

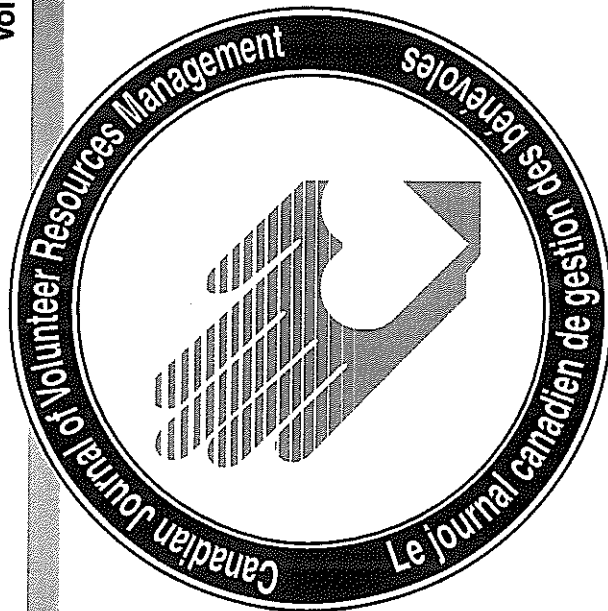
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# Canadian Journal of Volunteer Resources Management

## Le journal canadien de gestion des bénévoles

2001

Volume 10.1



**NON TRADITIONAL  
VOLUNTEERING**












**LE BÉNÉVOLAT  
NON TRADITIONNEL**

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Canada, États-Unis et Québec  
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de gestion des bénévoles

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On November 20, 1997 the United Nations General Assembly proclaimed the first year of the new millennium, the International Year of Volunteers (IYV). Fittingly, with a slogan, 'The value of one. The power of many'. What a strategic powerplay to encourage over 7.5 million Canadian volunteers to throw their hats in the air and shout hurrah!

While one in three Canadians over the age of 15 volunteer their time, it is the participation rate among Canadian youth (age 15-24) going from 18% in 1987 to 33% in 1997 that can give us the hat trick. When we read Frank Jones' article 'Community Involvement: The Influence of Early Experience' in Statistics Canada's 'Canadian Social Trends Magazine' we knew that we did not want you to miss this important article. The study examines several influences in getting people to volunteer and concludes that if you get involved at a young age you will be more likely to be involved as a volunteer when you are an adult. Germain Bélanger's article 'Partageons l'expérience d'une vie' translated by Laurentin Levesque 'Share the Experience of a Lifetime', wisely explains the aspirations that motivate volunteers to share their expertise with others.

For this issue, we searched for stories that tell about non-traditional volunteer achievements. Why do people volunteer? Lav Plourde can answer that question for you in her article 'Virtual Volunteering'. Karen McDonald can answer it in 'Volunteering: An Eye Opening Experience'. Leesa Dean can also, in her article, 'Volunteering: More Than Just People Helping People', and Julie Wild most certainly can in 'The Start of a Passion'.

We have also included an accreditation paper written by Micheal Large on 'Benefits of Clients as Volunteers'. Aside from being a very interesting paper that we know you will enjoy reading, it may also inspire those of you who have been toying with the idea of becoming certified by CAVR, to make it your own personal project for IYV. Volunteering is an expression of belonging and giving back. Your Editorial Team really enjoyed gathering these positive, proactive articles to create this issue for you. We've noticed that when we find more reasons to be happy and satisfied it rubs off on all the people around us and especially on those we care about.

*Chris Jarvis is Chair of the Editorial Team.*

## COMMUNITY INVOLVEMENT: THE INFLUENCE OF EARLY EXPERIENCE

by Frank Jones

The participation of citizens in their communities through involvement in civic groups, service clubs, volunteer organizations and other institutions has long been a cornerstone of society in Canada. Such activities help foster social cohesion, healthy communities and governments, and may be especially important in times of rapid economic and social change. But what sort of people contribute their time and effort to the neighbourhood community association, the school council, or a soup kitchen?

Researchers interested in the larger issue of what motivates people to be "public-spirited" propose that influences during the formative years of childhood are important. Some studies have suggested that taking part in extracurricular activities in high school can influence the participation of young adults in political activities<sup>1</sup> and voluntary associations.<sup>2</sup> Others have found that a person's membership in voluntary organizations can be influenced by their parents' attitudes toward, and involvement in, volunteer work.<sup>3</sup> Further suggestion of the importance of the formative years is contained in a study that reported that the "normal climate" on U.S. college campuses influenced participation in community service, having the greatest effect on students who had no clear religious commitment.<sup>4</sup> A subsequent study found that a high level of participation in community projects was associated with spiritual values and, not surprisingly, with the value placed on community service.<sup>5</sup>

Using data from the 1997 National Survey of Volunteering, Giving and Participating (NSVGP), this article considers the degree to which organized activities in youth may influence community involvement in adulthood. Particular emphasis is placed on the role that a religious background may play in an individual's level of activity.

### Defining community involvement

Ten indicators of community involvement are identified in this article. The first four indicators are associated with what could be called "civic awareness" and include following the news regularly and

voting in elections. The remaining six indicators are more demanding of people's time and are considered to be indicative of higher levels of personal commitment, and do to some extent measure participation in shared community values. These are "intensive community commitments" and include membership or participation in service clubs, civic or community, organizations, political organizations, attendance at religious services, and doing volunteer work, either formally or informally.

### Formative experiences affect the number of involvements

Canadian adults aged 20 and over reported that they had participated in an average of 4.4 out of the 10 possible types of community involvement, in the year prior to the survey. The average number of intensive community commitments was lower, amounting to 1.6 of a possible 6 types. However, approximately 18 million Canadians - about four-fifths of the adult population - reported that they participated in at least one of these intensive community commitments.

Analysis of the NSVGP suggests that participation in organized activities during a person's formative years may encourage them to take on more community involvements in adulthood. Membership in youth organizations, such as Guides, Scouts or the 4-H Club, was associated with being involved in a greater number of community activities as an adult. People who had been members of a youth group reported an average of 4.8 total involvements, almost one more than adults who had not belonged to a youth organization.

People were also more likely to be involved in community activities in adulthood if they had participated in organized team sports as children or adolescents; this held true for both total community involvements and intensive commitments. It has been suggested that behaviours learned in sports, such as cooperation and working toward group goals, may account for a greater concern for the larger community and hence for participation in civic activities.<sup>6</sup>

An important formative influence for children is the example set by their parents. With a role model in the family, those persons whose parent had volunteered had one of the highest levels of community involvement, with an average of 4.9 total involvements compared with only 4.0 for those whose parents had not volunteered.

