



Canadian Journal of Volunteer Resources Management

Issue 19.3

NEW TRENDS

2011

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Letters commenting on articles are welcome, but may be edited for brevity and clarity.

EDITORIAL

This year, we all read about the uprisings in the Middle East and how social media played a role in mobilizing and engaging supporters desiring change. Social media was also instrumental in bringing people together in the Occupy Wall Street movement and creating a momentum across the world. Groups of people with different ideologies were brought together without a leader. These incidents bring to light a new trend set by social media and its power to mobilize and to engage people. Little did we know that something like Facebook would be a trend setter in engaging people and bringing communities together.

Keenan Wellar is of the opinion that “social media is the most profound confluence of human discourse the world has ever seen” and writes about how it has helped LiveWorkPlay recruit, involve and engage volunteers and supporters.

Like social media, many new developments shape the present voluntary sector we see in Canada: shifting volunteer demographics, economic and financial crises, evolution from traditional volunteer management to volunteer engagement and many more. Suzie Matenchuk writes, “as administrators of volunteers, we are constantly challenged to look at volunteering from different perspectives, as the possibilities are endless.” In this issue, we focus on new trends and how organizations should be proactive in their approach to identifying and adapting to them accordingly.

However, one could argue that adapting to new trends is easier said than done. Organizations are often comfortable in following the tried and tested models of volunteer management rather than thinking “outside the box”. In the fall of 2009, the Canadian Cancer Society, Ontario Division developed and implemented an innovative strategy to transition from traditional volunteer management practices to volunteer engagement. Read on to find how a well-established, multi-level organization with more than 65,000 volunteers, recognized that change was the need of the hour.

We sum up this issue, with an article that throws some light on how to use data from The Canada Survey of Giving, Volunteering and Participating to identify various new trends in volunteering in Canada.

We hope that this issue helps you to identify new trends and encourages you to think outside the box. As Mahatma Gandhi famously said, “You must be the change you want to see in the world”.

Ishneet Singh, Editorial Team

THE EVOLVING ROLE OF HIGHLY SKILLED VOLUNTEERS

by Suzie Matenchuk

There is a significant change in the voluntary sector in terms of the shifting demographics of our volunteers. We are no longer seeing the long-term, older volunteer involved as they once were. As baby boomers begin to enter their retirement years, we will need to be flexible and creative to engage these individuals in our organizations as their motivations and commitments are different from their parents' generation. In addition to this cohort, we are also seeing young professionals with a wealth of skills who are willing to share their expertise for short periods of time.¹

According to the 2004 *Canada Survey of Giving, Volunteering and Participating*, two of the highest volunteer rates were among Canadians with university degrees and/or household incomes over \$100,000.² The trend may be associated with highly skilled volunteers.

Highly-skilled volunteers (HSV) are people who possess specific skill sets or talents, which may include white-collar executives, carpenters or seamstresses. They are typically more independent than traditional volunteers and can be very assertive about what they want to do. They are interested in sharing their wisdom and knowledge but require a great deal of flexibility in their volunteer assignments to accommodate other interests such as travel, leisure and recreation and family obligations.³

Volunteer organizations must be ready and willing to work with this group of volunteers to stay afloat. This may be a different mindset for many volunteer administrators, as typically it has been a top-down process where we recruit volunteers based on organizational need. We usually have our volunteer assignments designed prior to recruitment, rather than a more collaborative approach with the volunteer having a significant input into the design. I am also finding that these HSVs are seeking us out before we find them. Just recently, I interviewed a prospective volunteer who is a social worker and was close to retirement from a career in counselling. She had an interest in our mental health field and wanted to use her professional skills as she interacted with our clients. During the entire interview process, I felt she was interviewing me or rather our organization. I was not prepared for this

HSV, nor was our mental health department as they were reluctant to look outside the box in terms of new roles that this person could offer as a volunteer. As a result, this volunteer was not placed.

Questions such as, "What tasks do you dream of accomplishing in your organization?" or "Does your organization have a culture of welcoming new individuals to do new kinds of tasks to better deliver your mission?" should be asked.

This has made me realize that organizations need to be proactive. Reviewing the *Canadian Code for Volunteer Involvement*⁴ with the entire organization is a first step to determine its values and guiding principles for engaging volunteers. Questions such as, "What tasks do you dream of accomplishing in your organization?" or "Does your organization have a culture of welcoming new individuals to do new kinds of tasks to better deliver your mission?" should be asked. If the organization answers positively to these types of questions then this sets the stage for the introduction of highly skilled volunteers.

Colleen Kelly has designed a training module for organizations to assist in this process. It describes the typical profile of a skilled volunteer, identifies factors that signal whether or not an organization can benefit from the HSV, describes characteristics of a role that would be appropriate, identifies key elements that support the successful assignment and lastly discusses the adjustments needed to the volunteer process, such as position design and description, orientation and training.⁵

Even if an organization buys into the HSV, there will always be some staff that will resist working with this group of volunteers. Susan Ellis suggests that employees are hesitant because they lack creativity in developing assignments for these highly-skilled volunteers.⁶ Firstly, she believes too many staff have low expectations of the skills and qualifications of the potential volunteer and so work is designed to pose minimal risk or impact if not done properly. Secondly, volunteer roles or projects are most often

carved out of the daily activities of the staff, defining volunteers as “assistants”. This mentality is probably based on the notion or fear that HSVs may have more knowledge and expertise than the staff in the area in which they work. This is why it is important to have buy-in from the front-line staff. If it is mandated or enforced then it will not succeed, but if you create opportunities through choice that will allow for team building and training, then effective relationships will form. It is also wise to introduce or build this program around employees who champion the volunteer program. This will cause a ripple effect throughout the organization where other departments will then be willing to work with HSVs.

