

Book of Proceedings

The Voluntary Sector and Volunteers: Building Our Future Together November 8th, 2001

Hosted by: the Halton Social Planning Council and Volunteer Centre
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Meeting Methodology: Open Space Technology www.genuinecontact.com

Meeting Purpose:

1. To provide ideas, best practices and solutions for participants to take back to their organizations, families, and communities to “build the future together” regarding the voluntary sector and volunteers.
2. To provide the opportunity for conversations and the development of recommendations regarding the future of voluntarism for consideration by the Halton Social Planning Council and Volunteer Centre as community input to their strategic planning.

Meeting facilitator:

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Open Space Report #1 – How to Disseminate Information – Reaching Potential Clients and Volunteers

Name of Leader: Maureen O’Keefe, Oakville Literacy Council

Name of Participants: Andy McGill, Oakville Art Society, Sheryl Roberts, Salvation Army Oakville, Christine Berry Information Oakville, Abdul Chaudhry, Social Planning Council, Noreen Heaney, Halton Police, Janice Shoveller, Elizabeth Fry Society

Highlights of Discussions:

- Recruiting clients – people don’t know about services until they want them – radio, TV, Oakville Beaver, posters, mall displays, GO WHERE THE TARGET GROUP GATHERS, visit people personally
- Information Centres – can connect agencies as a referral service, we need to be able to network among agencies, publishing community guides and directories
- Education/Recruiting volunteers – how people find out where the volunteer opportunities are
- Student volunteer training – after training difficult to retain volunteers (youth volunteers 40 hr mandatory community service)
- Defining organizations and their goals
- Recruiting volunteers for only one event at a time

Future Action/Next Steps/Recommendations:

- Ways for organizations to become more aware of other volunteer organizations, networking

Resources Required:

- Organizations need to keep information up to date in the different directories that are published and Halton Community Services database

Open Space Report #2 – The role of the Volunteer Centre in the Halton community

Name of Leader: Ann Coburn

Name of Participants:

Kathy Mills	The Centre for Skills Development and Training
Michael Cushing	HSPC VC (Board Member)
Carole Daniels	Halton Healthcare
Robin Garell	United Way
Susan Lynch	Red Cross North Halton & Oakville
Dan Okuloski	Halton Police
Janet Campbell	Literacy Council of Burlington
Charles Best	Cama Woodlands – Transportation Action Group
Maureen Beitz	Halton Hills Community Support & Information
Sue Ellen Slater	Halton Women's Place
Sharon Bee	Sir John Colborne Recreation Centre for Seniors
Joy Anderson	Town of Milton
Pat Ogborn	PASS Can
Ann Coburn	HSPC VC
Sue Murray	TeleTouch
Sonya Mackey	HSPC VC
????	Region of Halton

Highlights of Discussions:

- Don't forget the agencies in North Halton
- Halton is so spread out geographically versus Hamilton
- Volunteer Centre should be a separate agency with a focus on recruitment of volunteers
- Needs an elevated exposure
- Resources needed from Volunteer Centre
- Need screening training
- Information form Volunteer from Volunteer Canada needs to be distributed better

- When information received from Volunteer Canada – need local volunteer centre to follow up with training and localized input and questions
- Recruitment – not enough staff
- Insufficient staff in Halton not available to meet member agency needs (recruitment Etc)
- Need to raise profile of Volunteer Centre
- Web site useful in recruitment
- Takes too long
- Need one stop service for walk in clients
- When potential volunteers come in the door – interview them right away – don't schedule appointments
- One large agency has never had a referral
- Every agency doing their own recruitment – lots of duplication
- Web site serves young people – many agencies need senior volunteers
- Can we regenerate the Volunteer Centre funding base
- How does membership dues & other funding get spent?
- Members want accountability and results
- Relationship building with agencies is required NOW
- Resourcing and lack of volunteer centre staff are the big problem TODAY
- The specific recruitment of Board Members is required by agencies
- What is the ongoing funding for the volunteer centre?
- Volunteer Centre needs to look for resource partnerships. Training volunteer managers
- Workshops and Board development work shops (i.e. partner with the United Way)
- What do the agencies really need?
- Come and recruit volunteers at seniors centre
- Recruitment of volunteers is number one priority for organizations
- Recruitment activities
- Need local presence in each community
- Assistance with agency recruitment strategies (web site links etc)
- Training resources
- Linking communities together ensuring two way community effort (ie agency identity)
- Creative
- Volunteer Fairs

- Youth recruitment does not fill the needs of all agencies
- Ensure that agencies have a specific contact person at the volunteer centre to link with on recruitment
- Information dissemination
- Recent survey not specific to volunteer centre needs or information
- Opportunity for volunteer managers to network (try HACVS)
- Focus on corporate volunteering link with centre
- Resource training
- Screening training
- Link to volunteer Canada more emphasized – information not flowing locally
- Remember OCSA
- Follow up on workshops
- Early years initiative critical linkage with volunteers – don't want to reinvent the wheel or duplicate what is already available
- Database of available volunteers – idea has been suggested before. Good for some areas.

Future Action/Next Steps/Recommendations:

Resources Required:

Open Space Report #3 – How can an organization help make the volunteer experience as rewarding as possible.

Name of Leader: Colleen Sym, Halton Community Legal Services

Name of Participants: Barb Daize, Jacquelyn Schlatman, Mike Mueller, Elsie Taylor, Marguerite Broten, Alyson Johnson, Nancy Beddoe, Lyn Robinson, Lynn Roberts, Christine Fenn, John F. Bedell, Len McGahey, Mary Lou Everitt, Judy Hudson, Lillian Roblin, Jack Evanoff, Linda Orme, Leslie Jack, Frances Picard, Kathy Bryan, Joyce See, Jean Macerollo, Peggy Alcoe, Isabel Cummings, Mariane Ivancic

Highlights of Discussions:

