Beyond Recruitment

An Online Workshop About Recruitment & Maintaining Volunteers in the New Environment

Course Manual

April/May 2000

**Community Literacy of Ontario
and
Ontario Ministry of Agriculture, Food & Rural Affairs**

Acknowledgements

Beyond Recruitment is the result of the collaborative efforts of the Project Team. Team members planned, authored, facilitated, evaluated and provided technical expertise throughout the research, implementation and evaluation phases of the project.

Community Literacy of Ontario staff and volunteers:
- Vicki Trottier, Project Co-Ordinator
- Joanne Kaattari, Executive Director
- Jette Cosburn, Administrative Assistant
- Lee Torvi, Reference Group Member
- CLO's Board of Directors

Ontario Ministry of Agriculture, Food and Rural Affairs staff:
- Brita Ball, Rural Community Advisor
- Cheryl Brine, Rural Community Advisor
- Denise Edwards, Volunteer Management Specialist
- Susan Leuty, Rural Community Advisor

Other key partners were involved with the success of this initiative. Direct funding was provided through the financial support of:
- **National Literacy Secretariat (HRDC)**

The electronic conferencing system was provided by AlphaPlus Centre. Posting of modules using colours and graphics was provided by:
- Alan Cherwinski, Webmaster

The online evaluation was made possible with the assistance of the National Adult Literacy Database.

Finally, we wish to thank the workshop participants who experimented with this new method of learning – we appreciate your time and effort!

Our sincere thanks to you all!

Table of Contents

Beyond Recruitment was the second on-line workshop delivered by Community Literacy of Ontario (CLO) and the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA). It was funded by the National Literacy Secretariat (Human Resources Development Canada).

This electronic workshop was designed for anyone working with literacy volunteers: program staff, Board members or other volunteers.

There was no charge to participate in *Beyond Recruitment*. Participants did need to have a computer with a connection to the internet and a browser capable of linking to AlphaCom[1] (Netscape 4.0 or higher or Explorer 4.0 or higher). No other software or hardware was needed. It was suggested that participants set aside 1-2 hours per week to read the modules and complete the activities.

Beyond Recruitment was held in April and May, 2000. The workshop consisted of six modules with accompanying activities, discussion questions and additional resources. Modules were posted regularly over the two-month period. Participants were able to log on at any time to read the modules, respond to the discussion questions, and post their own questions or comments.

A two-week registration and introduction period was provided at the end of March, but participants continued to register throughout the duration of the workshop. In fact, a few participants even registered after the workshop was officially closed and others continued to access the modules well into the summer months.

A flyer advertising *Beyond Recruitment* was circulated to all community-based literacy delivery agencies in the province of Ontario. Flyers were also distributed to agencies associated with OMAFRA. Notices advertising the workshop were posted on various discussions within AlphaCom and on CyberVPM (a listserv for managers of volunteer programs).

A total of 117 participants registered for the workshop. 62 participants were from the Ontario anglophone community-based literacy sector while another 34 were from outside of the province of Ontario and/or outside of the anglophone literacy field. A total of 295 messages (including modules and participant postings) were posted to the workshop discussion.

Beyond Recruitment participants were invited to complete an on-line evaluation at the end of the workshop. 33 people did so, and their responses were overwhelmingly positive – both in terms of electronic workshops as a way to access training and about the workshop itself. Time to participate was the common difficulty noted. Almost everyone, however, indicated that they would like to try another workshop of this type.

This manual reproduces the modules and additional resources posted to the electronic workshop. It does not include the comments and questions posted by workshop participants. The complete workshop has been archived on the AlphaCom system. It can be viewed at http://alphacom.alphaplus.ca/home. Participants who are not already registered with AlphaCom will need to do so.

---

[1] AlphaCom is an internet-based discussion forum operated by AlphaPlus Centre. For more information about AlphaCom and other services provided by AlphaPlus, go to http://alphaplus.ca.

Some Definitions

Volunteer Administration is the profession concerned with the study and practice of integrating volunteers effectively and ethically into an organization to enhance performance and results. It includes people who direct volunteer involvement as a full-time job, those who carry this responsibility in addition to other job duties[2], and those who serve in this role as volunteers themselves. Volunteer administration includes both paid and unpaid leaders.[3]

Volunteer Program refers to the volunteer component of your organization ? the way volunteers are involved. The volunteer program may be part of an organization that also has paid staff, or it may be an organization staffed entirely by volunteers.[4]

Being a Volunteer implies active involvement in an organization (more than giving money or material resources). It is relatively uncoerced, is not primarily motivated by financial gain, and the outcomes focus on the common good.[5]

Volunteer. A person giving time, energies, or talents to any individual, group, or organization for which you were not paid.[6]

Volunteer. A person who voluntarily takes part in an enterprise or offers to undertake a task; a person who works for an organization voluntarily and without pay.[7]

Volunteerism is work that is not employment.[8]

---

[2] Emphasis Added
[3] From the cover page of the Association for Volunteer Administration's Survey of the Profession. See http://www.avaintl.org/news/surveys.html
[4] Ibid.
[5] From a message by Mary V. Merrill, Merrill Associates, Columbus, Ohio posted to the CyberVPM listserv February 7, 2000.
[6] Ibid; from a 1995 research study of volunteering in 5 Ohio cities.
[7] The Canadian Oxford Dictionary, 1998
[8] From a message by Maureen Watkins, Watkins & Associates posted to the CyberVPM listserv February 8, 2000

"Everyone seems to need volunteers right now! All the groups in our community are recruiting new volunteers. How can we attract people to our agency?"

"I have so many volunteers, I spend all my time managing them! I never get my work done. It would be easier to not even have any volunteers!"

For the first few years, we had lots of volunteers but they didn't stay long. Most of them quit after a month or two and now we have a hard time recruiting volunteers."

Do these situations sound familiar?

The volunteer environment is changing. Organizations must adapt to this new reality in order to survive and benefit.

In community based literacy, the work could not be done without the mobilization of volunteers... A dramatic increase in literacy funding would never diminish the need for volunteers, although it would certainly go a long way to enhancing the support which can maximize that volunteer potential.
*(From **A Guide for the Development of Policies and Procedures in Ontario's Community Literacy Agencies**. Community Literacy of Ontario, 1999.)*

Highlights from the 1997 "National Survey of Giving, Volunteering and Participating"

(http://www.nsgvp.org)

- Generally, today's volunteers are employed, well-educated and short of time.
- The number of Canadian volunteers age 15-24 years has doubled in the past decade.
- One third of Canadian youth gave time to charities or non-profit agencies.
- One in three Canadians volunteers - an increase of 40% in a decade.
- Volunteers contribute work equivalent to 578,000 jobs, valued at $16.3 billion.
- One third of volunteers accounts for 81% of total volunteer hours.
- 46% of people attending religious services volunteer compared to 28% of people without any religious affiliations.
- Saskatchewan leads in participation with 47% of adult population volunteering, (Ontario has 32%).
- 54% of volunteers are females and 33% of volunteers are married.
- 48% of volunteers have a university degree.
- 65% of volunteers were employed and they are increasingly receiving the support of their employers to participate in volunteer activities.

What is happening "out there"?

Think about the trends listed above and how they might affect your agency and how you recruit volunteers.

Social

- Better health care, longer life expectancy and aging baby boomers are increasing the number of seniors.
- Early retirements create a valuable resource of people with high skill levels.
- Motivation for volunteering is changing. It is no longer just to help someone.
- Our society is becoming more multi-cultural and more diverse. There is a growing interest in building a strong civic society, developing leadership skills and acknowledging the value of volunteers.
- People are more aware of safety issues -- especially with vulnerable populations.
- Volunteers expect more professionalism in their experiences.
- Increased competition among organizations for volunteers, money, and people.
- Family volunteering is increasing.

Political

- There is an increasing government interest in the third sector e.g. the Ontario Honours and Awards Program for Volunteerism, Broadbent Report and federal Connecting Canadians initiative.
- Increasing demand to demonstrate accountability and impacts of volunteer programs.
- As government support decreases, organizations are competing to raise money to support their work.
- Increasing need for "fund-raisers".
- Organizations are rethinking their services in order to fit in with economic realities.
- All students in Ontario will need to have 40 hours of community involvement to graduate from high school, starting with Grade 9's in fall 1999.

Economic

- Reduced government funding requires agencies to ?do more with less?. C. Economic pressures may result in the merging of related organizations. C. Volunteer organizations need to become proficient at writing proposals and developing partnerships to be eligible for funding programs C. More people running home businesses means difficulties in reaching this resource of volunteers. C. Increasingly corporate sponsorship wants tangible, concrete projects i.e. parks, buildings etc.

Technology

- Organizations need computer expertise and up to date equipment as they recognize the value of embracing new technology.
- New technology opens door for online training, meetings and virtual volunteering.

All of these factors need to be taken into consideration as we recruit new volunteers and also maintain our current volunteer base. The questions in the discussion section will get you thinking about how this relates to your organization.

Tools: More than just tutors... what do volunteers in your agency do?

Each agency has its own ways of assigning tasks. Using the chart below think about your agency and fill in the tasks that are currently done by staff and/or volunteers. If more than one person per agency is participating in this workshop, feel free to work together!

Some tasks/roles that might be done by volunteers in your agency are:

- tutoring
- tutor learner matching
- assessment
- recruitment of volunteers
- tutor orientation
- tutor training
- volunteer screening
- record keeping
- public relations
- board of directors

- board orientation
- board training
- promotion /marketing
- office support
- administration
- volunteer recognition
- policy development
- volunteer coordination
- report writing
- technical support

Tasks/ Roles	Done by Volunteer	Done by Board of Directors (Volunteer)	Done by Staff

Take another look at the chart, keeping the changing volunteer environment and the recent changes to your programme in mind (i.e. move to a learning outcomes model). Could you be using volunteer services differently? Fill out the chart again, thinking about what volunteers and staff might be doing in the new environment.

Tasks/ Roles	Done by Volunteer	Done by Board of Directors (Volunteer)	Done by Staff

Are the two charts different? Are the roles of volunteers and staff changing in your programme? Why or why not?

