



Canadian Journal of Volunteer Resources Management

Issue 20.1

MANAGING THE VOLUNTEER CYCLE

2012

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EDITORIAL

Never trust a contractor's time estimate for completing a household renovation. Our family experienced this frustration with our recent basement renovation, along with many other unexpected surprises. But whether a foundation is being built for a house or for a volunteer organization, it needs to be structurally strong, so patience and commitment are integral to any project's success and long life. A solid foundation builds volunteer engagement, and its success also depends on collective voices in harmony with their organization's mission. As an outsider looking into your world of volunteer resources management, I witness an endearing dedication to volunteers. It compels me to join you. Sign me up!

Emanuela Gennaccaro-Ducharme begins our issue with the evolution of volunteerism. See how far we have come! We learn about the hard work, fortitude and dedication needed for each component's success within the volunteer management cycle.

Mobilizing a new regional group of dedicated volunteer trainers to train community service volunteers in seven regional offices in eastern Ontario was a necessary challenge for leveraging volunteer engagement, according to author Michelle Schafer. What type of volunteer are you, or do you manage? Does the label, "Groupie", a "Juggler" or perhaps a "Roving Consultant" fit? Paula Speevak Sladowski tells you how to find out, and offers other valuable tools for leaders to keep pace with the ever-changing mosaic of today's volunteers.

Change was in the air, and no one knew that more than Kim McElroy and Jill Friedman Fixler, who had integral roles in amalgamating two different healthcare facilities in North Bay. Find out how they, among others, tackled this challenging project and kept key objectives in sight throughout the whole journey. Evaluate, develop and enrich your volunteers' experiences by examining Greg Procknow's article on useful industry resources. Elva Keip presents the board's important responsibility as the underpinning of any volunteer organization's sustainability and success, coupled with its need to keep current and apace within the volunteer resource management cycle.

Nicole Dupuis' certification paper outlines the United Way of Peel's lofty objective of becoming a community impact organization. Establishing the Volunteer Development Program as a basis, strategies such as redefining staff roles and empowering volunteers all within policy frameworks, become critical in furthering their goal and deepening volunteer engagement. Lola Dubé-Quibell heartily recommends an excellent resource for effectively coordinating volunteers in a practical and professional format.

I hope you also catch the positive spirit from this issue and bring this enthusiasm into your own circles to keep the cycle energetically moving ever forward.

Jennifer Campbell, Editorial Team

OUR FOUNDATION – THE BASICS OF VOLUNTEER MANAGEMENT

by Emanuela Gennaccaro Ducharme

The *Universal Declaration on Volunteering* identifies volunteering as a fundamental building block of civil society. It explains how volunteering, beyond a doubt, has the power to change the world by “bringing to life the noblest aspirations of humankind”¹, a statement that surely emphasizes the importance of volunteering to society. A great value is placed on volunteerism and it has become the basis for relevant, vital, societal practices, leading to the development of a road map for managing volunteers. This paper offers a brief history of how volunteer resource management came to be. It also outlines the three main components of the volunteer management cycle: Laying the Foundation; Developing Volunteer Assignments and Matching Appropriately; and Fostering an Environment of Belonging and Recognition. Personal reflections on industry practices and framework are also included.

When It Began

Historically, we can trace the roots of volunteering back to early settlement days when it was very natural and normal to help the newest family in the area build a barn. It would have been in the 1600s when the more organized forms of volunteering were first noted, primarily with religious institutions giving aid and shelter to those in need. Following this was the formation of organizations that had a purpose to meet social, educational or health needs that were not being met by other institutions. After the middle of the 20th century, societal viewpoints began to shift and the expansion of the voluntary and public sectors began to increase and take on bigger roles in community life. At about this time, the profession of volunteer resource management began to emerge and formalize the process that would “optimize the experience for both volunteers and recipients of their service”².

The practices we have in place today surrounding the act of volunteering would not have been top of mind years ago. With increased expectations, societal norms and sector changes and growth, there has been an evolution in this work. This formalization of volunteering has created a level of complexity that requires much knowledge, skill and awareness to ensure effectiveness and efficiency within our volunteer programs and volunteer management

practices. The main components of the volunteer management cycle should be considered standard and essential practices, rather than a wish list of best practices, which may for some imply an optional course of action. There are numerous versions of the volunteer management theory referenced in industry resources. One of the most thorough can be found in Linda Graff’s *Best of All: The Quick Reference Guide to Effective Volunteer Involvement* (2005). The resource breaks down the volunteer management cycle into core functions stating, “the portrayal of volunteer program management as a cycle rather than in a linear format emphasizes its on-going nature”.³ Furthermore, it highlights that support offered to volunteers is an ongoing process and “to be effective, productive, and satisfied with their work, volunteers must be supported throughout their connection with the organization”.⁴ The volunteer management cycle will be divided into the following distinct components.

1. Laying the Foundation

In the *Canadian Code for Volunteer Involvement* the first four standards are the Mission-Based Approach; Human Resources; Program Planning and Policy Development; and Program Administration. The Mission-Based Approach asserts that the agency’s “Board of Directors, leadership volunteers and staff acknowledge and support the vital role of volunteers in achieving the organization’s purpose and mission”.⁵ Preparing your organization for volunteer involvement is important during this initial phase and understanding the history of volunteer involvement, the mission, the internal programs offered, the culture, the work environment and public perception of your organization are all important aspects. In addition, this pre-recruitment phase should also include conducting a volunteer needs assessment, establishing goals and objectives and developing and implementing policies, procedures and resource tools that ultimately provide an essential structure to the program.

In a report prepared by the Urban Institute in 2004, it was identified that numerous studies echoed the views that “no matter how well intentioned volunteers are, unless there is an infrastructure in place to support and direct their efforts, they will

remain ineffective at best or, worse, become disenchanted and withdrawn, potentially damaging recipients of services in the process”.⁶ The pre-recruitment phase is not to be perceived as optional but rather a critical step in laying the foundational elements for successful volunteer engagement.

2. Developing Volunteer Assignments and Matching Appropriately

This second component of the cycle involves the development of volunteer position descriptions, whereby “volunteer assignments address the mission or purpose of the organization and involve volunteers in meaningful ways that reflect the abilities, needs and backgrounds of the volunteer and the organization”.⁷ At this point, thoughtful consideration and discussion regarding a risk management process should take place. This is a vital step in reducing risk in the volunteer roles. A key concept to remember is “that good volunteer management is almost always synonymous with risk management. Thus, risk management is not an add on. Rather, it is an approach to doing all of the functions you are already doing”.⁸ Other steps linking to this component include recruitment, the development of “internal and external strategies to reach out and involve a diverse volunteer base”⁹ and screening. By following a screening process, an organization ensures the most appropriate match is made between the volunteer and the tasks assigned to their role within the organization.

3. Fostering an Environment of Belonging and Recognition

Once a volunteer is appropriately matched, an organization should ensure that the benefits of volunteering continue to outweigh the costs. Satisfied volunteers are strong advocates for an organization’s mission and valuable supporters of the recruitment strategy. This last component of the cycle assists organizations in promoting a supportive environment for volunteers and includes the standards that connect to orientation, training, supervision, recognition, record management and evaluation. There are many ways to cultivate successful volunteer retention, including:

- career development through acquiring new

skills and providing advancement;

- recognition and appreciation opportunities focused on group or individual interests;
- meaningful work;
- opportunities for personal growth; and
- treating volunteers with respect, consideration and including them as part of the team.