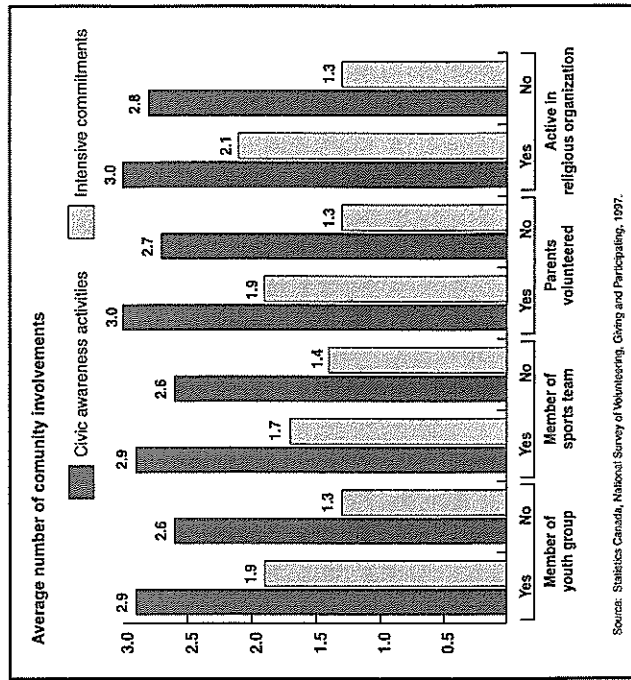
### Religiously active youth more involved in community as adults

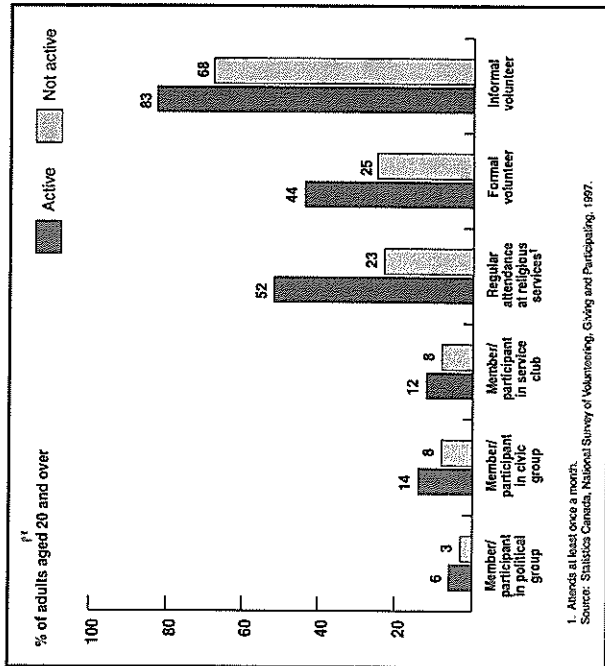
Adults who had been active in a religious organization in their youth had higher rates of involvement than those who had not, with an average of 5.1 involvements compared with 4.1. The difference between the two groups was even greater for intensive community commitments - 2.1 versus 1.3 activities.

Since regular attendance at religious services is associated with community commitment, a fact well-documented in many studies on volunteering, it may be argued that a religious background encourages a person to be more empathetic and to engage in social action. Indeed, when the other formative factors are looked at again in terms of religious activity in youth, adults who had also been religiously active recorded consistently higher averages of community involvement than those who had not.

### Current circumstances also dictate level of community involvement

Of course, a person's experiences as an adult influence the number of community activities that they participate in. Some of these factors include regular attendance at religious services, age, educational level and satisfaction with life.



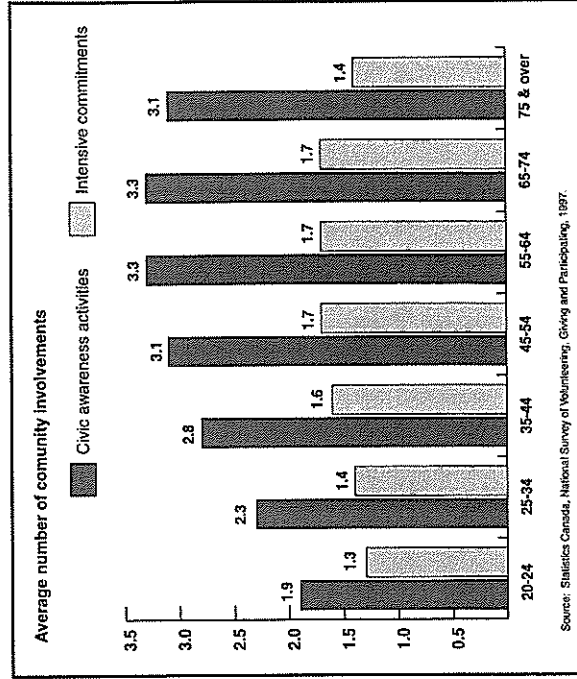


Much of the research on volunteering ties current religious practice to a higher level of community activity. The NSVGP data show that adults who regularly attended religious services had the highest number of community involvements of any group, with an average of 5.5 total involvements, or almost two more than the non-attenders. Further possible evidence of the enduring importance of childhood religious practice can be seen in those adults who, despite having no current religious affiliation, had higher rates of involvement in their communities if they had been members of a religious organization in their youth.

Age also appears to play a role, with the average number of community involvements adults reported rising steadily between the ages of 20 and 54, then peaking at 5.0 for people aged 55 to 74. Growing community involvement with increasing age may simply reflect normal changes over the course of an individual's life cycle,<sup>7</sup> as well as the increasing amount of free time that people have available as they reduce their work hours or retire altogether<sup>8</sup>. It could also be a result of the greater likelihood that older Canadians have a religious background.

Participation in community activities also rose with educational level. Adults who were university graduates reported the highest average number of total involvements, while those who had not completed high school had the lowest. The link between educational attainment and community activity has been well-documented, and is generally explained by the belief that teaching the value of citizenship is an indirect, if not a direct, part of most education programs. However, those with higher educational attainment had also been more active in religious organizations when young - 35% of university graduates compared with 26% of those without high school - therefore their greater community involvement could reflect their religious background as well as their education.

Another finding not easily explained is that those people who reported being "very satisfied" with their lives had more total involvements. Perhaps someone who is satisfied with their life is more active in the community because they want to help others get more out of their lives; alternatively, a person may take on a larger role in the community to enhance their own satisfaction.



### Understanding the influences on community involvement

It would appear that many factors, personal and social, contribute to an individual's level of community involvement. However, the relative importance of each factor is unclear, especially for the early experience, since those who had been religiously active when young had also been enthusiastic participants in many other organizations in their youth. A regression analysis was used to estimate the number of "core community commitments" a person might be expected to have, after the influence of various factors were controlled. Core community commitments were the six intensive commitments excluding current religious attendance. Current religious practice was dropped from the index in order to concentrate on secular involvements.

The results show that there is a statistically significant association between organized activities in youth and community involvement in adulthood. When the other variables in the model are held constant,<sup>9</sup> having a religious background during childhood or adolescence does prove to have a significant effect on the number of core community commitments. A person with a religiously active youth might be expected to have 0.14 more average core commitments than a similar person without a religious background.

However, the regression results also point to the even greater influence of other experiences in youth: having a parent who volunteered (0.27 more core commitments than someone without volunteering parents) and being involved in youth groups (0.23). Team sports increased the expected average by 0.20.

However, the results suggest that the more important determinants of community involvement are adult experiences: having a university degree (0.39 more core involvements than those with less than high school graduation) and currently attending religious services regularly (0.31). After controlling for other factors in the model, age did not substantially increase the number of core involvements (0.04).

### Summary

Data from the National Survey of Volunteering, Giving and Participation suggest that an adult's tendency to participate in community activities is influenced by both their childhood and adult experiences. As a youth, involvement in youth groups and having parents who volunteered influenced later community participation; as

an adult, education and current religious attendance were significant predictors of involvement.