- Provide volunteers with opportunities to interact with staff
- Provide volunteers opportunities to represent the organization out in the community, at conferences etc
- Provide rewards or recognition of volunteer contributions to the organization determined by group discussion making choice of recipient
- Ask volunteers at the outset what expectations they have
- Provide opportunities for volunteers to interact with a coordinator to get feedback on how it's going
- Evaluate whether the volunteer's goals are met in order to demonstrate accomplishment
- Have an organization that is willing to learn and develop as a result of volunteer input – both positive and negative
- Include the number of volunteer hours in the annual report
- Inform the volunteers of the \$ amount/how much they are worth
- Staff recognition of volunteer contributions and their value to the organization
- Try to recognize early when the volunteer is not being rewarded by the experience
- Have a buddy system – pair new volunteers with an “older” volunteer to answer questions etc.
- Don't overuse the volunteers – avoid volunteer burnout
- Have volunteers identify what they want to do in the context of the organization's business plan
- Encourage communication between staff and volunteers and volunteers and volunteers
- Be respectful of the volunteer's time – no time standing around – if they are there give them something to do that is meaningful

- Make sure the interests of the volunteer match what the organization does – recruitment of the “right volunteers” for the job
- Constantly reinforce the need the organizations has for the volunteers
- Know the importance of a staff or volunteer coordinator
- Promote a feeling of ownership by the volunteers in the organization
- Show the volunteers tangible results of their efforts, e.g. success stories, how did we help someone.

Open Space Report #4 – Youth Volunteerism

Name of Leader: Darlene Shaw

Name of Participants: Michelle MacKellar, Bobbi Jo Brown, Maryalice Tofflemire, Jackie Oxley, Laurie Segdewick, Sue Fanelli, Lisa Ennis, Norma Wells, Ann McNaughton, Theresa Greer, Paul Shelton, Heather McLean, Antonietta Morgante, Anthea Hoare, Adelina Urbanski, Andrea Neilson

Highlights of Discussions:

- Extending the 40 hour commitment (people only make a short term commitment instead of the whole 40 hrs. and leave with no explanation why they aren't coming back)
- To resolve this an orientation could be conducted first and then the interview
- Do not sign their passport until they have completed all 40 hrs.
- Write a policy that they have to stay for more than 40 hrs.
- Give parents background info on your agency
- Do shorter, special events so that it doesn't matter if they come back or not
- Do group work so that youth can work with other youth
- Run a summer program where they can do their 40 hrs within 2 weeks, for e.g. and then they get hooked work with the schools in regards to police checks (tell the schools that this must be done before youth volunteer)
- Educate parents and students on what is available in the community
- Give more info to guidance counsellors
- Call schools to set up presentations during the lunch hour to promote your agency
- Send guidelines to the schools before students start volunteering so that they know what they are getting themselves into
- Make sure that schools know that agencies cannot accommodate students 40 hours in a short period of time (e.g. 2 weeks before they graduate, etc).
- Get youth to recruit their friends
- Have the volunteer centre run orientations so that specific agencies don't have to
- In agencies that use volunteers in certain areas, introduce volunteers in areas that do not presently use volunteers
- Having a good memory of volunteering as a young person will make you come back to volunteering as an adult
- Ask youth what they want to get out of their experience
- Tell them that volunteering is a resume builder

- Understand that youth do not stay in one agency very long
- If youth do not find a placement that is suitable for them, help them find a placement that is
- Dismissal: how do you “fire” a volunteer?? Find a better placement before you completely let them go, treat them like staff; ask them to sign a contract so if there are behaviour issues you can go back to the contract (and tell them that they agreed with your policies, etc.)
- Parental Involvement: ask youth to fill out form with you and not with parents; treat youth like adults and deal with them, not their parents
- Agencies must change their expectations if they want to include youth (accommodate their hours, etc.)

Future Action/Next Steps/Recommendations:

- Resource Book or Web site where youth can go that will tell them where they can volunteer, how much time it will take them, expectations (police check) etc.
- Increase acceptance of youth volunteers as they have a lot to offer

Resources Required:

- Schools to link with agencies
- Grant from the government to set up the website

Open Space Report #5 – Succession Planning

Name of Leader: Dick M. Haas

Names of Participants: Dick Haas, Rob Salloum, Bob Hilton, Leticia Rocha, Evelyn Rea, Cheryl Taylor, Teresa Rinaldi, Peggy Russell, Robin Weir, Michelle Dwyer, Judy Lilly, Chris Hartley, Sheryl Roberts.

Highlights of Discussions:

1. *Governance*

- Boards need to follow policies and procedures
- Understand terms of office
- Must have clearly defined term (duration) of office
- Recruitment – Use publicity in the community
- Mechanism must be in place to weed out and attract good people
- Must have good planning for volunteers which have been recruited
- Look at limited time of office (eliminating decades of services – without change)
- Weed out volunteers who join just to “pad” their resume

2. *Board Development*

- Term limits for volunteers (e.g.: can’t serve for more than three terms)
- Recruitment and training is essential to be helpful to the organization

3. *Board Replacement*

- E.g.: we need a new treasurer – When there is a need to change, board involvement is crucial
- Not just the treasurer replacing himself; i.e. new blood with fresh ideas geared to the future not the past

4. *Solutions*

- Terms of reference (strategic plan) helpful to clarify direction
- The volunteer board needs to be involved / in touch with the organization
E.g.: attend the staff (full time) functions, rather than being absent
- Recognition for volunteer work is essential and crucial for morale and developing community
- Motivation of volunteers – assess where is a volunteer’s motivation and how is this need met.

5. *Recruitment Issues*

- The geography of the region;

E.g.: An organization based (or meeting) in Georgetown will have problems attracting board members from Burlington and vice versa. Issues of safety, traveling time -> connection with community.

Future Action/Next Steps/Recommendations:

- Board training and recognition is important and helpful
- Networking resolution for better connection between agencies
- Who is responsible for the compilation, distribution of the networking info?
- Create / develop one group for agencies' education, training and development

Resources Required:

- There is a need for a Volunteer Resource Directory.

Open Space Report #6 – Cultural Diversity

Name of Leader: Elizabeth Carmichael

Name of Participants:

Laura Culver, Anne Parry, Debbie Tungatt, Leticia Rochan, Monica Quinlan, Beatrice Jones, Mary MacKinnon, Joey Edwardh, Dorothy Kirby

Highlights of Discussions: Systems have to be changed to be more “inclusive”.