Furthermore, when recognizing volunteers and the contributions they make to an organization, note, “powerful and meaningful recognition begins when we recognize the talents and desires of prospective volunteers and offer them the job that responds to the motivational needs they are looking to fill through volunteering. The remainder of meaningful recognition is a myriad of ways we formally and informally say, ‘I noticed’, ‘Congratulations’, and ‘Thank you’”.¹⁰

The volunteer resources management cycle, in conjunction with the *Canadian Code for Volunteer Involvement’s* Organizational Standards, provides a strong and well-developed framework that undoubtedly adds value. It was noted, “in the first edition of *From the Top Down*, successful volunteering does not happen by spontaneous combustion”.¹¹ Rather, it is understood to be hard though very important work that is necessary in recognizing the enormous value that volunteers bring to our organizations. Currently, the status quo is closer to aligning with industry best practices more than ever before because of the tremendous efforts of those working in the field of volunteer resource management. However, there is still much ground to cover and vital work to be done in continuing to strengthen the framework that supports volunteer engagement.

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The Canadian Journal of Volunteer Resources Management is proud to be part of the International Supporters Group for International Volunteer Managers Day (IVMD). IVMD is celebrated annually on November 5 and seeks to recognize the important work which those who lead volunteers make in the process of effective volunteering. IVMDay offers volunteer management professionals an opportunity to 'celebrate through educating' others about the work we all do. For more information, visit <http://www.volunteermanagersday.org/> or join the IVMD Facebook group: <http://www.facebook.com/#!/groups/90188010197/>.



REIMAGINING VOLUNTEER ENGAGEMENT: A CASE STUDY IN CHANGE MANAGEMENT

by Kim McElroy and Jill Friedman-Fixler

The North Bay General Hospital and the Northeast Mental Health Centre amalgamated on April 1, 2011, to become the North Bay Regional Health Centre (NBRHC). Co-locating an acute-care hospital and a regional mental health program is a first in Canada. Before amalgamation, both organizations had extremely committed volunteers, but the demographic of these volunteers was older and homogeneous. Both programs were built on traditional volunteer management structures and it was an opportune time to transition to a sustainable model of volunteer engagement. The new NBRHC environment was poised for change and its leadership was dedicated to aligning its volunteer model with the amalgamation and the new brand. This shift from volunteer management to volunteer engagement was approached in four phases: committing to change, preparing for change, making change and sustaining change.

Committing to change

At the new North Bay Regional Health Centre, we view volunteer engagement as a key strategy for capacity building and growth. It was a strategic decision to align our new volunteer engagement model with the future of the organization and our new brand. A key component of our successful commitment to change came through identifying key leadership staff at all levels of the organization who would shepherd the process and endorse our new direction.

In July 2009, we engaged the expertise of JFFixler Group to assess, coach and provide consulting services to assist our transition to the new model. The NBRHC leadership demonstrated its dedication to change by investing in key resources: assigning senior staff to steward change; getting commitment from the senior leadership team and board; creating a budget that would support technical assistance; and recruiting staff talent.

Preparing for change

The second phase of our transition to a sustainable volunteer model was preparing for change by accurately understanding our current environment,

THE ABCS OF REIMAGINING

ALIGN—Your volunteer program fits with organizational strategic direction

BUY-IN—Your board and senior management support and champion the program

CREATE—Your environment is ready for change

DEMOGRAPHIC—You meet the needs of a changing demographic

ENVIRONMENT—You have completed a thorough environmental scan to determine readiness for change

FOUNDATION—You have built a nimble and flexible infrastructure and have the processes in place to support change

GATHER RESULTS—Your research outcomes are used to create pilots that demonstrate the effectiveness of your new strategic direction

HIGHLIGHT—You highlight success stories to enhance a positive organizational culture and develop buy-in from stakeholders inside and outside of the organization

INNOVATE—You introduce new programs that leverage existing successes

its structure and stakeholders. Using quantitative and qualitative research methods, JFFixler Group determined that the cadre of volunteers was 87 percent female and 61 percent were over 65 years of age. A survey of staff and volunteers revealed that volunteer management practices remained deeply rooted in traditional face-to-face communication and the opportunities to engage skilled volunteers were very limited. Although the existing volunteer pool was dedicated, the inherent risk in not shifting to a

new volunteer model meant that this demographic would “age out” with no new generation of volunteers to take its place.

One tactic we adopted to prepare leaders and stakeholders for change was to leverage and openly share survey results. This allowed us to engage key players and lay the road map in our shift toward change. To understand and align with the needs, talents and passions of all stakeholders would be critical to the success of the new model. The launch of our new organization required development of a new internal and external brand. This gave us the opportunity to take a fresh approach by building a model that would strengthen and reinforce relationships while aligning with the mission and vision of the amalgamated organization. Ultimately, rethinking “how we do business” allowed us to create a strong volunteer brand that was relevant to our key stakeholders. Our volunteer brand continues to focus on staff and volunteer talent, cultivating a broad demographic of volunteers and developing meaningful, impactful volunteer roles that stretch beyond traditional task-based assignments. A volunteer brand must evolve with its organizational brand to engage its key audience – volunteers.

Another item flagged through the environmental scan was that to have a strong new model, leadership and foundational changes were required. JFFixer Group created a new organizational chart, volunteer engagement staffing core competencies and staffing structure for the amalgamated department. The team was then restructured to better position it for future growth and development. This new structure has allowed us to demonstrate that the right mix of skills are instrumental in creating leaders that will be accountable for sustaining this change.

Also, through careful auditing of records, processes and policies, we determined that there were gaps in the previous foundation that made us susceptible to risk and failed to align us with the direction of the newly amalgamated organization. We created a more sustainable and resilient foundation that would place risk management at the nucleus of change, developed a new database to automate volunteer

record keeping, streamlined processes such as onboarding (application, interviewing, placement, orientation, training, mentoring and on-the-job training) and mirrored best practices in volunteer engagement.

Making change

In the third phase of our new direction, we leveraged our research results to achieve change. Once the staff was realigned and key leadership volunteers were identified, we did soft and hard launches of our new and improved volunteer program. Specifically, a soft launch (prior to amalgamation) assisted us in identifying and addressing any additional gaps in the foundation of our volunteer engagement cycle.

We started making change by introducing achievable and tangible volunteer initiatives that aligned with our new model. Our first major pilot was our Ambassador Project – a new position in which volunteers welcome and guide patients, visitors and staff through the new NBRHC.

During the soft launch of our new model, we embarked on mass recruitment efforts using human resource professionals from the community to help us interview and place large numbers of volunteers. These efforts focused largely on the Ambassador Project, communicating our new organizational brand and cultivating the exact demographic required to support the new volunteer engagement model. Over a three-month span, we grew the program by nearly 100 volunteers, significantly diversifying our volunteer cadre through specific targeting of baby boomers and students. This project’s participants became our champions for change within the volunteer corps and the community.

Sustaining change

Through the success of the Ambassador Project, we created a culture more open to innovation and change. We proved that organizational change was possible and we built trust with both volunteers and staff. We also identified individuals who would

embrace innovation, inspire others to join the effort and create credible, replicable initiatives.

