

# **Volunteerism Research Project Project Report**

**Prepared for:  
Volunteerism Research Project Advisory Committee  
City of Edmonton - Community Services Department**

**Prepared by:  
Woodhead Lyons Consulting Inc.  
ComDev Consulting**

October 1999

## Table of Contents

<b>1.0</b>	<b>INTRODUCTION.....</b>	<b>1</b>
<b>2.0</b>	<b>PHILOSOPHY OF VOLUNTEERING.....</b>	<b>2</b>
<b>2.1</b>	<b>Human Virtues and Community Ideals.....</b>	<b>2</b>
<b>2.2</b>	<b>From Motivation and Social Ideals to Volunteer Practice.....</b>	<b>3</b>
<b>3.0</b>	<b>CONCEPT OF ‘BEST PRACTICES’ .....</b>	<b>4</b>
<b>3.1</b>	<b>Infrastructure Support .....</b>	<b>4</b>
<b>3.2</b>	<b>Volunteer Management.....</b>	<b>6</b>
<b>3.3</b>	<b>Societal Interests .....</b>	<b>8</b>
<b>4.0</b>	<b>VOLUNTEER CENTRES .....</b>	<b>9</b>
<b>4.1</b>	<b>Overview.....</b>	<b>9</b>
<b>4.2</b>	<b>Alberta Context.....</b>	<b>11</b>
<b>4.3</b>	<b>Volunteer Centre of Edmonton .....</b>	<b>12</b>
<b>5.0</b>	<b>ENVIRONMENTAL SCAN OF VOLUNTEERISM IN EDMONTON.....</b>	<b>12</b>
<b>5.1</b>	<b>Types of Volunteering.....</b>	<b>12</b>
<b>5.2</b>	<b>Who Was Contacted.....</b>	<b>14</b>
<b>5.3</b>	<b>What They Said.....</b>	<b>14</b>
<b>6.0</b>	<b>CORPORATE AND SMALL BUSINESS VOLUNTEERISM .....</b>	<b>17</b>
<b>6.1</b>	<b>Who was Contacted.....</b>	<b>18</b>
<b>6.2</b>	<b>What they Said .....</b>	<b>18</b>
<b>7.0</b>	<b>ISSUES AFFECTING VOLUNTEERISM IN EDMONTON.....</b>	<b>18</b>
<b>7.1</b>	<b>Renewal of Resources.....</b>	<b>18</b>

7.2	Collaboration Within the Underlying Support Structure to Voluntary Organizations.....	19
7.3	Corporate versus Small Business Volunteer Focus.....	21
7.4	Volunteer Management.....	21
7.5	Screening .....	22
7.6	Funding of the Underlying Support Structure .....	22
8.0	CONCLUSION.....	22
9.0	RECOMMENDATIONS.....	23
	REFERENCES .....	25
	APPENDIX A – TERMS OF REFERENCE AND MEMBERSHIP FOR THE VOLUNTEERISM RESEARCH PROJECT ADVISORY COMMITTEE .....	27
	APPENDIX B - COMPARISON OF SELECTED VOLUNTEER CENTRES .....	30
	APPENDIX C - VOLUNTEER POLICIES AND PRACTICES OF SELECTED COMPANIES ...	33
	APPENDIX D - <i>BUILDING ON STRENGTH: IMPROVING GOVERNANCE AND ACCOUNTABILITY IN CANADA’S VOLUNTARY SECTOR</i> EXECUTIVE SUMMARY AND PRINCIPLE RECOMMENDATIONS.....	35

## 1.0 INTRODUCTION

Maintaining the spirit of volunteerism and developing innovative ways of enhancing the volunteer capacity is of interest across Canada. Throughout the country, there have been government policies, financial cuts and downsizing of business and government that have put additional expectations on the volunteer sector. Volunteer organizations are being asked to do more, with fewer financial resources, and greater requirements put on the volunteers. Over the last several years a number of initiatives have been undertaken to explore these and other issues related to volunteerism. One such initiative is the Panel on Accountability and Governance in the Voluntary Sector (1999) ("Broadbent Report"), which was initiated in 1997 and produced its final report in February of 1999. This report makes a number of recommendations aimed at helping build capacity through improved governance and increased accountability, and encourages the business, government and voluntary sectors to work closely together to build solutions.

Alberta has always been known for its strong volunteerism environment. The Statistics Canada National Survey on Giving, Volunteering and Participating (1998) states that Alberta is third in the country in terms of volunteerism participation rates (40%). The Advisory Group study, Volunteerism in Alberta - Provincial Report (1998) indicates that in 1998 the rate of volunteering in Alberta may have been as high as 85% when unpaid help directly given to others as well as work through organizations is counted. The KBLR Research Committee's (1999) survey of University of Alberta students found that 70% of respondents had volunteered for an event or organization while at the university, with 59% currently volunteering.

The City of Edmonton has an international reputation as a city of volunteers. The City is looking at volunteerism in the community in order to be able to estimate needs and the infrastructure required to support volunteerism in the future. A Volunteerism Research Project was commissioned through the City of Edmonton, Community Services Department with the participation of an advisory committee drawn from organizations supporting the volunteer infrastructure through funding and/or services (see Appendix A for Terms of Reference and membership). The study is to help determine the needs of organizations in Edmonton, outline the infrastructure necessary to meet the needs, and make recommendations on how to maintain or improve volunteerism in Edmonton in line with best practices derived from experience in Edmonton and elsewhere. The ideological and motivational underpinnings of volunteerism are included in the review. Another topic of the review is screening of volunteers to meet legal requirements, risk assessment and liability concerns, and to assist in properly matching volunteers to services. The benefits and drawbacks of immediate referral versus screening of volunteers prior to referral forms a sub-topic of screening. The study also includes review of structures and practices in Edmonton and elsewhere in the for-profit sector (including larger corporations and smaller businesses) to support volunteerism through corporate participation in coordination groups, financial and in-kind contributions and matching grants, and employee incentives and recognition programs. Generally, however, the project focussed on volunteering of time, skills, and in kind contributions – including the use of time and skill to gain financial and in-kind support – rather than on voluntary financial contributions themselves. The project deals with formal voluntary action rather than informal. Formal voluntary action is marked by "service that is addressed to a social need or needs defined by an organization, performed in a coordinated way in an organizational context, and rewarded by psychological or other benefits" (Ilsley, 1990: 5). Informal 'random acts of kindness' performed spontaneously by individuals or groups without the context and constraints of a formal organization are a significant aspect of

volunteer activity, as demonstrated in the 1998 Volunteerism in Alberta survey noted above, but are not the focus of the study.