Of particular interest is the role that a religious background plays in the decisions that guide people's participation in community activities. Though association does not imply causation, for almost every indicator of community involvement, participation was higher for those with a religious background than for others. So far unexplored in community participation research, religious background was found to be a significant predictor of the number of core commitments a person was likely to have and may prove to be an important missing link in explaining volunteer and other community behaviour.

*Frank Jones is a senior analyst with Labour and Household Surveys Analysis Division, Statistics Canada.*

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8. Jones, Frank. "Seniors who volunteer," *Perspective on Labour and Income, Statistics Canada Catalogue 75-001-XPE*: 11, 3 (Autumn 1999).
9. The variables in the model were participation in religious organization when young, participation in youth groups, participation in team sports when young, parental volunteering, currently being very satisfied with life in general, age, sex, level of education, place of residence (rural or urban) and province.

## VOLUNTEERING: MORE THAN JUST 'PEOPLE HELPING PEOPLE'

by Leesa Dean

About five years ago, before I was involved in any type of volunteer services, someone asked me the question, "What does volunteering mean to you?" I cannot quote my exact response but it was something along the lines of "When I think about volunteering, I think about the guy from the Salvation Army in the Santa suit every Christmas and I bet he is hot in there! I can't believe he does it for free!" Never having done any type of volunteer work, I was under the impression that it was all about 'people helping people' and free labour. However, five years later and an active member of the volunteer community, I realize that volunteering opportunities are growing in a number of different fields and people are beginning to seek creative solutions to age-old problems that haunt our society. The nature of it is shifting away from traditional methods, which catered to the immediate need of the population i.e. disaster relief, first aid and is now advancing towards long term goals such as community development and work experience opportunities for youth.

### **Bureau of Volunteers: Visit One in a Town Near You**

Kevin Cohalan, Director of Montreal's volunteer bureau since 1986, has seen a significant increase in resources available for potential volunteers. "We are recruiting for about five hundred organizations this year and this number is still growing" he stated. This is a significant increase over the 440 organizations involved last year. Concentrating mostly on health and social services, they also offer a wide range of other resources, which allow people to have an active role in the community and society in general. One of the newer recruits for the Bureau is 'La Troupe Uni-Vert,' a theatrical group that makes appearances in schools to raise awareness on environmental issues. Cohalan feels that the diversity of volunteer opportunities available gives people a chance to become involved in finding solutions for the problems existing in our society. This year, the bureau handled approximately 1,500 volunteer requests.

### **Katimavik: Giving Youth the Opportunities of a Lifetime**

Although an estimated 36% of volunteers are between the ages of 35 and 54, the number of youth involved is now estimated at 33%, almost double the amount in 1987<sup>1</sup>. Sixty-five per cent of youth believe their volunteer efforts will increase their chances of getting a job and schools across the country are now focusing more on job shadowing. For Jason Smith, volunteering was a chance to find himself and take a new direction.

Jason Smith, 19, from Courtney, BC recently returned from a seven-month journey across the country with Katimavik. This youth program is offered to young Canadians between 17 and 21. Participants live with a group of ten people plus a project leader in three different regions of Canada.

Free of charge, the participants engage in activities such as learning a second language, environmental awareness, social-culture, active leisure, health and well being as well as work skills. While working 35-40 hours a week with not-for-profit organizations, the participants have a chance to explore new horizons and realize their full potential. The program is funded by the Department of Canadian Heritage, sending 891 participants to 81 different projects last year. 440,070 hours of volunteer work were done, valued at \$2,775,435. (Calculated on a basis of Canada's minimum wage).

While in Kingston, Ontario, Jason was involved with Epilepsy Kingston. The organization was in the process of launching a new awareness campaign but did not know where to start. In 1996, they had started a street theatre group and were interested in forming a similar project again. This was perfect for Jason who had a strong background in theatre arts. With four students from Queen's University, they created 'Brainstorm,' which was presented to over 1,700 students in local schools. The script was a brilliant balance between seriousness, creativity and humour. Complete with a musical 'stomp' scene, a mock 'Who wants to be a Millionaire' game show with questions about Epilepsy and teaching tools made from Jell-O, the project was well received. Not only was 'Brainstorm' a success but Katimavik in general proved to be a success for Jason. When asked if the seven

Last week I heard a friend say, "We can go to the moon but we cannot even walk across the street to meet a new neighbour". I thought about what she said, realizing I have never spoken to the family next door. Then I thought about people like Kevin Cohalan, Adrian Bozman and Jason Smith, three individuals from three different lifestyles and realized they all have a common bond: the desire to find a solution. Whether the system for volunteering is traditional or non-traditional, the value remains the same. Now, it is time for me to seek my solution because the light is on next door at the neighbour's house...

*Leesa Dean, 19, originally from Cranbrook, BC is currently residing in Montreal, Quebec. A recent participant of the Katimavik program, she is now working for Katimavik's National Office and concentrating on continuing her volunteer efforts as well as completing a Teaching English as a Second Language Course.*



months in the program has helped him find what he was looking for, he responded, "It has changed my life. I will never forget Katimavik, the people involved or the events that took place." To me, it is apparent that Jason will continue to inspire others during his lifetime with his strength and openness. He is now focusing on gaining leadership experience in order to become a project leader within the next few years.

### **Food Not Bombs: The Celebration of Human Life**

There are many valued organizations existing in Canada, which are funded by the Government, but the number of privately supported services is on the rise. I recently spoke with Adrian Bozman, 17, also from Courtenay, BC, who is involved in 'Food Not Bombs'. The project originated in Boston in 1980 by a group of individuals who believed "society and government should value human life over material wealth". The people involved are self described as non-violent activists who act under the principles of food recycling, non-violence and consensus decision making. In order to make use of the surplus food being wasted in massive quantities, 'Food Not Bombs' salvages this food and cooks vegetarian meals to be distributed free of charge. Today, the project has become so successful that nearly one hundred known groups are operating across North America. In larger centres, meals are being prepared as many as three times a day. The project made its debut in Courtenay in 1998 by members of a youth involvement group, 'Youth as Resources'. They knew of existing groups in surrounding areas such as Victoria and Vancouver and decided to put it into action in their community. Together they have been responsible for serving meals every Saturday to groups averaging between 10 and 20 people and there are now about 15 youth involved.

The meals, which are vegetarian for the reason that it promotes a healthier lifestyle and supports animal rights, are prepared from surplus materials donated by local grocery stores and some bakeries. "We try to avoid supporting huge corporations," Bozman explains. For a smaller community of 10,000 people, Bozman feels the project has been successful. The volunteers ranging in age from 15 to 26 encourage people from all walks of life to join them, eat good food and learn from each other. "It is not just about food" Bozman states "it is about building a sense of community".

### **ITEMS OF INTEREST**

*Canadian Social Trends*, published quarterly by Statistics Canada (613)951-7277 or (800)770-1033 or order@statcan.ca

*Workplace Diversity Update*, published monthly by Crownhill Publishing Inc. (416) 324-9191.

Dow, Warren, Ph.D., *The Voluntary Sector - Trends, Challenges and Opportunities for the New Millennium*, Vancouver, British Columbia: Volunteer Vancouver, 1997

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Thacker, Colin, *Volunteering in a Unionized Environment*, Carp, Ontario: Johnstone Training and Consultation (JTC) Inc., 1999



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## THE START OF A PASSION

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by Julie Wild

In 1996 the communications industry first entered my vision for my future. I took a tour of Durham's Magic 94.9 radio station. The atmosphere was captivating, the equipment intriguing and the travel of sound remarkable. I told myself at that moment, that some day I would make it into the field of broadcasting.