Sharing our successes through internal and external storytelling has attracted the attention of our community, reinforced our new brand and compelled our existing and potential volunteers to take action and make impactful and meaningful connections. We will continue to grow our volunteer brand by using various tools to share our experiences and deliver new programs through strategic volunteer innovation.

Our latest pilot, implemented in early 2012, continues this trajectory of change. This innovative initiative, the Hospital Elder Life Program, is a volunteer-driven, evidence-based comprehensive program of care developed by Yale University. It aims to prevent delirium in elderly patients through interaction with trained volunteers. By implementing a program with proven success and measurable outcomes, we anticipate this will further tell the story of the NBRHC as a leader in volunteer engagement.

Sustainable change is a journey, not a destination. Whether it is your volunteers, your leadership or your community, shifting from a culture of volunteer management to one of robust volunteer engagement requires commitment to transformation. Our goal is not to create a volunteer engagement model for a specific snapshot in time but rather to build flexible, nimble and intergenerational volunteer talent that will adapt to the ever-changing internal and external environments. This commitment to ongoing change and revitalization will be critical to the North Bay Regional Health Centre's future capacity building and growth.

Kim McElroy is the Director, Volunteer Engagement at the North Bay Regional Health Centre (NBRHC) where she oversees the strategic direction, leadership and operations of the NBRHC volunteer programs and services. Kim holds an undergraduate degree in Health Studies and Geography (Bachelor of Arts-Honours) from Queen's University, a post-graduate certificate in Corporate Communications and a Master of Professional Communication from the University of Western Sydney in Sydney, Australia.

Jill Friedman Fixler is a nationally known leader recognized for her innovative approaches to building organizational capacity through high-impact volunteer engagement. Jill is a frequent presenter at conferences across the United States and Canada and is the author of Boomer Volunteer Engagement: Collaborate Today, Thrive Tomorrow and Boomer Volunteer Engagement: Facilitator's Tool Kit; and a contributing author to CharityChannel's You and Your Nonprofit: Practical Advice and Tips from the CharityChannel Professional Community. Jill is currently the President of JFFixler Group, Denver, Colorado.

Upcoming CJVRM Themes

Issue	Theme
Volume 20.2	Occupational Standards
Volume 20.3	20 th Anniversary Issue



VolunteerMatch has created a section on their website dedicated to tools and training webinars for those who engage volunteers. It's a great resource for those interested in learning how to recruit and manage volunteers more effectively.

Some of these webinars are aimed at those who will be using VolunteerMatch's site, but the concepts and ideas can easily be applied to your site and techniques too! All of their webinars are free - you just need a computer with speakers, and an internet connection to attend.

<http://www.volunteermatch.org/nonprofits/learningcenter/>

BUILDING THE BRIDGE: NEW STRATEGIES FOR ENGAGING TODAY'S VOLUNTEERS

by Paula Speevak Sladowski

How are leaders in volunteer resource management responding to the changing language, culture, technology and strategies for engaging community talent, time and energy? More organizations are embracing integrated human resource strategies and skills-based volunteering approaches, mobilizing communities through social media, and are offering a broader range of volunteer opportunities, including micro-volunteering, voluntourism, short-term projects and seasonal involvement.

Some leaders are questioning whether or not the word “volunteer” has become outdated, while others believe that we need to expand the public perception of volunteering to embrace a more inclusive, participatory concept of active citizenship.¹ Volunteer Canada has developed a number of interactive tools and resources that can infuse the

Integrated human resource strategies – human resource management, practices and policies that apply to paid employees, individual volunteers, pro-bono services, student involvement and employer-supported (workplace) volunteering.

Skills-based volunteering approaches – focus on matching a specialized skill that a volunteer wants to contribute or develop with an assignment or need within the organization.

Mobilizing communities through social media – both organizations and individuals successfully use social media to recruit volunteers to help with events, promote a cause, solicit donations or raise awareness about social issues.

Micro-volunteering – used to describe discrete actions, generally done online, that support a cause, individual or organization, such as signing a petition, posting an event through social media, distributing information to friends and networks or chatting about social justice.

Voluntourism – involves travelling to a community to engage in a project that can range from a day trip to a two-year assignment. These are most often organized through international development organizations, faith-based or cultural communities, youth groups or service clubs.

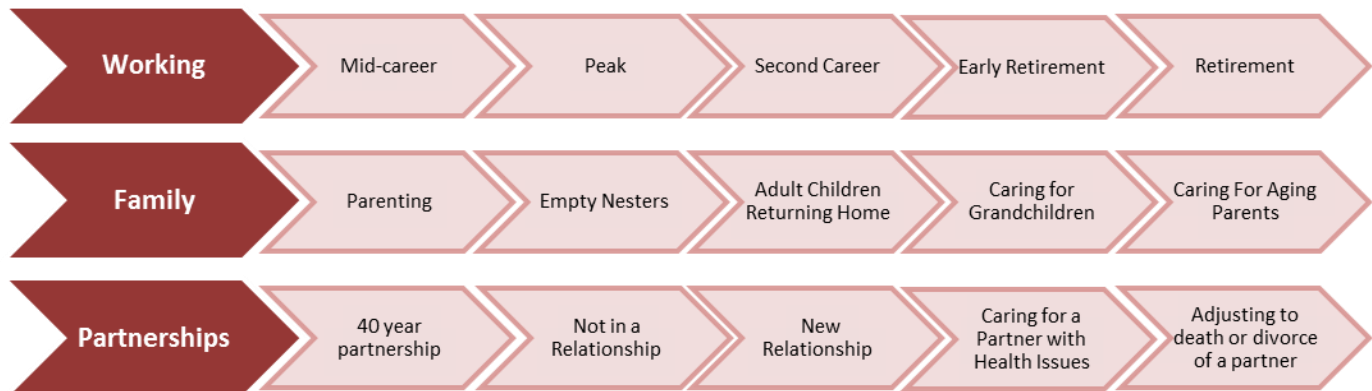
volunteer resource management cycle with the rising innovation from the voluntary sector in response to these dynamics and debates.

In partnership with Manulife Financial, Volunteer Canada produced the 2010 study, *Bridging the Gap: Enriching the Volunteer Experience to Build a Better Future for our Communities*. Based on this research, the purpose of these tools is to bridge the gap between what Canadians are looking for in volunteering and how organizations are engaging volunteers, with a focus on youth, families, baby boomers and employer-supported (workplace) volunteers. You can access the following tools at getvolunteering.ca/tools.

The VQ (Volunteer Quiz) is a light-hearted, online quiz of 13 questions that will help individuals discover their volunteer type and match them to opportunities and organizations that suit their personalities, skills and interests. It can provide organizations with insights into the different volunteer profiles; characteristics and motivations that will help them design volunteer opportunities that appeal to today's range of volunteers. This has been particularly useful for those who do not know where to begin to find a satisfying volunteer opportunity. The six volunteer types are:

- *Groupie* – You thrive on the camaraderie of a group and like to have fun and get results;
- *Juggler* – You are a dynamo who enjoys giving your time to a variety of organizations;
- *Cameo Appearance* – You have an unpredictable lifestyle and cannot be a regular volunteer;
- *Rookie* – You are cautious but you have started to think it is time to give back;
- *Roving Consultant* – You are incredibly focused and want to volunteer your specialized skills; and
- *Type A* – You are a multi-tasking leader who says yes often and means it.