Ellis (1996a: 201), a popular writer in the volunteer field, distinguishes between voluntarism and volunteerism. Voluntarism is used more to refer to voluntary activities in the voluntary sector (including, in Canada, religion), and issues of concern to voluntary, not-for-profit agencies. Volunteerism refers to anything involving volunteers and volunteering, regardless of setting. Volunteer work for government agencies and services is included in volunteerism, but not in voluntarism. In conceptual terms the present study is about volunteerism, but on the practical level the study did not include a component on the question of volunteer contributions to government services and facilities, such as public parks and zoos. The results of the study, however, should have application to this type of volunteerism as well as to the 'voluntary sector', as infrastructure support and volunteer contributions are required in both cases.

## **2.0 PHILOSOPHY OF VOLUNTEERING**

### **2.1 *Human Virtues and Community Ideals***

Broadly speaking, volunteering can be conceived of in terms of a desire to: help others (altruism), do public good (philanthropy), meet a natural human need to involve oneself in the community (social and esteem needs), and/or to gain from a positive exchange between the volunteer and the recipient of the volunteer's effort, the recipient's representative, or some other party who can reward the volunteer. Volunteering, then, can be viewed in terms of various psychological and practical motivations or in terms of human virtues and community ideals (Ellis, 1996b: 21-24, 37-38). Statements gathered by Ellis from real-life volunteers in several countries, and confirmed by practitioners in others, reflect the broad areas noted above.

Jacobson (1993: 1) cites citizen participation in community affairs and the demand for direct access to the decision-making process as phenomena which fuel volunteer participation in at least the United States. Van Til (1995: 4) views the voluntary sector as one of four sectors in society - business, government, voluntary, and informal (family, neighbourhood, unorganized community) - all crucial to the society, and all needing to work in partnership to solve pressing social issues. Traditions of charity and service underlie the voluntary sector, but it is also driven by the need to accommodate various interests and to be economically viable. Van Til (1995: 7-8) also recognizes that values are not in themselves good simply because they originate in a community. While the voluntary sector, generally conceived, has a number of shared values regarding "moral citizenship", and tends to foster "an ethos of civic engagement and understanding of democracy", some voluntary organizations - such as paramilitary groups and racially exclusive organizations (which often are one and the same) - are forms of "irresponsible voluntarism" because they are based on the denial of positive interaction with the wider community "as the basis of human growth and satisfaction". Responsible voluntarism (and in our terms, volunteerism) is inclusive, active, spontaneous, and challenging to the society, and could serve as a central principle in developing an active and communitarian democracy in which new social consensus emerges through widespread public participation. The voluntary sector can spearhead this community building because the sector is a source of participation, political competence, and legitimation.

## 2.2 *From Motivation and Social Ideals to Volunteer Practice*

Some of the philosophical emphasis on motivation and community carries over into the literature on volunteerism in the context of good organizational behaviour. In general, at least in Canada and the US, management of volunteers by organizations has been treated as analogous to management of paid employees. In the period before the development of extensive theory on staff motivation and organizational behaviour, volunteers, as well as employees, were treated in the fashion of being told what to do, and where and when to do it. In the late 1960s this approach began to change as general management practices began to be informed by the work of organizational theorists such as MacGregor (open and closed organizations) and Argyris (positive reinforcement of staff) and behavioural psychologists such as Maslow (hierarchy of human needs).

The combination of structural and operational elements in organizational behaviour studies was applied in the volunteer sector through the work of Naylor (1967), Wilson (1976), and Scheier (as represented in Wilson and other authors), particularly in the emphasis in building unity on the basis of the unique value and strengths of individuals, acknowledging and capitalizing on their diversity, and providing personally satisfying opportunities for service. This recognition of the diversity and commonality in voluntarism reflected a broader perspective in management literature, but in the volunteer sector focussed on collaboration, need, shared information and the idea of "gifts" which the individual brings to the organization.

It can be safely said that volunteerism management is a practice oriented field of inquiry informed by the general literature on organization structures and human behaviour, and more specific studies of voluntary action. These studies include the national surveys of volunteerism in the UK, US, and Canada, as well as studies at state, provincial, and local levels. Many of these studies deal with motivation for and type of volunteer activity as well as participation rates. Ilsley (1990) has conducted extensive qualitative research with organizations managing volunteer programs. There are also research studies of trends and issues, (e.g., Dow 1997) drawing on national and other surveys of volunteerism, general social trends, and on the popular social forecast literature of Toffler (*Future Shock*), Naismith (*Megatrends*), and Foot (*Boom, Bust and Echo*). Vineyard (1993) maps the future of volunteer programs against this popular literature on social forecasts. As with the management literature applied to the volunteer sector, the literature on impact of social trends is quite reasonably borrowed from wider sources and applied to the volunteer sector, but with the application of specific research into volunteer motivation and participation. The positive side of this approach is that the literature on the future of voluntarism tends to place its forecasts within the broader social forecast literature. The negative side is exactly the same thing; the voluntarism literature adds little original thinking to the general social forecasts literature, which itself tends to suffer at times from rather glib observations. And some of the observations of the social forecasters may not be well understood or used when applied to volunteerism: for instance, Dow's (1997) estimate in his volunteer study that the 'Echo' generation (children of the Boomer Generation) is a strong source of volunteer recruitment suffers from the assumption that this generation has the same economic supports as its Boomer parents. However, it can be argued that the decline in benefit coverage and pensionable work is likely to affect the Echo Generation at precisely the time that their Boomer parents use up their wealth in pursuit of longer and healthier lives than enjoyed by preceding generations. Further, it is not clear that the historical trend of people volunteering in youth continuing to volunteer throughout their lives at higher rates than 'late arrivers' will continue. This trend could be affected as well by the demand to work longer hours in order to compensate for the shrinkage in the number of jobs offering benefits and pensions.