Must have multicultural people in ”decision making” roles. Society factors out ethnic people. Must break down barriers in the cultures themselves. We’re not reaching the blue-collar workers where there are a lot of women. White people have an automatic privilege, ethnic people don’t. What are you doing in your volunteer training to address cultural diversity? Need relationship building.

You have to see a person’s colour. If you want them to volunteer, just ask them. If you have ethnic volunteers, give them extra support, if you want to keep them. We must acknowledge our community is changing more visible minorities all the time.

Minorities have to make an effort as well – two way street. Organizations have to make the issue front and centre. Mustn’t always look at our differences but what we have in common.

Future Action/Next Steps:

There must be special training at the board and organizational level to help everyone with this issue.

Resources Required: Outside consultants with sensitivity.

Open Space Report #7 – Burnout, Poor Wages & Benefits for Staff of Voluntary Sector vs. Private & Hospital Sector

Name of Leader: Sue Murray

Name of Participants: Christine Berry, Jacquelyn Schlatman, Linda Orme, Kimberley Rogers, Debbie Tungatt, Dorothy Kirby, Peggy Russell, Lyn Roberts, Theresa Rinaldi, Evelyn Rea, Sue Murray

Highlights of Discussions:

- No time for fundraising – need sustained funding.
- We need to get off the cross. We need the wood – support volunteerism with funding for agencies.
- Volunteer managers have a tough time getting all the work done.
- We were surprised at small size of group, as we thought that the issue was a big issue.
- Volunteer Management is Human Resources management and should be paid equivalently
- Directors of Managers in the hospital sector are paid \$60-70,000.
- Volunteer Managers need to be experienced, well trained and well compensated (i.e. graduate of volunteer management program).
- The group foresees a shortage of experienced managers of volunteers in the near future.
- The Volunteer Centre needs to improve the profile of volunteer managers in the community at large public education sessions.
- The “buy-in” to volunteerism at the public sector.
- Staff shortage – aging population = shortage of volunteers.
- The availability of funding is the biggest problem.
- Most staff working beyond 40 hour work week.
- Efficiency would improve if sufficient staff to recruit, train and recognize volunteer base.
- Private sector have the resources (i.e. Human Resources)
- As a result of volunteers, government have shifted resources causing hardship in departments.
- Not for profit sector “ghetto” wages deplorable.
- Volunteers carry great deal of the workload with clients. These tasks are a necessity.
- Volunteers viewed as “cheap labour”.

- There are legal issues that volunteer management does not have the resources to train volunteers to protect them and the fragile clients they work with.
- Staff burnout and better wages cause volunteer managers to leave the field.
- The 65+ generation volunteers.
- Boomers did not volunteer much – not an expected normality.
- Seniors – how do we motivate volunteers?
- Educate funders and insist on staff support for funders. You can't do volunteerism projects without staff.
- Volunteers don't screen, direct, support, appreciate and train themselves.
- You get paid for what?
- Generally, no pensions for example.
- We do what we do because we love it.
- There is a limit to what volunteer driven organization can do.
- Ontario government myth – volunteers can replace adequate staff in long-term care service delivery.

Open Space Report # 8 – Overcoming Apathy

Name of Leader: Beatrice Jones

Name of Participants:

Nancy Beddoe	Oakville Seniors' Centre
Bobbi Jo Brown	Maple Villa LTCC
Leslie Jack	Burlington ST. John Ambulance
Jack Evanoff	Burlington ST. John Ambulance
Mary MacKinnon	Oakville Sr. Centre
Beatrice Jones	Oakville Museum
Ann MacNaughton	Oakville Community for Peace Ecology & Human Rights
Heather McLean	YMCA Literacy Program
Antonietta Morgante	YMCA Burlington/Hamilton
Paul Shelton	YMCA Career Development & Learning Centre
Marguerite Broten	Oakville Art Society
Jean Macerollo	VON Halton
Lisa Ennis	Erinoak
Susan Lynch	Canadian Red Cross
Sharon Bee	Sir John Colborne Recreation Centre for Seniors

Highlights of Discussions:

- Too many butterflies – come in, do not get involved
- Lack of volunteers because they are too busy
- Agree to help, but don't show
- Both spouses working, evenings & weekends too busy
- Always a “core” group to do the work
- Volunteers don't always want responsibilities (did it a work, don't want to spend my off time doing the same)
- Tendency to “keep our volunteers”, close, not share with other agencies
- Mandatory volunteering vs. freely given time
- New volunteers want professionalism for the agency they are volunteering with
- Volunteers need to know what they do is important and appreciated

Future Action/Next Steps/Recommendations:

- Marketing plans for special events – advertising/promotion
- Make jobs time specific (one project and out)

- Make jobs that need doing on the weekends, something a “family” can do
- Time sharing of jobs – two people trained for the same job – cover for one another as needed
- Try to get a commitment for a specific time frame (availability)
- Share as much information about the project as possible with the volunteer prior to him/her agreeing to take it on – no surprises
- Respect time of volunteers – they are most likely busy people!

Resources Required:

- Marketing training/ideas – where to go to get help, who to contact for media coverage, etc.
- Think of doing everything “differently”, with the needs of the volunteer in mind (if possible) – change with the times i.e. can some work be done from home?
- Training/resources to “professionalize” volunteer program

Open Space Report #9 – Volunteering Costs – How To Maximize Benefits And Minimize Administration Costs

Name of Leader Bob Hilton

Name of Participants Amanda Westwood, Anna Spencer, Janice Shoveller, Lorraine Hogan, Chick Bett, Joy Anderson, Adelina Urbanski, Tony Goodrow.

Highlights of Discussions:

- How can we lower the costs and improve benefits to the community, (i.e. bingo reports, these should be done on line, right at the bingo hall) and sent directly to City Hall.
- A mass central community systems we can access, and do much of our reporting by computer. (A large number of United Way agencies have joined together to buy and share software).
- Consider sharing all resources, form partnerships, with other non-profits that have possibly related issues – The result would be an enormous saving of office space, equipment, etc.
- Encourage our National Headquarters to do more for branch offices and ask them to use their “clout” and “go to bat” for their local agency.
- Some participants identified that they were having trouble bringing their Boards to the point where they realize that we can no longer use out-dated methods for fundraising. They need to accept that non-profits exist today in a highly competitive situation, and that we are also competing for volunteers.

