
Canadian Journal of Volunteer Resources Management

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EVALUATION ÉVALUATION

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Canadian Association of Volunteer Resources
Association canadienne de gestion des bénévoles

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EDITORIAL

Evaluation is and should be a part of our everyday work life. Whether it be evaluating individual volunteer roles, programs or the entire volunteer services, it is vital to the ongoing success of volunteer services.

Barb Gemmill and Lenore Good provide examples of three evaluation models they used, the importance of staff involvement in understanding and supporting change. They also openly share what they learned and gaps that were identified.

Laura Carlson in her article *Assessing Volunteer Retention Rates*, shares her experience. Laura provided a challenge to the Editorial Board by asking for our assistance in obtaining information and statistics on volunteer retention within other organizations. As a result we are including a *Volunteer Retention Rate Survey* with this copy of the Journal. Thanks for Laura for raising the issue.

Sue Wood provides a new perspective on evaluating volunteer performance, beginning with the initial contact.

Carol Anne Clarke tells about a special way of obtaining volunteer feedback and providing individual support to new volunteers.

Two experts provide their opinions on the issue of the formalization and expansion of volunteer services.

Carol Anne Clarke is the Director of
Volunteer Services at the Royal Ottawa Hospital
and a member of the Editorial Team.

FROM PROCESS TO OUTCOMES: A CASE STUDY

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 meet 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
Objective: To recruit 300 volunteers	Result: 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
Safety: Does the organization minimize risks and hazards? Are risks explained to volunteers?	<ul style="list-style-type: none"> ➤ Reference checks ➤ Critical incident report ➤ Written assignment descriptions ➤ Risk management plan for high risk placements
Competence: Do staff have the necessary skills and knowledge? Are they regularly re-evaluated?	<ul style="list-style-type: none"> ➤ Performance appraisals ➤ Professional standards ➤ Staff development
Acceptability: Does service meet customer expectations?	<ul style="list-style-type: none"> ➤ Volunteer survey results (annual) ➤ Volunteer follow-up questionnaire (routine monitoring) ➤ User department surveys (annual) ➤ Volunteer referral questionnaire (routine monitoring)
Effectiveness: Does the service provided produce expected results?	<ul style="list-style-type: none"> ➤ Number of volunteer shifts requested ➤ Number of volunteer shifts scheduled ➤ Number of volunteer shifts filled
Efficiency: Is service delivered with a minimum of effort, resources, waste or expenses?	<ul style="list-style-type: none"> ➤ Value added in relation to program costs
Appropriateness: Is the correct and necessary service being provided?	<ul style="list-style-type: none"> ➤ Prioritization process
Accessibility: How easy is it for patients or internal customers to obtain service when needed?	<ul style="list-style-type: none"> ➤ Request for service
Continuity: Is the delivery of and linkage with the community "seamless:?"	<ul style="list-style-type: none"> ➤ Community referral agencies ➤ Community contacts

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!

➤ *La traduction de cet article n'étant pas prête pour l'imprimerie, nous vous invitons à nous contacter (613-256-5516) pour en recevoir une copie. Merci.*

Resources

Volunteers Results, Using Outcome - Based Evaluation Methods to Show Volunteer Impact, satellite broadcast by AVA and Points of Light Foundation, February 9, 1995.

Patton, Michael Quinn, *Qualitative Evaluation and Research Methods*, Second Edition. Newbury Park, CA: Sage Publications, Inc., 1990.

Patton, Michael Quinn, *Results - Oriented Leadership presentation*, Winnipeg, January 18, 1996.

Dennis, Stevens, Ph.D., *Program evaluation & Beyond*, Quality Management of Volunteer Programs, Ability Research & Training Corporation, Edmonton, Alberta.

Ellis, Susan J., *From the Top Down: The Executive Role in Volunteer Program Success*. Energize Inc; 5450 Wissahickon Avenue, Philadelphia, PA 19144, 1996.

Health Sciences Centre Volunteer Services, Integrated Quality Assurance Report, January 1, 1997 to January 1, 1998.