When creating volunteer roles for the HSV, we need to build in flexibility in terms of where, when and what the assignments entail. The following are some ways to engage the highly-skilled volunteer.

- **Episodic assignments:** one-time or short-term opportunities such as facilitating a meeting/retreat or evaluating a report. I am pleased to say that even though my organization was not able to successfully place the volunteer who presented herself with the counselling skills, we were able to place a research doctor from the university as a volunteer in our Research and Evaluation Department. He is called upon to assist with statistical analysis a couple of times a year. This is an excellent example of a recurring episodic assignment.
- **Special projects:** the volunteer can oversee an initiative from beginning to end. Examples include creating a volunteer brochure, designing a website or chairing a fundraising event.
- **Coaching:** HSVs can provide their expertise as needed to staff and other volunteers. This can be done in person, virtually or over the phone.

It is important to remember, when designing these placements, to create an assignment description that clearly outlines boundaries and accountability and discusses realistic timelines. The volunteer administrator must schedule regular meetings to follow up on their progress, celebrate successes along the way, continually ask the volunteer for feedback about how the collaboration is going and ask the volunteer to participate in the evaluation on completion of the assignment.⁷

Having said and done this, involving highly-skilled volunteers may not always be a smooth road and assumptions cannot be made that all highly-skilled people who present themselves to your organization want to share their skills and expertise. In my facility, this is evident in a particular volunteer who is a lawyer. She has chosen to volunteer in our Gift Shop, in a role which has nothing to do with her professional career. She sees volunteering as an escape from her high-pressure job.

As administrators of volunteers, we are constantly challenged to look at volunteering from different perspectives, as the possibilities are endless. This trend of highly-skilled volunteers is no different. Hopefully we will find the effort results in a valuable investment for our organizations.

Suzie Matenchuk is the Manager of Volunteer Services for the Winnipeg Regional Health Authority and is the current President of the Canadian Administrators of Volunteer Resources (CAVR). This article was originally submitted for re-certification with CAVR. For more information regarding the certification process, please visit www.cavrcanada.org.

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SOCIAL MEDIA: BEING THE CHANGE

by Keenan Wellar

Social media is the most profound confluence of human discourse the world has ever seen.¹

This grandiose statement is easily supported by simply considering some of the better known social media activities. As an example, Facebook alone has more than 750 million *active* users spending 700 *billion* minutes per month interacting with 900 objects (commercial pages, groups, events and community pages).² Participants are using the written word, audio, video and still images. They are using synchronous and asynchronous methods. They are interacting publicly and privately, sometimes between two people, at other times, 20,000 people. Sometimes social media enthusiasts do all of the above, all at the same time!

It is part of my responsibility as co-leader of the charitable organization LiveWorkPlay to direct our marketing and communications efforts, including social media. There have been LiveWorkPlay social media successes on many levels: the core analytics associated with our 2,600 fans and 3,500 followers on Facebook and 200 YouTube channel subscribers rank us as members of the nonprofit social media elite.³

If I look to Beth Kanter, author of popular and well respected *Beth's Blog: How Nonprofits Can Use Social Media*, LiveWorkPlay has a long way to go before we have “made it” as an effective adopter of social media.

Kanter breaks her analysis down into wonderfully simple categories: crawl, walk, run and fly.⁴ I believe LiveWorkPlay is somewhere between walking and running. We have developed a social media culture that includes our members, volunteers and staff. Some crowdsourcing⁵ is also taking place, demonstrating that our social media relationships have meaning beyond cool-sounding statistics about “likes” and followers.

LiveWorkPlay has even cracked one of the most difficult social media nuts by experiencing some success in crowdfunding⁶, having twice supported projects via Fundchange and also winning accompanying social media challenges that generated

matching funds from Telus (just over \$20,000 raised in total).⁷

Still, we are not flying. We use multiple social media channels with decent consistency, but there are definite scaling problems that need to be addressed. Social media remains somewhat of a sideshow activity, sometimes working hand in hand with other organizational developments, but not yet consistently positioned at the core of our work on a routine basis.

Although we are not yet flying, we are definitely trying hard. The reality is that many nonprofit organizations are simply not trying at all. I know this because they tell me. Nonprofit organizations often send junior staff members or volunteers to my social media seminars.⁸ These individuals, who often have a personal passion for social media, frequently approach me after sessions to ask if I will come and meet with their Executive Director or Board President to “convince them that Facebook can help us.” And, do not forget, those are the organizations that have at least made the effort of a preliminary inquiry!

It is difficult to respond to such requests because often the problem is not limited to an aversion to social media; rather, I find that it may be an indicator of an insular organizational structure that has lost their passion for creating change. An organization that is not mission-focused and has not invested in developing a culture of reciprocity with their supporters is not likely to benefit much from social media. It is more likely that they will be stalled or even be happy with Kanter’s “crawl” stage: having a presence and generating some statistics. They may feel pressure to “do social media” and therefore success will be defined as “we are on Facebook” – even if nobody else notices.