### 3.0 CONCEPT OF 'BEST PRACTICES'

Resources abound on 'best practices' of volunteerism. Through the work particularly of Tracey Daniel Connors (1995), Susan Ellis (1996a & b), Linda Graff (1997), Ann Jacobson (1993), Steve McCurley and Sue Vineyard (1986), and McCurley and Rick Lynch (1996), as well as a number of other authors and anonymous writers of manuals for foundations, the theory and practice of practical volunteerism has been well worked out, and touches on ideology, motivation, recruitment, orientation and training, supervision, evaluation, and rewards - in other words a full spectrum of management. Many volumes provide a broad perspective on volunteer management and/or lists of helpful tips and various forms and formats for recruiting, supervising, and evaluating volunteers. The authors cited have produced a number of thoughtful documents filled with practical advice based on the author's own research and experience, and the research and experience of a host of other writers. As times this 'how to literature' is formatted in ways that do not make clear the experiential and research base, but many volumes contain citations and bibliographies to prove points and to enable the reader to delve deeper into specific topics.

When discussing 'best practices' in volunteerism, the political and social context surrounding the community and the individuals agencies/organizations should be kept in mind. It is also important to keep in mind that 'best practices' occur at different venues - organizational, municipal, provincial, and national. Although the 'best practice' in one community or organization may not be appropriate in another community or organization, there are some basic concepts that should apply to all communities and agencies.

1. There needs to be a mechanism for **recruiting and referring** volunteers. This can be done by the individual agency, or by a central body such as a volunteer centre. Frequently it is done by both.
2. **Interviewing and screening** volunteers. These include what is considered to be screening for "fit" within an organization as well as technical screening for legal liability reasons. The interviewing and screening can only be done by the agency where the volunteer will be working. However, central referral agencies can play an important role in assisting organizations in developing their selection and screening processes.
3. **Orientation and training** of volunteers. The agency must provide orientation and job specific training for volunteers. More general training of the staff support for volunteers can be undertaken by outside organizations, such as a volunteer centre, college, or infrastructure support organizations such as a foundation, council or federation.
4. **Maintaining commitment** of volunteers. The individual agency plays a big role in developing and maintaining committed individuals. However, there is generally a role to be played at a higher level, to ensure overall community volunteer interest and satisfaction. Best practices are only 'best' given the local political environment and social context.

#### 3.1 *Infrastructure Support*

Infrastructure support related to volunteerism can be conceived of as (a) infrastructure support within an organization using volunteers and from the volunteer "system" outside the organization to maximize the ability of volunteers to complete tasks on behalf of an organization, or (b)

infrastructure support to 'voluntary organizations', one or more components of whose work involves the use of volunteers. For (a), the support would be all the components assisting the volunteers for a body such as a senior citizens' organization; for (b) the infrastructure support would be anything benefiting the organization as a whole and not only its volunteer components. The discussion below focuses on the type (a) infrastructure - internal and external support for the volunteers.

The term 'volunteer management' is used to describe the entire system of support. McCurley and Lynch (1996: 7-8) give a good description of the elements of this system in 11 interactive steps and supports similar to systems for managing paid staff. Ellis (1996a: 181-200) describes the elements of this system even more interactively under the 15 headings of planning and resource allocation, job descriptions, recruitment and public relations, screening and selection, orientation, training (distinct from orientation to the organization), supervision, motivation and recognition (including "career ladders" for volunteers), coordination, record keeping and reporting, evaluation, volunteer/employee relations, volunteer input to organization change, and volunteers as external messengers of the organization to the community. While Ellis is describing this system within an organization utilizing volunteers, the components also apply, in varying degrees, to the external infrastructure support for the volunteer 'system' within the community, province, or even country, as the meat of much of this external support is maintenance and development of the elements of volunteer management.

We may also distinguish three different types or levels of infrastructure for volunteer management: 1) support which an organization gives its volunteers; 2) support supplied by other organizations who form the underpinnings for voluntary activity in the community; 3) more general support stemming from non-local sources, or sources which even if situated locally have broader mandates.

1. An organization utilizing volunteers can provide supports to them through a host of good management practices within the purview and resources of the organization. These constitute the principles, policies, guidelines, and practices noted in the literature, generally similar to those for paid staff, except for an emphasis on non-monetary rewards. With volunteers there is also more of an emphasis on 'screening in' than 'screening out', so that the organization actually develops its relationship to the rest of the community by finding suitable roles for people interested in service even if they do not meet the specification for the particular tasks so far designed by the organization. 'Screening in' thus allows the organization to broaden its involvement with the community, extending the range and depth of services and heightening awareness of the organization – a useful move in developing financial and other support. This emphasis on screening in is a departure from much of the general management literature, which is more oriented to being very precise about your expectations of staff before you recruit them. It is possible that in this case, the volunteer literature is socially ahead of the broader management literature except for the most innovative management thinkers.

The series of benefits and coveroffs the organization can put in place can range from good counsel to volunteers, to actual financial supports, e.g., payment of some or all expenses related to volunteer service (parking, gas, phone). Volunteers thus avoid a personal cash outlay that some of them may not be able to afford, or that they would at least prefer to give to organizations as a tax deductible contribution. In some cases private donors have offered contributions to organizations to recognize volunteer staff, and/or pay their expenses.



2. At least in North America, a network of organizations – volunteer centres, community colleges, universities, community agencies, city government, for-profit corporations and umbrella groups – usually provides infrastructure support to organizations utilizing volunteers. Depending on circumstance and local choices these organizations can offer marketing of volunteer groups, referral services, staff development for volunteer management, staff and volunteer communications and educational opportunities, and potential financial support through direct subsidies for volunteers (corporate support). This financial support may involve corporate subsidies to volunteers from specific companies and corporate charitable donations in the name of the volunteer. In the case of local government, support could involve free transit, or remission of parking fees when people are engaged in volunteer activity.

Umbrella groups in Edmonton within the volunteerism context include organizations such as the Edmonton Federation of Community Leagues and the Edmonton Sport Council. Both of these groups are examples of organizations which provide some level of support to their member agencies, but at the same time look to other organizations, such as the City of Edmonton's Community Services and the Volunteer Centre of Edmonton to provide support beyond the immediate resources of the umbrella group.

3. External support from outside the locality (or from locally sited organizations with an extra-locality mandate, such as the provincial government situated in Edmonton) can come from foundations, national centres for volunteer support and provincial and federal governments. These supports can be in money, learning resources and educational programs, research, and tax deductions (exemptions) for voluntary service. In Canada the Canadian Centre for Philanthropy is a primary example of this kind of support. The Centre's periodical, *Front and Centre*, is a major organ for dialogue amongst members of the sector, offering pros and cons on issues such as volunteer organizations developing profit making subsidiaries. The Voluntary Sector Roundtable, a coalition of national organizations in the sector, provides a voice to government and other funders, and launched the review of accountability practices within the sector – the Panel on Accountability and Governance headed by Ed Broadbent. Resources are also available online from Canadian, US, UK and Australian sources.