Discussion Questions

1. What are the implications of the changing volunteer environment to your agency?

2. What is happening in your community that is affecting the recruiting and maintaining of your volunteers?

3. Have you changed any of your volunteer management practices/strategies to respond to the changing volunteer environment? If so, how?

Resources

Caring Canadians, Involved Canadians Highlights of the National Survey of Giving, Volunteering and Participating. Ottawa: Non-profit sector Research Initiative, 1998. Also available online at http://www.nsgvp.org

Dow, Dr. Warren. ***"The Voluntary Sector – Trends, Opportunities, and Challenges for the New Millennium"* in Volunteer Vancouver Newsletter 1997**. Also available online at http://www.vancouver.volunteer.ca/resources (click on "download articles")

Johnston, Ginette. ***Management of Volunteer Services in Canada: The Text (Second Edition)***. Johnstone Training and Consultations (JTC) Inc., 1999.

http://www.nald.ca/volman.htm
Community Literacy of Ontario's Volunteer Management Website

Why do people volunteer?

Understanding what inspires or motivates people to contribute their time can provide valuable insights for organizations. The 1997 "National Survey of Giving, Volunteering and Participating" (http://www.nsgvp.org) found that:

- 96% of people volunteered because they believed in the cause of the organization
- 78% volunteered to use their skills and experience
- one out of four people volunteered because their friends do so
- one fifth said it was to improve job skills
- nearly half of youth were volunteering to gain skills to find a job

Other reasons that people volunteer are:

- to give back to their community
- because they are personally affected by the organization's work
- to feel useful and needed
- to fulfil religious obligations
- to use skills they don't use at work
- to be with people who share their values
- to get out of the house
- to have fun

The Economic Value of Volunteers in Community Literacy Agencies in Ontario (produced by Community Literacy of Ontario) found that:

- 89% of literacy volunteers surveyed claimed that learning new skills was "somewhat important" and "very important" and 77% indicated that these skills were transferable.
- The single most important value of volunteering was to help others help themselves. Literacy volunteers enjoyed the experience of making a positive contribution to the community.

Four Motivators of Volunteers

Each person has different reasons for volunteering. It is important to identify and recognize these motivators so that the agency can recruit, manage and recognize volunteers effectively. Nan Hawthorne runs a very active and informative website called CyberVPM (http://www.cybervpm.com). She presents a model of motivation in *Recognizing Volunteers: Right from the Start*. You can link directly to Nan's motivators at http://www.cybervpm.com/supervision/motivators.htm

Number One: Praise

Some people like:
- being recognized for their skills and accomplishments
- seeing their achievements identified
- having others see the results of their efforts

Number Two: Accomplishment

Some people like:
- seeing evidence of their work
- practical , tangible projects
- seeing what they have accomplished

Number Three: Affiliation

Some people like:
- being part of a group and not working alone
- the social aspects of the programs

Number Four: Power / Influence

Some people like:
- influencing others
- showing others what they know
- filling positions where they are involved with making decisions, and training

Activity

Thinking about the reasons why people volunteer, take a look at your own agency and consider the following questions. If more than one person per agency is participating in the workshop, discuss the questions as a group.

1. Why would someone volunteer for you?

2. What does he or she need from your program?

3. Do you have a volunteer opportunity that will be a motivator for them?

Remember, a volunteer program is a two-way street: it must meet the needs of the organization and the needs of the volunteer.

Types of Volunteers

Episodic Volunteers

Trends show that more people are willing to volunteer for short time periods. Examples of episodic volunteers are snowbirds and university students who are available only at certain times of year. These volunteers often want a time-specific task. Can you accommodate such a person?

Designer Volunteers

More people want volunteer experiences that will benefit them. They have a defined type of experience and defined time they are available. Often, they are trying to gain experience or a new skill set that will help them in their career. Usually this is a short time commitment as opposed to a long term one. How can you use this type of volunteer so that you both benefit?

<u>Youth volunteers</u>

Today, there are more volunteers between the ages of 15-24 years. Sometimes, an adult literacy learner doesn't want a tutor younger than him or herself. If tutoring isn't an option, what could this young and energetic group do for you? Can you tap into the high school students and the new community involvement diploma requirement?

<u>Seniors</u>

The senior population is increasing. Some people have taken early retirement options and have highly developed skill levels. Retired teachers are one obvious source of volunteer tutors, but there are a lot of other retirees out there too. How can you tap into this resource?

The last word . . .

From the *National Survey:*

- One third of those who did not volunteer say they would do so if they were asked.
- 44% of volunteer activities began as a result of being approached by someone in an organization.

Activity

Referring to the chart you completed in [Module 1](#), can you identify any volunteer tasks that would be suitable for any of the four types of volunteers listed above? Try to think of the various skill sets that each group could bring and match them to the skill sets required to perform each task.

Tools: Window of Work

Ivan Scheier developed a concept called Window of Work[9] that could be included with the application for new volunteers. This tool can help identify individuals with particular skills, knowledge and connections.

Example:

	Window of Work	Name: John Doe
Glad Gifts	Quests	No-No's
Special skills, talents interests you like to use	Areas you would like to learn more about	Please don't ask!
- computer skills - talking to people - reading - writing - crafts and sewing - cooking	- chairing a committee - how organizations run - organizing something	- canvassing for funds - selling tickets - bookkeeping
Things you do well and enjoy doing. Don't hesitate to list something, you?d be surprised how our talents can be utilized.	List areas of interest you may not have the skills to perform but you would enjoy learning about.	Anything you really don't want to do

Remember – you will not always find the perfect volunteer for your job but additional training is possible. Be flexible and try to select the best person for the job.

Don't forget to have your members occasionally update this valuable information. Skills and interests change. Your program also changes. To keep people involved and motivated their experiences may have to be adapted.

[9] Adapted from Ivan Scheier, Yellowfire Press, Colorado, 1986 as described in the Ministry of Agriculture, Food and Rural Affairs Factsheet **Recruiting Volunteers**. This factsheet can be viewed at http://www.gov.on.ca/OMAFRA/english/rural/facts/96-001.htm
For more on Ivan Scheier and the possibilities for creativity and service through volunteering, see **Guerrilla Goodness: An Interview with "Dreamcatcher" Ivan Scheier** by Ed and Gay-Wynn Cooper at http://www.sdearthtimes.com/et0796/et0796s4.html

Discussion Questions

1. What does your agency expect from its volunteers? Does this vary with the task or is it the same for all volunteers?

2. Ask some of your volunteers what they expect from your agency? What did they say? Did this surprise you?

Resources

OMAFRA factsheets "*Recruiting Volunteers*" and "*Motivation and Leadership for Executive Members, Managers and Committee Chairs*"

To access OMAFRA factsheets visit their website at http://www.gov.on.ca/OMAFRA/english/rural. Once you are there, look in the Library section for OMAFRA Rural Development factsheets.

Hawthorne, Nan. *CyberVPM.com Resources for Volunteer Program Managers*. http://www.cybervpm.com/index.html

Selling Your Volunteer Opportunities

Would you eat at a restaurant whose ad read?

> "Please eat here because we have all this food we have to sell!"

Of course you wouldn't! You'd probably choose a restaurant whose ad described how delicious and reasonably priced the food was, not to mention the great service and atmosphere.

Most organizations recruit volunteers much the same way as the restaurant ad mentioned above. They simply say, "We need volunteers". Sometimes they say a bit about their organization, but they don't talk about why they need volunteers, what they need the volunteers to do or what the organization can offer the volunteer.

At best, these blanket requests for help blend in with all the other recruiting that is occurring in your community. They don't make your organization stand out from all the others. Sell your program! If you don't, you run the risk of getting lost in the crowd!

The key to successfully selling your organization to potential volunteers is determining what you have to offer the volunteer and then highlighting that. Like retail businesses, the same customer service standards apply to the volunteers who are interested in your organization. This means that the organization offers a "product" or "service", which will entice the individual to look at your organization as a potential volunteer opportunity. If good "customer service" is not provided to your potential volunteers, then a poor recruitment process and a decline in your volunteer base will result.

A successful volunteer recruitment message will always answer the following questions for the interested individual:

"Why should I? What's in it for me?"

Remember that volunteers come to you because of something they want — not something you want. Does your organization think about this when you are looking for volunteers? By developing an effective recruitment message, you will appeal to the potential volunteer's motivation (remember the four motivators in [Module 2](#)) and attract him or her to become part of your organization.

The *recruitment message* should include the following:

- a position title
- a motivational appeal to the potential volunteer
- an outline of the basic requirements of the position
- a contact name
- an outline of the training or support that is available for the volunteer

Never use a word like "desperate" in your recruitment message. Even saying "volunteers needed" without being more specific sends the wrong message. The potential volunteer may well think that you are simply looking for a "warm body" to fill a position.

Tool: Position Descriptions

The success of your organization depends on the quality of your volunteer base. Therefore, you must have a clear understanding of what you can offer potential volunteers. In order to clarify what is expected of a volunteer, a position description is a very useful tool to entice someone to become part of your organization. It will give volunteers an idea of the part they play in the total picture of the organization. An added benefit is that a well-thought out position description can also help the organization clarify what it expects from the volunteer.

The first step in getting the "right" volunteers is to define the type of position that you are recruiting for. This will help ensure that not only does the organization get the right person for the job but that the potential volunteer finds what he/she is looking for.

Position descriptions assist in defining job responsibilities, recruiting volunteers and outlining training needs. Few organizations would consider hiring a staff person without a job description, yet rarely is this recognized as being important for the recruitment of volunteers.

Position descriptions are useful tools that list all the qualifications needed to do a particular job. It will also give volunteers an idea of the part they play in the total picture of the organization. If an organization fails to have position descriptions in place, then the role of the volunteer is seen to be undervalued by that group. This in turn may undermine the overall effectiveness of the organization. Position descriptions should go beyond the qualifications of the job. They should include the benefits, too. Most volunteer opportunities offer, at a minimum, flexible hours and training. You might also be able to provide ongoing training, a chance to learn new skills or even opportunity for travel. These are all selling points to help you attract the volunteers you want, so be sure to include them.