Barb Gemmell has been Volunteer Program Consultant for the Volunteer Centre of Winnipeg since September, 1987.

Lenore Good, CAVH, has been the Director of Volunteer Services at the Health Sciences Centre in Winnipeg since April, 1985.



Figure 3:

ACCEPTABILITY		Does service meet customer expectations?		Possible Indicators		User Department Survey Results		
Standard	Current Status	Last Year Status	Diff from Last Year	Comments	Standard	Current Status	Last Year Status	
Acceptable standard 3.75	3.98	3.61	+37			3.98	3.61	
	4.02	3.69	+33			4.02	3.69	
	4.10	3.74	+36			4.10	3.74	
	4.05	3.74	+31			4.05	3.74	
	4.10	3.64	+46			4.10	3.64	
	3.70	3.38	+32			3.70	3.38	
	3.85	3.90	-05			3.85	3.90	
	4.05	3.73	+32			4.05	3.73	
	4.28	4.31	-03			4.28	4.31	
			+06					

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.

User Department Surveys are conducted once a year. 30 questionnaires were completed. The mean of each item was calculated as described below.

A staff awareness pamphlet was widely circulated in 1997.

ASSESSING VOLUNTEER RETENTION RATES

by Laura Carlsson

CQI - Continuous Quality Improvement - is the new buzzword moving into the millennium. But what is CQI, exactly? It is a method of improving the way we do business on a continuing basis. Before we can improve things though, we have to know how we are doing in the first place.

Recently I was looking for some information to compare to results I had gathered about volunteer commitment at St. Amant Centre. One of the people I asked replied that "I must have a lot of time on my hands to accumulate such data". Putting aside the insult, I realized many of us do not have a measuring stick of how we are doing. With our volunteer service, we see many volunteers come and go, but what exactly is their impact on our organization?

All organizations involving volunteers have a number of common factors. Volunteers need to be recruited, screened, placed and trained for a variety of roles. How effective are we at doing this? All of the factors take time: volunteer administrators; support staff; and that of working with staff and volunteers. In many cases real costs are involved, from postage to Police Record Checks.

Each organization has a minimum time commitment from volunteers. How many volunteers are actually fulfilling that commitment? At the St. Amant Centre, we ask adult volunteer to work with us for a minimum of four months. This translated to 40 hours (32 hours if they volunteer in the evenings). Much to my amazement, I discovered the following: that in 1994, 33% of the people that came in the door met their commitment; in 1995, 36% met their commitment; and in 1996, 37% provided at least 40 hours of their commitment.

According to this information, it appears that during the past three years we have improved our volunteer retention. The statistics do not indicate the "why" - it could be for a variety of reasons.

In the time frame contracts were developed between the Volunteer Department and user departments. These contracts explain specifically what the Volunteer Department's role is and what is required of beneficiaries of volunteers.

At St. Amant Centre, the Volunteer Department's role is to recruit, screen, place and provide a general orientation to the Centre to new volunteers. The Volunteer Department arranges for each new volunteer to be met on their first day by the staff person with whom they will be working.

Each department is to provide a specific orientation to new people by explaining the role of the volunteer and what exactly they are to do. Explanations are also provided about wheelchair management, behavioural management, policy and procedure issues, etc. As Volunteer Department staff do not work in these areas, it would be impossible for them to provide all these details.

Since initiating these changes, St. Amant has enjoyed improvement in volunteer retention. Some specific areas appear to retain their volunteers more readily than other areas.

These statistics were further broken down into three areas: Adult Program (daytime programming for adult residents); Recreation (day and evening programming for adult residents); and the St. Amant School (daytime school programming for children living at the Centre). The Adult Program showed over the three year period 37%, 39% and 59% retention rates respectively, through their commitment. The Recreation Department saw 26%, 24% and 33% rates. The St. Amant School achieved 34%, 41% and 20% rates over the three year period.

Tracking this information may suggest that our organization is receiving a high return on its volunteer service investment or the information may suggest we are lower than expected.

