Our evaluation process has developed over an eight-year period, beginning with a needs assessment process, adding ongoing monitoring activities, and progressing towards a more comprehensive outcomes based approach.

**It can be overwhelming.**

It's important to start with a baseline of present performance. Starting small and building on your experience may work best. You may want to focus on a particular component of your program or one particular element of service rather than attempting a complete comprehensive evaluation of the entire program the first year.

**It requires commitment.**

The success of our evaluation depends on a commitment to collect the necessary data systematically, analyse it, and use it as a basis for continuous program improvement. Without management commitment to using the results, it can just become more paperwork.



**It involves risk.**

In this era of accountability and fiscal responsibility, the argument that we cannot measure the contribution of volunteers is not acceptable. We need to be able to clearly demonstrate the value of our services to our organization, funders, and the public. We need to become comfortable with not always attaining 100% results. As Dr. Michael Patton has said, "there should always be room for improvement. It is not failure if you learn and make changes. It is only failure if you do nothing about it".

**The rewards are enormous.**

You can demonstrate the value of the volunteer program to funders and justify expenditures. Being able to present this kind of information has saved our program from massive cuts on more than one occasion. It has also greatly enhanced the credibility of the volunteer service both internally and externally. Management support has increased, as has teamwork within the department. Recognition of the service has been widespread.

**In conclusion**

Evaluation is an important part of planning and integral to program management. As Lyle Makosky said, "we must determine what reasonable success looks like. Meet that and move on." This reflects the experience we have had with evaluation of the volunteer service at the Health Sciences Centre. And we're not done yet!

Figure 3:

ACCEPTABILITY				Does service meet customer expectations?		Possible Indicators	
Standard	Current Status	Last Year Status	Diff from Last Year	Comments			
Acceptable standard 3.75	3.95	3.61	+3.7	<p>The mean of each item was calculated by assigning a value to each response (excellent = 5, very good = 4, ... poor = 1). Each response was multiplied by its value, and the total value was summed. The value was divided by the number of valid responses to obtain the mean.</p> <p>A staff awareness pamphlet was widely circulated in 1997.</p>	<ul style="list-style-type: none"> <li>User Department Survey Results</li> <li>The appropriateness of the volunteers referred to you</li> <li>The enthusiasm of the volunteers referred to you</li> <li>The helpfulness of the volunteers referred to you</li> <li>Your satisfaction with the volunteers referred to you</li> <li>How well do we respond to your requests for volunteer services</li> <li>How well do we communicate volunteers' skills and expectations</li> <li>How well do we communicate volunteers' schedules and cancellations</li> <li>How well do we work with you to resolve day to day problems and improve the service you receive</li> <li>The helpfulness and friendliness of the Managers/Coordinators</li> <li>The helpfulness and friendliness of other Volunteer Department Office Staff</li> </ul>		
	4.02	3.69	+3.33				
	4.10	3.74	+3.36				
	4.05	3.74	+3.31				
	4.10	3.64	+4.6				
	3.70	3.38	+3.32				
	3.85	3.90	-0.05				
	4.05	3.73	+3.32				
	4.25	4.31	-0.03				

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## NEW TO CANADA? VOLUNTEER!

Fall 2000

by Lillian Whitmore

Whenever managers of volunteer services get together, whether formally at a conference or informally over coffee, the subject of newcomers to Canada and their need to volunteer often arises. We tend to focus on the barriers many newcomers face when they try to volunteer, the misunderstandings they have about volunteering, the benefits newcomers bring to an organization or the difficulty organizations can have when they try to bring more diversity into their individual environments.

We know that everywhere they turn; newcomers are encouraged to volunteer—in their ESL class, by their settlement counselor or immigration officer and through their job search program. Why? Studies and personal experience have shown that volunteering can help newcomers improve their English, learn about Canadian culture, provide Canadian work experience, facilitate friendships and as a result, build self-esteem. In other words, volunteering helps newcomers integrate more quickly into their communities.