Each position in your organization, whether paid or volunteer, should have a written job description. Here are some useful categories to help develop or revise your job descriptions.[10]

---

[10] From Community Literacy of Ontario's on-line Volunteer Management Resource Centre at http://www.nald.ca/volman.htm

- **Job Title** – Try and give the title as much prestige as possible. Clever titles can even attract volunteers.

- **Objective/Purpose of the Position** – This is a general statement that identifies what the job is and why it is necessary within the organization.

- **Job Summary** – Give a brief overview of the position and what is involved.

- **Supervisor Duties and Responsibilities** – Be as specific as possible.

- **Qualifications/Experience/Characteristics Required** – List the skills, knowledge and attitudes you seek. Be careful not to over-qualify the position – you could lose some excellent volunteers.

- **Benefits/Rewards Offered** – What's in it for the volunteer? What is to be gained personally by doing the job?

- **Training Offered** – Outlines what training or orientation is available to the volunteer.

- **References Required**

- **Time Commitment required (hours)** – Expectations regarding time demands of the job. Be specific! i.e. weekly, monthly, long-term basis, flexible, self-determined

- **Length of Service (term)** – If the volunteer position has a specific term attached to it, this would also be outlined in the position description.

- **Probationary Period (if applicable)** – This outlines the length of the probationary period if required.

- **Working Conditions** – Describe the location/office etc. that the volunteer will be working from.

- **Reporting Relationships**

- **Review Procedures** – How an evaluation will be done and by whom.

Developing a position description may seem like an enormous task, but in the end it will help you to recruit the best volunteers for your program.

Activity

Now that you have decided on volunteer tasks (from Module 1 activities) and you know what you expect from volunteers and what they expect from you (from Module 2 activities), design a volunteer job description. If you already have job descriptions in place, determine if it needs revising based on changing volunteer trends and the "new environment".

Community Literacy of Ontario has posted a variety of sample volunteer job descriptions (for board members, tutors and administrative volunteers) on their Volunteer Management Resource Centre. Go to http://www.nald.ca/volman.htm and click on "Job Descriptions".

Discussion Questions

1. What are some creative ways that you "sell your agency" to potential volunteers?

2. What would be included on a list regarding the benefits of volunteering with your agency?

3. If you do not currently use position descriptions, what are some ways that you can introduce and stress the importance of this to your agency?

Resources

OMAFRA factsheet "*Recruiting Volunteers*"

To access OMAFRA factsheets visit their website at http://www.gov.on.ca/OMAFRA/english/rural . Once you are there, look in the Library section for OMAFRA Rural Development factsheets.

Community Literacy of Ontario's Volunteer Management Website at http://www.nald.ca/volman.htm

CyberVPM (at http://www.cybervpm.com/recruit.htm) also provides some excellent resources such as "Selling Your Volunteer Opportunities" and "Volunteer Recruitment that Actually Works."

Effective Organizations: A Consultant's Resource. Skills Program for Management Volunteers.

Macduff, Nancy. *Recruiting and Retention* in **Volunteer Today**. April 2000. http://www.volunteertoday.com/recrui.html

Supplemental Resource

Finding the Right Volunteer[11]

Not all people are suited to all volunteer jobs. Just as employees are more suited for one task rather than another, so are volunteers. Here are some hints on getting the right volunteer for the job.

- Write a profile of the perfect volunteer. Use the profile as you interview volunteers and talk about the tasks. This is not the same as the position description.
- Talk to current volunteers about taking on a new task. Look at who you have "in house" before going elsewhere.
- Do your best NOT to replace a volunteer. Rather than rushing to fill a vacancy, take the time to assess your situation. Could you combine positions to cover those duties? Does your organization need an overhaul?
- Never lower your standards. Don't just look for a warm body to fill a vacancy. Always ensure the right person gets the right job.
- When you interview, talk about things the volunteer has done. Get examples of previous (related) experience. If the volunteer is new to this particular task, ensure he/she has a mentor or supervisor. Set a trial period and then re-assess the volunteer's suitability for that task.
- If a volunteer will be in a key leadership role, send him/her to lunch with some other current volunteers. Then ask your current volunteer to "brief" you about the new recruit.
- When interviewing, ask open-ended questions. Yes and no answers won't tell you very much.
- Write down what you hear. It's easy to forget some key points if you don't take notes.
- Be a volunteer. People who manage volunteers should have volunteer experience of their own.

---

[11] Adapted from "Picking the Right Volunteer for the Task" by Nancy Macduff. In **Volunteer Today**. February 2000. Available at http://www.volunteertoday.com/recrui.html

It is extremely likely that every volunteer program manager registered in this workshop also volunteers. The very nature of our jobs leads us to give a few extra hours of unpaid work or to lend a hand where it is needed. We are often the first to offer to help.

However, despite our own willingness to volunteer, many managers of volunteers are reluctant to ask others for help. We might feel that we're exploiting someone's generosity or that we're asking them to do too much. This is certainly the case in Ontario community-based literacy programs where the expectations for volunteers have been changing dramatically since the implementation of program reform.

Recruiting volunteers can also be an intimidating task – developing position descriptions, targeting groups, writing media releases, determining marketing strategies, etc. Of course, it's worth it in the end but sometimes it just seems easier to put up a "Volunteers Wanted" poster!

Why do we recruit?

- help spread the work among our volunteers
- to keep the agency alive
- for new ideas
- to accomplish the work that needs to be done

Effective recruiting consists of attracting just enough of the right volunteers.[12]

As mentioned in module three, volunteering must meet the needs of the individual as well as the agency.

Recruiting volunteers should be part of a process. We'll look at the volunteer management cycle later in this module, to examine where recruitment fits in. The recruitment of volunteers for your agency – whether for board members or tutors – should not be handled any differently than the recruitment of paid staff members. This includes a process of recruitment, screening, orientation and training (we'll take a closer look at all of these components later in this module).

Recruitment Techniques

There is a myriad of ways to recruit volunteers. There is no one right way – your choice of recruitment techniques will depend on the type of volunteers you are looking for and the tasks you need them to do.

Following is a list of recruitment techniques. It is by no means exhaustive!

- media appeals (e.g. newspaper ads, press releases, radio ads, television spots)
- special events (e.g. displays, exhibitions)
- printed material (e.g. newsletters, pamphlets, community noticeboards)
- by personally contacting a potential volunteer
- post your volunteer jobs on a virtual volunteering site such as the Volunteer Opportunities Exchange at http://www.voe-reb.org/welcome.jhtml
- have your existing volunteers recruit others
- testimonials from your learners
- approach a service club
- contact your high school to see if they have a co-op program
- host an Open House
- host a volunteer recognition event and encourage your volunteers to bring a friend
- design a brochure and distribute it widely
- approach a local business to find out if they have a corporate volunteering program
- ask current volunteers for recruitment ideas
- put up a display in the local mall or at a charity fair
- combine fundraising with recruiting

---

[12] McCurley, Steve and Rick Lynch. *Essential Volunteer Management.* Heritage Arts Publishing, 1989.

Whatever technique you choose, remember to:

- be sure you have the volunteer jobs for the volunteers you are recruiting
- write your recruitment ad to appeal to the "right" volunteer
- include the benefits of volunteering
- be clear about the jobs you need volunteers to do
- be clear about your expectations of time commitments
- describe the organization and its mission
- outline the support and training which will be offered

Remember, make your recruitment message the most appealing and the most attractive to a potential volunteer. Be creative and remember to identify how your opportunity will benefit the volunteer.

Volunteer Management Cycle
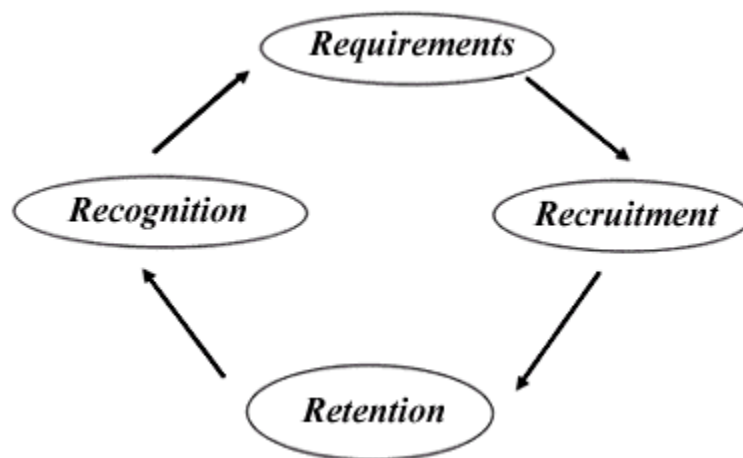
The recruitment process is an important component of the Volunteer Management Cycle. We discussed the first step of the Volunteer Management Cycle – requirements – in Module 3. The next steps – retention and recognition – will be examined more closely in modules 5 and 6. All of the components of this cycle must work together to ensure a successful volunteer program within your agency.

Sometimes, volunteer managers can feel overwhelmed trying to balance all the aspects of the Cycle. If one component breaks down, so will the others. Janet Lautenschlager of the Voluntary Action Directorate in Ottawa sums up the volunteer manager's role wonderfully in the following quote:

To run any volunteer program successfully, the manager of volunteers needs the interpersonal skills of a counsellor, the strategic approach of a planner and the acumen of a marketing executive.[13]

Recruitment is a step-by-step process within the Volunteer Management Cycle. Ensuring that you work through the process completely will help ensure effective recruiting.

Steps in the recruitment process include:

- Clearly identifying volunteer needs and position descriptions
- Knowing what you have to offer – the "cost/benefit analysis" of volunteering
- Planning an approach based on volunteer needs and position descriptions
- Implementing the plan
- Screening potential volunteers
- Providing proper orientation and training for new volunteers

[13] Lautenschlager, Janet. *Bridges to the Future: Supported Programs for Volunteers with Special Needs*. Ottawa: Voluntary Action Directorate, Canadian Heritage, 1992.
http://www.nald.ca/fulltext/heritage/ComPartnE/bridges1.htm

Screening of Potential Volunteers

Screening of volunteers is often a touchy subject. Both volunteers and volunteer managers may have strong opinions on what constitutes a "good" screening policy. Some people question if volunteers should be screened at all.