Four years later, I took that first step towards creating a life for myself within the industry. That step was into volunteer work. Although radio is my true passion, the communications industry is vast and I felt that gaining experience at all levels was important. After having no success with volunteer positions at local radio stations, I made a call to Rogers Television in Oshawa, Ontario. A pleased coordinator of volunteers (*also known as Cheryl Doyle*) made arrangements for me to begin immediately and thus began my adventure into the constantly changing and continually learning world of communications.

Since my first day of volunteering at Rogers Television, I have become aware of the high stress levels persons within this industry must deal with daily, due to the pressures of deadlines and time constraints. I chose to be a part of the news team, never realizing the time and effort that goes into a twenty-five minute show. Employees, specifically for the Rogers Television 'Plugged In!' nightly news program, work full days of shooting, interviewing, making phone calls, editing, writing, and programming for the same night's show. Before even actual taping of the program can begin, stories need to be polished, graphics need to be inputted, and the set has to be made appropriate, complete with lights, cameras, and precisely timed action.

It is the volunteers for Rogers' 'Plugged In!' that help take the show to air. Those that give their time freely learn about camera operation, how audio switchboards work, about computer graphics programs, and more, depending on how interested the volunteer is to learn. For Rogers' nightly news show, it is a volunteer operating the sound you hear, a volunteer creating the graphics you see and a volunteer behind the lens of the camera, allowing the news to enter your home.

I have always loved volunteering, for people are usually grateful and appreciative. It also allows me to enjoy the experiences of several careers, expanding my horizon of opportunities and abilities. I am able to meet a variety of people through volunteering, many with which I have formed wonderful friendships. The Rogers Television news team is no exception. The crew is welcoming, entertaining, encouraging and helpful. When I began volunteering with the station I was blind to how television operated behind the scenes. My eyes have now been opened to this area of broadcasting, and I'm able to teach new volunteers with Rogers, how equipment works and the program comes together.

For me, volunteer work with Rogers Television has created feelings of pride and satisfaction. When I finally leave Rogers, I will use the knowledge and experiences gained through this television station to further my journey into other areas of the communications industry. To most, a local television station may not seem as the traditional volunteer position, but to me it's a dream I'm making come true!

*Julie Wild is currently 22 years young. She attended the University of Guelph, majoring in Canadian Studies, for two years. During that time, she discovered her true interest and decided to take a year off school for volunteering. She has applied to Centennial and Humber Colleges for the 2001 fall enrollment into the radio and television broadcasting program.*



**Tell us what themes you would like us to feature in an upcoming issue of the journal.**

## VOLUNTEERING: AN EYE OPENING EXPERIENCE

by Karen McDonald

Getting up early on a Saturday morning to do volunteer work may sound like a chore, but when you know you are going to come face to face with Catherine O'Hara, Parker Posey and Eugene Levy, it may seem a little more worthwhile. That is whom some volunteers for Rogers Television in Toronto encountered one Saturday morning last September at the Toronto International Film Festival. More than 225 people volunteer for Rogers Television in Toronto and the Film Festival is one of its most important annual events. Rogers handles the technical side of the news conferences for all of the films and volunteers are responsible for much of the behind the scenes work. This year Farrah Fawcett, Gwyneth Paltrow, Robert DeNiro, Alec Baldwin and dozens of other stars dropped by to promote their films.

Most of the volunteers at Rogers are there because they want to work in media and specifically in television. Many are college or high school students, but some like myself have full time media jobs and want to keep up with the latest in broadcast technology and learn new skills. Volunteers work as directors, production assistants, floor directors and operate the cameras and audio and video equipment.

Not all Rogers's shows are special events such as the Film Festival though. Colin Baird, Coordinator of Volunteers, handles more than 20 productions each week, including live shows every night and a live lunch hour show called *Daytime* every weekday.

Live television is unpredictable and mistakes happen. I work on a show called *MoneyLine* (Thursday nights at 7); it's a one-hour live call-in show about handling your money and investments. On one recent Thursday night a camera and monitor suddenly needed to be moved in the middle of the show. During our short two-minute commercial break several of us worked together to try and get the job done. We ran into a problem with the camera though and became so concerned about getting it back into place that we did not hear the director counting down the seconds in our headphones. Suddenly with about one second

left the host asked "Are we on?" We all looked at the monitor and I shouted, "Go!" She started speaking and the show continued. Somehow it did not look so bad when we saw it on tape later.

That was a lesson on how not to handle a problem in live television. But that is why we volunteer at Rogers: to learn. To learn what is right and what is wrong when working in television. And we must be learning something because last year the Canadian Cable Television Association (CCTA) awarded Rogers Toronto half of all its regional programming awards.

Volunteers also tape concert performances during Canadian Music Week, tape OHL hockey games and fashion shows by Canada's best designers. We also tape interviews at CD release parties and the city's best restaurants, clubs and tourist attractions.

Though we are not paid and we complain about it regularly, the perks often make the work worth the effort. One night just before Christmas I signed up to tape a ballet. What I didn't realize until I got there was that the six principal dancers that night were from the Bolshoi Ballet. Peering through my camera at a spectacular performance I thought, "Hey, I'm watching the Bolshoi for free - not bad!"

*Karen has been volunteering at Rogers Television Toronto since November 9th, 1999. She is currently a writer for Richviews Books and a part time production assistant for Akuni Inc., an outfitting company.*



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us an article

# — SHARE THE EXPERIENCE OF A LIFETIME — CANADIAN EXECUTIVE SERVICE ORGANIZATION (CESO)

by Germain Bélanger

For more than thirty years, Canadian experts have worked as volunteers to promote and enhance the economic growth and the well being of Canadian aboriginals, of the peoples of developing countries and of emerging market economies.

## **History of the movement:**

In 1960, the Canadian government set up the External Aid Office, predecessor of the current Canadian International Development Agency (CIDA), in order to coordinate efforts in external aid. Aid, at that time, was mostly offered from government to government. In 1966, Mr. Maurice Strong assumed the direction of the External Aid Office. He endeavoured to make better use of Canadian aid support funds and he determined to involve a greater number of Canadians in the fight against world poverty. Mr. Strong established a non-governmental branch in his office and asked his friend, Mr. John Magnolia, a Toronto lawyer, to explore means to encourage companies to free management staff and members of the liberal professions for short-term CESOndment to developing countries. In 1967, Mr. Fraser "Scott" Bruce, president of ALCAN, proposed the creation of a slate of retired senior managers and members of the liberal professions to help developing countries. That is how the CESO was created as a volunteer organization of retired and semi-retired volunteers.

The patent of the CESO, dated September 2<sup>nd</sup>, 1967, declared that the new organization " would promote and support the socio-economic growth and well being of the peoples of the world..." This would be achieved "by offering the services of consultants who have no private or commercial interest in the services they provide..."

In 1969, the Aboriginal Services Branch of the CESO was struck in order to better link the expertise of volunteers to the needs of partners

clients: the aboriginal peoples, commercial enterprises and communities in search of greater autonomy and growth.