From the not-for-profit standpoint, it is apparent that there are not many 'traditional' volunteers (middle-class with a lot of free time and a desire to help wherever they are needed) applying to our organizations anymore. If our organizations are to continue providing the services that our communities need, we will have to recruit more widely than in the past. As well, to meet funding criteria, our organizations are being asked to reflect the diversity of our communities throughout our structure, from the board of directors to the volunteers in the office.

These are good reasons to encourage diversity in our volunteer programs. But what if we did not 'need' any more volunteers? What if newcomers could integrate well enough without volunteering and no one required them to obtain 'Canadian' work experience? Would we heave a sigh of relief and go back to business as usual? We need to think about the fundamentals—what do we believe about volunteering and its place in Canadian society today and how does this pertain to newcomers?

The Panel on Accountability and Governance in the Voluntary Sector released their final report "Building on Strength: Improving Governance and Accountability in Canada's Voluntary Sector" in February 1999. In this report, they outlined the principles that had guided their examination of governance and accountability in the voluntary sector and one of them is: "**A diverse and active voluntary sector promotes a healthy democracy and should be encouraged.**" The panel went on to say that "the voluntary sector is a garden in which democratic skills are planted and nurtured. As diverse vehicles for participation by different constituencies, voluntary organizations enable a broad range of Canadians to have a voice in what shapes their daily lives. By participating in voluntary organizations, people learn and practice the skills of citizenship."

Do we really believe this? If we do, does it challenge us to rethink why we want/need to remove any barriers newcomers face and actively support them throughout the volunteer cycle?

The Panel uses several key words—diverse, active, healthy democracy, skills. Diversity is what newcomers bring to Canada and to our organizations. Are they present? Are they active and encouraged to contribute their ideas and skills to our programs and to our governance?

A healthy democracy is only as strong as the skills of its citizens. Unlike aptitude, skills must be taught. You do not gain a skill by observing or reading a how-to book. Skills must be practiced and have the opportunity to grow (at their own pace) in an encouraging environment. Only as individuals mature in their abilities can we begin to appreciate how much stronger and robust our communities are because of the involvement of its citizens.

A beautiful garden is a delight to everyone after all the planning and the work is done. Visitors come and find comfort and relaxation in its beauty. However, admiration did not produce the garden and it will not maintain it. Gardens require tools, skill, patience, perseverance, faith, lots of backbreaking work (and often a great deal of cash). Beautiful

gardens have good gardeners. These gardeners, though sometimes innately gifted, still had to develop their skills through reading, working in the soil and asking a lot of questions of the experts.

Most people who come to Canada admire our democratic system. They come from countries that do not have such an open society as ours. They are willing to leave everything they love behind them in order to give their children the opportunity to live in a democracy. However, just as the visitor to a garden, if all the newcomer is allowed to do is stand back and admire Canada, who will maintain our civil society? We cannot leave it up to the select few who already know the skills because they will not always be with us. The responsibility to maintain a civil society, to practice justice, to learn democratic skills is our job as citizens, everyone—the Canadian-born and newcomer alike. Those who have the skills and the experience must pass this knowledge on to others so that everyone can participate as responsible citizens in a democracy.

Where are these skills of citizenship practiced on a daily basis? In the voluntary sector! As the Panel stated, by participating in a voluntary organization, people have the opportunity to learn about and to promote this 'flourishing, tolerant, civil society' that is crucial to a healthy democracy. If newcomers do not have the opportunity to participate in our organizations, where will they learn the skills needed for Canada's future as a democracy? How can we have a healthy vibrant society without everyone's contribution?

We must see the challenge to include newcomers throughout our organizations, not as a 'problem' to be solved but rather as an opportunity to ensure the health and well being of our communities and our nation for the years to come. If we believe that volunteering is such a fundamental building block of our nation, we will do whatever it takes to eliminate the barriers for a newcomer (or anyone else) who wants to volunteer. This will mean that organizations must provide the resources needed (time, money, personnel, expertise) to ensure that newcomers are actively recruited and supported throughout the organization. Attitudes may have to change; written material may have

to be simplified; structures and procedures may need revisions; board, staff and volunteers may require additional training. We can do no less if we truly believe that the future of Canada is dependent upon how we do our work in the voluntary sector today.