When hiring staff, most organizations do reference checks on potential employees. So why the hesitation about following a similar procedure for volunteers? Many literacy learners can be considered part of a "vulnerable" population and according to **The Screening Handbook**:

Voluntary and public sector organizations which provide services to vulnerable clients must do everything they reasonably can do to provide adequate, appropriate, safe, and well-managed programs. They have moral, ethical, and legal obligations, both implicit and explicit, to exercise reasonable care to protect the individuals in their care, as well as their staff, the community-at-large, and the organization... One way organizations can fulfill their obligations is through proper and thorough screening...[14]

The purpose of screening is not only to protect your clients, your staff, yourself and/or your organization. It also helps you further refine the recruitment process to ensure that you have indeed found the right volunteer for the job.

Screening can be conducted informally (during an interview) or by using more formal tools such as police or reference checks.

Each province and state has different rules and regulations governing the disclosure of information. Be sure to find out what your legal rights and requirements are before seeking or giving references or other information about an individual.

To find out more about screening in Ontario, visit Volunteer Canada's website (at http://www.volunteer.ca) and follow the links to the Ontario Screening Initiative or go directly to the provincial government's website at http://www.gov.on.ca/MCZCR/english/citdiv/voluntar/osi.htm

Community Literacy of Ontario (CLO) has recently published Volume 2 of ***Policies & Procedures for Ontario Community Literacy Agencies***. Both Volume 1 and Volume 2 are jam-packed with information and sample policies. Screening is covered in Volume 2. For more information, please contact CLO at cosburn@bconnex.net or kaattari@bconnex.net.

---

[14] Street, Lorraine. **The Screening Handbook: Protecting Clients, Staff, and the Community**. Ottawa: Canadian Association of Volunteer Bureaux and Centres, 1996. pg. 1.3

The Volunteer Interview

Every volunteer should be interviewed before being given his or her first assignment. It is important that you conduct the interview in person and in private. The interview is an opportunity for you to get to know the potential volunteer, but it is also an opportunity for the volunteer to get to know you and your organization.

Be sure to make the volunteer feel welcome. Express appreciation for them coming to meet with you. Talk about your organization and what the volunteer's role will be. Give the volunteer the opportunity to ask questions. Remember that he or she is still deciding if this is the right volunteer opportunity.

Discuss a variety of volunteer jobs (if they are available) and why they are important to the organization. Be sure to be clear about time commitments, training, rules and regulations.

Watch and listen for "clues" to help you match the volunteer with the right job. Asking a simple question such as "do you prefer working in groups or one on one" can help avoid difficult situations later on. You might even consider creating a new volunteer role after you discover a hidden talent!

When concluding the interview, don't leave the volunteer hanging. Offer a position or let the volunteer know that there are no suitable openings at this time. Explain what will happen next, i.e. training, police checks, other reference checks, further interviews. Be sure to obtain the necessary permission to conduct any reference or background checks.

Orientation and Training

Orientation and training is the final step in the recruitment process. During this process the volunteer has the opportunity to meet other staff and volunteers and also obtain a better understanding of how the agency operates.

Orientation to the agency and to the volunteer position is very important, to ensure that the individual has a clear understanding of what is expected of them and where they fit into the agency. Orientation may include receiving a package of information (which could include the history of the agency, mission statement etc.), an introduction to other staff and volunteers, and a chance to ask questions and find out more information.

Training will depend on the agency's needs. Many literacy programs have a formal, structured tutor training session(s). But what about other volunteers? Do they also get the training they need? Proper orientation and training of literacy volunteers is becoming increasingly important in the face of program reform and changing demands.

Orientation and training might include asking the new volunteer to work closely with a more experienced volunteer. This can provide the new volunteer with the chance to get to know the agency and the job better.

Having a training and orientation process in place provides the new volunteer with the opportunity to ask questions, find out more about the agency and develop an increased confidence level with the new position.

Activities

1. Review your organization's current screening policy. Does it need to be changed, and if so, how would you change it?

    If your organization doesn't yet have a screening policy in place, should it? Why or why not? Using the information from this module, design a draft screening policy to present to your Board. You can find a number of sample policies on "the web". Some examples are:

    Literacy Link South Central's "Collection of Policy and Procedure Templates" at
    http://www.llsc.on.ca/Homepage.htm

    CASAnet at http://www.casanet.org/

    Volunteer Management and Service Leadership Online Resources at
    http://www.serviceleader.org/manage

2. Imagine you are a new volunteer in your organization. Does your current orientation and training provide you with the background you need to start your new volunteer job? Should something be added or changed?

If you don't have orientation or training procedures and policies, use the information in this module to help you draft them. There are some excellent resources available to help you do this (see the "Resources" listing on the next page).

Discussion Questions

1. What are some methods that you use to recruit new volunteers? Can you suggest any new and innovative recruiting techniques?
2. Does your agency currently screen volunteers? If not, why not?
3. If you have an effective screening process in place, how did you develop the process? Do you have any suggestions for agencies just beginning to develop a screening process?
4. What is involved in your orientation and training process? How did you develop this in your agency?

Resources

OMAFRA factsheet "*Recruiting Volunteers*"

To access OMAFRA factsheets visit their website at
http://www.gov.on.ca/OMAFRA/english/rural. Once you are there, look in the Library section
for OMAFRA Rural Development factsheets.

Bradner, Jeanne H. *Recruitment, Orientation and Retention*. In Daniel Connors, Tracy (ed.)
The Volunteer Management Handbook. John Wiley & Sons, Inc., 1995.

Fisher, James C. and Kathleen M. Cole. *Leadership & Management of Volunteer Programs*.
Jossey-Bass Publishers, 1993.

Graff, Linda L. *Beyond Police Checks – The Definitive Volunteer & Employee Screening
Handbook*.

Huebner, Fiona. *A Guide for the Development of Policies and Procedures in Ontario's
Community Literacy Agencies* **(Volune Two)**. Barrie: Community Literacy of Ontario, 2000.

McCurley, Steve and Rick Lynch. *Essential Volunteer Management*. Heritage Arts Publishing.,
1989.

Street, Lorraine. *The Screening Handbook: Protecting Clients, Staff, and the Community*.
Ottawa: Canadian Association of Volunteer Bureaux and Centres, 1996.

Get Ready, Get Set, ... Recruit! Barrie: Leadership Centre Canada, 1997.

Volunteer Interviewing Techniques. CASAnet at http://www.casanet.org/program-
management/volunteer-manage/volinter.htm

Volunteer Recruitment: Tips from the Field. Texas Commission on Volunteerism and
Community Service. December. 1998.
http://www.txserve.org/mgmt/volrec/ident.html

Supplemental Resource

Recruitment Tips to Avoid Rejecting Volunteers[15]

Have you ever found yourself with too many volunteers? Or the "wrong" volunteers? Some simple changes to your recruitment posters and advertisements can help with early screening, thereby helping you avoid having to reject volunteers.

For example, if your poster or flyer just says, "Call to Volunteer" or "Volunteers Needed", you are implying that anyone can apply. So don't be surprised if don't always get what you were really looking for. And don't be surprised if potential volunteers are taken aback when you start screening or reject them early on. They just thought you needed volunteers!

Try using some of Susan Ellis' suggestions for recruitment posters, flyers and other advertising materials. Here are just a few ideas.

- *We are presently accepting applications for the position of _____.*

- *Please call to ask us if we have the right volunteer opportunity for you!*

- *Let's talk about whether your skills and our needs match.*

- *If you have the following qualifications, we'd love to hear from you!*

These few simple phrases can help you start the screening process before the very first phone call, saving both you and the volunteer time and energy. The more specific you are, the more likely you are to find the right volunteer for your program. And the more likely you are to have happy volunteers instead of frustrated, "rejected" applicants.

---

[15] Adapted from a posting by Susan J. Ellis to the CyberVPM listserve on January 21, 2000.

"It takes so much of my time to train our volunteers. It is very discouraging when they leave us after a short time."

"I just want to tutor but my literacy program keeps getting me to get involved in fund-raising. I hate fund-raising."

"I would have liked to sit on the board, but no one asked me. It always seems to be the same old people who get asked to sit on the board."

Have you ever said anything like this? Have you ever heard your colleagues say anything similar?

Maybe it's time to rethink how you work with volunteers so they have a reason to stay.

Benefits of Retaining Volunteers

It takes 10 times as much energy to find new volunteers as it does to keep the ones you have. Retaining volunteers is about building relationships.

Focusing energy on nurturing your relationships with existing volunteers will be time and effort well spent. Your payback will be quality volunteers who are loyal to the organization and a joy to work with.

Good relationships are based on clear expectations. Volunteers need to know what you expect AND you need to know what volunteers expect. Let's look at three things to consider for building good relationships with your volunteers: recognition/rewards, training, and volunteer-staff relationships.

Recognition/Rewards

The "Economic Value of Volunteers in Community Literacy Agencies in Ontario" (published by Community Literacy of Ontario) found that: Overall, literacy agencies are doing a good job of recognizing volunteers:

- only 28% of volunteers agreed with the statement "Volunteers don't get the recognition they deserve."
- Retaining volunteers is not about giving people money: 60% indicated they would not give more time even if they received some compensation for their efforts.

To effectively recognize volunteers you must link those things that motivate volunteers AND the type of volunteer to the most appropriate form of recognition.

Module 2 covered the four main motivators of volunteers: praise, accomplishment, affiliation and power/influence. It also addressed the four types of volunteers. The recognition needs of each group varies as described in the following two tables.