A recent project named "CESO at Home", aims to measure to what extent it is relevant, for CESO, to provide volunteer consultation services to Canadian non-aboriginal communities. The preliminary results of the work of this project should be available shortly.

Today, CESO has a register of about 4,000 volunteer consultants, and is thus the most important source of administrative and technical expertise in Canada.

CESO is currently active in some forty countries as well as in Canada. Through the work of its 12 regional offices throughout the country and its 42 representatives residing abroad, the organization is able to respond to requests from small and medium enterprises, the public sector and service organizations.

## **The basic values:**

CESO has adopted the following basic values as essential and durable principles for the organization. These values are:

**Volunteering:** CESO has committed to use the expertise and skills of volunteers to reach its goal.

**Respect** of differences, cultures, races and individuals.

**Transfer of skills** to persons in need, so as to enable them to help themselves.

**Responsibility** to administer the resources and to be accountable to our sponsors, our clients, volunteers and staff.

## **Areas of involvement:**

The 4000 individuals registered with the organization come from all sectors and the consulting support we provide is mostly in the following fields:

- development of new products,
- marketing new products and services,
- strategic planning for organizations,
- implementation of procedures,
- staff training,
- quality control,
- feasibility studies.

Our support can be provided in various formats but generally it is provided as short-term visits (one week to three months) by Canadian volunteer consultants overseas, short term visits, in Canada, of clients and commercial and institutional linkages.

Because the volunteer consultants accept to share their expertise without remuneration, we can provide services to a reasonable number of organizations and enterprises at accessible costs.

#### **Volunteer consultants:**

Although some volunteer consultants are still in the employment market, the majority of them are retired or in early retirement. The latter are seeking opportunities to maintain an interesting level of professional activity as well as to contribute significantly to the economic and social development of their peers. The quality of expertise offered, built over a lifetime of experience is unique. The consultants, often required to identify and correct operational anomalies in both the technical and the managerial areas of the enterprise, benefit from this unbelievable wealth of experience. CESO volunteers are not expected to draft lengthy reports but rather to be involved on-site with participants helping to identify and correct what may be problematic in a prompt and efficient manner. The volunteer consultants can then implement, with a minimum of restrictions, the knowledge acquired in their professional career.

The volunteer consultant is not paid for his work, allowing for considerable independence in the field. The CESO expert contributes altruistically to the development of organizations to which he offers his expertise. The absence of remuneration necessarily contributes to a significant reduction in costs and ensures that organizations that

could not otherwise afford it benefit from the service. The voluntary work also means the context in which the CESO volunteer works provides for significant freedom and independence.

#### **A commission with the CESO:**

The resident representative, having identified a client and obtained a job description, submits the request to the organization. The organization then undertakes to identify the volunteer best qualified to fulfil the mandate. The final choice of candidate will be a joint decision by the client and the CESO recruiting officer. The next step involves programming the commission according to the needs of the client and the availability of the expert. The length of the placement is then determined according to the list of tasks established by the client and the volunteer.

The tasks of mobilization can then be undertaken. The volunteer consultant must be prepared for his commission. This may involve information sessions on the country involved, medical preparation or professional briefings. The expert, in cooperation with the CESO office, prepares his commission as adequately as possible. The client also prepares and the framework and modalities of the commission are established.

A client representative or, more frequently, the CESO's resident representative meets the volunteer consultant, and, as may be, his spouse, at the airport and assists in the settlement. The CESO's resident representative will remain available throughout the expert's stay. Accommodations vary considerably between commissions but all have been subjected to a control visit by the resident representative. The report from this control visit is available before the expert's departure. The costs of accommodation, food and daily stipend are covered by the CESO or by the client. These accommodations are modest but adequate. After completing the commission, the expert provides a report for CESO and for the client, which serves as evaluation of the project.

The commissions by CESO's experts are an inexhaustible source of human experience, each more enriching than the next. We must

remember that these interventions are often for managers from cultures and societies very different from our own, and in that context, the volunteer consultants must demonstrate unflinching adaptability. Every effort is made to ensure the success of the commission in optimal conditions and the great majority of commissions succeed without incident other than anecdotal situations that are well remembered upon returning home. However, it is possible that the initial mandate may be modified during the commission and that the initial objectives be considerably redirected. The CESO's commission will require the volunteers to have a more significant ability for adaptation.

The CESO's commissions, though prepared with maximum professionalism by all stakeholders, are no less demanding, both physically and emotionally. The meeting of different cultures in a developing environment can cause significant stress. The volunteer consultants often refer to difficult commissions they have encountered but they immediately stress the value of the human experience they acquired. If you think you have the "right stuff" to volunteer as a consultant with CESO in the future, you may contact the organization at its Toronto office.

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*Translated by Laurentin Lévesque*

## **PARTAGEONS L'EXPÉRIENCE D'UNE VIE LE SERVICE D'ASSISTANCE CANADIENNE AUX ORGANISMES (SACO)**

par Germain Bélanger

Depuis maintenant plus de trente ans, des experts canadiens travaillent bénévolement, à promouvoir et à étendre la croissance économique et le mieux-être des autochtones du Canada et des peuples des nations en voie de développement et des économies de marché naissantes.

### **Historique du mouvement :**

En 1960, le gouvernement canadien créait le Bureau de l'aide extérieure, précurseur de l'actuelle Agence canadienne de développement international (ACDI), afin de coordonner les efforts dans le domaine de l'aide extérieure. L'aide, à cette époque, était surtout dispensée de gouvernement à gouvernement. En 1966, M. Maurice Strong a pris la direction du Bureau de l'aide extérieure. Il s'est employé à faire une meilleure utilisation des fonds du Canada destiné à l'aide et à engager un plus grand nombre de Canadiens dans la lutte contre la pauvreté à l'échelle mondiale. Monsieur Strong a établi une division non gouvernementale dans son bureau et a demandé à son ami, M. John Magnolia, avocat de Toronto, d'explorer les moyens d'encourager les compagnies à libérer des cadres et des membres de professions libérales afin de réaliser des affectations à court terme dans les pays en développement. En 1967, M. Fraser (Scott) Bruce, président de la société Alcan, a proposé de créer une réserve de cadres supérieurs et de membres de professions libérales retraités afin de venir en aide aux pays en développement. C'est ainsi que SACO a vu le jour comme organisme bénévole de Canadiens et Canadiennes retraités et semi-retraités.

Les lettres patentes de SACO, datées du 2 décembre 1967, déclaraient que le nouvel organisme "favoriserait et aiderait la croissance socio-économique et le mieux-être des peuples du monde". Ceci serait réalisé "en offrant les services de consultants qui n'ont aucun intérêt privé ou commercial dans les services qu'ils dispensent."

En 1969, la filiale Services autochtones de SACO a été lancée afin d'assortir l'expertise des volontaires aux besoins de ses partenaires clients : les peuples, entreprises commerciales et collectivités autochtones à la recherche d'une plus grande autonomie et croissance.

Depuis peu, un projet pilote baptisé « SACO Chez nous » vise à mesurer la pertinence, pour SACO, d'offrir les services de ses conseillers volontaires aux communautés canadiennes autres qu'autochtones. Ce projet devrait bientôt faire connaître les résultats de son travail préliminaire.

SACO dispose aujourd'hui d'un répertoire d'environ 4 000 conseillers volontaires, ce qui en fait l'une des plus importantes banques d'expertise administrative et technique au Canada.