*Lillian Whitmore runs her own business, LCI Lighthouse Consultants Int'l Inc. She was Project Coordinator of Volunteer Access Project (a partnership between Volunteer Burnaby and Burnaby Multicultural Society, funded by Canadian Heritage). You may contact Lillian if you are interested in obtaining a copy of this report at: [lighthouseconsult@home.com](mailto:lighthouseconsult@home.com)*



## THE CANADIAN JOURNAL OF VOLUNTEER RESOURCES MANAGEMENT-HOW IT CAME TO BE...

Adapted from the work of Denise Miall

In the spring of 1990, a small group of people who were working together on a volunteer recognition event for the Ministry of Community and Social Services began talking about the lack of Canadian content in the literature regarding volunteers. This group consisted of people from volunteer bureaux, Volunteer Ontario, the Ontario Association for Volunteer Administration (OAVA), as well as managers of volunteers from eastern Ontario. They decided it was worthwhile to do something about it and developed the concept of a national journal which would serve to discuss issues facing the profession. They approached OAVA with the idea of developing a journal that was purely Canadian.

As advocates in the field of professional development, OAVA approved the concept in September of 1991 and gave the Editorial Team a start up fund of \$1,000 and the valued assistance of one of their board members. In April of 1993, Heritage Canada gave the Journal a grant of \$5,000 and support in marketing the Journal across Canada. Before we even got started, our logo won second prize world-wide in a Corel Draw Contest!

The first years were rough! We did everything through volunteers, including the print set-up and graphics. The first two issues were late as we waited for our volunteers to find time to get everything together for us. The only cost for the first three issues was for paper and printing. However, we were not getting the product out fast enough, so we began using a professional service in Ottawa. The Editorial Team continued to pay for its own mileage, phone calls, and members used their own time. This is a very dedicated group of people who believe that the Journal has an important role to play for volunteerism and professionalism across Canada.

### QUOTES FROM OUR READERS

*"These Journals are very helpful - I always look forward to reading them and sharing info with staff"*

*"I really like the "Ask the Experts" column."*

*"It's a great resource and always keeps you updated on the events of our field!"*

In our fourth year, things began to flow more smoothly. We became better known and subscriptions came from all across Canada. The Editorial Team began to receive unsolicited articles along with very supportive letters from subscribers applauding the Journal's content. Other publications requested permission to reprint articles from the Journal.

In 1997, the Canadian Administrators of Volunteers Resources, as a national organization, agreed to become our sponsor. With their promise of support, the Journal changed its name to The Canadian Journal of Volunteer Resources Management. The Editorial Team re-created the look of the Journal and increased the numbers of articles published in each issue.

After 10 years, the Editorial Team still operates on a volunteer basis. The Journal is widely distributed across Canada and we can proudly say that it offers a good variety of topics and perspectives. Our subscription rate continues to increase. No doubt the Journal will be around for a long time to come.

I wonder if the National Geographic would be as successful if it began with 5 volunteers and a \$1,000 float?



## QUOTES FROM OUR READERS

*"I am enjoying all topics - it's good to have current information about current issues."*

*"Excellent publication."*

*"Articles are very informative - nice to have different perspectives."*

## COMMITTEE MEMBERS

### Isabel Barnes

Fall 2001 - present  
Isabel Barnes took her Certificate in Volunteer Management at Algonquin College, Ottawa. She has worked as a Coordinator of Volunteers at The Good Companions - Seniors' Centre for the past seven years.

### Diana Boudreault

Fall 94 - Spring 96  
Diana is Coordinator of Volunteer Resources for the Ottawa Police Service. She was previously Assistant Director at the Volunteer Centre of Ottawa-Carleton, where she provided training for the managers of volunteer resources. Diana is a graduate of the Social Services and holds a diploma in the Administration of Volunteer Resources. She is a Certified Volunteer Resource Manager. One of her accomplishments is a two-week speaking tour of Sao Paulo province with the RCMP, where she addressed the Brazilian Military Police.