Skills-Plus was developed to facilitate the linking of volunteer experience and occupational core competencies so that nonprofits can structure volunteer opportunities to access workplace skills. It can help workplaces strategically support employee



volunteers to meet both community and competency-development goals. The basis of Skills-Plus is a competency matrix that links to sample volunteer opportunity descriptions that either require or can develop specific skills and abilities. This is ideal for those looking at volunteering as a career development activity.

Building Blocks for Family Volunteering is an interactive guide that takes organizations through steps to develop a family volunteering program. The guide includes an organizational assessment, a program checklist, a family volunteering spectrum of activities and links to resources. The companion guide for families offers practical information about scheduling, transportation, accessibility issues and intergenerational dynamics.

Building Blocks for Engaging Baby Boomers is a primer that provides insights into the history, timelines and key characteristics of baby boomers (people born between 1946 and 1964). Given that baby boomers may be at very different places in their lives with respect to family, work and partnerships, the guide explores how these life stages influence the way boomers engage in their communities.

The Retirement Planning Module on Volunteering not only puts volunteering on par with other typical considerations which focus on finances, travel, family, hobbies, housing and health, but also helps people explore what is important to them, where they are in their life cycle and how to

go about finding a volunteer opportunity that fits into their retirement plans.

Youth Engagement has been addressed through guides geared to those working with youth, including teachers, parents, and guidance counselors. The Voluntary Action Centre of Kitchener-Waterloo carried out a pilot project to develop a number of youth engagement tools as well as a community-wide youth engagement module. Apathy is Boring revised their *Youth Friendly Guide* and created a tip sheet for organizations on how to be more open, inclusive, and welcoming of youth.

Acknowledgements: These tools and resources were created by a team of researchers and volunteer engagement specialists to support the volunteer resource management cycle, by promoting two-way relationships between volunteers and organizations. This team includes Melanie Hientz, Reva Cooper, qmedia solutions, CARP and Paula Speevak Sladowski. Materials were produced by Volunteer Canada, in partnership with Manulife Financial. For more information, contact PSpeevak-sladowski@volunteer.ca

Paula Speevak Sladowski is the Director of Policy, Program and Voluntary Sector Relations at Volunteer Canada. Volunteer Canada partners and collaborates with volunteer centres nationwide. The research report, Bridging the Gap can be accessed at www.volunteer.ca/study.

ORIENTATION AND TRAINING PROGRAM DESIGN

by Greg Procknow

In 2000, Volunteer Canada in conjunction with the Canadian Administrators of Volunteers Resources (CAVR) devised a foolproof initiative called the *Canadian Code for Volunteer Involvement*. This code offers a handbook for voluntary groups, whether small or large, that propounds strategies to effectively incorporate and foster volunteer involvement into the daily decision-making of the organization. Particularly germane to our inquiry into orienting and training volunteers is the code's *Standard 8: Orientation and Training*.¹ This provision mandates participating nonprofits to familiarize volunteers with the organization by providing sufficient information on both the policies and procedures surrounding the volunteer's job description. This may include team dynamics, mission statements and a reiteration of the organization's overall strategic vision. Standard 8 clearly articulates that volunteers need adequate training to perform assigned tasks without putting themselves or others at risk. In addition, to promote long-term volunteer development, the code suggests that volunteers be given ongoing training to augment skills and to adapt to organizational changes.

Orientation

Orientation is a socialization process in the customs, style and ethos of the nonprofit. Unless volunteers are equipped with the right tools, they will be unable to satisfactorily do their job. Not being able to do their job evolves into unwanted implications including demotivation, embarrassment and eventually dropping out. Orientation begins with the first contact initiated between the nonprofit and the volunteer. Here, impressions are formed, knowledge is exchanged and relationships begin to take shape. Strachan-Pitters et al argue that the primary purpose of orientation is to bring the new volunteer "on-side". The organization wants productive volunteers; the volunteer wants to be knowledgeable, competent and to get on with the work. This involves the volunteer gaining increased knowledge about the organization, having clear expectations about duties and responsibilities, meeting the other members of the organization and getting answers to questions and concerns.²

An orientation manual can be an efficacious ancillary tool to provide new volunteers early insight into the organization. It should delineate the organization's

philosophy, mission statement, vision, history, statement of values, the roles of volunteers, the roles of staff, constitution and bylaws, an overview of the governance structure (which in itself points out other areas in which volunteers serve), a description of how meaningful their volunteer role is in furthering the organization's purpose, the "dos and don'ts" and, lastly, the structure and operations of the organization.

By the end of the orientation, volunteers should have a clear idea of:

- what to expect on their first day;
- where and to whom they are to report;
- health and safety rules and guidelines;
- what the nonprofit is and how it operates;
- the people with whom they will work; and
- the importance of their particular project and how it relates to the nonprofit's goals and objectives.

Remember to thank the volunteer at this early stage for their desire to contribute and help.

Training

When developing training/educational interventions for volunteers, it is helpful to identify, explore and utilize one of the many available training and development program models.

What exactly is a training program model? Boone describes a model to be "a representation of a particular situation, for use in structuring an attack on new questions and old questions that still need satisfactory answers or solutions".³ There are manifold models that could be used.⁴ Rosemary Caffarella's Interactive Programming Model⁵ can be highly effective when attempting to design and develop volunteer training interventions. It consists of the following steps:

Discerning the context

Context pertains to those environmental and situational factors that affect program planning decisions, including internal (the environment of the nonprofit) and external (the wider community in which the organization operates) considerations.

Building a solid base of support

Ensure the training program is meaningful, useful and ameliorates the training needs of the volunteer. If so, past participants will encourage other volunteers to attend.

Identifying program ideas

Know exactly what it is you want to accomplish with the training intervention. Where are there gaps in knowledge or skills? Does the gap exist with an individual, throughout the organization or amongst the broader community?

Sorting and prioritizing ideas

When planning, consider the importance and feasibility of each idea that might be included in the training. Set priorities accordingly.

Developing program objectives

Clearly state anticipated results. Training objectives not only guide the content of the program, but also aid the learner in identifying what the major take-aways from the training should be.

Devising transfer of learning plans

Numerous factors can impede effective transfer of learning from training to volunteer practice, including: the participants themselves; the program design and execution; and organizational context, such as staff who are apprehensive towards providing supplementary training to volunteers.

Formulating evaluation plans

Include quantitative evaluation, where the learners complete tests to measure what they have learned. Qualitative data will stem from ongoing observations the program designer makes on the extent of change in the volunteers' knowledge, skills and attitudes.

Making recommendations and communicating results

Caffarella suggests pooling all the formative and summative evaluated data, and from this, inferring how the training succeeded and what improvements might be made.

Determining formats, schedules and staff needs

Consider numerous training formats such as self-directed learning or small-group workshops.

Preparing budgets and marketing plans

Prepare a comprehensive budget that includes a marketing plan to garner support from potential trainees.

Coordinating activities and on-site events

Will the proposed training intervention be offered on the premises or will a space be rented elsewhere? How will the training be delivered, i.e. on-line, in a classroom or through CD-ROM?

The Canadian Code for Volunteer Involvement strives to establish beyond a doubt that orientation and development creates a markedly improved volunteer experience. When a successful amalgam of orientation and training is provided, following a well-articulated model (such as Caffarella's example above), volunteers will undoubtedly reap a myriad of benefits.