Future Action/Next Steps/Recommendations:

- Be more open to sharing and developing human resources that would save valuable administrative time.
- Be aware that the volunteers and the cash will go to the most efficient organization.
- Fundraise to update out-of-date systems and equipment by stressing the saving to the non-profit of time and money.
- Consider sharing resources with other non-profits
- Update your Board with regards to fundraising in the 21st century
- Do as much reporting as you can via computer

Open Space Report #10 – Police Checks – One for all Agencies (classed by risk categories)

Name of Leader: Maryalice Tofflemire

Name of Participants: Lillian Roblin, Rob Salloum, Pat Ogbom, Janet Campbell, Maureen O’Keefe, Michelle Dwyer, Jacki Oxley, Elizabeth Carmichael, Ann Coburn, Sue Ellen Slater, Sue Fanelli, Dan Okuloski, Judy Hudson

Highlights of Discussions:

- \$15.00 Fee, most people don’t mind
- Every volunteer these days expects to be asked to complete one and fully understands the need and feel good about it.
- Police check for everything, one individual could work with 3 or 4 youth programs and require a police check for each one of them, all due in September when the programs restart. Are we beating these volunteer, could we not have one police check for working directly with the youth?
- Separate risk categories could eliminate many duplicate requests to the police department.
- Categories such as youth, seniors, money handlers etc.
- Legal council required, publish group names who could co-ordinate
- Very few police checks are rejected, move this to an easier step for the multi volunteer.

Future Action/Next Steps/Recommendations:

Require police check ratings

- High risk (youth, seniors etc.)
- Medium risk (working with other adults, small amount of money etc.)
- Low risk working independently

Resources Required:

- Link with other agencies with similar needs to lighten the load of the volunteer.

Open Space Report #11 – Appropriate relationship between volunteer sector and governments

Name of Leader: Michael Cushing

Name of Participants: Christine Berry, Anthea Hoare, Karen Chan, Michael Cushing, Abdul Chaudhry, Mike Mueller, Mariane Ivancic, John Bedell, Andy McGill, Joey Edwardh, Theresa Greer, Christine Fenn, Robin Garell

Highlights of Discussions:

- Voluntary sector not always involved in developing government programs (not at the “table”) and their decisions have impact on the voluntary sector (e.g., 40 hour community service for high school students)
- We heard of one success story of an agency that has successfully lobbied to see an increase in funding – so we know that some agencies are able to secure additional funding, but then some agencies will prosper and others may falter – would be better to have voluntary sector at the table as a cohesive group
- Government is placing more accountability of Boards of Directors (e.g., having to sign off on their qualifications) – so much that we may have difficulty recruiting Board members in the future for fear of the scope of what they’re accountable for
- When government asks us to partner, those partnerships are not always easy to create, especially in the corporate sector that don’t typically invest in volunteerism
- Gaps in social services becoming more evident – but it may not be appropriate or possible for the voluntary sector to fill the gaps

Future Action/Next Steps/Recommendations:

- Don’t want a separate “table” created to bring needs of voluntary sector to government – it was discussed that the Halton Social Planning Council and Volunteer Centre may be the voice of the voluntary sector with government (this needs to be investigated further and future meetings may be needed to discuss this idea further)
- Need to start advocating for systemic response to government in the voluntary sector (not advocate on an individual basis)
- Need to help governments understand that there is a need to build into funding proposals the support for running the programs that we’re applying for (e.g., staffing, resources, etc.) – the programs don’t run on their own and we need to have money to support the base of the agency in order to run the program(s)
- Agencies need to have support to meet the accountability requirements (e.g., that they impose on the Board of Directors)

- If an agency is stable in their operations/financing, etc. it would be beneficial for them to have funding agencies only ask for full funding proposals every few years rather than having to complete the proposal every year and spend valuable administration time at the agency completing it

Resources Required:

- Education from sector to governments re: proposals and what we need and how our agencies are dependent on their \$ for administration too
- Support to meet accountability and other requirements that are placed on agencies by government
- Future potential meeting of regarding role of Halton Social Planning Council and Volunteer Centre as voice for voluntary sector

Open Space Report #12 – How can we overcome the challenge of recruiting full-time students or workers for needs during business hours?

Name of Leader: Sheryl Roberts – The Salvation Army of Oakville

Name of Participants:

Laurie Sedgwick – Breast Cancer Support Services
Carole Daniels – Halton Healthcare
Sue Ellen Slater – Halton Women’s Place
Anna Spencer – Joseph Brant Hospital
Amanda Westwood – Joseph Brant Hospital
Isabel Cummings – Burlington Reuse Environmentals
Peggy Alcoe – Burlington Reuse Environmentals
Chris Hartley – Halton Region
Noreen Heaney – (HRPS) Halton Police
Judy Hudson – Girl Guides
Anthea Hoare – Allendale
Lyn Robinson – RBG Auxiliary
Antonietta Morgante – YMCA Career Development & Learning Centre
Paul Shelton - YMCA Career Development & Learning Centre
Heather McLean - YMCA Career Development & Learning Centre
Beatrice Jones – Oakville Museum

Highlights of Discussions:

- The workforce is changing. Many organizations grapple with potential volunteers wanting to get involved during the evenings or weekends but many needs are available during weekdays.
- Those who want to get involved do not want to do “fund raising” which does offer flexible hours.
- Schools require a number of volunteer hours but students are not available until approximately 4 p.m., or do not have transportation.

POSSIBLE SOLUTIONS:

- Corporations could “donate” their staff during business hours.
- Co-op Student Programs are available weekdays.
- Programs may need to be restructured to accommodate evening or weekend hours. There is a need for **flexibility**. Staff may need to consider “Flex Time” to be able to work more evening or weekend hours. Volunteer positions may need to be shared with more than one person. The minimum commitment of, for example, one year, may be too constricting.

- Assess who IS available daytime - recently retired individuals, at-home parents, shift workers, unemployed individuals – and develop a marketing program geared towards them.
- There is a need to market ourselves more wisely. We need to articulate the value of volunteering. For example, an at-home Mom may find value in adult friendships and involvement for a few hours each week, and a “break” from child care.
- Assess whether the need can be filled by a volunteer during their free time. For example, “on-line volunteering” enables an organization to e-mail a volunteer a project, and when they are completed the volunteer e-mails them back or posts them. This removes any barriers of time or location.