The talk in social media circles these days is all about influence⁹ – essentially, if you have 5,000 followers, that might sound great – but what if only 50 of them are actually willing to *do* anything? What if a different organization with just 200 followers is able to effectively mobilize 100 of them to take meaningful action? This is why it is so important to go beyond

the numbers. But let us not get ahead of ourselves, because in the voluntary sector the next phase is not a very relevant discussion if there is resistance to getting started.

I was recently quoted in a news article explaining the importance of social media to the recruitment, support and engagement of volunteers. In that same article, a representative from a well-known local charity dismissed the importance of social media and (incorrectly) explained that things like Facebook are only relevant for younger people (in fact, the fastest growing age demographic of Facebook users is 50+).¹⁰

While one of the barriers to effective use of social media in the voluntary sector is related to skills deficits and technology, I believe the real issue is more far-reaching: many charities have been drifting away from orienting their work to their missions and the reasons they came to be. Combine that with a tendency in the sector to shy away from marketing (many of my peers openly admit that they do not use “that word” in their organization) and there is a big problem. What voluntary organizations need to understand is that far from being a further distraction, taking a marketing approach that incorporates social media will actually help them get back on track.

Social media is helping us to communicate our message and to recruit allies to the cause of building a more inclusive society.

Investment in a marketing approach that integrates social media has had a dramatic mission-oriented impact on LiveWorkPlay with regard to the contribution of volunteers. We are all about working with our community to welcome people with intellectual disabilities as valued citizens. But we realized that much of our efforts were staff-driven. This was inconsistent with our mission: how is it we are working to include people with intellectual disabilities in the community when we are not asking the community to help in meaningful ways? It is about “being the change” we want to see in the

community. Social media is helping us to communicate our message and to recruit allies to the cause of building a more inclusive society.

We started reaching out using online postings through the Volunteer Ottawa website (do not reinvent the wheel) that were augmented with the use of Facebook, Twitter and targeted email in addition to traditional communications and mainstream media. We have quadrupled our volunteer team (from about 30 to about 120 members) but more importantly, they are helping us realize our mission by helping include our members in neighbourhood homes, workplaces and social/recreational activities throughout the Ottawa community.

The ultimate result of investing in volunteers and social media comes from those occasions where a volunteer creates and develops an opportunity that was framed by LiveWorkPlay social media channels, but entirely driven by the volunteer and their interactions with our constituents.

One of my favourite examples was the fielding of an informal team of LiveWorkPlay representatives in the Ottawa Race Weekend. Two volunteers who are active in our Facebook group (which works differently from our page by offering a more private space for “insiders”) made an offer for others to participate in their training regimen with the end goal of taking part in one of the various races. In the end, an even mix of volunteers and members (eight in total) took part in the race after more than a month of training together. I was not the only one who thought this was a fantastic result - more than 2,600 people viewed the resulting Facebook album of the LiveWorkPlay race team. It did not hurt our organization or its mission one bit for our members to be out there with thousands of others, seen as *runners*, not as their disability.¹¹ And to think it all started with a single Facebook post.

One of the other special social media moments that comes to mind is our recent charity auction, an annual event with a format that had remained largely unchanged over the past decade. Through a commitment to marketing the event with a strong

social media element, we generated a new level of excitement with the participation of many local personalities that drew a new audience. It is exciting and fun when your local mayor and other household names are tweeting your praises!¹²

Social media has helped us recruit more volunteers and supporters, involve them more effectively and actively engage them in *being the change* that the organization hopes to see in the community.

Keenan Wellar is the co-founder and current co-leader of LiveWorkPlay.ca, a charitable organization based in Ottawa that helps the community welcome people with intellectual disabilities to live, work and play as valued citizens. He is an activist for social change with a particular interest in disability issues, contributing as a volunteer, presenter and media spokesperson in addition to his online leadership through social media channels.

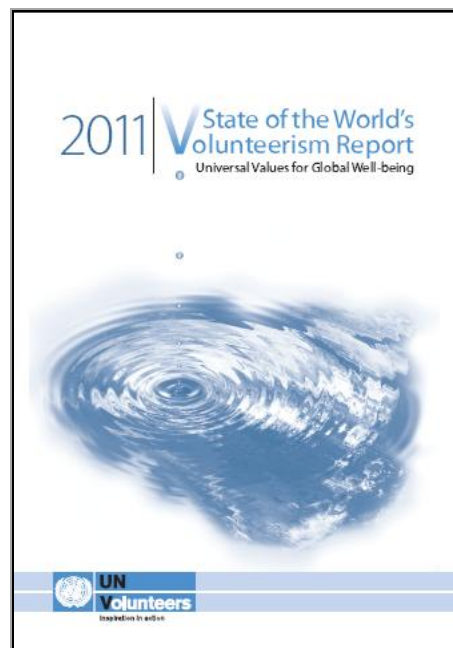
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1. I first made this claim at the 2011 annual conference of the College Association for Language and Literacy <http://j.mp/kyaW3j>
2. <http://www.facebook.com/press/info.php?statistics>, August 30, 2011
3. See <http://facebook.com/liveworkplayfans>, <http://twitter.com/MyLiveWorkPlay> and <http://youtube.com/liveworkplayvideo>
4. <http://socialmediatoday.com/kanter/290821/how-mature-your-nonprofit-s-social-media-practice>
5. Crowdsourcing can be roughly defined as a group of people coming together to complete tasks that might be more traditionally performed by smaller groups of volunteers or paid staff <http://en.wikipedia.org/wiki/Crowdsourcing>
6. Crowdfunding refers to a group (perhaps with little previous engagement with a particular organization) coming together to make financial contributions.
7. See <http://fundchange.com>
8. <http://keenanwellar.wordpress.com/media-and-appearances>
9. See the popularity and widespread usage of measuring tools like www.Klout.com