Greg Procknow has been an active member in the voluntary sector since 2008, having volunteered with such organizations as the Canadian Cancer Society and the Kids Help Phone, and has served numerous nonprofits as a training consultant for the past two years.

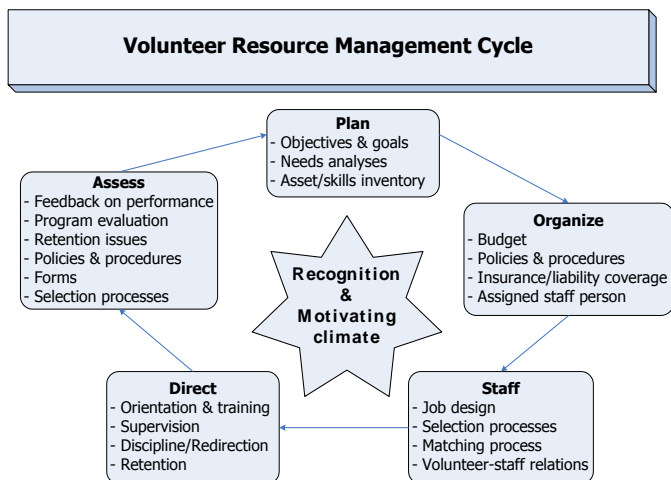
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THE BOARD'S ROLE IN THE VOLUNTEER MANAGEMENT CYCLE

by Elva Keip

If at least part of your work focuses on coordinating volunteers, you are aware that there is a cycle to the workload. There are several versions of the cycle and they are all quite similar to one another. The version I have used for years is below but the critical foundational work does not appear in the diagram. I refer to the responsibilities of the board of directors within the organization.



Overall, the board's role is to ensure that the organizational supports are in place for the volunteer program to function well. But what does that mean? Before any volunteer program begins and as the program develops, the board must consider how it can best contribute to the success of the program, thereby increasing the likelihood of the organization achieving its mission. If some of the points below sound familiar, it is because they are driven by the *Canadian Code for Volunteer Involvement* (Volunteer Canada, 2006).

Planning

Does the mission of the organization acknowledge the role of volunteers in helping the organization achieve its mission? If not, the vision, values or philosophy statement(s) certainly must. When the value of volunteers is clearly stated, it has opportunity to become imbedded in additional control documents, such as policies and the budget. How can volunteers increase the success of a new program? A welcoming attitude must be evident in the board, not just in words in the mission/vision/value statements, but integrated in its deliberations when it considers implementing a new

service within the organization. Volunteers, when engaged appropriately, can be vital to the success of a program.

Evaluation

How is the volunteer program evaluated? How are the contributions that volunteers make to the organization evaluated? Evaluation goes hand-in-hand with planning, and it must start when planning begins and not be left until the end of the year or the program pilot or until a sudden decision is made to evaluate something ... anything ... to show that the volunteer program makes a positive difference in the organization.

Is a measurable goal established at the outset of the program? How achievable is it? It has been said that what is important gets measured. However, the phrase can be flipped around: what gets measured becomes important. Many aspects of any work can be measured but not all of those measurements are meaningful. The trick is to choose carefully, during the planning process, what exactly will be measured and why. Then the means to evaluate can be integrated, resulting in very little additional work at year-end, pilot-end or organizational review time. Evaluation is not about the numbers; it is about illuminating the way to improvement, with a measurable, achievable goal being the end point. It is also important to assess periodically what items are being measured and whether or not they are the most useful measurements. If not, it is time to change what gets measured so that only the most important items are chosen.

Human and Financial Resources

Is there one line item in the budget that reflects the cost of the volunteer resource program? Every program costs something to run; very little is free, although ingenuity can sometimes move aspects of a program quite a distance. The amount should be realistic and will, whether the board realizes it or not, reflect how truly valued volunteers are in the organization.

What human resources are assigned to the volunteer program? Is there adequate staffing for the program? Coordinating volunteers is not a workload that can sit on the edge of one's desk and be worked on from

Checklist for Boards of Directors

How does your organization measure up? Are these statements true of your organization? They should be!

- The mission, values or vision statement acknowledges the role of volunteers in achieving the mission
- Appropriate policies and other control documents reflect the contributions that volunteers make
- The policies support the volunteer program, not block it
- The board carefully considers how volunteers can best be engaged when it deliberates about any new program
- Evaluation is built in during the planning process, so only important measurements are tracked
- The volunteer program is evaluated regularly against measurable, achievable goals
- The contributions from volunteers are clearly identified when describing the success of any program and of the organization
- The true cost of the volunteer program is clearly and separately reflected in the budget
- The volunteer program line item in the budget truly reflects how the organization values volunteers
- There is at least one staff person assigned to the volunteer program
- The workload in coordinating the volunteer program is accurately reflected in the salary for that position
- Staff willingly articulates the specific value that volunteers contribute in their programs
- Senior staff members model that volunteers are significant team members
- Risk management is conducted in a way that is respectful to the organization, the staff and the volunteers
- Risk mitigation allows for volunteers to make concrete, significant and meaningful contributions to the organization's success
- The board's responsibilities to volunteers and the volunteer program are reviewed at least every five years

time to time. It takes staff dedicated to this work – in essence, carrying out the main work within the volunteer resource management cycle.

As important, do paid staff know the difference volunteers can make and do they welcome volunteers as team members? Is this attitude modeled by senior staff in the organization? If not, do not be surprised when other staff members give volunteers short shrift. When paid staff realize that volunteers truly make a difference in accomplishing the work of the organization, a true sense of “team” begins to emerge.

What are the risks of involving volunteers in the organization's service delivery programs? How can the risks be mitigated in a way that volunteers' contributions remain concrete, significant and meaningful? This is a discussion that only the board can and must have.

Policies

What policies has the board approved that support the volunteer program? There are often different levels of policies: ones that affect the whole organization and ones that affect only a single program. Some policies are appropriate to be created within the program, by the coordinator. However, the board sets the parameters; for example: the board delineates the boundaries in a risk management policy, the board identifies rules (often set out in a volunteer policy manual) and the board sets standards.

The Board's Cycle

The issues identified above are not a one-time occurrence. Just as the work in the volunteer resource management cycle occurs repeatedly, so must the board's work be re-examined and refreshed on a regular basis – perhaps every three to five years. When the board has provided the foundations for the volunteer program, there is a much greater likelihood that the volunteer resource management cycle can be carried out effectively and successfully. Both the organization and the clients it serves will benefit immensely.

Elva Keip is a lifelong volunteer who has worked with many boards of directors in the Ottawa area, assisting them to become more effective in carrying out their responsibilities. She works for a nonprofit organization and serves on a board of directors at another organization.

MOTIVATING AND ENGAGING A REGIONAL TRAINING TEAM

by Michelle Schafer

Keeping volunteers motivated and engaged is a challenge faced by many organizations. So how do you stay connected with volunteers that live anywhere from one to four hours from your office? The Canadian Cancer Society in Ontario East Region faced this challenge, and found a solution: form a regional team where all volunteers feel involved.

The Society provides training to all new community services volunteers – drivers who provide transportation to treatment for cancer patients, peer support volunteers who provide emotional support to patients and families and volunteers who are the first point of contact at the cancer centres and lodges. At one time, regional and local staff members were charged with the responsibility of delivering training to these new volunteers. This quickly became a problem, with many competing priorities that staff had to handle, leaving local communities to wait long periods of time to receive training. It became evident that each community needed to have volunteer trainers on board to deliver training whenever the community needed it. Ideally, the training would be done by active volunteers in these roles.