Motivator	Focus of Recognition	Examples
praise	recognizing talents and accomplishments	- say "Thank-you" - give a gift, public recognition or reference letters
accomplishment	having concrete evidence of achievement	- assign a concrete or physical project with a recognizable end or product - set up competitions - present with certificate of completion
affiliation	getting together with others and being seen as part of the organization	- say "we" and "us" - offer them group projects to do - post list of volunteers in office - let them wear a badge or T-shirt with organization's logo at events
power/influence	providing leadership roles or opportunities to make decisions	- ask them to be committee chairs or spokespeople - take photos with executive director or VIPs - ask their advice - have them train or mentor others

Type of Volunteer	Focus of Recognition	Examples
episodic	on-going as opportunities arise	• provide informal thanks at end of specific tasks
designer	personal benefit matched to needs	• offer training they requested • write letter of reference they want
youth	experience and sense of worth	• write letters of reference • give opportunities to learn new skills • provide on-going praise
seniors	contribution to society	• use knowledge and skills they have • give them the opportunity to feel needed

Appropriate recognition is a very individual thing. You need to know your volunteers to know the best forms of recognition for them. There is no single form of recognition that suits all volunteers. However, you may be able to combine a few forms of recognition in one event. For example, holding an appreciation evening provides a public venue for praise, a place to present certificates, a time for socializing, and an opportunity to take on leadership roles as MC or committee chairs.

And remember – volunteer appreciation doesn't always have to cost a lot of money. Be sure to check out some "cheap and cheerful" (and creative!) ways of recognizing volunteer contributions in an upcoming additional resources posting.

If you do have some money to spend and are looking for some volunteer gifts, there are a few companies that specialize in this area. In Canada, you can contact Cabam in London, Ontario or visit their website at http://www.odyssey.on.ca/~cabam.

In the United States, try The Thanks Company in North Carolina. Their website is http://www.thankscompany.com.

What do you do now to recognize volunteers in your organization? What could you do in the future to meet their recognition and reward needs?

Training/Skills

It is clear from the "***Economic Value of Volunteers in Community Literacy Agencies in Ontario***" (Community Literacy of Ontario) that volunteers place a high value on learning new skills. How do you know what skills development your volunteers want?

Tutor training is certainly a current priority in community-based literacy delivery agencies. With the implementation of program reform, and outcomes-based training in particular, many programs have found themselves revising their tutor training significantly.

Ivan Scheier's "*Window of Work*" (discussed in [Module 2](#)) can be used on an on-going basis. When you continually ask and follow through on "quests" your volunteers have, you strengthen your relationships with them.

Think about training as another way to recognize and reward volunteers. Training provides an opportunity for them to up-grade their skills and be ready to respond to new clients, programs, policies, and organization structure. Training is also important as preparation for taking on new roles or increased responsibilities within the organization.

Some people feel opportunities for training that provide for their personal development are a real benefit, so don't restrict yourself to job-specific training. Courses such as time and stress management, communication skills and confidence building will help your volunteers and the organization.

There is a balancing act between being flexible in meeting training needs and maintaining program standards. You need to weigh options for training and be creative in solutions to address training needs.

(Note: it would take another course to address the variety of approaches to training and ways to make training interesting. There are many places to find information about training. One source is chapter 10 in "***Management of Volunteer Services in Canada: The Text***," 2nd Edition, edited by G. Johnstone.)

Volunteer-staff relations

A third factor that affects volunteer retention is the relationship between volunteers and staff. Two of the most important aspects of good volunteer-staff relations are:

- a clear definition of roles and responsibilities, and
- effective communication.

It doesn't matter whether any specific job is done by a volunteer or by a paid staff person. An agency might have a volunteer performing the duties of an executive director, and have a paid administrative assistant. The critical issues in are:

- everyone knows what is expected from his/her role
- any conflicts get resolved through open discussion, and
- the work gets done.

Volunteers and staff should support each other in their roles. Striving for a climate of respect within the agency will lead to a positive atmosphere where everyone is working together for the betterment of the organization.

Summary

People who are satisfied with the recognition, training and relationships they have with your organization will stay involved. Volume One of Community Literacy of Ontario's *Guide for the Development of Policies and Procedures*, (section 3, appendix 6) suggests that literacy volunteers have rights to these aspects of volunteer management. By ensuring your agency follows through on these, your volunteers will be happier, more enthusiastic and more productive members of your team.

Discussion Questions

1. What "best practice" could you develop so volunteers would want to stay with your organization?

2. Has your organization made any changes to its volunteer training recently? If so, why? and what type of changes?

3. Do you treat your volunteers and staff differently? If so, how and why? If not, why not?

Resources

Huebner, Fiona. *A Guide for the Development of Policies and Procedures in Ontario's Community Literacy Agencies* **(Volume Two)**. Barrie: Community Literacy of Ontario, 2000.

Johnston, G. (ed.) *Management of Volunteer Services in Canada: The Text*. (2nd edition).

The Economic Value of Volunteers in Community Literacy Agencies in Ontario. Barrie: Community Literacy of Ontario, 1998.

http://cybervpm.com Follow the links for resources on volunteer management.

Supplemental Resources

Cheap & Cheerful Ways to Say Thanks[16]

Are you looking for a fun and easy way to say thank-you to your volunteers, but you don't have much of a budget? Here are some quick and not-too-expensive ways to express your appreciation to your volunteers.

Bag of Seeds: Thanks for helping us grow beyond our dreams.

Bag of M&Ms: Thank you for having made a marvelous and moving difference in our program.

Book of Matches: No one can match up to you!

Band-Aid: You keep us from getting infected by bad thoughts and negative views.

Cake (or cupcake): You take the cake as an outstanding volunteer!

Candle: No one can hold a candle to you!

Cotton Swab: If you don't know how special you are, clear your ears out so you can hear us say it.

Heart: Thanks for giving more than you could ever receive.

Juicebox: Your creative juices have made a big difference.

Kite String: You can soar to whatever heights you choose.

Paperclip: Thanks for holding our program together.

Pebble of Influence: To remind you that you do make a positive difference.

Rubberband: Thanks for stretching yourself to help us out.

Safety Pin: Thanks for holding things together, when they could fall apart.

Stick of Gum: Thanks for sticking with us in our time of need.

Sunglasses: Thanks for helping us see this project through to a successful conclusion.

Toothpick: To prop open your eyes on the 7th night meeting this week.

Tootsie Roll: Thanks for keeping us on an upward roll to success.

---

[16] From *If You Want the Grass to Grow... You Have to Water It.* Volume 1, Issue 1. Mothers Against Drunk Driving. Spring 2000. (adapted from **Fun, Pun Gift Ideas** at http://www.ianr.unl.edu/ianr/4h/volun/fun.htm

Volunteers, God Bless Them!

Many will be shocked to find
when the day of judgment nears
that there's a special place in heaven
set aside for volunteers.

Furnished with big recliners, satin couches and footstools,
where there's no committee chair, no group leaders or car pools.

No eager team that needs a coach,
no bazaar and no bake sale,
there will be nothing to staple, not one thing to fold or mail.
Telephone lists will be outlawed,
but a finger snap will bring
cool drinks and gourmet dinners and treats fit for a king.

You ask, "Who'll serve these privileged few and work for all they're worth?"

Why, all those who reaped the benefits and not once volunteered on Earth.

Author Unknown

It's nice to read positive comments in the "***Economic Value of Volunteers in Community Literacy Agencies in Ontario***" study (Community Literacy of Ontario: 1998):

- 75% of respondents noted they were "very satisfied" with their experience as volunteers with community literacy agencies and 24% were "somewhat satisfied."

In your literacy agency, do you think your volunteers would consider themselves "very satisfied", "somewhat satisfied" or "not satisfied with their role?" How can you be sure your volunteers are achieving their goals and being accountable to your organization? How can you be sure your volunteers are satisfied with your organization? And how do you measure your satisfaction with your volunteers?

Recognizing and rewarding volunteers is an important part of any volunteer management process. Acknowledging the results of their involvement in programs is another important component. Your understanding of why, when, what to do and how to acknowledge results will add to the positive experience of volunteers in your agency.

Benefits of Acknowledging Volunteers

An effective way to acknowledge volunteer involvement is to discuss with the volunteer the results of their efforts. Some people refer to this as a "performance review" or "volunteer evaluation". Whatever title you give it, this process will enable you to:

- help volunteers meet their current goals and develop new ones
- identify areas for continuing education
- give feedback for volunteer references
- express appreciation for volunteer contributions
- give volunteers a chance to tell you about their needs or preferences for their current and future roles in the agency
- give volunteers a chance to change and improve to prevent burnout or firing
- find out where the staff and agency can improve
- allow both the volunteer and the organization to suggest changes to the job description
- ensure program integrity
- ensure volunteer accountability
- develop your relationship with the volunteer.

Who and When

All volunteers and staff should be given the opportunity to have their work acknowledged. An immediate supervisor is the most appropriate person to host the review.

Some agencies have established policies for the timing of reviews. With the various types of volunteers in programs, there is no one time that fits all situations. For example, you might want to informally meet with new volunteers soon after they begin their work to ensure they understand their jobs and to address any concerns. "Episodic" volunteers should have the opportunity for discussion at the end of their assigned tasks. For others, you will want to acknowledge their involvement at least annually to find out if they are still satisfied with their assigned roles and to identify future goals.

When a problem or issue arises, you should hold a discussion with the volunteer. If you have been reviewing performance on an on-going basis, a meeting to discuss problems will not be threatening to either the volunteer or the supervisor. Often a "difficult" volunteer is in the wrong job or with the wrong organization. (Please see the "Supplemental Resources" section at the end of this module for more information on Supervising the Problem Volunteer.)

When Volunteers Want to Leave

A slightly different but very important reason to hold a discussion is when a volunteer chooses to leave the organization. This "exit interview" is your chance to find out what they liked about their involvement in the organization and what suggestions they have for improvement. It is also a final opportunity for you to get a history of their involvement so you will be able to provide a solid reference should one be requested in the future.

Things to Consider

It's important to hold the discussion in a comfortable and private location. Creating a climate for positive interaction is a key to having a successful meeting.

Before the get-together, the volunteer and supervisor should review the job description and the tasks that have been accomplished. Both need to have clear expectations of the job or assignment in order to have an effective discussion.

During the process, invite volunteers to evaluate you and the program. This will give you valuable feedback so you can identify ways to improve your own performance and that of the agency. Listen and watch carefully for clues from the volunteers as they may not be direct with comments.