10. See the comments in context <http://liveworkplay.ca/media/EMC-April-21-2011.pdf> and read about demographic social media shifts <http://j.mp/ntlc9x>

11. See <http://j.mp/orL9AF>

12. See <http://j.mp/ntGnRp>



The very first State of the World's Volunteerism Report was released December 5, 2011 by the United Nations Volunteer (UNV) Program.

Check out the full report at <http://www.unv.org/en/about-us/swvr2011/report.html>

THE JOURNEY FROM TRIED AND TRUE TO ENGAGED AND ENERGIZED

by Cathy Hall and Jennifer Rackow

For more than 70 years, the Canadian Cancer Society and its volunteers have led the fight against cancer. For much of this time the organization has followed the “tried and true” model utilizing the formal and traditional approach to volunteer management.

As a progressive organization, we value our history of learning and strive for continuous improvement and development. We embrace a creative approach to finding solutions to the challenges confronted by the organization, such as responding to changes in demographics and volunteer patterns. We want to retain current volunteers, while further increasing our capacity to achieve our mission by engaging new volunteers and communities through mutually beneficial experiences.

Change is hard for any organization, let alone a well-established, multi-level organization with approximately 65,000 volunteers. Difficult or not, the Society’s leadership recognized change was needed to meet the dramatically shifting needs of incoming volunteers, because volunteers are the lifeblood of the organization.

In the fall of 2009, the Canadian Cancer Society, Ontario Division, committed to developing and implementing a new and innovative strategy to transition from traditional volunteer management practices to a culture of collaborative volunteer engagement. After an extensive review process, the Society partnered with external consultants, the JFFixler Group, to embark upon the *Enhancing Volunteer Engagement Initiative*. This journey would unfold over the next year and a half.

Through this initiative, we aim to make the Society known as THE place to volunteer. Ultimately, we want to substantially increase capacity within all facets of the organization by:

- developing more volunteer leaders;
- creating a greater balance between staff and volunteers;
- encouraging more community members to share their expertise with our staff and board;

- creating more self-directed teams who work autonomously, thus moving away from the traditional chair-led model; and
- infusing more volunteers into all areas of the organization.

Mapping our journey

The *Enhancing Volunteer Engagement Initiative* began in earnest when we recruited a project advisory team. This group was composed of experienced volunteers and staff who were tasked with providing organizational oversight, reviewing data and acting as a communication conduit between volunteers and staff across the province.

Multiple training opportunities were offered to staff to reinforce learning, provide additional support, share best practices and continue community building.

Next, the organization’s current volunteer engagement practices were assessed by surveying staff and volunteers throughout the province, a process which identified opportunities for change. Multiple training opportunities were offered to staff to reinforce learning, provide additional support, share best practices and continue community building.

Piloting new strategies

To transition from a culture of volunteer management to one of volunteer engagement, we needed to test new strategies to see what worked best before rolling them out across the province.

To identify pilot teams, we created a competitive process. Not everyone who applied was chosen – there was an application process and submissions were evaluated based on set criteria. The successful teams, a mix of staff and volunteers, received training on volunteer engagement, coaching and practical tools. These teams were given permission and support to be innovative in key areas of volunteer practice.

The pilot teams began their collaborative work and focused on engaging youth, forging stronger community connections and revitalizing the Society's volunteer-led branches. Six months later the teams reconvened to share successes, resources and lessons learned.

We knew change would be risky; for us, it has paid off. As exciting as our initial learning and shifting has been, we know better than to rest on our laurels. "Living the model" means bringing change to other areas of the Society. We will support existing collaborative teams and create new ones as needed to continue driving innovation and communication. That means enhancing our technology and the role of our volunteer engagement professionals. Most importantly, we will intentionally hire, train and support all staff in partnering effectively with volunteers. Volunteer engagement is prominently featured in the Society's strategic plan for the next five years. And we will keep telling this story so that everyone in Ontario knows how inspiring, forward-thinking and meaningful their volunteer experience with us can be.

"I was completely reenergized by the volunteer engagement initiative. This pilot allowed us to show what is possible and I hope to continue to demonstrate the power of volunteers, new ways of doing business – not only with youth but with all volunteers."

- Pilot Leader

Charting your own course

If you choose to shift from traditional volunteer management practices towards a model of innovation where volunteers and staff collaborate, here are a few benefits you can expect.