Soon enough, each of the seven community offices in the region had identified, recruited and screened volunteer trainers for each of the roles. Units who were not successful in recruiting training would borrow from another unit. Training was planned and delivered when it was needed locally. Each volunteer was working in a silo and not aware of what other trainers were doing across the region, nor of their successes or challenges. The questions of “what measures are in place to ensure trainers are staying on message?”, “how do I know if my trainer is fully preparing volunteers for their role?”, and “how can I support and develop my trainer?” were all questions that needed to be addressed.

In 2009, the foundation for a regional training team was established – the first of its kind within the Society’s Ontario Division. The basic concept: to connect volunteer trainers with a regional staff partner for quality control and ongoing development in the area of training, while widening their support network by introducing them to other trainers across the region. Although the volunteers’ main contact was still their community office manager, the regional

staff partner became their prime contact for all matters relating to training. Common questions trainers need assistance with range from “where can I find recent updates to training materials?” to “how do I handle a disruptive volunteer in my training session?”.

The regional training team is supported in the following ways:

- **Train the trainer:** All new trainers are provided with a one-day training session before they begin their role. The training covers topics including: review of the volunteer trainer role, characteristics of adult learners and tips for effective facilitation. The session also provides each trainer with an opportunity to deliver a “teach back” and receive constructive feedback on their delivery skills. Trainers are asked to attend an observation of their chosen training program before attending the train-the-trainer session.
- **Buddy system:** Before delivering a training program on their own, each new trainer is paired with an experienced trainer to co-facilitate training for as many sessions as they need. This way, the trainer can slowly become comfortable with the material before going solo and can learn from their experienced “buddy”.
- **Trainer observations:** All new trainers are observed “in action” during their first year and every two years thereafter. Each trainer is asked to comment on things they did well and things they can work on for next time. The regional staff partner provides feedback based on their observations, including one specific item to help take trainers to the “next level”. Areas for observation include the trainer’s ability to: cover all the key points, stick to the topic, stimulate discussion, answer questions appropriately, be knowledgeable about the subject matter and use the most up-to-date material. Although many trainers feel nervous about this fly-on-the-wall approach, they have

vouched for its usefulness and value.

- **Quarterly meetings:** Providing volunteer trainers with the opportunity to connect with other trainers and feel connected to the Canadian Cancer Society is the most important way to support and engage the regional training team. Teleconferences are held with the entire team three times per year and agenda items are balanced between organizational updates and training issues. Once per year, a one-day in-person gathering of the team is held in a central location, which provides an opportunity for trainers to discuss successes and challenges, to learn from each other and share experiences. The 2011 conference included topics such as evaluation effectiveness, self-care for trainers and a training success story from one community office. The team was also given an opportunity to break into smaller groups by program and discuss challenges and other support needed. The conference was attended by nearly three quarters of the entire team – a huge success given the geographic spread of the region from Cornwall in the east to Peterborough in the west. Some comments from trainers included: “very important and worthwhile to see each other and share ideas”, “learned lots of tips to help improve training” and “fun”.

The regional training team is comprised of committed, focused, enthusiastic and passionate volunteers. By the end of 2011, the training team grew to 40 (33 volunteers plus seven staff partners) and only three trainers have left their role in the past four years. Each of them is dedicated to ensuring new volunteers with the Canadian Cancer Society have everything they need to start their new role and are also interested in furthering their own development as trainers. The team is being used as a model of engagement across Ontario and its success is felt in every Ontario East Region community. Volunteer trainers feel engaged on several levels and are involved in areas that impact their own development. Hats off to the Canadian Cancer Society volunteer trainers!

Michelle Schafer has been with the Canadian Cancer Society since 2008. As Community Programs Consultant, she oversees the delivery of community services programs for Ontario East Region and develops and supports the volunteer trainer team. Michelle’s interest in training originated in the banking industry 11 years ago and she is constantly learning from the new approaches and ideas from her committed training team.



The Canadian Code for Volunteer Involvement marked its 10th anniversary in 2012. To recognize the milestone, Volunteer Canada updated the Code to reflect the current volunteering context in Canada. Revisions take into account the shifting realities of today’s volunteers and current volunteer engagement practices. For more details, visit: <http://volunteer.ca/about-volunteerism/canadian-code-volunteer-involvement>

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INITIATING A NEW VOLUNTEER PROGRAM

by Nicole Dupuis

Several years ago, United Way of Peel Region began a significant transformation towards becoming a community impact organization. This meant that as part of its progression towards becoming a recognized community leader it had to become more strategic in managing its relationships with volunteers. Although the organization continually expressed its appreciation to its volunteers, a formal volunteer management process needed to be created.

In 2005, the Volunteer Development Initiative began. A needs assessment was conducted with volunteers and staff, a literature review on volunteerism was completed and the environment within the sector was examined. The Volunteer Development Initiative concluded by making the following five recommendations that later shaped the creation of the Volunteer Development Program (VDP).

1. Implement a volunteer development strategy that is focused on strengthening volunteer management, fostering positive relationships and directly supporting the organization's strategic goal of establishing a leadership role in addressing human care needs.
2. The VDP must have adequate resources dedicated to it. Staffing support and a program budget are required.
3. A centralized approach for the VDP serving the entire organization is recommended, as it would be most effective. Management and

- development of volunteer resources must be embedded within the organizational culture.
4. The VDP must be established upon professional standards of practice related to volunteer management policies and procedures in areas of planning, recruitment, orientation and training, supervision, evaluation and recognition. Training of staff on development and management of volunteer resources must also be central to this program.
5. The VDP must also incorporate strategies for engagement, leadership development, relationship building and capacity building. An engagement strategy should include a focus on engaging diverse, ethno-cultural communities, young adults and youth.¹

Implementing a volunteer program is a significant task and requires a thoughtful strategy. The organization's Volunteer Development Strategy shown below in Figure 1 focuses on strengthening volunteer management, fostering positive relationships and directly supporting the organization's goals and mission.²

Volunteers are at the centre of the strategy. The second ring represents the principles of volunteer management and the third ring represents the strategic directions of the Volunteer Development Program. Short- and long-term objectives were developed to link the volunteer development