We need to look at way to improve the various parts of our volunteer programs. Plans are underway to formally survey each of the Centre's

volunteers. The Department will also be conducting volunteer exit interviews specifically targeting why a volunteer decided to leave and how individuals feel about the program.

With this kind of information we will now have starting point for gathering and comparing volunteer retention rates.

I would be very interested to find out from other organizations how St. Amant compares in its volunteer commitment statistics and what kind of statistics you may be tracking related to your volunteer program.

Please give me a call at (204) 256-4301 extension 274, or e-mail me at carlson@stamant.mb.ca.

Laura Carlson is the Volunteer Coordinator at the St. Amant Centre in Winnipeg.



Please participate!!

Enclosed with this Journal is a Volunteer Retention Rate Survey. Please complete and return to address indicated. Results will be published in the Fall issue.

EVALUATING VOLUNTEER PERFORMANCE - A NEW PERSPECTIVE

by Sue Wood

Volunteer evaluations are something that many of us struggle with. We want to ensure that our volunteers are delivering the service they were recruited for in an effective manner, but at the same time feel uncomfortable in challenging their good intentions. So how can we balance these functions in such a way that won't offend the volunteer, but will guarantee that the program needs are being met?

The process of evaluation begins right at the interview. We need to set the stage for the volunteer to succeed. We can do that by:

- understanding the motivation of the volunteer;

- placing them in the program that best meets their needs, based on motivation and time;
- being prepared to suggest an alternative if we do not see a match; and
- clearly laying out the expectations of their performance (these can be written into the role description and discussed in the interview. We must then ensure that these expectations are aligned with those of the volunteer).

Taking the time to communicate these expectations can save future misunderstandings that can sometimes result in negativity on the part of the volunteer, the staff, the client and the program.

Having accomplished these steps, the new recruit is going into their training with a clear understanding of how they can succeed.

Obviously, the next part of the process is to provide the volunteer with the tools needed to do the job - in other words, the training and orientation must be adequate. It should not be assumed that the volunteer will know what to do or how to do it.

Once these functions are in place, a Satisfaction Audit can be conducted at time intervals that are appropriate to the program - i.e. 1 month, 6 months, 1 year, etc. The audit should include the volunteer, the staff person involved in the program and potentially the client. Including the client is not always feasible. However, both the volunteer and the staff often have a good sense of the positive or negative impact the volunteer has on the client.

Often, if there are concerns regarding the performance of the volunteer, you will hear about it from staff, or indeed from the volunteer him or herself. If they are not performing well, it is often because they are not sensing the gratitude they expected or the program is not meeting their expectations. The audit gives them the opportunity to discuss this with you.

This process then helps to take the negativity out of evaluating a volunteer by:

- setting the volunteer up to succeed;
- giving all the stakeholders an opportunity for input; and

Sue Wood, Manager, Volunteer Resources, Peter Lougheed Centre, Calgary, Alberta



VOLUNTEER FEEDBACK

Joseph Taaffe based on interview with Carol Anne Clarke

The Volunteer Support Committee of the Royal Ottawa Hospital was established in 1990. Its goal is to ensure all new volunteers feel welcome and at ease with their assigned tasks.

Three Committee members are responsible for calling each new volunteer following their first and fourth month of volunteering. "We welcome them" says member Colleen Costello. The Committee meets monthly with the Director of Volunteer Services to provide feedback and follow-up on any concerns or questions the new volunteer may have had. As the Director of Volunteer Services I have had very positive feedback from volunteers and staff that this support is very much appreciated. We want to ensure that our volunteers feel appreciated and that we are concerned for their well-being. Three months later a repeat call is made.

The first support call asks several questions, whether the volunteer has received a name badge, knows they are entitled to free bus tickets, that they are entitled to a free beverage for each shift, reminded to log their hours? They are asked if they have read the volunteer manual and do they have any questions? Volunteers are asked for feedback on the hospital orientation.