SACO est aujourd'hui présent dans une quarantaine de pays et au Canada. Par l'entremise de ses 12 bureaux régionaux couvrant l'ensemble du pays et de ses 42 représentants résidents à l'étranger, l'organisme est en mesure de traiter les demandes d'aide formulées par les petites et moyennes entreprises, le secteur public et les organismes de service.

#### **Les valeurs fondamentales :**

SACO a adopté les valeurs fondamentales suivantes comme les principes essentiels et durables de l'organisme. Ces valeurs sont :

**Le bénévolat :** SACO s'est engagé à utiliser les habiletés et l'expertise de volontaires afin de réaliser sa mission.

**Le respect des différences,** des cultures, des races et des individus.

**Le transfert de compétences** aux personnes nécessaires afin de les habiliter à s'aider-elle mêmes.

**La responsabilité** d'administrer les ressources et d'en rendre compte à nos commanditaires, nos clients, nos volontaires en notre personnel.

#### **Les secteurs d'activités**

Les 4000 inscrits au registre de l'organisation proviennent de tous les secteurs d'activité et l'appui que nous offrons porte principalement sur des conseils en :

- développement de nouveaux produits,
- marketing de produits et services,
- planification stratégique des organisations,
- implantation de procédures,
- formation de personnel,
- contrôle de la qualité,
- études de faisabilité

Cet appui peut se manifester de différentes façons mais il prend généralement la forme de séjours de courte durée (une semaine à trois mois) de conseillers volontaires canadiens à l'étranger, des séjours de courte durée, au Canada, des clients, des maillages commerciaux et institutionnels.

Parce que les conseillers volontaires du SACO acceptent de partager leur expertise sans rémunération, cela permet d'offrir des services en bon nombre d'entreprises et d'organisations et ce, à des coûts accessibles.

#### **Les conseillers volontaires :**

Quoique que certains d'entre eux soient encore sur le marché de travail, la majorité des conseillers volontaires de SACO sont des retraité(e)s ou des pré-retraité(e)s. Ces derniers sont à la recherche d'activités leur permettant de maintenir un niveau d'activité professionnelle intéressant en plus de contribuer, de façon significative, au développement économique et social de leurs semblables. La qualité de l'expertise prodiguée, bâtie au fil d'une vie entière d'expérience, est unique. Les conseillers volontaires, souvent appelés à identifier et à corriger certaines anomalies d'opération, tant sur le plan technique qu'au niveau de la gestion des organismes, mettent à profit cet incroyable bagage d'expérience. On ne s'attend pas des experts de SACO qu'ils rédigent d'imposants rapports mais plutôt qu'ils s'impliquent sur le terrain et avec les participants à identifier et à corriger ce qui pourrait l'être et ce, de façon rapide et efficace. Les conseillers volontaires ont ainsi l'occasion d'appliquer, avec un minimum de contraintes, les enseignements acquis au cours de leur carrière professionnelle.

Le conseiller volontaire n'est pas rémunéré pour son travail, ce qui lui permet une très grande autonomie sur le terrain. L'expert de SACO, contribue, de façon altruiste, au développement des organismes auxquels il apporte son expertise. L'absence de rémunération signifie bien sûr une réduction significative des coûts et permet à des organismes, qui n'aurait jamais les moyens d'y accéder, de pouvoir profiter de cette expérience. Le travail volontaire signifie également que le contexte dans lequel travaille l'expert de SACO lui permet une très grande franchise et autonomie.

### **Une mission avec le SACO :**

Les représentants résidents ayant identifié un client et obtenu de ce dernier une description des tâches, soumet la demande. L'organisme entreprend alors le mandat d'identifier le volontaire qui sera le plus apte à accomplir ce mandat. Le choix définitif du candidat se fera conjointement entre le client et les recruteurs de SACO. L'étape suivante consiste à programmer la mission en fonction des besoins du client et des disponibilités de l'expert. La durée de l'affectation est alors déterminée en fonction du cahier des tâches établi entre le client et le volontaire.

Le travail de mobilisation peut alors commencer. Il s'agit de préparer le conseiller volontaire à la mission qu'il doit effectuer. Qu'il s'agisse de séances d'information sur le pays concerné, de la préparation médicale ou encore de la préparation professionnelle, l'expert, en collaboration avec le bureau de SACO, se prépare le plus adéquatement possible à sa mission. Le client également se prépare et les modalités de séjour et d'encadrement se mettent en place.

Un représentant du client ou, plus souvent, le représentant résident de SACO accueille le conseiller volontaire, et, pour dans le certain cas son conjoint, à l'aéroport et l'assiste dans son installation. Tout au long du séjour de l'expert le représentant de SACO demeurera disponible. Les facilités d'hébergement varient considérablement d'une mission à l'autre mais elles ont tout fait l'objet d'une visite de contrôle par le représentant résident. Le rapport de cette visite de contrôle est d'ailleurs disponible avant le départ. Les frais de cet hébergement, les frais de nourriture et « d'argent de poche » sont à la

charge du client ou de SACO. Ces conditions sont modestes mais convenables. La mission terminée l'expert de SACO produit un rapport de mission destiné à SACO et au client et qui fait le bilan de l'opération.

Les missions réalisées par les experts de SACO sont une source inépuisable d'expériences humaines plus enrichissantes les unes que les autres. Il faut bien sur se souvenir que ces interventions sont souvent pour cadres des cultures et des sociétés bien différentes des nôtres et, en ce sens, les conseillers volontaires doivent faire preuve d'une souplesse à toute épreuve. Le maximum est fait pour assurer le succès de la mission dans des conditions optimales et la très grande majorité des missions se déroulent sans incidents autres que des faits anecdotiques qu'ils font bon se remémorer de retour au pays. Il n'en demeure pas moins que les mandats initiaux peuvent se trouver modifier en cours de route et que les objectifs du départ soient ainsi considérablement réorientés. Les missions de SACO exigent des volontaires une capacité d'adaptation plus importantes.

Les missions de SACO, quoique préparées avec un maximum de professionnalisme par tous les intervenants n'en sont pas moins exigeants tant sur le plan physique qu'émotionnel. La rencontre de cultures différentes, dans un contexte de développement, peut occasionner un stress important. Les conseillers volontaires témoignent souvent des missions difficiles qu'ils ont eu à compléter mais ils s'empressent aussitôt de mentionner la richesse de l'expérience humaine qu'ils ont vécu. Si vous croyez avoir l'étoffe de futurs conseillers volontaires de SACO, vous pouvez contacter l'organisation à ses bureaux de Toronto.



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## VIRTUAL VOLUNTEERING

by Lav Plourde

I have been a virtual volunteer with *Macdonald Youth Services (MYS)* for about a year and a half. I live in a Montreal suburb and MYS is in Winnipeg. What do I do? Web pages. Randy Tyler, Coordinator of Volunteers and Webmaster, tells me what he needs and I do it. We communicate over the Internet. When you think about it, all one needs for web development is a computer and the Internet.

**Why Virtual Volunteering as Opposed to Onsite Volunteering?**

I think in terms of computers and the Internet. When I decided to do volunteer work, I checked the Internet first. Though I had never heard of virtual volunteering before, after reading the description on [www.volunteer.ca](http://www.volunteer.ca), I realized this was for me. Why?