Within the Edmonton context external support of this extra-locality type comes from both a provincial and national basis. Examples include: the Canadian Centre for Philanthropy, Volunteer Alberta, Alberta Community Development Field Services, the Provincial Office of Family and Community Support Services and the Wildrose Foundation. One activity the Wildrose Foundation sponsors is an annual provincial conference dealing with volunteer issues. Alberta is the only province that has sustained an ongoing event (now in its 11<sup>th</sup> year) of this character.

### **3.2 Volunteer Management**

Conceiving of the infrastructure support to volunteer management as having the three levels noted above has an impact on the conception of 'best practices' (or at least good practices, policies and guidelines validated by a range of experience even if we are not absolutely sure of the 'best practice') in support of volunteer activities. Best practices may relate to practices within an organization managing volunteers or may relate to the two levels of organizations and networks underpinning volunteer activity. For instance, good practice within an organization

would include conceiving of recruitment in the context of an ongoing management process which begins with thinking out the kinds of roles that volunteers should undertake within assessed needs of the agency and its clients, and ends with the incentives maintain their commitment, and convert them into active recruiters and ambassadors for the organization. Within that context a number of practical approaches to rewarding volunteers can be taken – the literature is full of tips on this. Good practice would also include having references on these tips or access to the references through a resource centre or volunteer centre.

Good practice would also include having policies, commitments, and understandings which respect the difference between volunteers providing service supervised by staff, and volunteers acting as board members in a decision-making capacity. Houle, (1990) and Carver, (1990) both emphasize the importance of distinguishing between the responsibilities in these two forms of voluntary activity. Carver (1990:14-15) particularly makes the point that board members provide unique functions of governance and cannot be treated the same as other volunteers in terms of ultimate responsibility and relations with staff. Writing of “the red herring of voluntarism”, Carver says that the board roles in linking to the organization’s owners, making explicit governing policies, and evaluating executive performance are non-delegatable jobs that cannot be confused with fundraising and service delivery roles which boards or their individual members might also undertake under staff supervision. Being a volunteer is “irrelevant to governance and its attendant burden of accountability”. Indeed, conceiving of the role as voluntary can reduce the inclination or ability to lead because volunteerism is seen as “helpfulness” but boards do not ‘help’ the staff: “Owning the business conveys a power that cannot be responsibly grasped so long as the board members think they are there to help.” These strong words of Carver’s sound a warning when reviewing lists of volunteer roles such as in Jacobson’s Principles of Good Practice for the Field of Volunteerism (1993: 7-9), where the list of five types of volunteer roles includes policy-maker but treats this role as if it were similar in kind to the other four. Some of the principles and elements which Jacobson describes for volunteer management make little sense when applied to board members. Van Til (1995: 5) adds that board members have a different perspective of the organization from other volunteers, tending to focus more on the politics of the organization in playing a respected role in the community, and focussing rather less on how the organization serves those it seeks to help. Ellis (1996a: 23-25, 125-31) recognizes the distinct roles of boards, including their power to close the agency, and argues that the perspective of volunteer management as a total system applies to boards too. Effective performance of policy, fiduciary, and oversight roles as the leaders and stewards of the organization should be subject to the same principles of planning, job descriptions, recruitment, orientation, training, and recognition. Ellis’ perspective is good advice, but one area with obvious differences is evaluation, because for most matters boards will be evaluating themselves even though they solicit input from other sources.

Good practice for the ‘underpinning’ organizations would involve the rules for relationships among them - how they work together to provide support for the volunteer system as a whole. While front line service organizations could benefit from paying attention to their relationships with colleagues in the voluntary sector, it is conceivable that a front line organization can be very successful within its lights by outpacing ‘competitors’ and ‘capturing’ service markets. Indeed, the application of management literature to voluntary organizations almost perforce results in this kind of thinking, for good and/or possibly ill. However, at the level of the underpinning organizations, there is more need to define relationships and ‘territories’ in order to provide support to the entire volunteer sector. At this level it is more likely that markets are negotiated and shared rather than captured, an observation also appropriate to the third level.

At the third level – the provincial and federal government and national foundation level – good practice has several key areas. These include relationships among these organizations, research and social trends analysis to support the volunteer system and widespread communication networks. This third level can also provide the critical financial mass to bring in well-known leaders in the volunteer management field to offer training, conferences, and workshops to participants from the other two levels. Commissions and panels to address major issues - e.g., the Broadbent-led panel on accountability are also a major function of this level, particularly because of the added credibility afforded by national level commission members from different provinces and with world class credentials.

### **3.3 Societal Interests**

In the discussion above ‘best practices’ is viewed more broadly than the listing of good recruitment or screening procedures or tips on the rewards and the like. These items are important, and are generally available in the literature (e.g., McCurley and Vineyard, 1986; Ellis, 1996; McCurley and Lynch, 1996; Jacobson, 1993). But another set of practices involves the ability to address – and possibly redress – societal factors affecting the voluntary sector. These factors affect the sector’s focus on key issues in society and development of volunteer support. Continued relevance to society requires the volunteer community to focus on paramount concerns within society. The best recent analysis of these issues for Canada (but based partly on US research) is Dow (1997).

Dow offers a heavily researched and referenced analysis of trends, challenges, and opportunities for the voluntary sector of 175000 registered charities and nonprofit organizations in Canada (compared to a minimum 1.3M in the US – see Houle, 1990:195-97). This group constitutes about \$90B, one-eighth of Canada’s Gross Domestic Product, 1.3M of the labour force (9%), and 4-5M of volunteers donating 1B of hours.

Four persistent developments are:

1. a sharp increase in demand for services due to: an aging population (12.2% of population aged 65+ in 1995, and increasing at twice the rate of other segments of the population); an immigrant population requiring more English language and other skills training than previous immigrants due to the large increase in non-English speaking immigrants; increased family breakdown; increasing poverty due to economic “recoveries” without full employment and with reduced government support programs, and a rapid increase in costly diseases and chronic disabilities.
2. a serious reduction in government funding, not made up by corporate and personal donations, and countered by several types of initiatives that can have harmful effects; e.g., fee-for-service which some people cannot afford, or reliance on gaming revenue which governments may want to hold on to in order to balance their own books.
3. concerns about the accountability and responsibility of the nonprofit sector in the wake of allegations of mismanagement, fraud, excessive executive salaries, and lobbying. This issue has arisen more at the national and international levels, but not exclusively so.
4. a continuing shift in the volunteer base due to a decline in the traditional source – middle-class homemakers – and the aging of the group most active in civic organizations. The shift is to younger, less experienced volunteers who want short term work experience

placements. (Dow's view of this is general trend appears soundly based, but see above re a possible weakness in his analysis of the 'Echo Generation'.)