Future Action/Next Steps/Recommendations:

- Target and approach corporations who may be a good “fit” for your organization and request their consideration to sponsor their employees to volunteer. Perhaps send a mass mailing to a particular industry. Assess whether you have any products or services which could be given in exchange (barter system). Be creative!
- Approach early Retirees or approach corporations to make a presentation to staff as they consider retirement. Advertise in publications geared to recent Chartered Accountant retirees, for example.
- Approach the Chamber of Commerce for a listing of self-employed individuals who may have flexible hours.
- Investigate whether the organization has internal publications and advertise the need – get the word out.
- Change the “9 to 5” structure to accommodate necessary volunteer resources.
- If the need must be filled during the day, persevere in advertising for a daytime volunteer. “Ask and you shall receive”.

Resources Required:

- Staff or volunteer dedicated to establishing new system or adjusting current system to accommodate the shift in the workforce.
- Assess the possibilities of child care or co-op care for at-home parents who wish to volunteer.

Open Space Report #13 -- How to Recognize volunteers who contribute to Corporate Goals

Name of Leader: Dan Okuloski

Name of Participants: Len McGahey, Bob Hilton, Pat Ogborn, Janet Campbell, Maureen O’Keefe, Charles Bett, Norma Wells, Cheryl Taylor, Eslie Taylor, Christine Fenn, Jacquelyn Schlatman, Mike Mueller

Highlights of Discussions:

- Personal but not public recognition is best
- Minimum two times per year say thanks – by letter
- Ask volunteers to state value of program they are involved in
- Recognition of service over a prolonged period – two year, five year, ten year
- Recognition of what the group did for the organization – how they contributed to success
- Feedback on the value of contribution
- Staff training to incorporate recognition of value of volunteers
- Orientation program to encompass a full range of staff and volunteer responsibilities and expectations
- Policies to encourage inclusiveness to prevent a “we and them”

Future Action/Next Steps

Request the Volunteer Centre to collect various polices and make them available for interested agencies. Consider placing the policies on the Internet.

Open Space Report #14 –Introducing a Volunteer Management Program in a School Board

Name of Leader: Jacki Oxley, Halton District School Board

Name of Participants:

Theresa Greer: Halton Women's Place
Beatrice Jones: Oakville Museum
Ann Coburn: Halton SPC & VC
Michelle Dwyer: City of Burlington, Parks & Recreation
Marguerite Broten: Oakville Art Society
Peggy Russell: Halton Parent Mentoring Association
Lyn Robinson: Royal Botanical Gardens Auxiliary
Joyce See: Halton Regional Health Dept
Frances Picard: CAMA Woodlands, North Halton
Kathy Bryan: CAMA Woodlands, North Halton
Kimberley Rogers: Halton Social Planning Council & Volunteer Centre

Highlights of Discussions:

- Train school administrators first, then staff members
- Introduce the Volunteer Management Program via the School Council
- Schedule implementation over the course of a year – a staged process
- Best to use board employees in schools to supervise volunteers for liability reasons
- Volunteers can act as activity coordinators for scheduling volunteers in activity areas
- Need to pay attention to giving individual volunteers on-going support
- Schools have varied reception of volunteers – very dependent on the school culture
- Important to discover what the volunteer wants from the experience as well as what skills & talents the volunteer brings to the experience
- Caution about having a communication flow among volunteers about school events/needs
- Issue of sustaining volunteers, on-going training, advertising specific volunteer area needs
- Use the media to advertise volunteer needs of a school, use school billboards
- Hire a volunteer coordinator – perhaps a partnership with an agency and apply for funding
- Getting staff on side with the new approach is the biggest challenge
- Need to educate volunteers about the process: use a prepared questions & answer sheet to explain the importance of a volunteer management program

- Try a few schools as pilot projects and they can train their neighbouring schools
- Volunteer management program must have a flexible structure
- Use the Volunteer Centre to assist with staff and volunteer training

Future Action/Next Steps/Recommendations:

- Feature volunteer activities in school newsletters
- Recognition activities
- Arrange opportunities for interested volunteers from an area to get together and share activities, issues and solutions
- Use school websites to communicate about volunteer opportunities in the school

Resources Required:

Human resources

Open Space Report #15 – Without Local Volunteer Centres, How Can We Revive Local Community Volunteer Spirit?

Name of Leader: Nancy Beddoe, Oakville Seniors Centre

Name of Participants:

Judy Lilly, Sue Fanelli, Lillian Roblin, John Bedell, Mary MacKinnon, Ann Buck, Joy Anderson, Joey Edwardh, Noreen Heaney, Anthea Hoare, Marguerite Brotten

Highlights of Discussions:

- How can agencies redirect volunteers – when an agency is not in need, and so many have high needs, how can we know more about each other to redirect people efficiently and effectively?
- Local areas would like to utilize a Volunteer Centre resource person to physically be in each area of Halton on a regular basis (once a week, month, etc.) for training, recruitment, etc.
- Volunteer Centre should serve as a lead in coordinating activities such as volunteer recognition, volunteer week activities, training activities in all areas of volunteer management, etc.
- Local agencies are concerned that the existing database of volunteer opportunities is not user friendly, not up to date, etc. – some agencies rarely receive referrals
- Existing agencies in local communities would be willing to offer space resources to assist with local servicing – and some might assist with keeping information current
- Volunteer Centre should be a regional resource for the facilitation of knowledge transfer (federal, and provincial information and resources, as well as “experts” in volunteer training activities) to local agencies to help them help themselves with all aspects of volunteer management
- Volunteer Centre should also serve as a resource to raise awareness of volunteer opportunities available in the community, agencies who are in need of volunteers, etc.
- People know what they want to do, many do not know how to get linked with the “right” agency to receive the rewards they are seeking – Volunteer Centre could work with the Info Centres to supplement Halinet (organization information) to expand the database to include what agencies focus is, what volunteer opportunities exist, what criteria people need to be a volunteer with the agency, hours, commitment required etc.
- Volunteer Centre could provide focused local volunteer information for business retirement seminars (as attracting people entering their retirement years is critical)
- Volunteer attitudes are changing, as are the types of volunteer work they are interested in – they want to donate their specialized skills and a specific amount of time

- Agencies need to be educated to be flexible – need to value and respect the volunteers who are willing to contribute and see how this can help them. To do this, agencies need to know their needs, and be prepared to refocus to utilize volunteers effectively

Future Action/Next Steps/Recommendations:

- Volunteer Centre could host local (municipally based) forums to bring agencies together to develop a local plan of action focused on how agencies can work amongst themselves for information sharing, referrals, expertise, etc.