Diana says: "The editorial team is proof that fun and hard work can go hand in hand. As I watch the Journal evolve, I am proud to have been part of its development."

### Marie-Thérèse Charbonneau

Hiver 95 - Printemps 97  
J'ai siégé sur le comité du Journal à titre de représentante du volet francophone de 1994 à 1996. J'apportais une longue expérience de gestion de personnel bénévole en plus de connaissances et de compétences acquises via des études universitaires en communications et en animation. Les gens de l'équipe d'édition étaient professionnels, inspirés, motivés et sympathiques. Quels beaux souvenirs j'en garde!

### Carol Anne Clarke

Winter 96 - present  
Carol Anne Clarke, has been employed at the Royal Ottawa Hospital for the past 26 years where she is Director of Volunteer Services. For the past 10 years, Carol Anne has been a member of the Capital Chordettes, Inc. a member of Harmony, Incorporated, a 70 member women's competitive Barbershop Chorus. In the words of Carol Anne: "I have enjoyed working with the Editorial Team. It has provided me with a broader perspective of managers of volunteers outside the health care facilities."

### **Joan Cox**

Spring 2002 - present  
Joan Cox is currently the Director, Volunteer Resources of The Ottawa Hospital, Civic Campus and has over 20 years of experience in this profession. A well qualified trainer, Joan has facilitated workshops in Canada and the United States on topics relevant to the management of volunteer services.

### **Dianne Dunfield**

Spring 93 - Summer 95  
Dianne represented OAVA (Ontario Association for Volunteer Administration, now PAVR-O), who was then the sponsor of the Journal. She hails from Peterborough and is now happily retired from the field, at least to some degree. She currently volunteers as a board member for Community Care Peterborough; she is finance committee chair.

### **Chris Jarvis**

Fall 92 - present  
Chris joined the Journal's Team in the fall of 1992. She had spent the previous ten years as a fulltime mom to her three children and a member of the Junior League of Ottawa. Being part of a women's service organization with the objective to train its members in effective participation in the community developed her leadership and management skills that were applied to many hours of board and committee work. Chris firmly believes that training is essential to an enhanced volunteer experience. Her passion for the growing professionalism of the voluntary sector is evident from her years of active involvement in coordinating workshops, conferences and special events.

### **Shirley Jenkins**

Spring 92 - present  
Shirley Jenkins is a former Manager of Volunteer Services for the City of Ottawa, Public Health Branch, and a contributor to the *Management of Volunteer Services in Canada: The Text*. She brought varied skills and experiences to the committee. Until her recent retirement, she was a resource person for other health units in Ontario in areas of working with volunteers in the field of health promotion, setting policies and providing direction in the setting up of volunteer resources.

"Working with the Journal has enriched my knowledge of the voluntary sector as a whole and has allowed me to meet and work with experts in the field of volunteerism. It was a pleasure to be part of a committee

of colleagues so dedicated to the field of educating and enriching our profession."

### **Ginette Johnstone**

Spring 92 - Spring 2002  
Ginette was a founding member of the Canadian Journal of Volunteer Resources Management. As a trainer and facilitator, she has provided services in Canada, the United States and in parts of Europe. She teaches management of volunteer services at Algonquin College in Ottawa and at Loyalist College in Belleville. Ginette is author of several books and manuals related to the not-for-profit sector. She is editor of *Management of Volunteer Services in Canada, The Text*. She believes that the Journal is a critical in keeping managers of volunteers in Canada informed.

### **Laura Kelly**

Fall 98 - Fall 2000  
Laura Kelly has a Social Service Worker Diploma from Algonquin College. Shortly after graduation she began working at the Christmas Exchange of Ottawa-Carleton managing volunteers and the everyday running of the office. While at the Exchange, she completed her certificate in the Management of Volunteer Services. "I thought it was very interesting to be involved with such a unique publication. The group is fun to be with and is truly working for the Manager of Volunteers out there."