- **More teams.** With the project advisory team and their own teams as examples, pilot team leaders created additional teams – those teams further expanded organizational capacity and reduced the workload of individual staff members and volunteers.
- **More energy.** Staff and volunteer leaders are re-energized when they see that an organization is willing to do business differently and they have a voice in shaping the future.
- **Open attitudes.** Direct experience working with volunteers changes attitudes. Staff members become enthusiastic about engaging more volunteers in their area. In just 18 months, between 80 and 100 percent of our staff who worked with volunteers said they accomplished more because of it.
- **New volunteer roles.** Pilot teams generate and fill new volunteer roles, especially skill-based and leadership positions. Organizations develop relevant, high-level volunteer opportunities and current volunteers can explore new roles.
- **New partnerships.** Pilot projects often depend on partnership development – with schools, community and religious groups, businesses and community leaders. These new relationships bring more people into contact with your organization, people who can be thoughtfully cultivated into sustained engagement.
- **New demographic groups.** Pilot projects often appeal to new demographic groups and the freedom to take risks gives leaders permission to entrust newcomers with meaningful work. This is especially important for engaging youth.

Lessons learned along the way

Here are a few tips for creating lasting change in your organization:

- **Be picky.** Make the pilot selection process competitive, choosing only the most promising teams while balancing the needs of the initiative.
- **Have the right people on every team.** Teams that include volunteers, staff and community leaders move faster and often make decisions that take organizational history and context into consideration.
- **Involve volunteers from the very beginning.** Entrench collaborative behaviour by involving volunteers from the initial design. From start to finish, staff and volunteers need to make the shift from management to engagement together.
- **Communicate.** Share feedback, ideas and questions with all constituents frequently and transparently.

- **Build a strong foundation for everyone.** Introduce “Volunteer Engagement 101” training for all staff and as many volunteer leaders as possible, so that everyone “gets” the new language of the initiative, its strategic intent and goals.
- **Up-front investments of time, money, or both.** Change does not happen overnight, which can be frustrating. Prepare participants and organizational leaders for potential challenges as well as for the benefits of the initiative.

Cathy Hall is Director of Volunteer Engagement for the Canadian Cancer Society, Ontario Division, leading the team responsible for the needs of the organization’s 65,000 volunteers province-wide who give of their time to the cancer cause.

Jennifer Rackow is a Senior Strategist with JFFixler Group, focusing on innovative volunteer engagement strategies, entrepreneurial business development and performance measurement.

NEWSBIT

IYV + 10: 2011 marks the tenth anniversary of International Year of the Volunteers.

To see what happened, visit:

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



CJVRM Submission Deadlines and Themes

Issue	Deadline	Theme
Volume 20.1	Articles due end of December 2011	Volunteer Management Cycle: The Basics
Volume 20.2	Articles due end of March 2012	Occupational Standards
Volume 20.3	Articles due end of August 2012	20 th Anniversary Issue

GROCERY GATEWAY AND BETTER LIVING, ASSISTED GROCERY SHOPPING PROGRAM: VOLUNTEERS HELPING SENIORS

by Dena Silverberg

Better Living Health and Community Service is a nonprofit community service agency in Toronto. It provides a continuum of care to seniors including programming for frail older adults, homemaking, transportation, meals on wheels, social, health and wellness programming for seniors and the Four Seasons Connections outdoor maintenance program.

In 2008 the Toronto Local Health Integration Network (LHIN) accepted proposals for new programming to reduce emergency room visits and to increase opportunities for seniors to remain in their homes. Through the generous Aging at Home funding from the Toronto LHIN, Better Living and Grocery Gateway's shopping assistance program was born. Grocery Gateway is operated by Longo Brothers Fruit Market and provides a grocery delivery service in Ontario. Better Living partnered with Grocery Gateway to provide optimal service to meet clients' grocery shopping and nutritional planning needs.

This program is a unique opportunity for older adults to be proactive in their own personal nutrition and meal planning with assistance from volunteers. Currently, Better Living Health and Community Services has over 550 registered volunteers throughout the organization.

Better health for clients and respite for caregivers is the goal of the Grocery Gateway program. The Central LHIN has identified that unpaid caregivers provide 70 to 80 percent of assistance. By ensuring that seniors who live independently in their homes receive regular meal deliveries, Better Living has reduced the amount of family caregiver time and increased seniors' nutritional intake. This program also offers clients a weekly opportunity to socialize with a Friendly Visiting Volunteer. The volunteer assists in the food selections to ensure the food choices are nutritious and cost efficient for their lifestyles. All volunteers are required to attend two dietary training sessions in order to properly plan for the client's needs. The training sessions have been designed by a nutrition expert who specializes in seniors needs.

The concept of friendly visiting is not new to community services, however linking it directly to grocery shopping and meal preparation offers a new innovation to this area of service which can assist

seniors in their pursuit for independent living. Seniors have the opportunity to pick out their desired foods with the assistance of a volunteer. They also have the opportunity for the volunteer to assist in putting away of groceries and with light meal preparation.

Grocery Gateway assisted grocery shopping program is for elderly clients who are unable to do their weekly grocery shopping due to physical, mental, social or emotional constraints. A coordinator links the seniors with the volunteers who would place the orders on Grocery Gateway for them. Volunteers provide grocery shopping assistance to seniors who are unable to perform that task themselves and may not have others to help them. The shopping is done online which ensures the client knows exactly what they ordered. The senior can also choose the delivery time which is most appropriate for them. Shopping for groceries, something that is so simple for most of us, can be difficult or impossible for some seniors. Our volunteers enable seniors to continue living independently.

All volunteers are screened, references are checked and comprehensive police checks are performed. Orientation and training is provided by the program coordinator and a private dietary consultant. Volunteers receive certificates upon completion of training.

The program has developed into a sustainable service. Once the volunteers are trained in health and nutrition, they become ambassadors for the project. Volunteers are able to share the information they learned with the clients and their communities.