Performance Review Tool

You can find an evaluation framework for tutors in ***A Guide for the Development of Policies and Procedures in Ontario's Community Literacy Agencies: Volume 1*** (Community Literacy of Ontario: 1999). The following charts can be adapted by literacy agencies to fit other volunteers. You can use criteria that relate to your particular programs. Remember to include space for the volunteer's name and role, supervisor's name, date of review, volunteer's length of time with agency and other pertinent information.

Goals/Standards Chart: Write the appropriate word to indicate performance on the following objective criteria. Use the comments section to explain your rating. Ask volunteers for their future goals that will become the standard for their next review.

Goal Or Standard (examples)	Performance Rating Not Met/Met/Exceeded	Volunteer Comments	Reviewer Comments
10 tutors recruited			
Raised $1000			
2 new board members recruited			
Chaired committee meetings			
6 newsletters published			

Training Chart: Ask volunteers what training they have had and what skills they would like to learn.

Training Completed	New/Improved Skill Desired	Approaches to skill development
Tutor training	Time management	Workshop at community college

Areas for Agency Improvement Chart: Ask volunteers what suggestions they have for improving various aspects of the agency.

Areas for Change	Suggestions for Improvement
Job description	
Policies	
Procedures	

Summary

Organizations and volunteers can both benefit from reviews of volunteer performance. Reviews will be most valuable when they are done at appropriate times and in appropriate settings. Volunteers and supervisors both need to prepare for discussions.

Having a standard format makes it easier to be consistent, to document the discussion and to remember to cover all points you want to focus on.

Activity

Using the charts shown above and at least one volunteer in your agency, conduct a performance review. If you are not comfortable doing this in an official capacity just yet, ask for a volunteer to role play with you.

Discussion Questions

- What types of performance reviews have you held with volunteers? What were the results?

- Why would organizations and volunteers not want to have performance reviews?

- What would you include in a performance review tool?

- How do you keep the experience positive?

Resources

Huebner, Fiona. *A Guide for the Development of Policies and Procedures in Ontario's Community Literacy Agencies* (**Volune One**). Barrie: Community Literacy of Ontario, 1999.

The Economic Value of Volunteers in Community Literacy Agencies in Ontario. Barrie: Community Literacy of Ontario, 1998.

http://cybervpm.com Follow the links for resources on volunteer management.

Supplemental Resources

Guidelines for Volunteer Programs [17]

Volunteers have a special place in our organizations. They can be Board members, tutors, fundraisers or office assistants. Volunteer management is just as important as the management of paid staff. Together, volunteers and staff form the "human resources" component of an organisation.

Volunteers (hopefully) don't just show up and do unpaid work. They need to be recruited, screened, hired, trained, appraised and recognised just like their paid colleagues.

Therefore, any volunteer organization should:

- have in place a clear set of policies addressing the recruitment, preparation, oversight and recognition of volunteer resources;
- give volunteers a clear statement of the tasks and activities that they are to carry out, perhaps including job descriptions or volunteer agreements;
- adopt and adhere to codes of ethical conduct for managers of volunteers and volunteers themselves;
- provide adequate orientation, training and evaluation;
- publicly recognize the contributions of volunteers;
- screen volunteers, particularly if the organization works with vulnerable populations;
- provide direction on how the paid or non-voluntary volunteers are to be integrated into the organization (in unionized environments this means working with the unions to reach agreement); and
- establish explicit expectations about the claiming of expenses.

---

[17] From **Building on Strength: Improving Governance and Accountability in Canada's Voluntary Sector.** Final Report of the Panel on Accountability and Governance in the Voluntary Sector, 1999. The complete report can be viewed at http://www.ccp.ca/information/documents/cp141.htm

Supervising the "Problem Volunteer"[18]

Communicate – Negotiate – Authenticate – Ruminate – Legitimate - Terminate

Get all the facts straight. If someone is complaining to you about a volunteer, ask them to write out an objective account of a behaviour or a specific incident.

Give the problem some time if you possibly can. Some problems clear up or just don't seem as important as time passes.

Check in on your or the complainer's role in the problem. Are the volunteers getting the right information and tools for the job? Are they just getting on your nerves but not really creating a specific problem?

Get everyone's side of the story. Use "I" statements – "I am worried about how you and Mrs. X are getting along." NOT "You are making Mrs. X mad."

Document everything. Use only concrete, factual terms. Don't say, "he seemed" or "she did" when someone only said so. Be sure you note dates on everything. If the problem is serious, keep a diary: note news-of-the-day, important occurrences (like "the receptionist's last day at work") to authenticate your diary.

Try to find win-win solutions. Consider reassignment before firing. Maybe the person is just in the wrong job for his/her motivators.

If you must fire, be sure you have all your documentation in place and that you are not unwittingly discriminating or allowing discrimination on the basis of a disability, age, gender or other protected status unless you have a defensible position. Get authority in writing from your supervisor. Follow the firing with something in writing that officially states the decision but not too detailed. Be sure others (staff and clients) who worked with the volunteer know he/she is no longer authorized to act on behalf of your agency.

Get your boss to "sign off" on the decision.

Be kind. Discipline and termination hurt, even when deserved.

Above all else, BE HONEST. Don't pussyfoot around, make excuses, blame someone else, bargain or hide. However scary, honesty is the kindest step to take and the least likely to backfire on you.

---

[18] From ***CyberVPM-Update*** (a monthly e-zine). May 2000. Available ar
http://www.egroups.com/message/cybervpm-update/52?

Volunteer Bill of Rights

- The right to be treated as a co-worker, not just free help.
- The right to a suitable assignment with consideration for personal preference, temperament, life experiences and education.
- The right to know as much as possible about the agency or service: its policies, its people and its programs.
- The right to training for the job – training that is thoughtfully planned and effectively presented.
- The right to continuing education on the job including a follow-up to initial training and information about new developments and training for greater responsibility.
- The right to sound guidance and direction by someone who is experienced, patient, well informed and thoughtful and who has the time to invest in giving guidance.
- The right to a place to work – an orderly, designated place, conducive to work and worthy of the job to be done.
- The right to promotion and a variety of experiences through: advancement of assignments of more responsibility, transfer from one activity to another and/or special assignment.
- The right to be heard – to have a part in planning, to feel free to make suggestions, to have respect shown for an honest opinion.
- The right of recognition in the form of promotion and awards, through day-by-day expressions of appreciation and, most importantly, by being treated as a bona fide worker.

Author Unknown

Resolutions for Volunteer Programs[19]

We resolve to evaluate each and every volunteer position to make sure we can identify and articulate its relation to the mission of our organization.

We resolve to learn what motivates volunteers in our organization and to do our best to make sure each gets at least as much out of working with us as we do.

We resolve to re-write all our volunteer recruitment ads so they reflect what the volunteer is looking for and to remove the words "need" and "desperate" from them.

We resolve to make sure every volunteer position has a position description that is both flexible and accurate.

We resolve to attend customer service training and apply what we learn to how we work within our volunteer program.

We resolve that we will learn more about the skills and abilities of disabled people so we can enthusiastically recruit more of them as volunteers.

We resolve to take risk management issues seriously.

We resolve to include volunteers more in the evaluation of our programs.

We resolve to accept nothing less than the respect due to a professional from everyone we work with.

---

[19] From: *Focus on Volunteer Management: New Year's Resolutions for Volunteer Programs.* CyberVPM.com Update. January 2000. Http://www.cybervpm.com/

The Rewards of Being a Volunteer Program Manager!

Being a VPM is never boring! There is always a challenge everyday you come into work. It may be about people, it may be about a how to do, discovering a new service delivery method. But it's not boring.

Friendships with both professionals and volunteers. Some of mine go back 30 years! One volunteer friendship became my mentor at my first VPM job. She is still an active 80+ years old.

Ability to be creative.

What I give to and receive from people on a personal level.

My favourite moments are when the student volunteers make connections between their classroom work, their volunteer experience, and their own role in the political and social process. It's even better afterwards when they recruit their fellow students to do service work in the surrounding community.

The greatest rewards I get from being a volunteer program manager is in seeing personal growth in the volunteers, and seeing the great joy they get from seeing improvements in their clients.

I think my greatest reward is the chance, through and with the efforts of our volunteers, to truly make a difference in people's lives EVERYDAY. Sure, as an individual, I can make a difference. But through working with our volunteers, I make an even greater impact – and not just on our clients. I truly feel I get the chance to make real changes in our community – by changing and impacting the lives of our clients AND our volunteers. I don't care how trite it sounds: I feel blessed to be able to do this work!

The greatest rewards for me are the incredible moments of grace that I am privileged to witness almost daily. Every day ordinary people perform selfless and extraordinary acts... I see people and situations transformed by the kindness of a volunteer when it is most needed, and least expected. Volunteers are the heart and soul of any caring community of people regardless of whether it is reading stories to children or delivering meals to homebound adults. I feel blessed to be a part of a community whose capacity for caring is so great.

I see smiles where there was only sadness, laughter where tears once ran freely, comfort in the face of pain, beams of light where there was only darkness.

Seeing our clients faces light up when I bring a new volunteer around.

The opportunity to make some new and wonderful friends that I probably won't have met otherwise.

Tips & Tools for the Overworked Volunteer Manager

Practice telling yourself you can do it. Negative thinking is unproductive.

Make a list of everything you have to do. Prioritize the list. Review the tasks with the lowest priority and ask if they are still worth the effort or if they could be dropped.

Take another look at your list. Ask yourself if you know where to begin. Ask questions like, "Will this cost my program money if I postpone it?" "Will the learners and/or volunteers be negatively impacted if I postpone it?" This will help you prioritize your list even further.

Be honest with your volunteers and your co-workers. If others are waiting on you to produce, and you are mired in indecision, let them know. Tell them that you have other priorities or have just not done the work. Or suggest ways they might help you with the work.