**Computer skills:** computer work can be done anywhere and the finished product can be delivered over the Internet. My skills have mainly to do with computers. If you are going to volunteer, do something you enjoy and do well.

**Remote area:** I live 30 miles outside of Montreal. A trip into town is at least an hour each way and more if there is traffic or weather problems. I passionately hate winter driving. This probably has something to do with being originally from the southern U.S., where everything shuts down at the sight of a snowflake.

**Flexibility:** work when you want; or when you can. No schedules or time clocks are needed, just get the job done.

**What does the volunteer get out of it?**

This is an opportunity to do something for others.

- It makes me feel good. (It is what I owe the interlocking net of humanity; if you share what you have, things go better for everyone.)
- References and work experience for reentering the job market. (It

is not always easy to persuade an employer to take a chance on an ex-housewife with no recent work experience, especially in a tight labor market. Young people have the same problem.)

- Keep up skills. (Skills used in volunteer work are like anything else. You have to keep in practice.)
- A good place to try new things.
- Programming with the manual in your lap is not a problem. Neither are long debugging sessions.
- Good for your resume. (This is more applicable to computer work than working directly with clients.)
- Constant learning. (I've learned many things as a result of a request by Randy. If I don't know about something, I have the time to look it up and experiment.)

Volunteering for MYS has also been an introduction to an entirely new field: social work. There is much here that I did *not* know existed. You meet nice people, even over the Internet.

Virtual volunteering has been a rewarding experience on many levels. MYS and I have both benefited and I plan to continue.

*Lav Plourde lives just outside of Montreal and is a virtual volunteer with Macdonald Youth Services, Winnipeg. She assists with database management and Website development.*



## NEWS BITS

What are you doing to celebrate The International Year of Volunteers 2001? The journal would like to include your event in the Spring Issue. Send your story to the Journal at [jtcinc@jtcinc.ca](mailto:jtcinc@jtcinc.ca).



# THE BENEFITS OF ENCOURAGING CLIENTS TO BECOME VOLUNTEERS

by Michael Large

## SUMMARY

In the AIDS Services community, many individuals from the client population also volunteer for the AIDS Services Organizations (ASO) for which they are service users. The benefits for both agency and individual far outweigh the challenges of supporting clients who also participate as volunteers. Through interviews conducted with clients and managers of volunteer services with ASO's, this paper will outline the benefits and challenges as identified, and offer recommendations to supporting clients and managers.

## INTRODUCTION

Many different sectors of Management of Volunteers have made concerted efforts to support marginalized individuals to become involved as volunteers. One such example is the Resource Group for Supported Volunteering (RGSV), whose philosophical basis is a "commitment to assisting all persons to participate in satisfying, productive volunteer experiences", and "removal of barriers to full participation by educating and supporting community members..."<sup>1</sup>

It is also important to ensure that when attracting volunteers with special needs, notably those from your client populations, systems are put into place to ensure that these volunteers:

- 1) are supported as both volunteers and clients;
- 2) receive benefits from their volunteer work that meet their special needs as clients;
- 3) have a voice in the organization that speaks to being both a client and volunteer;
- 4) receive the same rights and opportunities as other volunteers, where possible.

## HISTORY

Participation among the client population has been a fact of life since this epidemic first made headlines in the early 1980's. Grassroots

organizations were quickly formed to provide support services to, and to advocate politically on behalf of, people living with HIV/AIDS (PHA's). Many of the founding volunteers were PHA's. Indeed, if not for the commitment of these pioneers in the early days of the epidemic, there would not be the vast support network that exists today. Since that time, clients of ASO's have continued to play an integral role at all levels.

## METHOD

The study conducted took place in Toronto in the summer of 1999. It consisted of personal interviews with two groups, the first consisting of 39 PHA's. The inclusion criteria were:

- volunteering for at least one ASO;
- openly disclosed as being HIV+; and
- receiving services from at least one of the ASO's for which they were volunteering.

Participants were asked why they volunteered with the agency, what role they played, what benefits and challenges they received from their volunteer work and how they coped with the challenges.

The second group consisted of 7 managers of volunteer services. The inclusion criteria were:

- all were paid staff members of ASO's;
- all worked with a minimum of 25 volunteers; and
- all respective services had been in existence for a minimum of three years.

Participants were asked what portion of their volunteer base consisted of disclosed individuals from the client population, what roles they played, what benefits and challenges they faced managing this special group of volunteers and what strategies they used to deal with the challenges.

## DEMOGRAPHICS -- GROUP 1

- Over half volunteered with more than one ASO.
- Thirty-three (33) were male, four (4) were female and two (2) were transgendered.

- Nearly 80% identified their health as rating “partially symptomatic” for HIV/AIDS.
- Only 5% identified as asymptomatic and 15% identified as having full-blown AIDS.
- Over 60% had been involved in the AIDS sector as a volunteer for more than ten years.
- 53% were unemployed, 30% partially employed and 17% were fully employed.
- Only one respondent was under the age of 25. 64% were between the ages of 25 and 39. Only 7% were over the age of 60.
- 30% were involved primarily in advocacy work, 22% in direct care, 21% in fundraising, 18% in education and 9% in board and committee work.

## DEMOGRAPHICS - GROUP 2

- The percentages of clients who volunteered for responding participants ranged from 15 – 50%.
- Five respondents managed at least one service geared exclusively for clients, such as peer support groups or client speaker bureaus.
- 100% of respondents managed volunteers in administrative and governance roles. 50-75% of respondents managed volunteers in support, education and advocacy roles.
- All responding agencies have policies in place protecting the confidentiality of clients and volunteers. None of the participating respondents ask an individual’s HIV status during the application process. The above statistics are based upon the number of volunteers who chose to disclose their HIV status. Most respondents felt that the percentages were probably higher.

## RESULTS – GROUP 1

Nearly all of the participants identified two common benefits they received while volunteering for an AIDS service organization:

- 1) They received personal, practical or emotional supports (92%) in relation to their needs as a person with HIV/AIDS through their volunteer work.

### Case Example 1

*Volunteer “A” has been living with HIV for twelve years. A volunteer*

*with the agency for nearly eight years, “A” is an integral part of the program. On several occasions, he has taken advantage of the opportunity as a volunteer to participate in training sessions. On one occasion, he attended a workshop on the latest AIDS medications. Several months later, “A” recounts to a support group how he had “happened” across this information and how it changed his life.*

- 2) They were able to have a “voice” in the planning or management of the program (88%), as a result of their role as a volunteer.

### Case Example 2

*Volunteer “B” has been a client for six years and a volunteer for only one. During a meeting last month of several key volunteers, a discussion took place about how to better manage one of the community programs. “B” felt that it was important to share a client’s perspective. She recounted her experiences as a client. Many volunteers at that meeting were grateful for her opinion and were amazed at how differently the situation looked when viewing it through the eyes of a service user.*

The other benefits identified were:

- to give something back to an agency they have received so much from (34%);
- the ability to meet and network with other people living with HIV/AIDS (28%);
- to learn new skills (24%); and
- to find employment in the AIDS sector (13%).

The participating clients from group 1 identified several challenges they faced while volunteering for the same agency for which they were clients. However, few stood out among a majority of the respondents.

- 32 % felt they were often “coddled” or babied because of their status.
- 28% found it difficult to work with other clients who were facing the same issues they were.
- 21% felt “burnt-out” because they had lost so many people, both at “work” and at home.