### **Catherine Latham**

Summer 2000 - present  
Catherine has a Diploma in Communication Arts her Management of Volunteer Services Certificate at Algonquin College in Ottawa. For the past eleven years she has fulfilled a leadership role at The Salvation Army Ottawa Booth Centre, serving the homeless and needy. She has been instrumental in developing the Booth Centre's volunteer services for the last four years. Catherine is also the author of *The Straight Talk On Boundaries for Managers of Volunteers* and has given several presentations to community groups in the Ottawa area.

Catherine enjoys being part of the editorial team of the Journal as it "connects professionals from across Canada and encourages them to share their thoughts, ideas, training and successes with others".

**Suzanne Latimer**

Spring 92 - Fall 94  
At the time of her tenure on the Editorial Team, Suzanne was Coordinator of Volunteers for the National Museum of Science and Technology.

**Maggie Lorimer**

Spring 2002 - present  
Maggie is Director of Volunteer Resources at the Children's Hospital of Eastern Ontario. Maggie has been with CHEO since 1974 as a Nurse Manager for 19 years and Human Resources Project Officer for 3 years before joining Volunteer Resources in 1996.

**Densie Miall**

Spring 92 - Spring 95  
Denise was the Chairperson of the original editorial team and has watched with great pride as the Journal continues to flourish. She is still in the profession, and is currently the Co-ordinator of Community Resources at the Rideau Regional Centre in Smiths Falls, ON. She was also the Communications and Southeast Regional Director for OAVA and was on the founding committee for PAVR-O in the role of Public Relations Director. Denise sends her congratulations to the "Journal" on its 10 year anniversary!

**Christine Seip**

Spring 92 - Winter 93  
Chris is currently Unit Manager for the Canadian Cancer Society in Waterloo Ontario. Prior to that, she was Manager of Volunteer Services at the Canadian Institute for the Blind. Chris sat on the Journal Editorial Team as a representative of OAVA (Ontario Association for Volunteer Administration, now PAVR-O), who was then the sponsor of the Journal.

**Carol Ann Spencer**

Winter 96 - Summer 99  
Carol Ann is an English as a Second Language Facilitator at the University of New Brunswick, Saint John. Her interests include the administration of volunteers, international development, cross-cultural awareness and canoeing. Her plans include obtaining a Masters of Education.

"The Journal plays a central role in the professional development of Canadian administrators of volunteers. A tool that provides insight to both those new in the field and those with much experience, it records

and shares 'best practices'. The Journal creates a network of colleagues across Canada. The best parts were the sense of teamwork, the opportunity to learn from other professionals, and keeping abreast of trends and conferences worldwide."

**Rosa Venuta**

Fall 2001 - present  
Rosa has worked exclusively with the not-for-profit sector in a variety of agencies throughout the last 19 years. Most of her career, she has worked in programs serving seniors and individuals requiring home support services.

Rosa has managed volunteer services with The Regina Association for Community Living, Big Sisters of Regina, Saskatoon Home Care, Doon Heritage Crossroads Museum (Kitchener- Waterloo), The Good Companions Centre for Seniors (Ottawa) and presently, The King's Daughters Dinner Wagon (Ottawa).

**Lynne Whitehead**

Fall 99 - present  
Lynne Whitehead started her career as the Coordinator of Volunteer Resources for Rogers Television in Ottawa 10 years ago. She has since moved into the Senior Producer role while still overseeing the development of the volunteer program. She joined the Canadian Journal in 1999 and instantly became connected with an amazing network of people involved with the volunteer sector. She hopes to continue to build the journal as a useful tool for new and old managers alike.