Resources Required:

- Local support of agencies is needed to provide access to computers so that prospective volunteers who do not have computer access can review the Volunteer Centre database – libraries were an example
- Funding issues (United Way & Region support has decreased so significantly) – these two and other levels of government need to be educated that their investment will go along way to improving efficiency for local agencies (joint training, awareness raising, etc.)
- Government also needs to promote opportunities to access resources to assist with volunteer management and then be proactive and deliver what they promote (e.g. Federal computer access program – CAP)

Open Space Report #16 – Effective Recruitment Strategies

Name of Leader: Linda Orme

Name of Participants: Jeanne MacErollo, MaryLou Everett, Sue Murray, Rob Salloum, Laura Culver, Mary Lou Everitt, Colleen Sym, Bobbi-Jo Brown, Linda Powers, Evelyn Rea, Barbara Daize, Alyson Johnson, Jack Evanoff, Leslie Jack

Highlights of Discussions:

- Getting the right people/not spending time interviewing, training and then discover you don't have a fit
- Do you pre-screen by a volunteer co-ordinator
- Program specific job description?
- Have a job description available for volunteers to see prior to intake (self screening)
- What is definition of inappropriate volunteer?
- Board members who don't participate fully & avoid responsibility
- Board chair needs to take control if Board members missing meetings
- Mediation by outside individual
- Board self evaluation process (to help uncover areas of ineffectiveness)
- Probationary periods of 3 months
- Review by volunteer/volunteer co-ordinator to see if a good fit
- What is your target group for volunteers? Define this well.
- Communicate needs via computer (internet)
- Public Library delivers books to seniors via volunteers – insert bookmarks for volunteer Recruitment
- Training done in home for senior volunteers (for TeleTouch)
- Volunteer Recruitment/appreciation night – offer free pizza
- Develop package for Volunteer to take home after the first visit (interview) include information for other interested people
- Speakers' bureau for United Way go out to Corporate donors possibly get volunteers here
- Sell your program
- The media doesn't report services well - need to work on this get the media to buy in ie how community services can help to alleviate problems

- Volunteer Canada video should be shown often on TV
- \$93 million spent this year by Federal Gov. for International Year Of the Volunteer – not a lot of ongoing money available for volunteer services
- 2 income families working long hours
- Do just certain people volunteer? Do you learn things from family involvement?
- Go to service clubs
- More organizations forming, less government money for programs available, Federal/Provincial downloading all add to burden on voluntary sector
- Suggestions use SAM, Newcomers, Welcome Wagon
- University students to act as volunteers, jobs can be “management” or career related practical experience
- Meet needs of volunteers
- Language needs – must be able to communicate
- Age needs- some elderly do not want to deal with youth
- “In school” programs
- Ask companies to give 1 hour or 10 minutes out of business day to phone or attend school
- Job descriptions may need to be more detailed
- Staff resistant to handing over parts of job to volunteers
- Describe jobs on Board and ‘shop’ for right people
- Fear if the employee has to confront the Board over management style
- Be on top of the Board & bring back issues
- Rewrite the By-Laws to be more detailed
- Need Board training and re-training
- Shake them up with new Board member(s)
- Volunteer appreciation night – ask each volunteer to bring a friend – might turn into a new volunteer
- Have to be prepared to ask directly for the commitment of time as well as money
- Put item on the agenda/do we need to have a policy in place or re-written
- Do you set goals/measure your success or failure
- Board should be involved in fundraising
- Must have gender/ethnic balance on Board
- Should live in the served community

- How do you attract specific age group
- Advertising your agency in the community and with other agency
- Make a chart, track the details /bring to each meeting – make Board confront their tardiness in dealing with issues
- Sometimes you end up recruiting 1 volunteer + 2 new clients
- Use the Cable TV Channel for specific needs
- “Volunteer Job Fair” set up for not for profits to ‘showcase’ volunteer opportunities
- Great exposure for all involved
- Try to refer to other agencies if person not appropriate fit for you
- Volunteer training based on experience/background check/education/work experience
- Volunteer Centre needs to hold an Annual Event with speaker(s) or a meal for all agencies to use for volunteer recruitment & information fair
- Agency display at the Vol. Centre
- Should be a volunteer on the desk at the “volunteer Centre” to intake when someone comes in, that is, “get them while they are hot”
- United Way “Day of Caring”
- Repetition is important
- Need to share our wealth of knowledge and experience

Open Space Report #17 – As the characteristics and demographics of our population change, how do we ensure that the wealth of skills, experience and knowledge of racial and ethno-cultural people are brought into your body of volunteers

Name of Leader: Maxine Carter & Monica Quinlan

Name of Participants: Ann MacNaughton, Linda Ennis, Dick Haas, Monica Quinlan, Abdul Chaudhry, Marlene Beitz, Michael Cushing, Dorothy Kirby, Marianne Ivancic, Christine Berry, Susan Lynch, Leticia Rocha, Maxine Carter

Highlights of Discussions:

- People of Colour and new immigrants are potential volunteers that need to have access to volunteer opportunities. It is the responsibility of the organization to find ways to reach them, for example ESL classes, ethno-cultural and racial association, local ethnic papers, local churches, Mosques, Temples, etc.
- The organizations need to be persistent in their efforts to make the organization inclusive, accessible, and welcoming.
- Need to build bridges to people of colour communities and First Nations communities
- There must be collaboration around outreach strategies.
- Personal contact is very important the successful recruitment of volunteers from communities of colour and First Nations communities.
- Organizations must recognize the challenges of being a new comer and that volunteering is not always the top priority for them. Many immigrants are not familiar with the term “Volunteering”.
- There is a need to examine who is in your organization as volunteers and staff. If they are all white skinned then there is considerable work to do. How diverse is your board of directors?
- We have a responsibility to be inclusive because not for profit organizations are funded with public money, which comes from all communities.
- We must keep focus on our position of privilege and recognize that communities of colour and First Nations communities have multiple barriers.
- We must also address the systemic racism and break down barriers to accessing services, opportunities and resources.
- If we do not change the present system of exclusion the communities of colour and First Nations communities will change the system by developing their own organizations to meet needs of those who are marginalized. This will cause our present structural services to become eroded.