I've become very dependent on the Grocery Gateway program. The service is very valuable to me, and I've become dependent on it more and more. The service is essential to my life, as I'm not able to go out and I find it challenging to grocery shop."

- Mrs. Cainer, Grocery Gateway Client

Dena Silverberg is currently the Vice-President of Programs and Volunteer Services at Better Living Health and Community Services. Over the past 13 years she has managed Membership and Volunteer Services.

PAWS WITH LOVE TO SHARE AT THE BOB RUMBALL CENTRE FOR THE DEAF

by Valerie Culham

The Bob Rumball Centre for the Deaf (BRCD) was a dream of Rev. Robert Rumball, who together with the Deaf community planned and built this unique, one-of-a-kind centre.

The Centre is a place where Deaf people can celebrate their language and culture through the many programs and services it offers. It is a place where the Deaf community can come together in an all-inclusive environment without social, emotional or communication barriers.

Over the years BRCD has become more than just a community centre. It is now a multi-use, multi-functional facility that focuses on various segments of the Deaf community, such as those who require assisted-living services, educational services and specialized care, all with the goal of helping to improve the quality of life for Deaf individuals.

Volunteers are involved in virtually every aspect of the BRCD and its day-to-day operations. Giving of their time and talents to the Deaf community through a wide variety of activities and programs, the quality and experience that volunteers provide to our Centre is paramount.

Our volunteers work hand-in-hand and provide one-on-one interaction with Deaf and hard-of-hearing children and seniors as well as clients and residents with multiple challenges. Volunteers also help with outings and special events. Each and every one of our volunteers gives from the heart. Their incredible energy and enthusiasm, along with their valuable gift of time, lends support to the Centre and optimizes our daily programming.

One very special service that Volunteer Services oversees is our Pet Therapy Program. This service is a visitation of certified dogs, offered through Therapeutic Paws of Canada. The dogs come to visit with our Deaf seniors and developmentally and intellectually challenged adults. Therapeutic Paws of Canada's mission is to enhance "quality of life and health through the animal/human bond." The dogs' owners are all volunteers and they go through a well-monitored program with their four-footed friends. The curriculum consists of temperament, obedience and behavioural evaluations. If they are successful,

the dogs are "pet-therapy certified" and are ready to begin their friendship with the BRCD clients.

Therapeutic Paws of Canada offers a volunteer-based therapy dog and cat visitation program for senior facilities such as retirement homes, nursing homes, Alzheimer day-away centres, hospitals and anywhere there is a need.

There is evidence that a person's recovery from surgery is accelerated when there is frequent contact with a pet... All of our Deaf clients respond favourably and gain meaningful experiences through interacting with the animals.

The medical establishment has long recognized the significant benefits of a therapy dog and cat program. The petting and stroking of an animal helps to calm the most agitated resident and stimulates wonderful conversations, perhaps about the pet they once owned. There is evidence that a person's recovery from surgery is accelerated when there is frequent contact with a pet. The positive impact of this program on the day-to-day life of our clients and seniors is immeasurable.

Not only do the dogs that come to the Centre respond to the commands of their owners, but they also respond to the commands of the clients in American Sign Language. Yes, these amazing animals understand sign language! All of our Deaf clients respond favourably and gain meaningful experiences through interacting with the animals.

Valerie Culham is currently working in the foundation office at the Bob Rumball Foundation for the Deaf. Her involvement includes planning fundraising activities, coordinating the preparation and production of marketing/promotional materials, and developing donor cultivation programs. She was previously coordinator of volunteers at BRCD.

IDENTIFYING TRENDS USING DATA FROM THE CANADA SURVEY OF GIVING, VOLUNTEERING AND PARTICIPATING

by David Lasby

The *Canada Survey of Giving, Volunteering and Participating* (CSGVP) is Canada's premiere source of information on how individual Canadians support charitable and nonprofit organizations. This article serves as a brief introduction to using data from the CSGVP to identify trends in volunteering. The CSGVP surveys over twenty thousand Canadians aged 15 and over, mostly by telephone interview. It is conducted by Statistics Canada every three years and covers every province and territory.

History of the CSGVP

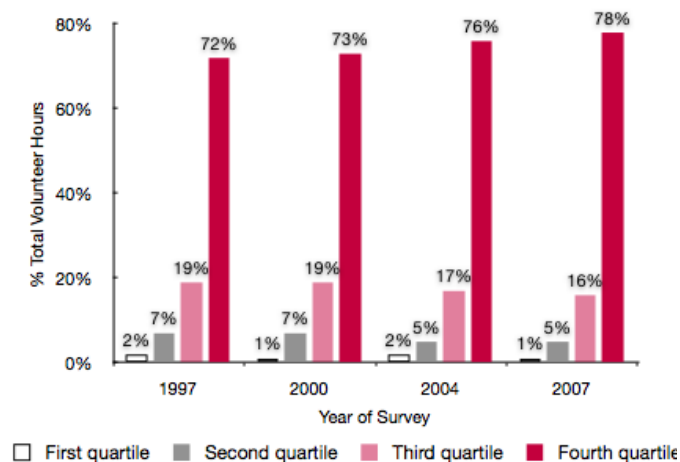
The CSGVP has been conducted four times since 1997. The survey was conducted in 1997, 2000, 2004 and 2007. Data has been collected and processed for the 2010 version of the survey and release of initial findings is currently anticipated early in 2012. It is in many ways an extremely useful tool to identify trends in volunteering. However, it is important to understand the history of the survey when looking at survey results. Unfortunately, methodological shifts between 2000 and 2004 make direct comparison of results from 1997/2000 and 2004/2007 challenging. Between 2000 and 2004, the survey was redeveloped and a number of volunteering questions on the survey were changed, some additional questions were added, and the survey shifted from a supplement to the Labour Force Survey to an independent Random Digit Dialling survey. As a result of the changes, the survey appears to have become somewhat more sensitive to volunteering, as can be seen by the jump in the volunteer rate from 27% in 2000 to 45% in 2004. It is important to note that the methodology used for the 2010 survey was the same as 2004/2007; meaning that trends in volunteering should become much more readily visible as the 2010 data becomes available.