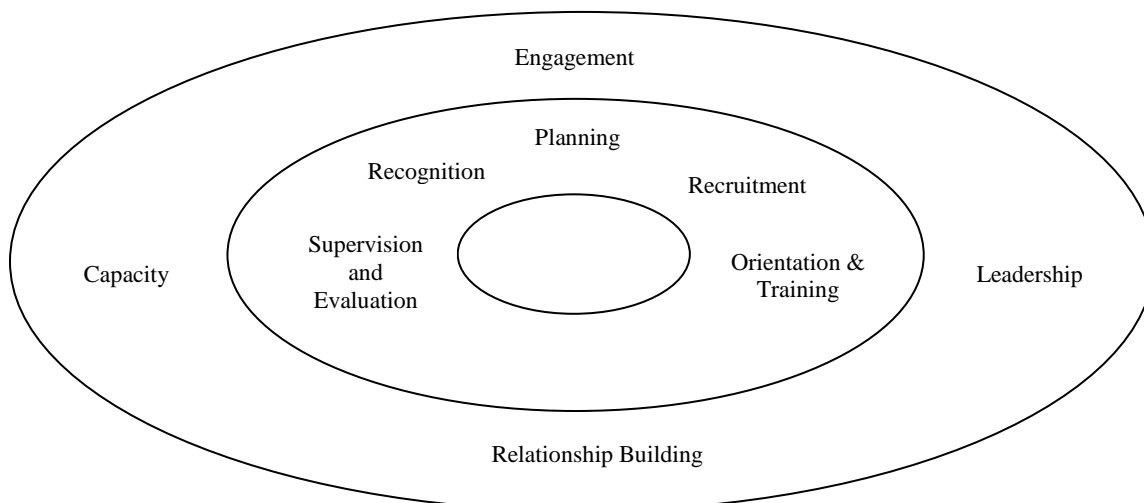


Figure 1

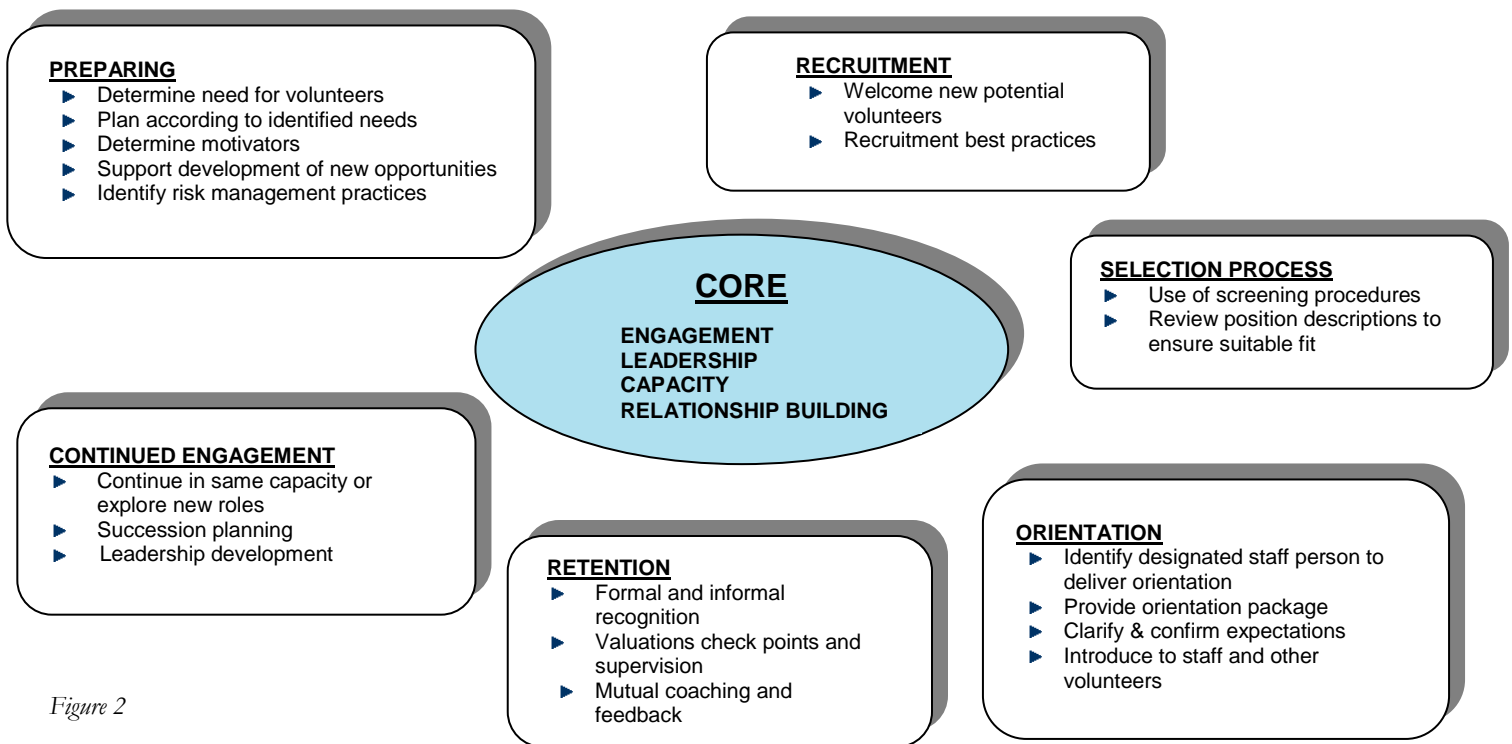


Figure 2

activities to the organization’s goals. Short-term objectives included increasing volunteer knowledge about community issues, increasing the number of volunteers and valuing and recognizing volunteers for their efforts. Long-term goals included a well-cultivated pool of knowledgeable, influential and skilled volunteers who found meaning in their experience.

When the process began, United Way of Peel Region had over 1,500 volunteers in 25 different roles and volunteers were being managed in a random approach. Due to the nature of the organization and the extreme care taken in managing and stewarding relationships, it was impossible for one individual to manage all of the organization’s volunteers. So instead, the vision of the VDP was to create a centralized approach to the management of volunteers by developing a baseline of policies and procedures and then training and empowering all staff members who work with volunteers to think of themselves as managers of volunteers. The intention of this approach was to shift the responsibilities from one person to the entire organization in the hopes of fully integrating best practices for the

management of volunteer resources into every organizational activity.

Creating the VDP was a challenging task and required a five-step action plan:

1. Developing policies
2. Developing procedures
3. Developing and/or revising volunteer position descriptions
4. Developing a risk management framework
5. Training staff members on the new program

The creation of the Volunteer Development Policy Manual was the first step of the action plan. The purpose of the manual was to define and clarify expectations, establish boundaries and create a basis for accountability. The manual was consistent with the organization’s policies for employees and a copy was made available to every staff member.³ As an organization, we adopted the *Canadian Code for Volunteer Involvement* and included the values, guiding principles and organizational standards within the manual.

The second step of the action plan was the creation

of the Volunteer Development Handbook. This was an essential part of the program because it translated the volunteer development policies into practice. It also outlined the organization’s volunteer development cycle, an adapted version of the traditional volunteer management cycle, shown in Figure 2.⁴

The Volunteer Development Handbook explained each step in detail and outlined the expectations of each staff member who worked with volunteers. In addition to the Volunteer Development Policy Manual and Handbook, volunteer position descriptions needed to be created in accordance with the PAVR-O Standards of Practice.⁵ McCurley and Lynch state that in an organization that employs paid staff, a volunteer program manager should begin the process of creating volunteer positions by gaining staff involvement.⁶ They encourage managers of volunteers to consult with staff to help develop positions that support the program and appeal to volunteers. The organization followed this practice by conducting several brainstorming sessions with the various departments to create positions that were meaningful and attractive to volunteers. By involving staff members in this process, the VDP began to generate “buy in” because it shifted ownership of the program from one manager to the entire organization.

The same consultation process was used for the development of the Risk Management Framework. As recommended in the PAVR-O Standards of Practice, potential risks were identified for each volunteer position by using the risk management assessment tool shown below in Figure 3.^{7,8}

The fifth and final step was the most crucial part of the program: staff training. So far, the VDP existed only on paper. The organization needed to make it real and breathe life into it. This was accomplished through the execution of a four-module training series for all staff members who worked with volunteers, approximately 75% of the organization. The purpose of the training series was to educate and inform staff members about the VDP and its components and to empower them to think of themselves as managers of volunteers, helping to advance volunteer development within the organization.