- A further barrier to recruitment from communities of colour, immigrants and Aboriginal communities is the screening processes that are in place within organizations (e.g. getting 3 references, as a new comer is a barrier, security checks should be done only once because they are very expensive.
- Need to have an inclusive retention system and a volunteer feedback/exit interviews to learn more about why the volunteer is leaving.

Future Action/Next Steps/Recommendations:

- Volunteer Centre as a central centre dedicated to volunteers should look at providing training to volunteers
- This issue is important and must be on the board agenda. The board should develop an inclusivity policy and the ED implements this policy with specific goals, objectives, timelines, resources and evaluation. Therefore this must become a line item on your budget.
- Ensure that the work environment is safe, fair, inclusive and supportive of anti-racism and anti-discrimination policies.
- It is unwise and foolhardy to not be inclusive. We are not utilizing the wealth of the skills, knowledge and experience that is present in the community.
- “Volunteering” is not a universal concept. We must change our language to ensure that the concept is understood by people from all cultures.
- Organizations should build their own networks in order to successfully recruit individuals from communities of colour and First Nations communities.

Open Space Report #18 – How to demonstrate respect and value for volunteer contribution

Name of Leaders: Norma Wells, Elsie Taylor

Name of Participants: Darlene Shaw, Mariane Ivancic, Jean Macerollo, Charles Bett, Isabel Cummings, Peggy Alcoe, Norma Wells, Elsie Taylor, Noreen Heaney, Dan Okuloski

Highlights of Discussions:

- Toolkit booklet to each staff to increase awareness;
- Volunteer advisory committee provide suggestions;
- Policies & procedures in place to guide staff;
- Mechanism in place, i.e., committee, to allow views & ideas to be heard;
- Clear communication & support from staff;
- Provide a forum for constructive criticism;
- One-on-one evaluation of volunteers to encourage feedback.

Future Action Steps:

Identify how best to implement above highlights within organizations

Resources Required:

Staff person assigned to coordinate and support volunteers and provide guidance to other staff to promote culture in organization that addresses the need for respect & value for volunteers (and staff) in the organization.

Open Space Report #19 – Recruitment and Sustainability of Board Members in a Policy Governance Role

Name of Leader: Theresa Greer, Halton Women's Place

Name of Participants:

Andy McGill
Adbul Chaudhry
Pat Ogborn
Jane Campbell
Maureen O'Keefe
Robin Garell
Cindy Lunau
Nancy Beddoe
Judy Lilly
Susan Lynch
John Bedell
Leslie Jack
Jack Evanoff
Kathy Mills

Highlights of Discussions:

- Recruiting the right people and liability that they have as a Board Member
- Time it takes to train a Board Member
- Hard to recruit and maintain longevity
- Increase liability, greater accountability
- Review bylaws insurance coverage, etc.

Future Action/Next Steps/Recommendations:

- Comprehensive Board manual is very effective
- Orientation is crucial, Board orientation session leads into strategic planning sessions
- Start at committee level recruiting volunteers and move them onto the Board level
- "Altruvest" (organization that recruits board members) - Peel has this Halton needs this
- Training and Conferences for Board Members
- Volunteers trained to be the "Voice" of the agency
- Target business themselves for Board members
- Put more into "What's in it for you"

- Specific jobs for Board Members, clear job descriptions
- Perks for Board Members i.e. free membership, agency pays for the police check
- Keep meetings to schedule and keep them focused, provide Board materials ahead of time (colour code various pieces)
- Keep Board Members active, part of Board
- Involved Board in receiving awards, having their picture taken
- “Fair Share Halton” lobby for \$\$\$ - involved Board members in this more

Open Space Report #20 – Evaluation of Volunteers – how to do it with sensitivity and use for education

Name of Leader: Lyn Robinson, Royal Botanical Gardens Auxiliary

Names of Participants:

Beitz, Marlene	Halton Hills Community Support & Information
Brotten, Marguerite	Oakville Arts Society
*Brown, Bobbi Jo	Maple Villa Long Term Centre
Weir, Robin	CLEAR Unit, McMaster University
Daize, Barb	Breast Cancer Support Services
Daniels, Carole	Halton Healthcare
*Dwyer, Michelle	Burlington Parks and Recreation
Everitt, MaryLou	Oakville Distress Centre
Fenn, Christine	VON Halton
*Johnson, Alyson	SAM Program
Jones, Beatrice	Oakville Museum
*MacKellar, Michelle	HSPCVC
MacKinnon, Mary	Oakville Seniors Centre
McGahey, Len	Halton Regional Police Service
Mueller, Mike	Burlington Parks and Recreation
*Neilson, Andrea	HSPCVC
Oxley, Jacki	Halton District School Board
Parry, Anne	Women's Support Centre
*Powers, Linda	Girl Guides of Canada
Sedgwick, Laurie	Breast Cancer Support Services
Taylor, Cheryl	Halton Women's Place

Highlights of Discussions:

- Many organizations have informal evaluation only.
- Entry interview of prime importance, followed by a 3-month probation period in some organizations, with follow-up interview.
- One organization does entry interview, 2 follow-up interviews at 6-week intervals at which the volunteer's completed evaluation form is reviewed, and an exit interview if necessary, with reasons for dismissal. It was noted by some that it is easier to dismiss a paid employee than a volunteer.
- Needs of volunteer and needs of organization are of equal importance.
- "Satisfaction Survey" is only form of evaluation by some.
- Volunteer review can be done by area conveners, and reported back.
- Job descriptions are reviewed at entry interview, and used in later evaluations. Also Mission Statement and Goals of Volunteer Services.

- Stress on eVALUation – value for volunteers, value for organization. Important to emphasize the positive.
- Evaluations should be evaluated to identify gaps in quality management.
- Evaluation should be followed up by remedial education where required.
- It can be valuable if educator/trainer observes volunteer in action to evaluate performance and give feedback.