Trends in Volunteering

Despite the methodological changes mentioned above, it is possible to identify a number of important trends in volunteering that hold constant through the four surveys. The remainder of the article will focus on discussing the most important of these trends and their implications.

One of the major findings of the CSGVP has been the degree to which charitable and nonprofit organizations are dependent on a small minority of volunteers for the bulk of the volunteer hours contributed. Around three-quarters of total volunteer hours come from the top 25% of volunteers (i.e. the 25% who each contributed the largest numbers of hours). Across the four editions of the survey, the proportion of total volunteer hours coming from top volunteers has been steadily increasing, from 72% of total hours in 1997 to 78% of total hours in 2007 (see Figure 1). In other words, charitable and nonprofit organizations are increasingly dependent on their most committed volunteers.

Figure 1: Concentration of volunteer hours, 1997 to 2007, Canada Survey of Giving, Volunteering and Participating.



Given this trend, managers of volunteers should be increasingly concerned with sustaining this top quartile of volunteers. If something were to happen to affect the volunteering of this top quartile, the impact on organizations would be disproportionately large. Looking at the demographics of this group, there are clear grounds for some concern. Like the rest of Canadian society, top volunteers are aging. The percentage of top volunteers coming from those aged 55 and over has increased from 26% in 1997 to almost 33% in 2007 (see Table 1).

Table 1: Distribution of top volunteers by age group, 1997 to 2007, Canada Survey of Giving, Volunteering and Participating.

Age group	1997	2000	2004	2007
15 to 24	14.0%	14.4%	16.1%	16.3%
25 to 34	13.9%	11.9%	12.4%	11.1%
35 to 44	25.6%	23.9%	19.8%	19.0%
45 to 54	20.7%	20.9%	20.4%	21.1%
55 to 64	12.1%	13.3%	14.8%	15.7%
65 and over	13.6%	15.5%	16.6%	16.8%
All age groups	100.0%	100.0%	100.0%	100.0%

The CSGVP asks both volunteers and non-volunteers about the barriers they face in volunteering. Non-volunteers are asked whether any of 10 potential barriers was a reason they did not volunteer, while volunteers are asked whether any of the same barriers were reasons they did not volunteer more time than they did. Although the shifts in methodology between the 2000 and 2004 cycles clearly had effects on response to some questions, some important trends can still be seen. For example, non-volunteers appear to be increasingly likely to report that they did not volunteer because they preferred to support

organizations with financial donations rather than volunteer time (see Table 2). Similarly, non-volunteers are increasingly more likely to report that they did not volunteer because no one asked them to (33% in 1997 vs. 44% in 2007), because they had health problems or were otherwise physically unable to volunteer (22% in 1997 vs. 27% in 2007) or because they did not know how to get involved (16% in 1997 vs. 24% in 2007). Most of these trends also appear to be paralleled among volunteers, playing an increasing role in keeping them from volunteering as much time as they might otherwise (see Table 3). Interestingly, the trend regarding health problems or other physical barriers to volunteering seen with non-volunteers is not seen among volunteers.

Summary and Implications

This article presents a brief summary of some of the most important trends seen in data from the CSGVP. Although identification of trends is somewhat problematic due to changes to survey methodology, identification of other trends should become easier with the forthcoming release of the

Table 2: Barriers to volunteering at all, 1997 to 2007, Canada Survey of Giving, Volunteering and Participating.

Barrier to volunteering at all	1997	2000	2004	2007
Do not have any extra time / Did not have the time	69%	69%	67%	68%
Unwilling to make year-round commitment / Unable to make long-term commitment	50%	46%	58%	62%
Gave money instead of time	34%	38%	49%	53%
No one asked	33%	37%	40%	44%
Had no interest	30%	25%	23%	26%
Already made contribution to volunteering / Gave enough time already	23%	22%	15%	15%
Health problems or physically unable	22%	24%	26%	27%
Financial cost of volunteering	19%	19%	15%	18%
Did not know how to get involved	16%	20%	22%	24%
Concerns could be sued/taken to court	5%	7%	n/a	n/a
Dissatisfied with previous volunteer experience	n/a	8%	6%	8%

Table 3: Barriers to volunteering more time, 1997 to 2007, Canada Survey of Giving, Volunteering and Participating.