Good practices, then should include the ways to address societal characteristics and the characteristics of volunteerism discussed by Dow. Writing in 1997, he did not have the benefit of access to the 1998 National Survey and the Broadbent Report, but these additional items confirm his concerns. [For a complementary but slightly different view of trends, minus #3 above and reflecting some differences in American conditions and in mainstream American attitudes towards those conditions, see Ellis, (1996b: 37-43).]

## **4.0 VOLUNTEER CENTRES**

### **4.1 Overview**

The concept and roles of volunteer centres are strongly represented in the volunteerism literature, and figure as 'best practice'. In fact, there has been an almost automatic assumption that a healthy volunteer climate includes a volunteer centre at its hub.

Under various names - volunteer centres, volunteer action centres, volunteer bureaus - volunteer centres are widely used throughout North America, the United Kingdom and Australia. The role of a volunteer centre can vary considerably between jurisdictions. At its most basic, a volunteer centre acts as a conduit between the public and agencies/organizations, a local clearinghouse for information on volunteer opportunities. Organizations 'register' their needs, and members of the public check with the centre about available opportunities (Ellis, 1996a: 202).

At the opposite end of the spectrum, a volunteer centre can take on additional responsibilities within the community such as community information and referral, and may even take on some direct service responsibilities in social areas, such as food bank collection. Examples of this close to home include the Strathcona Volunteer and Information Centre and the Community Information and Volunteer Centre (St. Albert). Both of these organizations provide services that extend beyond the range of a typical volunteer centre.

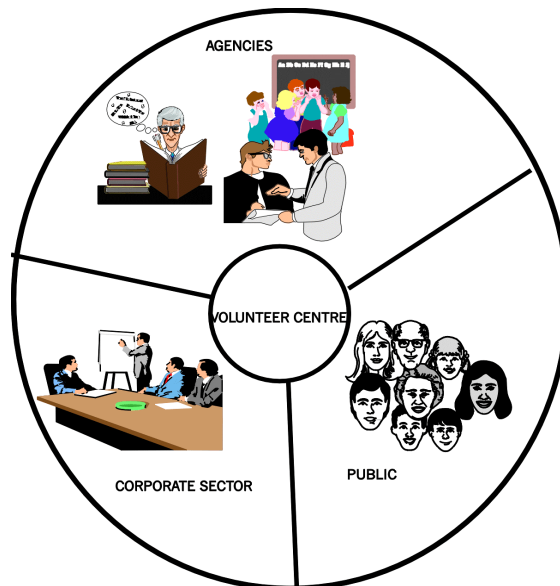
As noted above, there is an almost automatic assumption in North America about the significance of the volunteer centre as part of good practice, with perhaps some variation in terms of the roles, but with fairly widespread agreement on core roles. For instance, the Points of Light Foundation (1993: 45) describes the approximately 400 US volunteer centres as the "leadership organizations for volunteer-based service in the community." There is fairly widespread agreement (Ellis, 1996b); Points of Light Foundation, (1993) Jacobson (1993) on the roles which centralized volunteer clearinghouses (the term is Jacobson's and is meant to include centralized volunteer services whether operated by independent organizations or through the local United Way) perform or can perform. The roles include: promotion of volunteerism, often identified as a way to address serious social problems; recruitment and referral; advocacy for volunteerism; various forms of training of managers/supervisors of volunteers; and (management) consulting on volunteer issues and use. Additionally, Points of Light Foundation (1993: 45-46) identifies a role for the centres in forming collaborations among civic, business, and nonprofit organizations for targeted volunteer efforts. The Foundation also thinks that centres might provide both general and specific forms of information on volunteering,

including national statistics, support local networks such as a corporate volunteer council or administrators of volunteers, provide public recognition programs for volunteers, and assist community groups to design initiatives making effective use of volunteers. Ellis (1996b:56) also emphasizes public recognition programs, and adds the suggestion of volunteer fairs to the possible “core services” of centres. Jacobson (1993: 2-3) also notes a role in designing new initiatives, and adds major roles in community planning of social service delivery, developing standards for volunteer use, and coordinating volunteer activities. She stresses the need for centres to serve all community residents and recognized, tax supported and voluntary agencies for educational, health, recreational, cultural, civic and welfare services. There is also a need for centre flexibility as the community changes. The centre should be a part of the overall community service plan, and needs responsible and sustained leadership. Jacobson also notes the need for financial support from a dependable source and for clear understandings between the centre and the agencies to which it refers volunteers that the agency is responsible for all aspects of management of volunteers. The centre’s role must be clear as well in identifying the rights and responsibilities of volunteers, agencies recruiting them, and agency clients whom volunteers assist.

In summary, the key elements of a volunteer centre include:

1. Promotion of volunteerism,
2. Recruitment and referral of volunteers to member agencies and organizations,
3. Management consulting on volunteer programs,
4. Training and networking of volunteer coordinators, and
5. Advocacy on volunteer related issues.

In order to effectively carry out these responsibilities, a volunteer centre needs to work with the public, with member agencies and with the corporate or business sector. The volunteer centre is the glue that binds these groups together, as the following graphic depicts.



## 4.2 Alberta Context

Within Alberta there are currently 14 volunteer centres operating across the province. Appendix B provides an overview of what services some Alberta volunteer centres provide (as well as centres in other provinces and in the USA).