The four modules were based heavily on the concept of volunteer motivation, a concept discussed at length in *Volunteer Management*⁹ and *Keeping Volunteers*¹⁰ written by McCurley and Lynch. Staff members were asked to write their own personal philosophy on the management of volunteers and learned how motivation is linked to all aspects of the volunteer development cycle. They also learned how to use this information to enhance the experience of

	What might or could happen?	What would be the consequences?	Can we manage the consequences?	Can we reduce the risk? How?	What are the costs of cutting back this position?	What can be eliminated to make it safer?	Can we afford the risk? (Insurance)	Decision
Financial								
Public Relations								
Personal Injury								
Injury to Others								
Property								

Figure 3

(This framework was developed based on the resource listed in the footnotes. See Reference 8)

volunteers and to increase leadership and retention. Providing training helped the staff members to understand what was expected of them and taught them how to work effectively with volunteers.¹¹

Change inevitably brings some challenges and this was true when the organization began to implement the VDP. The first challenge involved the Board of Directors. When the VDP was presented to them it used language such as “management” and “manage”. The Board of Directors rejected this language because it did not accurately reflect the relationship between volunteers and staff; often the volunteers were in senior leadership roles providing direction to the organization and were not being “managed”. After some deliberation the word “management” was removed and substituted with “development”. This illustrated the importance of volunteer consultation to ensure the VDP was relevant to them.

The second challenge involved staff members. It was essential since the onset of the project to obtain “staff buy-in” to the VDP. The organization experienced problems when staff members felt extra work was being added to their already overloaded responsibilities. For example, a new responsibility for each staff member working with volunteers was to keep a record of the number of volunteers they had and the number of hours of service. In order to create buy-in and have staff members participate actively in the VDP, the organization had to ensure “new work”, such as record keeping, was made easy, simple and seamless. The solution was to conduct several information sessions highlighting the clear and simple procedures of the program.

The third challenge was shifting the organizational culture around the management of volunteer resources. Since the VDP was based on shifting ownership and responsibilities from one individual to all staff members, the organization needed to ensure that volunteer development was a consideration in all organizational activities. This meant the Volunteer Engagement Associate acted as an ambassador and engaged allies within the organization to help integrate the volunteer development work.

Implementing a new volunteer program can be a long process. After several years of work the VDP was ready for evaluation. In the fall of 2011, the United Way of Peel Region successfully completed a comprehensive evaluation based on the original Volunteer Development Strategy and objectives set in the *Volunteer Voices* report.¹² The purpose of the evaluation was to determine to what extent, and how effectively, the 2005 *Volunteer Voices* recommendations were fulfilled. In addition, the review sought to:

- identify new opportunities and challenges;
- develop recommendations that will reflect how to contribute to building on strengths and improve on areas of weakness;
- create an opportunity to align volunteer and donor touch points with the intent of maximizing overall stakeholder engagement;
- improve retention and affinity towards United Way of Peel Region; and
- develop a cross-functional vision for volunteer development.¹³

The methodology for conducting the evaluation included gathering stakeholder data through an online survey, one-on-one interviews, and mini-group discussions. Stakeholders included staff members as well as current and past volunteers. A number of recommendations, some of which were tactical, others more strategic, were identified through several key findings and ten opportunity areas. Over the course of the evaluation it became evident that United Way of Peel Region upholds its value of volunteerism and knows that strengthening its relationship with volunteers and stakeholders alike will enable the organization to achieve its mission. The original five recommendations from the *Volunteer Voices* report, based on the insights garnered from the review, have been successful to the extent that resources were available to fulfill them. However, the process to deepen engagement is not static; it evolves with changes in the internal and external environment.

Following the release of the Volunteer Development Review report, United Way of Peel Region re-affirmed their commitment to volunteerism within their organization. With the help of an excellent

community reputation, strong leadership in the organization, and armed with the voices of staff members and volunteers, they are ready to harness their assets and strengthen stakeholder engagement and to realize their transformation into a community impact organization.¹⁴

Nicole Dupuis is the Manager, Corporate Philanthropy at Purolator Inc., providing leadership to the development of Purolator's corporate giving and employee engagement initiatives as part of their Corporate Social Responsibility strategy. Previously, Nicole was the Manager of Stakeholder Engagement at United Way of Peel Region in Ontario, where she provided leadership to the organization's Volunteer Development, Youth and Young Adult Engagement, and Donor Engagement strategies. Nicole holds an Honours Degree in Gerontology and Health Studies from McMaster University, a Volunteer Management Certificate from Humber College, and is a Certified Volunteer Resources Manager through PAVR-O.

This article was adapted from one of Nicole's certification papers. To learn more about PAVR-O's professional certification program, please visit <http://www.pavro.on.ca/certification>

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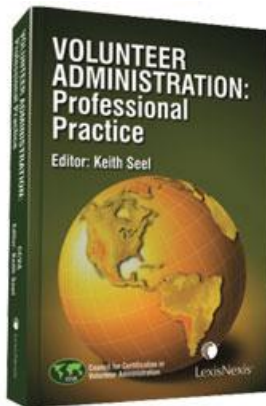
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RESOURCE REVIEW: VOLUNTEER ADMINISTRATION – PROFESSIONAL PRACTICE

by Lola Dubé-Quibell

Volunteer Administration – Professional Practice.

Edited by Keith Seel. LexisNexis. 2010



What a book! In its 557 pages, Keith Seel and other acknowledged experts in the field provide the set of common elements and core competencies that form the foundation for the professional practice of volunteer resources management. They even elaborate on the 14 criteria needed to have an occupation considered a profession.

Using the practice analysis process, authors explore the use of terminology, both for volunteers and managers of volunteers. The elements of ethics and

ethical decision-making are explored in the context of laying the groundwork for professional practice.

An examination follows of the various types of skills and knowledge required for the management of volunteers – strategic, operational, meeting, financial, data and risk.

The volunteer cycle is not forgotten and the authors provide charts and examples on quality improvement, evaluations and outcomes.

Leadership, organizational involvement, community collaboration and the importance of advocacy for the profession round out the analysis of what the profession of manager of volunteer resources is currently, what it could be and what it must become.

To quote from the preface, this reference book is “supported by related research and academic theory”. It is an excellent exposition of the body of knowledge in volunteer resources management.

Lola Dubé-Quibell is the Coordinator of Volunteer Resources at Ottawa Public Health and a member of the Board of Directors of the Ontario Public Health Managers of Volunteer Resources Network and the Ottawa Administrators of Volunteer Resources.

LOOKING AHEAD...

“LEAD: Learn Evolve! Advance! Develop!” – PAVR-O 2012 Conference

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June 7, 2012 Calgary, Alberta

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If you manage volunteers on the side, are new to volunteer leadership, or are managing or coordinating volunteers, or leading an organization that involves volunteers, this National Forum in conjunction with the Vitalize Provincial Voluntary Sector Conference will help you focus on this critical resource and gain the knowledge required to lead them successfully! This year's conference will be a National Forum on June 7, 2012, in conjunction with the ever popular Vitalize Conference which runs from June 7-9, 2012.



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.