Barrier to volunteering more time	1997	2000	2004	2007
Do not have any extra time / Did not have the time	74%	76%	73%	75%
Unwilling to make year-round commitment / Unable to make long-term commitment	35%	34%	50%	52%
Already made contribution to volunteering / Gave enough time already	31%	29%	39%	41%
Gave money instead of time	19%	24%	27%	31%
No one asked	18%	17%	27%	30%
Health problems or physically unable	14%	16%	16%	16%
Financial cost of volunteering	13%	13%	11%	11%
Had no interest	13%	16%	16%	20%
Did not know how to get involved	8%	10%	13%	15%
Concerns could be sued/taken to court	4%	5%	n/a	n/a
Dissatisfied with previous volunteer experience	n/a	8%	7%	9%

2010 findings. The figures showing that organizations are increasingly dependent on top volunteers and that top volunteers are aging suggest that managers of volunteers should place increased focus on ensuring that the supply of top volunteers can be replenished from younger age groups. Similarly, the increasing percentages of volunteers and non-volunteers reporting some barriers suggests that particular effort should be placed on developing volunteer recruitment strategies that address these specific barriers. It is worth noting that a number of these barriers (not knowing how to become involved and not having been asked) are more likely to be reported among younger Canadians – the same population that managers should be focusing on to replenish the supply of top volunteers.

David Lasby is Director of Research at Imagine Canada (dlasby@imaginecanada.ca).

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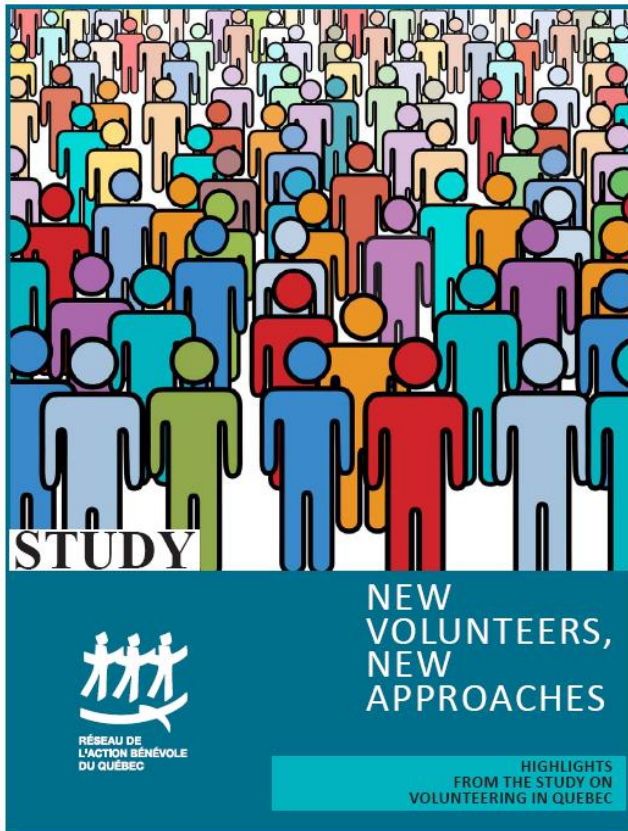
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RESOURCE REVIEW: NEW VOLUNTEERS, NEW APPROACHES: HIGHLIGHTS FROM THE STUDY ON VOLUNTEERING IN QUEBEC

by Rachel Stoparczyk

New volunteers, new approaches: highlights from the study on volunteering in Quebec

Publisher Montreal: Réseau de l'action bénévole du Québec, 2011



Commissioned by the Réseau de l'action bénévole du Québec, this study was carried out by the Laboratoire en loisir et vie communautaire of Université du Québec à Trois-Rivières. The research sought to understand new trends in volunteering and to identify the adjustments required with respect to managing today's volunteers. The authors draw upon an extensive literature review, 25 focus groups and a survey of 1,000 Quebecers in order to analyze whether changes reflected in such studies as the *Canada Survey on Giving, Volunteering and Participating* are reflected within Quebec's volunteer sector and society at large. They make some interesting conclusions about the changing nature of volunteerism, which is redefined by many as "citizen engagement". Motivations are examined, juxtaposing the influence of social networks against an individualistic approach to determining whether

the cause and the organization speak to one's personal needs for involvement.

Recommendations are provided for three main challenges:

1. How can organizations meet the needs of volunteers whose involvement does not fit the traditional model of volunteering?
2. How can recruitment be adapted to reach out to "new" volunteers?
3. How can we make sure the Quebec volunteer community will meet these challenges?

While the study is thorough and thought-provoking, further examination is required to understand how traditional voluntary sector organizations can implement the recommendations in a meaningful way. The study makes an important first step of broadening awareness of new and diverse types of volunteers, noting that "radical" change will need to occur to effectively partner with these individuals. Organizations are left to determine how best to do this in an environment of declining staff resources, rising expectations of diverse, intermittent volunteers and increasing scrutiny by the communities they aim to serve. New approaches bring new challenges, indeed.

Read the full report at:

<http://www.rabq.ca/app/DocRepository/2/Publications/NVNAenglish.pdf>

Also available in French under the title: *Bénévolats nouveaux, approches nouvelles: faits saillants de la recherche sur le bénévolat au Québec*

CANADIAN JOURNAL OF VOLUNTEER RESOURCES MANAGEMENT

Editorial Process and Guidelines for Authors

Objective

The Canadian Journal of Volunteer Resources Management is intended:

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

Target Audience

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

Submissions

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

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

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

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

Format and Style

Authors are asked to respect the following word counts:

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

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

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

Advertising

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

Guidelines:

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