Hutchinson Associates (1998: 9-11) conducted surveys and interviews with 13 volunteer centres in Alberta and members of the Volunteer Alberta leadership. Respondents identified four priority groups for services and described the related services: Top Priority Client Group - organizations and agencies who use volunteers; Second Priority - citizens who volunteer; Third Priority - public at large; and Low Priority - municipal councils. The related services are described as follows:

Services	Examples of Services
Services primarily supporting agencies/organizations that work with volunteers (the top priority client group)	<ul style="list-style-type: none"> <li>• Consultation and/or training (education)</li> <li>• Administrative and/or resource support (libraries, newsletters)</li> </ul>
Services primarily supporting citizens who volunteer (the second priority client group)	<ul style="list-style-type: none"> <li>• Train, supervise and manage volunteers</li> <li>• Volunteer recognition (seen by some as overlapping with promotion activities)</li> </ul>
Services supporting both agencies/organizations and volunteers	<ul style="list-style-type: none"> <li>• Recruitment and referral</li> </ul>
Services to the community as a whole, including agencies/organizations, volunteers and the public at large (the third priority client group)	<ul style="list-style-type: none"> <li>• Public awareness and promotion of volunteerism</li> </ul>
“Advocacy” services to the community as a whole (focussing on “leaders”, but benefiting agencies/organizations, volunteers, and the public at large)	<ul style="list-style-type: none"> <li>• Informing/influencing decision-makers (elected people, government administrators, business and community leaders) about policies, issues and actions that affect volunteers/volunteerism: (advocacy/lobbying)</li> </ul>

Hutchinson Associates (1998:13-14) also identifies common benefits of volunteer centres to their communities: public awareness and promotion; community networking/liaison; recruitment on behalf of agencies; volunteer management support; professional development of volunteers; and coordination of community-wide activities. In some cases, volunteer centres may also foster a community-wide focus on youth; community awareness of social problems; and a strengthening of community leadership that reflects the diversity of the various communities served.

While there may be concerns about the degree to which volunteer centres are actively enhancing the profile of volunteerism and effectively servicing the needs of individuals and organizations and the voluntary sector, it is difficult at this time to consider an effective alternative to the long standing North American tradition of having some core agency to deal with community-wide volunteer matters. Certainly there can be issues about effectiveness and visibility. For instance, the 1998 Advisory Group Report (1998), which is the companion piece to Hutchinson Associates (1998), indicates a relatively low degree of public visibility for volunteer centres – about 31% of respondents to the provincial level survey were aware of the existence of volunteer centres in their communities, and reaching that percentage took some

probing of respondents. However, 93% thought volunteer resources were important in helping address issues in the community, and 51% thought their community had an effective way to obtain volunteer resources. Oddly, only 7% of respondents mentioned the volunteer centre as the agency most responsible for helping coordinate volunteer resources and helping promote volunteer opportunities, and only 9% identified volunteer centres as a place in their area to go to find out about volunteering. The issue is further complicated because 90% of respondents considered the existence of a volunteer centre in their community to be moderately or highly important, and 64% of the persons who had been aware of the existence of the volunteer centre in their community rated the performance of their centre as good, very good, or excellent - the three highest scores on a five-point scale. (1998 Advisory Group Report, 1998: 11-18). These statistics may suggest a need for more widespread awareness of the existence and activities of volunteer centres. Promotion, after all, may need to begin with self-promotion of one's existence in order to obtain public approval of the resources needed to get the rest of the job done.

### **4.3 Volunteer Centre of Edmonton**

The literature shows that a central piece in the volunteer community is a strong, vital volunteer centre or centralized clearing house, operating as an agency or a part of an agency. The Volunteer Centre of Edmonton (VCE) was founded in 1952. Since then, it has had a variable history; however, it appears that recently the board and administration have made some steps in moving forward and resolving its difficulties.

The VCE performs all of the major functions identified previously. However, there is overlap in roles between the VCE and other volunteer support organizations. Not only does this lead to uncertainty in the community as to who is responsible for certain aspects of volunteer management, but it results in a certain amount of competition, rather than collaboration.

There appears to be some confusion amongst agencies and others in the volunteer sector as to what the VCE does and should do. Although there are many supporters of the VCE, there are also many individuals who expressed concern as to whether the current volunteer centre is meeting Edmonton's needs. Larger agencies appear to be able to handle activities such as recruitment through their own organizations, but support the VCE for their other activities. Small agencies have a greater reliance on the VCE for recruitment of volunteers, as well as training activities. There is overwhelming support for greater emphasis to be placed on social marketing and promotion of volunteerism by the VCE.

There have been many changes to the volunteer support sector since the VCE was first created. Today's environment provides an opportunity for the role and responsibilities of the VCE to be discussed and thought out in conjunction with other players in the volunteer sector.

## **5.0 ENVIRONMENTAL SCAN OF VOLUNTEERISM IN EDMONTON**

### **5.1 Types of Volunteering**

Organizations that use volunteers fall primarily into nine major categories: **Arts & Culture, Education, Human Services, Health, Sport & Recreation, Political, Environmental, Religious** and **Professional Organizations**. Within each category there may be age related

breakdowns as well, specifically children, youth, and seniors. Some organizations, particularly religious groups, professional organizations and political groups, have traditionally recruited volunteers from within their own membership. The current study has not focussed on these groups. Other organizations, such as those in the arts or social service sectors, have always sought volunteers from the public at large, or customers rather than members.

The types of jobs volunteers undertake for organizations can vary. Some volunteers provide **direct** front-line services, where they are in direct contact with the clients and/or the public. Other volunteers provide behind-the-scene or **indirect** services. This includes activities such as preparing the food for Meals-On-Wheels, or data entry for the Edmonton Volunteer Centre. Another group of volunteers provide the **administrative** services necessary to keep organizations operating, conducting planning and carrying out policies. A fourth group **makes policies** through such functions as board or committee membership. A fifth works for social change through **advocacy** (see, among others, Jacobson, 1993: 7).

There can be many different reasons an individual provides volunteer services. The primary distinctions relate to those who volunteer for intrinsic values vs those who volunteer because of education or employment related requirements. Those who volunteer for intrinsic values do so to 'give something back to the community', 'help a cause they believe in', or to 'help others'. The second group may be required to volunteer in order to meet the requirements of an educational program - e.g. a social work student may volunteer with a social services related agency - or in order to gain skills towards future employment. Although both groups can provide excellent volunteers, the first group may provide the more continuous, ongoing cadre of volunteers most organizations need to maintain their organization. The second group may provide shorter and more specific service to an organization. In some jurisdictions (e.g. Newfoundland, United Kingdom, Western Australia), unemployed individuals are required to perform volunteer services in order gain skills and to maintain benefits.