## ARCHIVE ISSUES

Issue	Date	Title
1.1	Spring 1992	Advocacy
1.2	Summer 1992	Special Needs
1.3	Fall 1992	Professionalism
2.1	Winter 1993	Recognition
2.2	Spring 1993	Fund raising
2.3	Summer 1993	Taking Care of You
2.4	Fall 1993	Negotiation
3.1	Winter 1994	Marketing
3.2	Spring 1994	Youth Volunteers
3.3	Summer 1994	Corporate Volunteerism
3.4	Fall 1994	The Rural Volunteer
4.1	Winter 1995	Mentoring
4.2	Spring 1995	Redefining Volunteerism
4.3	Summer 1995	Legal Issues
4.4	Fall 1995	Volunteers in Health Care
5.1	Winter 1996	Diversity
5.2	Spring 1996	Technology and Volunteerism
5.3	Summer 1996	Senior Volunteers
5.4	Fall 1996	Special Events Volunteers
6.1	Winter 1997	Labour Relations
6.2	Spring 1997	Screening
6.3	Summer 1997	Conflict Resolution
6.4	Fall 1997	New Visions for Volunteerism
7.1	Winter 1998	Visions nouvelles Boards and Committees
7.2	Spring 1998	Comités et conseils d'administration
7.3	Summer 1998	Evaluation / Évaluation Volunteering in the Arts
7.4	Fall 1998	Le bénévolat dans le domaine des arts The Merging Organization Organismes unis

8.1	Winter 1999	Education and Training Formation
8.2	Spring 1999	Stress and Time Management Gestion du stress et du temps
8.3	Summer 1999	International Volunteering Le bénévolat international
8.4	Fall 1999	Motivation and Recognition Motivation et reconnaissance
9.1	Winter 2000	Mandated Volunteering Bénévolat mandataire
9.2	Spring 2000	Financial Management Gestion des finances
9.3	Summer 2000	Recruitment and Retention Recrutement
9.4	Fall 2000	Managing in the New Millennium La Pratique de la Gestion dans le Nouveau Millénaire
10.1	Winter 2001	Non Traditional Volunteering Le bénévolat non traditionnel
10.2	Spring 2001	Celebrating Volunteerism - International Year of Volunteers Le bénévolat à l'honneur - L'année internationale des bénévoles
10.3	Summer 2001	Volunteering in Sports and Leisure Le bénévolat dans les sports et les loisirs
10.4	Fall 2001	Partnerships and Collaborations Partenariats et collaborations
11.1	Winter 2002	Community Development Through Volunteering Le bénévolat et le développement communautaire
11.2	Spring 2002	Career Paths for Volunteers
11.3	Summer 2002	Our 10 <sup>th</sup> Anniversary Issue
11.4	Fall 2002	Volunteer Service Delivery Model
12.1	Winter 2003	Record Keeping
12.2	Spring 2003	Emergency Response Volunteers



## DEADLINES FOR SUBMISSION AND THEMES

<u>Issue</u>	<u>Deadline</u>	<u>Theme</u>
<b>Summer 2002</b>	articles due on the 24 of May	Career Paths for Volunteers
<b>Fall 2002</b>	articles due on the 24th of August	Volunteer Service Delivery Model
<b>Winter 2003</b>	articles due on the 24th of October	Record Keeping
<b>Spring 2003</b>	articles due on the 24th of February	Emergency Response Volunteers

## CANADIAN JOURNAL OF VOLUNTEER RESOURCES MANAGEMENT

Editorial Process and Guidelines for Authors

### Objective

The Journal of Volunteer Resources Management is intended:

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

### Target Audience

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

### Submissions

All manuscripts will be accepted either on diskette or on typed, double spaced pages. Submissions should be written according to "Canadian Style - A Guide to Writing and Editing" - Secretary of State, Dundurn Press. External reviewers may be engaged to review content if deemed advisable by the committee.

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

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

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

### Format and Style

Authors are asked to respect the following word counts:

	<u>Words</u>	<u>Pages</u>
<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.

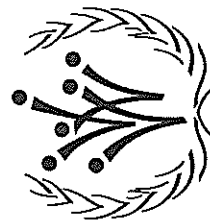
The secondary article will adopt a more practical approach, including personal experiences and opinions.

### Advertising

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

### Suggested Guidelines:

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



**2001**  
International Year  
of Volunteers

**To become a member of CAVR**  
**[www.cavr.org](http://www.cavr.org)**

## LOOKING AHEAD

*October 17-20*  
**Volonteuropo**  
Lisbon, Spain  
sturner@csv.org.uk Tel: +44 (0) 20 7643 1327

*May 2003*  
**PAYR-O / Community Matters Conference**  
Niagara on the Lake, Ontario

*December 5*  
**International Day of Volunteers**