Future Action/Next Steps/Recommendations:

- Every organization should evaluate its volunteers, and vice versa.
- Six organizations use Evaluation Forms, and are willing to share with those interested (*please note names with asterisks above*).

Resources Required:

- Extra resources probably not needed. Present staff or volunteers could manage evaluation.

Open Space Report # 21 – Mandatory Volunteerism and Workfare

Name of Leader: Debbie Tungatt

Name of Participants: Sheryl, Sue, Bob, Leticia Rocha, Ann, May Alice, Christine, Lillian, Anthea, Joyce, Jacqueline, Sue, Joey Edwardh

Highlights of Discussions:

- Some agencies using volunteers through Ontario Works have had very positive experiences, clients who have enjoyed their placements so much they stay on after 6-month placement is done.
- Some have a policy, which states that no one must participate with them, although the issue of “free choice” is questionable as workfare is mandated by the government.
- Some put out arguments that participants of workfare “turned out well”.
- Others suggested that they were doing well before and would and would have continued to without mandatory placements.
- It was suggested that as organizations that deal with improving people’s lives, we have an obligation to provide decent placements.
- There was a belief in the group that unless volunteering was mandated, many of the Ontario Works recipients would not approach organizations.
- It was put forth that outreach and public awareness of organizations and positions available might be option to legislating participation.
- Some agencies refused to participate in workfare as it conflicts with their mandates of fairness and equality.
- Other arguments against participation: “bad public policy” – as social agencies what is our role/obligation to say no to government policies that violate basic human rights, i.e. the right to have basic needs met-housing, food...
- “Bad public policies” fail to address issues such as literacy levels, absence of skills, childcare issues and other barriers facing the people they are targeting.
- It was suggested that good programs should be exist and be promoted not mandated.
- There were arguments for the use of people from workfare was to ease existing staff burnout.
- Some concern was expressed for people with mental health issues, women dealing with abuse issues, people with non-diagnosed and their ability to effectively participate in workfare – the result being that if they are unable, they are cut off assistance.
- It was argued that workfare couldn’t work in a recession when there are few jobs available.

- Participants complete their 6-month placement and still can't find jobs even though they were led to believe that participation would lead to employment.
- In Halton the average person on Ontario Works exits the system after 6-8 months – this challenges the notion that people need to be forced to participate in programs or they will stay on assistance.
- Unions have come out strongly against workfare as they are concerned that union jobs will be lost to Ontario Works “volunteers” – baring that in mind and the notion of union solidarity can unionized agencies, in good conscience participate in workfare?

Future Action/Next Steps/Recommendations:

- Explore solutions to barriers affecting people's ability to exit Ontario Works

Open Space Report #22 – How does a charity with paid staff honour volunteers

Name of Leader: Isabel Cummings

Name of Participants: Isabel Cummings, Elsie Taylor, Norma Wells, Judy Lilly, Cheryl Taylor, Sheryl Roberts, Mary Lou Everitt, Barb Daize, Laurie Sedgwick, Marlene Beitz, Peggy Alcoe, Robin Weir, Leticia Rocha, Monica Quinlan, Maxine Carter, Carole Daniels.

Highlights of Discussions:

- Dinner/gift certificate at Niagara on the Lake;
- Recognition of volunteers from different sectors based on criteria for selection;
- Ask volunteers what they want and be sure to understand what the volunteer wants, i.e., in recruiting, selection, their assignment, and assignment assessment;
- Allow volunteers to manage themselves;
- Recognize skills, provide tools needed on ongoing recognition;
- Develop manual and train staff;
- Review evaluation process;
- Training program and orientation regarding agency;
- Recognize birthdays, phone or send card;
- Day-to-day recognition based on personal information;
- Recognize volunteers as Groups & how Group has affected organization;
- Spontaneous recognition versus organized social events.

Actions:

- Have HSPC & volunteer center disseminate information from agencies that demonstrate successes with volunteering, e.g., United Way, Salvation Army.
- Create a volunteer recognition taskforce & ensure they are all volunteers; have staff person support them.

Resources required:

HSPC & volunteer centre Organization staff.

Open Space Report #23 – Stigma Attached to “Orphan” Issues

Name of Leader: Dorothy Kirby

Name of Participants: Dick Hass, Laura Culver, Judy Hudson, Lisa Ennis, and Janice Shoveller

Highlights of Discussions:

- Need for student placements in various agencies because youth is often more accepting and less judgmental
- Lack of funding means less supervision and therefore incomplete training that is vital to a program that requires sensitivity
- Funders love partnerships so try and bring 3 or 4 agencies that have similar interests and client needs together and put on a joint educational training program for staff, volunteers and Board members
- We questioned whether or not this would meet the specific needs of the various agencies, could it be generic and specific at the same time?
- Alumni prove to be great volunteers because they understand the clients' needs
- Some volunteer agencies that support “orphan” issues like HIV/AIDS, alcoholism, drug abuse find it difficult to overcome the attitudes of some individuals who see the client as an individual who should be blamed for their life's circumstance – alcoholic women are whores – HIV/AIDS infected women are drug addicts, prostitutes etc - need to overcome such inaccurate and stigmatizing ideas through education in the community at large
- Program for volunteers must educate around issues of confidentiality, privacy, disclosure, and grief counselling
- Often this type of volunteerism requires an individual who has been personally touched by the issue – a family member, friend, and employee
- A client who has successfully completed a drug/alcohol treatment program often will not return to an agency as a volunteer because they wish to distance themselves from specific behaviour
- Volunteer has to understand that people's lives can be very seriously impacted if they do not respect the client's right to privacy – fears around losing jobs, housing, their children are critical
- How old should a volunteer be to deal with such complex issues? Would special educational training be of help?
- Help your volunteers by offering lots of support and opportunities to debrief and discuss concerns with other volunteers and staff

- Help volunteers to set boundaries so that they are not taken advantage of – some clients can be very demanding and will take advantage if they can – need to have procedures in place to direct the volunteer about what is appropriate behaviour and expectation and what is not
- Keep a sense of HUMOUR!!!
- Try to cast aside preconceptions and see the people you are working with as fellow travelers, not individuals who need something from you