Discussions of special categories of volunteers, many within the second group above, can be found in Ellis (1996a: 107-123; 1996b: 37-43), Practical discussions of motivation may be found in Ellis (1996b: 21-24), and McCurley and Lynch (1996: 2-5). A list of 36 motivations is in McCurley and Vineyard (1986: 21-22). A very thoughtful discussion of motivation, comparing three theories and related research, is Meneghetti (1995: 12-35). She notes that altruism is falling into disuse as a motivational concept in volunteerism research because "other motivators can be more directly influenced by specific volunteer management techniques"; however, in the unified system of the real world in which the well being of each of us affects the well being of all of us, the division between egoistic and altruistic motivation is artificial (Meneghetti, 1995: 15). Bradner (1995: 61-81) uses a 'single theory' - one of those discussed by Meneghetti - to tie motivation to the elements of recruitment, orientation and retention. Ilsley (1990: 7-12) discusses the relative importance of different 'elements' of voluntary action in terms of formal and informal voluntary action as defined in Section 1 above. The element 'altruism', for instance, has a relatively minor importance to formal volunteering but is very important in informal volunteering, while the reverse relationship appears to be the case for the element 'commitment to a cause or mission'. Ilsley (1990: 13-32) also provides a qualitative research based discussion of motivation and compares this to several theories. He notes that motivations change over time as expectations change due to experience and to alignment with the values of the organization if the volunteer continues to serve there.



## 5.2 *Who Was Contacted*

For purposes of this study, the following local volunteer sectors and organizations were contacted:

<u>Arts &amp; Culture</u>	Edmonton Arts Council Edmonton Folk Festival Jazz City Festival Association Edmonton Opera Society Edmonton Pride Events
<u>Education</u>	Edmonton Public School Board Edmonton Catholic School Board Two schools - 1 with a volunteer coordinator, 1 without.
<u>Human Services</u>	Boy's and Girl's Clubs of Edmonton Big Brothers and Big Sisters Society of Edmonton and Area Society for the Retired and Semi-Retired Edmonton City Centre Church Corporation
<u>Health</u>	Capital Health Canadian Diabetes Association
<u>Sports &amp; Recreation</u>	Edmonton Sport Council Edmonton Federation of Community Leagues
<u>Environmental</u>	Alberta Environmental Network Society Sierra Club, Prairie Chapter Canadian Parks & Wilderness Society

Where possible, umbrella organizations for each sector were approached. In some sectors, contact with additional organizations was attempted, however not all organizations responded. No groups within the religious, political and professional organization sectors were contacted. These were deliberately excluded because they were not part of the focus. Within the education sector, only elementary and secondary schools were considered. The post-secondary institutions were not contacted directly, although it is recognized that many faculties/departments provide 'volunteer services' through practicum requirements. In addition, it is known that some students in post-secondary institutions are organizing subject specific volunteer groups, such as law students who provide incorporation services to groups.

In addition to the sector representatives, the study's advisory committee members and other individuals related to the volunteer sector were interviewed. These included representatives from the Wildrose Foundation, the Grant MacEwan Community College Voluntary Sector Management Program, the Volunteer Management Group of Edmonton, provincial government, large corporations and small businesses. In some cases, individuals represented more than one organization.

## 5.3 *What They Said*

The following chart summarizes the major comments, observations or concerns from each of the volunteer sectors.

Volunteer Sector	Comments
<u>Arts and Culture</u>	<ul style="list-style-type: none"> <li>• There is some variation between arts groups, but for the most part there is no overall concern regarding the recruitment of volunteers. There is no overall number of arts &amp; culture volunteers in the city available; many volunteers seem to volunteer for more than one group or event. In the summer, over the course of the festival season, there are thousands of volunteers involved. Each festival uses between 200 to 2000 volunteers.</li> <li>• Most arts &amp; culture groups do not deal with 'at risk' populations and, as such, are not overly concerned with screening volunteers. Many arts volunteers are referred and recommended by existing volunteers; the recommendation of these individuals is usually accepted.</li> <li>• Most groups tend to use the VCE. Even those who do not rely on the VCE for recruitment and referral stress the need for continuation of its existence.</li> </ul>
<u>Education</u>	<ul style="list-style-type: none"> <li>• No central coordination, each school recruits volunteers on their own. There are no overall counts of volunteers in the education sector.</li> <li>• Most volunteers are parents or relatives of the students.</li> <li>• Some schools do have more formal volunteer programs and have a Volunteer Coordinator. These tend to be schools with special needs. These schools use the VCE and other external methods of recruitment.</li> <li>• There is no formal policy on screening of volunteers. The principal of one school indicated that they were not allowed to do formal screening (police checks, etc.). The Volunteer Coordinator at another school thought she had the ability to run formal checks, but had never done so.</li> </ul>
<u>Human Services</u>	<ul style="list-style-type: none"> <li>• There is some variation between agencies, however for the most part recruitment of volunteers is not a major issue but rather an ongoing activity.</li> <li>• Large agencies have the capacity to recruit and manage volunteers through their own resources. Smaller agencies may require more support from an organization such as the VCE.</li> <li>• An observation was made that it is far easier for an organization to attract volunteers if it is related to family interests or if it affects their own children (such as a sporting event, Girl Guides/Boy Scouts) than it is if the agency is dealing with a disadvantaged population.</li> <li>• The move to short term, task specific volunteer activities is a problem for agencies requiring ongoing relationships between clients and volunteers.</li> <li>• Volunteer burn-out is an issue as greater demand is placed on volunteers.</li> <li>• The VCE needs to take a more active role in promoting and marketing volunteering.</li> <li>• Screening is an issue for many human services agencies, because they deal with at-risk populations. This is particularly true if they require one-on-one relationships between clients and volunteers. Only the agency can screen a volunteer; it would be inappropriate for any other organization to do so. However, there is a role for the VCE to assist in training agencies in screening procedures.</li> </ul>
<u>Health</u>	<p>Regional Health Authority (RHA)</p> <ul style="list-style-type: none"> <li>• There are approximately 5000 volunteers involved with the regional health authority in Edmonton. Although there is a decentralized approach</li> </ul>