---

[20] From: *The Unique Rewards of the Profession of Volunteer Program Management.* CyberVPM.com Update. January 2000. Http://www.cybervpm.com/
[21] Adapted from *"Stop chasing your Tail! Increase Productivity"* in the January 2000 issue of **Volunteer Today** which can be viewed at http://www.volunteertoday.com/train.html

Volunteer Management Resources[22]

Canadian Volunteer Management Sites

http://www.nald.ca/volman.htm
Community Literacy of Ontario's volunteer management website! Offers lots of links, resources, testimonials, etc.

http://www.volunteer.ca
Volunteer Canada's website. Offers a wide variety of resources including the electronic "volunteer exchange" and the Ontario screening initiative. They also have some great volunteer appreciation ideas and promotional packages for Volunteer Appreciation Week.

http://www.voe-reb.org/index.jhtml
Volunteer Opportunities Exchange. Use this Canadian site to advertise volunteer positions or to find out who is looking for a volunteer opportunity! Virtual volunteering is new and exciting – jump on the bandwagon.

http://www.ccp.ca
The Canadian Centre for Philanthropy. Includes a "what's new" link as well as links to research and publications, including the National Survey on Giving & Volunteering.

http://www.charityvillage.com
Billed as Canada's supersite for the non-profit sector. This site is jam-packed with over 3,000 pages of resources on a wide variety of topics including volunteerism. Post a volunteer opportunity at http://www.charityvillage.com/charityvillage/volbb.asp. Or go directly to http://www.charityvillage.com/charityvillage/books10a.html for a regularly updated list of books on volunteer management.

http://www.gov.on.ca/MCZCR/english/citdiv/voluntar
Ontario Ministry of Citizenship, Culture and Recreation. Links to government-supported initiatives that support volunteerism (including awards programs).

http://www.gov.on.ca/MCZCR/english/citdiv/voluntar/osi.htm
The Ontario Screening Initiative. For children, seniors and vulnerable adults.

http://www.waterlooregion.org/cnrn
Canadian Non-Profit Resource Network. Visitors to the site can search the listings for training, volunteer and job opportunities. You can also add your own!

---

[21] Community Literacy of Ontario has made every effort to ensure the accuracy of Internet addresses. However, from time to time, some links may become invalid or broken. This resource list is valid as of September 2000.

http://www.nvo-onb.ca/main-e.html
Coalition of National Voluntary Organizations. They promote volunteerism and enhance the profile of Canada's voluntary and charitable sector. A variety of publications are available for download from this site.

http://broadway.sfn.saskatoon.sk.ca/community/vmg/page3.html
What is Volunteer Management? The Volunteer Management Group of Saskatoon.

http://www.csc.nf.net/index.htm
Community Services Council Newfoundland and Labrador. An organization dedicated to citizen engagement and the promotion of volunteerism. Offers a certificate program in volunteer coordination.

http://www.volunteertoronto.on.ca
Volunteer Centre of Toronto.

http://www.carriereccc.org/products/cp_99_e/section4/volunteer.html
Volunteering for Fun and Profit. A Canadian page that encourages volunteering and helps the prospective volunteer get started.

http://www.llsc.on.ca/WhatsNew/Policy%20and%20Procedure/Chapt3.htm
Volunteer Management templates from Literacy Link South Central's "A Collection of Policy and Procedure Templates for Adult Literacy Service Providers."

http://www.connection.com/~regan/index.html
Skills Training for Community & Non-Profit Organizations. Includes some good basic volunteer management information along with a variety of other resources that programs may find useful. Originally a skills training program from Toronto, it has been re-designed for the Internet and posted for one and all to use.

http://www.johnhoward.nf.ca/comp/volguide.HTM
Guidelines for literacy volunteers in a correctional Centre. The John Howard Society of Newfoundland.

Other Volunteer Management Sites

http://www.energizeinc.com
This site includes a "hot topic" of the month. Also features an online bookstore and a library, including a few resources available for download. Lots of links to other sites plus information about conferences, discussion groups, etc. Mostly American information but some Canadian content. Visitors can register for free monthly e-mail updates. Site features good visuals, good organization and links that work!

http://www.cybervpm.com
The home of CyberVPM! This award-winning site contains a variety of information and resources. You can join a very active and friendly listserv or sign up to receive the "e-zine" CyberVPM.com Update. You can also receive a weekly mailing of ideas and tips.

http://www.nutsbolts.com
An information-packed resource for busy, budget-stretching, lean-staffed non-profit professionals. Lots of helpful tips and ideas. The website serves as a companion to the printed version of their monthly subscription newsletter. Some information is "for subscribers only".

http://www.impactonline.org/
Impact Online is a non-profit organization dedicated to helping people get involved in their community. The site includes "Volunteer Match", a free online matching service for volunteers and non-profits (similar to Volunteer Opportunities Exchange).

http://www.avaintl.org
The Association for Volunteer Administration. Includes links to other sites as well as some interesting ideas for volunteer recognition, inspiring quotes, etc. Excellent bibliographies on a variety of subjects related to volunteering.

http://www.volunteertoday.com
The Electronic Gazette for Volunteerism. Features a monthly newsletter. Lots of links to other sites. Mostly American information but some Canadian content.

http://www.nptimes.com
The leading business magazine for non-profit management. Includes a regular article on volunteers.

http://www.casanet.org/
A wonderful site on volunteer management, run by an American equivalent of the Children's Aid. Includes sample volunteer management policies and numerous other gems.

http://www.nonprofitspace.org/vpm-day
This site features ideas for ways to celebrate International Volunteer Program Manager Appreciation Day! (This day was first celebrated on December 5, 2000.)

http://www.pointsoflight.org
The Points of Light Foundation. Contains lots of information on U.S. volunteer centres and has lots of links to other resources.

http://www.tenet.edu/volunteer/manage/index.html
An extensive list of links to volunteer management online resources. From the Centre for Volunteerism and Community Engagement at the University of Texas.

http://www.servelink.org/volunmgt.htm
This site is designed primarily for sports and recreation organizations but contains some good links.

http://www.serviceleader.org/manage
Volunteer Management and Service Leadership Online Resources. Lots of links to all kinds of information on volunteer management. Also links to printable forms. Subscribe to "Virtual Verve" or try out The Virtual Volunteering Project at http://www.serviceleader.org/vv.

http://www.merrillassociates.net
Merrill Associates. This site "specializes in the unique challenges of nonprofit organizations." Includes a monthly feature on a variety of topics relating to volunteer management. Lots of useful resources.

http://www.suite101.com/welcome.cfm/4154
The volunteerism page of Suite 101. Click on "subscribe" to receive a weekly article on various subjects related to volunteerism. Or join a discussion group. Definitely worth a look!

Courses / Workshops

http://www.cdnsport.ca/skillsprogram
Description of the Skills Program – a partnership of the Federal and provincial governments.

http://www.lin.ca/htdocs/skillind.cfm
This site features download links to "Skills Program" courses in volunteer management. There are four courses available at a charge of $16 (Cdn) each. The Skills Program is designed primarily for sports and recreation organizations but the volunteer management information is most likely "generic".

http://vmcp.wsu.edu
Washington State University Volunteer Management Certificate Program. Includes a "self-assessment" for volunteer managers.

http://pirate.shu.edu/~mirabero/Kellogg.html
NonProfit Management Education: Current Offerings in University Based Programs. The results of a research project which examined the impact of nonprofit management education programs on the nonprofit community. Includes a listing of the 180 U.S. universities offering these programs.

The following Ontario Community Colleges offer Volunteer Management Programs: Niagara College, Sheridan College, Humber College (also offers an advanced course) and Mohawk College.

McGill University offers a Masters of Management for National Voluntary Sector Leaders.

Papers / Research / Articles

http://www.ccp.ca/information/documents/cp141.htm
The Panel on Accountability and Governance in the Voluntary Sector.
Final Report can be seen at: http://gateway.ontla.on.ca/library/n17tx.htm

http://www.ccp.ca/nsgvp
NSGVP On-Line: Comprehensive research based on data from the National Survey of Giving, Volunteering and Participating. A Canadian site listing statistics nationally, provincially and regionally. Also features discussion forums.

http://www.lin.ca/htdocs/volin.htm
Ontario Voluntary Forum 1998. Includes links to papers on accountability and the forum's final report.

http://www.gov.on.ca/MCZCR/english/citdiv/voluntar/stats.htm
Statistics on volunteering in Ontario.

http://www.gov.on.ca/MBS/english/press/action.html
Report of the Advisory Board on the Voluntary Sector (Ontario).

http://www.nald.ca/FULLTEXT/heritage/ComPartnE/WhyPplE1.htm
Why People Volunteer. A report to the Voluntary Action Directorate Multiculturalism and Citizenship (Canada) 1992.

http://www.nald.ca/FULLTEXT/heritage/ComPartnE/Family.htm
Family Volunteering: The Ties That Bind. An Introduction to Preparing Your Agency for Family Volunteers by Kristen Porritt. Volunteer Action Centre of Kitchener-Waterloo and Area Voluntary Action Program. Department of Canadian Heritage (Ottawa) 1995.

http://www.nald.ca/FULLTEXT/heritage/ComPartnE/EstVolE.htm
How To Estimate the Economic Contribution of Volunteer Work by David Ross. Department of Canadian Heritage (Ottawa).

http://www.nald.ca/fulltext/heritage/ComPartnE/pdfdocs/Tradval.pdf
Volunteering: A Traditional Canadian Value by Janet Lautenschlager. This is the direct link to the PDF version. Chapters can also be read individually by searching the NALD website (http://www.nald.ca).

http://www.ericacve.org
Clearinghouse on adult, career and vocational education. Features searchable database with some articles available on-line.

http://gseweb.harvard.edu/~ncsall
National Center for the Study of Adult Learning and Literacy. Its goal is to help the field of adult basic education define a comprehensive research agenda.

http://www.vancouver.volunteer.ca/resources/download_articles.asp
A regularly updated series of links to articles, etc. on volunteering. Maintained by Volunteer Vancouver.

http://www.nald.ca/PROVINCE/ALT/LCA/Newslet/archive.htm
Articles on Behaviour & Beliefs of Volunteer Tutors and Focus on Volunteers. Literacy Coordinators of Alberta newsletter.

http://www.nald.ca/PROVINCE/ALT/LCA/Newslet/archive.htm
Scratching the Niche: Helping Volunteers find the right Volunteer Experience. Literacy Coordinators of Alberta newsletter.

http://www.ed.gov/databases/ERIC_Digests/ed355454.html
This article on the role of literacy volunteers was written in the U.S. in 1993, but there are some interesting parallels to the Ontario situation in the late 1990's.

http://www.ed.gov/databases/ERIC_Digests/ed423428.html
This article points out the close associations between adult education and the growing field of volunteer management. It also examines the value of learning through volunteer service.

http://www.nvo-onb.ca/pco-e.html
Working Together: A Government of Canada/Voluntary Sector Joint Initiative. Report of the Joint Tables. August 1999.

http://www.txserve.org/mgmt/volrec/ident.html
Volunteer Recruitment: Tips from the Field. This article can help you design or amend your volunteer recruitment plan. Includes sample job descriptions.