During the second call, three months later, the volunteer is asked whether the newsletter, the Volunteer Voice was received, were they interested in participating in training events or joining any committees? Following the second call, the members again meet with the Director of Volunteer Services to ensure the feedback is provided and that there is follow-up when necessary.

Just recently another aspect has been added to the Support Committee's responsibilities. Any volunteer that transfers to a new volunteer role, receives a call to ensure that they are comfortable in their new role.

As the Director of Volunteer Services I find that this process is very valuable to me in ensuring that new volunteers and volunteers that are transferred are adjusting well.

Thanks to the Volunteer Support Committee, volunteers get the support and thanks they deserve. They count!

Carol Anne Clarke is Director of Volunteer Services at the Royal Ottawa Hospital.



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

BOOK REVIEW

by Mireille Roy

"EVALUATION for Community Services Organizations" published by the *Victoria Volunteer Centre* with the assistance of: The School of Social Work, University of Victoria; the United Way of Greater Victoria; and the Community Projects Coordinator for the Capital Region, Ministry of Human Resources.

A wonderful document to introduce you to evaluation, its importance and how you can apply some basic principles in your own programs to allow this process to bring credit to your organization. Evaluation needs to be a positive influence, the reader will benefit from some of the success stories which provide further evidence of the usefulness of evaluation.

The workshop book format is easy to read with spiral-bound pages, and written in a professional manner, a reflection of the team who was involved in the drafting of the document. Different fonts and overall presentation of the material allows the reader to focus on some information that is most helpful and also clearly establishes the value of evaluation as an on-going process in program planning and development .

Not hard to find valuable information, the table of contents contains most information regarding the contents, and each chapter bears its strengths. Although the manual is intended to be educational , some parts can be used as a working document that would serve a team responsible for the evaluation. The first edition in 1981 and reprinted in August 1991, I would however caution the reader to explore more recent publications on evaluation and use this document as a guide for establishing steps in the process and defining levels of evaluation. Some of the tools can also be adapted to many programs and are user friendly.

Each aspect of evaluation is clearly treated and examples allow the reader to identify with the types of evaluations he/she would use and adopt the necessary steps in the evaluation process.

In the second chapter types of evaluation allows information to flow at an understandable pace Each chapter is written clearly and allows the reader to identify with the types of evaluation he/she would like to undertake. Each of the following chapters combine valuable information and tools to assist in the evaluation process. Hopefully, the various tools can be reproduced and adapted to individual needs of community programs.

This booklet, a gem... full of excellent information, professional writing, a good starter book for someone who is new at evaluation.

*Mireille Roy - Director Volunteer Services SCOHospital -
2nd vice-president CAVR.*



ITEMS OF INTEREST

Ellis, D., Reid, G, and Barnsley, J., *Keeping on Track, An Evaluation Guide for Community Groups*, Vancouver, B.C.: Women's Resource Centre, 1990

Disponible en français

Victoria Volunteer Bureau, *Evaluation for Community Service Organizations*, Victoria, British Columbia: Victoria Volunteer Bureau, 1981

Vineyard, Sue, *Evaluating Volunteers, Programs and Events*, Downers Grove, Illinois: Heritage Arts Publishing, 1994.

Vineyard, Sue, *Measuring Up, Assessment Tools for Volunteer Programs*, Downers Grove, Illinois: Heritage Arts Publishing, 1997.

PEER EXPERTS COLUMN

Scenario:

I am formalizing and expanding our volunteer service. What evaluation processes should I put in place before I recruit additional volunteers?

Response from Alan Currie, Executive Director Volunteer Victoria:

Congratulations on being astute enough to recognize you have to ensure you have a solid foundation prior to expanding your volunteer service. The reality for many organizations is that they are so busy delivering their service that evaluation is often delayed until a crisis develops.

The evaluation process you put in place will depend on your time and the other resources you have available. Assuming you need to act quickly I would suggest you get a "snap-shot" picture of your current program to establish a base line. You will need to know:

1. The Basics

- Have clear goals and objectives been developed?
- Are there clear, detailed job descriptions in place?
- Have orientation, training, support and supervision practices been established?