- 18% cited health challenges.
- 16% felt their opinions were received differently because they were also clients.

**Case Example 3:**

*Volunteer "C" has lived with HIV for several years and has lost her husband and several friends. Currently, she is volunteering with an agency and acting as buddy to another individual with AIDS. The client is declining rapidly and "C" is having difficulty remaining professional when with the client, as she is constantly reminded of where she might be in a few years.*

**RESULTS – GROUP 2**

The managers of volunteers interviewed were very clear and unanimous about the benefits clients brought to their respective services. All seven participants identified three.

1. Clients bring knowledge and life skills to the program that comes from living with AIDS (100%).
2. PHA's provide a unique brand of peer support to other clients (100%).
3. Having clients as volunteers reminds staff of what they are here for (85%).

The participants of group 2 were equally unanimous about the challenges they faced managing volunteers who were also clients. All seven participants identified two main challenges.

1. How do they support the special needs volunteers who have AIDS (100%)? (Some examples include flexible time commitment and assisting with transportation.)
2. How do they encourage volunteers who are also clients to maintain professional boundaries?

**Case Example 4:**

*Volunteer "D" has been a volunteer with the agency for two years; about the same length of time he has been a client. His work ethic has quickly earned him a role as a member of a popular program. Once a month, the volunteers meet with the Coordinator to discuss ways of improving the program. Often, the discussion about client issues will*

*trigger "D" who will become angry and purport to speak for all clients, and criticize the staff and other volunteers for not "getting it". Often these outbursts will alienate the other volunteers.*

**RECOMMENDATIONS**

Participants in both groups also identified ways that they currently address the challenges posed to both clients and managers and made additional suggestions. The recommendations are:

1. Be respectful of an individual choice to disclose their HIV status. Find out their wishes regarding disclosure to other staff, clients or volunteers. Ensure that confidentiality is maintained at all times.
2. Managers of volunteer services can ensure that their policies and procedures are clear when outlining what relationships volunteers have with clients and what exceptions are made for volunteers who are also clients. Some thought should be put into what clients can be asked to do. For example, one participating manager, who organized several residential programs, felt that it would be inappropriate for clients to volunteer as care-providers in the same residential program that they lived in. This was made clear in the volunteer policies of that agency.
3. Educate the staff members who supervise volunteers about working with individuals who are also clients. Stress the need to treat PHA's the same as other volunteers, not to "coddle" or "baby" them.
4. When developing a training session or handout, remember to include examples that reflect the different needs of volunteers with HIV. For example, if you are preparing a training handout about client/volunteer boundaries, include a case example (respecting confidentiality of course) that reflects the unique relationship that a client and a volunteer who is also a client might share.
5. When working with volunteers who are also clients, take the extra time to work with them and identify their special needs. Set up personal systems that can help address these needs, wherever possible. Try to be flexible when looking at schedules. Work with them to identify their personal goals, both as a volunteer and as a client.

## CONCLUSION

AIDS Service Organizations have clearly benefited from encouraging members of their client populations to volunteer. The life experiences that PHA's bring to an organization benefit other clients, the agency as a whole and the individual. Although there are some challenges, they can be overcome and clients who volunteer can be supported and have their needs met. If not for the unique insight and skills of the people who personally fight in the war against AIDS daily, the community would not be as strong as it is today.

The Association for Volunteer Administration describes professional ethics, in part, as:

“to help create a social climate through which human needs can be met and human values enhanced while promoting the involvement of persons in decisions which directly affect them” and  
“to promote understanding and the actualization of mutual benefits inherent in any act of volunteer service”.

Indeed, managers of volunteer services have the unique opportunity to give direct support to clients by encouraging them to volunteer and by supporting them throughout this process. The rewards of this would far outweigh the obstacles.

Graff, Linda, Vedell, John; (2000) *Opportunities for All: Supported Volunteering in Community Agencies*, *The Journal of Volunteer Administration*

Association for Volunteer Administration (1995) *Statement of Professional Ethics in Volunteer Administration* Richmond, VA, USA

*This certification paper is part of the requirements that practitioners must complete in order to be certified by CAVR. Michael works for the Fife House Foundation in Toronto.*



## PEER EXPERTS COLUMN

### Scenario:

*A large number of self employed and employed Canadians are now working out of their homes out of their own choice. This population includes professionals such as accountants, real estate brokers, insurance adjusters and freelance writers. This could be considered an untapped potential for volunteer recruitment.*

*Considering the access to the Internet, electronic mail, the possibility of lots of spare time, what non-traditional roles would you put in place to entice these potential volunteers into your organization?*

### Response

There is no question; technological advances are changing the way we do business, even in the not-for-profit world! With many more people working from home there is a huge potential for recruitment of these folks to further your mission and also provide volunteer opportunities that will be both meaningful and manageable for them.

In many of our traditional roles, time of day is an important factor with it becoming increasingly difficult to recruit daytime volunteers. People working at home, often have flexible hours and may be available during some of the time slots you currently find hard to fill. Getting out to do volunteer work may also provide them with a break from the office.

Because people working at home are usually very computer literate and often have a lot of skill in such areas as spreadsheets and desktop publishing, these are some of the areas you might offer – and perhaps advertise online:

- newsletter production or brochure development can be done from home and can nurture creative spirits;
- administrative work like balancing the organization's books or preparing the budget;

- connecting with sponsors and online fundraising are naturals for the home worker with a side benefit of keeping a detailed inventory list.

You might find online meetings a great alternative to the traditional meeting and this could also not only save travel and meeting costs and time but also boost the number of people attending!

Online training, especially for distance learning, is a logical place for at home professionals and also places you in the forefront of training techniques. The development of this kind of training might well appeal to a potential volunteer.

No matter what positions you create, the basics still apply. The job must be clearly defined and fit with a person's skills and interests. It will be particularly important to be creative in your approach to advertising – create an image of excitement for the job that needs to be done. Last but not least, recognize the at home volunteers in a meaningful way – they may be the ones that will be delighted to attend your volunteer recognition events.



*Joy Murray, Canadian Cancer Society, Vancouver, B.C.*

**The Canadian Administrators of Volunteer Resources** elected a new board at their 19<sup>th</sup> Annual General Meeting held in Saskatoon in October of 2000. Their new President, Mireille Roy writes:

*Many challenges lie ahead for us in the pursuit of our Mission to provide and maintain a national association, which promotes the professional administration of volunteer resources, certification of membership, continuing education, standards and collaboration with provincial, national and international organizations on issues that affect our profession. In the next few years we will be seeking partnerships that will allow our members to gain knowledge and promote professional development as administrators of volunteers resources. Our new elected board will join together in sharing their expertise to facilitate the pursuit of our strategic plan and promote our Association to those who manage volunteer programs.*

## DEADLINES FOR SUBMISSION AND THEMES

<u>Issue</u>	<u>Deadline</u>	<u>Theme</u>
<b>Spring 2001</b>	articles due on the 24th of February	Celebrating Volunteerism - International Year of Volunteers
<b>Summer 2001</b>	articles due on the 24 of May	Volunteering in Sports and Leisure
<b>Fall 2001</b>	articles due on the 24th of August	Partnerships & Collaborations
<b>Winter 2002</b>	articles due on the 24th of October	Community Development Through Volunteering



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

# 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, Dundrum 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	2000	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.

## 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.