Volunteer Award Programs

http://www.gov.on.ca/MCZCR/english/citdiv/honours/vsa.htm
Ontario Volunteer Service Awards. These awards recognize continuous service to an organization and are granted at intervals of 5 years. Organizations provide names of the volunteers and awards are presented at ceremonies held throughout the province.

http://www.gov.on.ca/MCZCR/english/citdiv/honours/oaa.htm
Outstanding Achievement Awards for Voluntarism in Ontario. Recipients must be nominated by their organizations. 20 recipients are chosen annually.

http://www.gov.on.ca/MCZCR/english/citdiv/honours/young.htm
Ontario Medal for Young Volunteers. Nominations for this award can be submitted by individuals, groups or organizations. Up to 10 recipients will be chosen each year.

http://www.canadapost.ca/CPC2/corpc/events/CPCliteracy/literacyindex.html
Canada Post Flight for Freedom Awards.

http://www.gg.ca/honours/caring_e.html
The Caring Canadian Award. This award honours Canadians for unpaid, voluntary contributions, most often behind-the-scenes at the community level.

http://www.flare.com/volunteer/volunteer.html
The Flare Magazine Volunteer Award. The FLARE Volunteer Awards honour Canadian women who have dedicated a substantial portion of their personal time to enrich the lives of others and make their communities better places to live.

Books & Other Documents[23]

Burke, Mary Ann and Carl Liljenstolpe. *Recruiting Volunteers: A Guide for Non-Profits*. Crisp Publications, Inc., 1992.

Daniel Connors, Tracy (ed.) *The Volunteer Management Handbook*. John Wiley & Sons, Inc., 1995.

Dow, Dr. Warren. *The Voluntary Sector – Trends, Opportunities and Challenges for the New Millenium*. Volunteer Vancouver Newsletter. 1997.[24]

Ellis, Susan J. *The Volunteer Recruitment Book*.

Ellis, Susan J. and Jayne Cravens. *The Virtual Volunteering Guidebook: How to Apply the Principles of Real-World Volunteer Management to Online Volunteers*.[25]

Ellis, Susan J. and Katherine Noyes. *Help! I Don't Have Enough Time Guide to Volunteer Management*.

Fisher, James C. and Kathleen M. Cole. *Leadership and Management of Volunteer Programs: A Guide for Volunteer Administrators*. Jossey-Bass Publishers, 1993.

Huebner, Fiona. *A Guide for the Development of Policies and Procedures in Ontario's Community Literacy Agencies*. Barrie: Community Literacy of Ontario, 1999.

Huebner, Fiona. *A Guide for the Development of Policies and Procedures in Ontario's Community Literacy Agencies. Volume Two*. Barrie: Community Literacy of Ontario, 2000.

Johnstone, Ginette (ed.) *Management of Volunteer Services in Canada: The Text* (2nd Edition). Johnstone Training and Consultation Inc.

Lawson, Virginia K. and Jonathan McKallip (eds.) *Management Handbook for Volunteer Programs*. Literacy Volunteers of America, Inc., 1988.

Leadership Centre Canada. *Get Ready, Get Set, ... Recruit!* 1997.

McClintock, Norah. *Volunteering Numbers: Using the National Survey of Giving, Volunteering and Participating for Volunteer Management*. Canadian Centre for Philanthropy & Volunteer Canada, 2000?[26]

---

[23] These are just some of the many resources available on volunteer management. Many can be borrowed from AlphaPlus.
[24] Available online at http://www.vancouver.volunteer.ca/resources/volsectr.doc
[25] The complete text of this manual is available online at http://www.serviceleader.org/vv/book.html
[26] Available online at http://www.ccp.ca/nsgvp/n-vm-ca.pdf

McCurley, Steve. *Volunteer Management Forms*. Heritage Arts Publishing, 1988.

McCurley, Steve. *Volunteer Management Policies*. Heritage Arts Publishing., 1990.

McCurley, Steve and Rick Lynch. *Essential Volunteer Management*. Heritage Arts Publishing, 1989.

McCurley, Steve and Sue Vineyard. *101 Tips for Volunteer Recruitment*. Heritage Arts Publishing, 1988.

Sanders, Maureen; Reine, Margaret; Devins, Susan; Wiebe, Grace. *Testing the Balance: 50/50 Management in a Volunteer Tutor Program*. Alberta: Prospects Literacy Association, 1996.

Satterfield, Mary T. and Karla Gower. *The Law & Volunteers: A Guide*. Johnstone Training and Consultation Inc., 1993.

Wilson, Marlene. *The Effective Management of Volunteer Programs*. Volunteer Management Associates, 1976.

The Economic Value of Volunteers in Community Literacy Agencies in Ontario. Barrie: Community Literacy of Ontario, 1998.

Powerline. A quarterly newsletter published for members of PAVRO.

The Volunteer Beat. A regular newsletter published for members of Volunteer Canada.

Volunteer Management Resource Guide for Literacy Programs. Barrie: Community Literacy of Ontario, 1997.

Volunteer Management Software

http://www.nald.ca/imsrc
Information Management Software Resource Centre. This site aims to help literacy programs choose software that works for them. Find out what is available or complete the survey to help them find out what programs are currently using.

http://members.aol.com/BruceBech/index.html
BWB Associates Ltd.: *Volunteer Information Management*. PC software designed to track and manage volunteer programs. Free demo available.

http://www.servus.org
Enscribe Technologies: *Servus*. Volunteer database software. Free demo available for download.

http://www.campana.com/GoldCare/index.asp
GoldCare Volunteer Management. Provides activities scheduling and volunteer assignment tools.

http://www.volstar.com
Granite Consulting: *VolStar*. A complete tracking system to manage volunteers for major special events. Free demo available.

http://www.matchmaker2000.com
Heritage Designs: *MatchMaker 2000*. Fundraising software.

http://polyt.home.mindspring.com/polyt/provelle.htm
Polytheoretics: *ProVelle*. Volunteer information system. Free demo available.

http://www.redridge.com
Red Ridge Software: *VolunteerWorks*. Free demo available.

http://members.aol.com/infotraker/volunter.htm
Salmon Falls Software: *Volunteer Info Tracker*. Designed for a variety of applications. Free demo available for download.

http://www.samaritan.com
Samaritan Software: *Recruiter* and *Coordinator*. These programs are accessible on-line, allowing volunteers to log in from their own computers to record hours, etc.

http://www.selston.ca
Selston Volunteer Management Systems. A Canadian company dedicated exclusively to the development of software programs aimed to assist community-based non-profit volunteer organizations.

http://www.spextreme.com/voltrack

SP Extreme: *Vol-Track*. Track volunteers by hours and by organization. Free demo available for download.

http://www.tracworld.com

TracWorld. Fundraising software available for both Windows and Mac. Free demo available for download.

http://www.volsoft.com

Volunteer Software: *RSVP Reporter and Volunteer Reporter Professional*. Demos available for download; site also includes customer testimonials.

http://www.sentientinc.com

Sentient Inc. Membership and fundraising software. Also other non-profit software.

http://www.charityvillage.com/marketplace/software/csvolmt.html

Charityvillage Marketplace. Features software available from Canadian companies.

http://www.npinfotech.org/tnopsi/volunter/volindex.htm

Nonprofit Software Index. Lists a variety of software to meet most programming needs.

Other Interesting Sites

http://www.iyv2001.org
The United Nations Volunteers programme keeps you informed about the International Year of Volunteers 2001.

http://www.odyssey.on.ca/~cabam
Cabam. This Canadian commercial site sells volunteer recognition gifts. You can request a mail-order flyer.

http://www.thankscompany.com
This American commercial site sells greeting cards and gifts for volunteers. You can request a free mail-order catalogue.

http://www.VolunteerGifts.com
American commercial site featuring gifts for volunteers.

http://www.cupofkindness.com
American commercial site featuring gifts for volunteers and staff.

http://www.volunteermanagement.com/index.htm
Volunteer Management Associates. Commercial site where you can purchase videos, etc. or schedule a workshop.

http://www.jtcinc.ca
Johnstone Training and Consultation (JTC) Inc. This Canadian company has published a variety of resources for the not-for-profit sector. Includes a resource catalogue and a link to sign up for their mailing list to be notified of new publications.

http://CharityChannel.com/Forums
Join a list serv! There is a wide variety of topics to choose from, including "volunteer issues", "accountability" and a forum just for Canadian issues.

http://philanthropysearch.com/
The only search engine devoted to the non-profit and philanthropic sector!

Canadian Volunteer Organizations

Canadian Administrators of Volunteer Resources
101 – 300 Earl Grey Dr.
Kanata ON K2T 1C1
http://www.cavr.org

Canadian Centre for Philanthropy
7th Floor, 425 University Ave.
Toronto ON M5G 1T6
Tel: 416-597-2293 Fax: 416-597-2294
general@ccp.ca
http://www.ccp.ca

Coalition of National Voluntary Organizations
301 – 75 Albert St.
Ottawa ON K1P 5E7
Tel: 613-238-1591 Fax: 613-238-5257
info@nvo-onb.ca
http://www.nvo-onb.ca/

Professional Administrators of Volunteer Resources – Ontario
195 – 71 Underhill Dr.
North York ON M3A 2J8
pavr_o@ripnet.com

Volunteer Canada
430 Gilmour St.
Ottawa ON K2P 0R8
Tel: 1-800-670-0401 613-231-4371 Fax: 613-231-6725
volunteer.canada@sympatico.ca
http://www.volunteer.ca