2. How Effective is the Current Program

- Number of volunteers and hours worked?
- Are the volunteers satisfied?
- Are customers (receivers of service) satisfied?
- Are other staff supportive of the volunteer service?

3. Expansion of Volunteer Service

- Are clear goals and objectives being developed to meet the increased need?
- What are the opportunities for future growth?
- Will the service receive the budget needed for expansion?
- How will the expanded program be evaluated?

Most of the above areas can be measured through short sample surveys of selected staff, volunteers and clients. Informal feedback can be used or a more structured questionnaire format. If time permits a more elaborate evaluation process perhaps based on outcome measurements can be developed. A host of publications exist dealing with volunteer evaluation methods, and Sue Vineyard, a recognized leader in the field, has published *Evaluating Volunteers, Programs and Events*. The Minnesota Department of Human Resources has just released "Evaluation-Measuring the difference volunteers make: a guide to outcome evaluation for volunteer managers". Steve McCurley has also published an article "Methods for Evaluating Volunteer Programs" in this month's Grapevine magazine which discusses the many ways evaluation can be tackled.

(Alan Currie is the Executive Director Volunteer Victoria.)

Response from Eva Marks MacIssaac

Evaluation is probably the least emphasized and practiced component of volunteer management. Most organizations spend a significant amount of time and resources on recruitment, yet never take the time to talk to their existing volunteers or with those who choose to leave.

When evaluating your volunteer management practices, remember to evaluate throughout the entire cycle: recruitment strategies; screening and matching processes (finding the right job for the right volunteer); training process (both identification of training needs and the quality of the training provided); orientation process; the ongoing working relationships between staff and volunteers (including performance evaluation, attitudes, expectations, etc.) as well as your ability to keep volunteer motivated; assess their level of contentment with their placement; and finally, to determine why they leave, before they do.

This detail to evaluation may seem like overload. If you find yourself questioning its value, just remember that a content and satisfied volunteer is worth a hundred times the amount of dollars and effort spent on recruitment. It is also critical to remember that the most effective evaluation of your volunteer management practices will come from the volunteer themselves. Involve them in every aspect of your ongoing evaluation process and you will strengthen your overall system as well as create a cohesive, complimentary and confident team of staff and volunteers.

(Eva Marks MacIsaac is Executive Director of the Debert Military Community Resource Centre.)



Tell us about the difficult situations you are facing and we will ask our team of peer experts to comment. All situations will be kept confidential. The Editorial Team would also be pleased to hear your comments on the scenarios presented.

JOURNAL OF VOLUNTEER RESOURCES MANAGEMENT

Editorial Process and Guidelines for Authors

Objective

The Journal of Volunteer Resources Management is intended:

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

Target Audience

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

Submissions

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

External reviewers may be engaged to review content if deemed advisable by the committee. The revised draft is edited for clarity and consistency by the Editorial Team.

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

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

Format and Style

Authors are asked to respect the following word counts:

	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 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. All ads are subject to the approval of 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.

DEADLINES FOR SUBMISSION AND THEMES

<u>Issue</u>	<u>Deadline</u>	<u>Theme</u>
Summer '98	articles due on the 24th of May	Volunteering in The Arts
Fall '98	articles due on the 24th of August	The Merging Organizations
Winter '99	articles due on the 24th of October	Education and Training
Spring '98	articles due on the 24th of February	Stress and Time Management



For CAVR Membership
contact
Dawne MacPherson at (506) 857-5433

LOOKING AHEAD

May 1998

Provincial Conference on Volunteer Administration
"Charting a Capital Course"
Citadel Hotel, Ottawa, Ontario

August, 1998

International Association of Volunteer Effort
Edmonton, Alberta

September 17-20, 1998

Volonteurope

7th European Workshop on Volunteer Action
University of Westminster, Harrow, U.K.
Phone contact: 44 171 278 6601

National Volunteer Week Dates 1997-2000

April 19 - 25, 1998

April 18 - 24, 1999

April 9 - 15, 2000