Volunteer Sector	Comments
	<p>amongst facilities, a volunteer consulting role has recently been developed by the Capital Health Authority to provide infrastructure development, regional standards and policies, staff training, manual and forms development, collection of statistics, evaluation and program planning.</p> <ul style="list-style-type: none"> <li>• Home care is the only area that has trouble recruiting sufficient numbers of volunteers.</li> </ul> <p>Non RHA agency</p> <ul style="list-style-type: none"> <li>• Has a roster of approximately 4500 volunteers, including canvassers.</li> <li>• Recruits through the VCE, its own membership and advertising.</li> <li>• Difficulties in recruiting occur only when a new program is being implemented. It takes some time to build up a cadre of interested individuals.</li> <li>• In general, does not have difficulty recruiting volunteers.</li> <li>• Educational institutes use agencies as practicum placements for students, particularly for computer and office support. This provides a good source of volunteers to meet office needs.</li> <li>• Volunteers are asked if they can be screened, but at the moment have no need to do a more stringent screening. This may change in the future.</li> <li>• Would like to see more assistance in organizing agency/business relationships and more access to advertising.</li> </ul>
<u>Environmental</u>	<ul style="list-style-type: none"> <li>• Environmental groups use the VCE, as well as other means, to recruit volunteers.</li> <li>• Environmental groups usually run on a very tight budget and may not be able to afford a volunteer coordinator. They see the need for some central infrastructure to help support groups such as theirs with volunteer related issues.</li> </ul>
<u>Sports &amp; Recreation</u>	<ul style="list-style-type: none"> <li>• Overall impression: need more volunteers; some organizations taking any warm body, this creates a screening issue, especially where children are involved. Most organizations are not placing and screening volunteers on any good practice principles but are looking at a cheap way of doing things. You need to invest to get good volunteers because you get what you pay for. Start with the bus driver and classroom aides and go beyond the criminal record check. A CWIS (Child Welfare Information System) check should be required, and other checks. Just because you are a parent doesn't make you a good parent.</li> <li>• The Sport Council could partner with the Volunteer Centre to offer seminars in volunteer development and support. It's far better for groups to do this with the VCE than to do it on their own.</li> <li>• Sport organizations should be accredited. In order to receive this accreditation they would have to have taken board development. They could have a check list to be a member in good standing or receive our endorsement. The check list would include their financial support, insurance, proper screening and mediation and advocacy processes. You would have to meet criteria such as 90% screening and a proper support structure - a form of accreditation. The VCE could be the screener and</li> </ul>

Volunteer Sector	Comments
	<p>people would only take volunteers who had been screened through them. But will sport organizations send potential volunteers to be screened? It would be far more efficient and effective for one organization to do it.</p> <ul style="list-style-type: none"> <li>• Screening should be more than once and you should go back to the central screener for certain components of the process, e.g., criminal records, CWIS, references. This would be like the national coaching program using different levels of trained volunteers and trying to move everybody through the 3 levels as they develop.</li> </ul>

Comments from these sources and the infrastructure representatives indicate that the major concern facing not-for-profit organizations, particularly those in the human services sector, is recruitment of volunteers at the board level. Another major concern is the impact of government offloading to the voluntary sector, particularly within the education, health, and human services areas. This is leading to increased demands for volunteers, and on volunteers. The cumulative effect of offloading is increased competition for human and financial resources to meet demands in the various voluntary areas. For example, raising \$125 million for schools and using volunteer aides at schools, instead of paid para-professionals, both competes with other fundraising activities and may reduce the pool of volunteers available for functions outside the education area.

## 6.0 CORPORATE AND SMALL BUSINESS VOLUNTEERISM

Large corporations and small businesses have an important role to play in the overall volunteerism environment. Studies done by organizations such as Points of Light in the USA show that businesses are realizing the benefits that accrue directly to them and indirectly to the economy, and the community, through volunteering. The Canadian Centre for Philanthropy prepared a discussion document, More Than Charity - A New Agenda for Canadian Corporate Citizenship - White Paper on Imagine Phase III, in 1998. In this paper they quote an Angus Reid survey conducted in December 1997 that found 61% of Canadians agreed with the statement "business has a broader social responsibility... to contribute directly to the community through charitable donations and employee volunteering." (1998:6).

Calgary has an effective corporate group in place - the Corporate Workplace Volunteer Council (CWVC). CWVC is a collaborative group of Calgary businesses and not-for-profit organizations. Its purpose is to: i) build effective partnerships between Calgary's businesses and the not-for-profit sector; ii) share information and expertise relating to corporate volunteer development and programming, iii) educate employees and retirees about the personal benefits, value and impact of corporate volunteer services, iv) initiate and institute creative corporate volunteer program models, and v) provide support systems for CWVC members and their employees who are responsible for creating and administering volunteer programming and fostering active involvement by the Calgary business community in the Council's efforts and activities.

The Edmonton Volunteer Centre has helped create "Partners in Excellence" which includes Nova, IPL, Telus, United Way and the Bank of Montreal. The intent is to bring corporate expertise to work with not-for-profit agencies, but the group has not yet been effective in producing any outcomes. In part this could be a result of the company representatives not

being resident in Edmonton. Edmonton may need to focus at a different level - we do not have headquarters for major corporations, our environment is somewhat different and we should look at small business volunteers rather than corporate volunteers.

### **6.1 Who was Contacted**

The following businesses provided information: Alberta Government, Alberta Treasury Branches, Canadian Airlines, Chevron, Condon-Barr, Edmonton Journal, Epcor, Telus, and Trans-Alta. Additional businesses were contacted but did provide information regarding their employee volunteer practices. In Edmonton, one of the major employers is the Alberta government; its policies can have an important impact on the volunteer climate of Edmonton. Therefore, the provincial government was contacted in the same way as other employers.

### **6.2 What they Said**

There is no consistent practice amongst companies. Only two of the companies responding had formal volunteer programs (See Appendix C for company details). These two programs were completely different from each other: one provided time off work for selected volunteer activities, the second provided a cash grant to a not-for-profit of the volunteering employee's choice. It appears that much of the volunteer activity that occurs within organizations is employee driven. Most companies encourage volunteer activities, but only on the employees' time. There is no overall framework for volunteer activities within business that provides any consistency.

## **7.0 ISSUES AFFECTING VOLUNTEERISM IN EDMONTON**

### **7.1 Renewal of Resources**

A consistent message was provided by participants in the study - one of the biggest issues facing the Edmonton volunteer community is the renewal of volunteers at the board level and planning/organizational level. There are three major reasons given for this:

#### **1. Major events**

Participants in the study were asked whether or not one-time major events, such as the 8<sup>th</sup> IAAF World Championships In Athletics, would affect the ongoing volunteerism in the city. Almost unanimously, the view is that these big 'sexy' events do not have an impact on day-to-day volunteering. This includes volunteers who provide front-line and indirect service. There is a concern however, that these major events can affect volunteering at the planning, policy and organizational service level. It is felt that there is a relatively small group of 'leaders' who are asked (or volunteer) consistently for this type of role. After a major event there is significant burn-out amongst the board and organization level of volunteers. This then can cause them to withdraw from volunteering on a temporary or sometimes permanent basis. It was felt that the human services organizations were more significantly affected by this than other types of organizations.

2. The missing generation

There appears to be a lack of individuals willing to step into the roles that have been carried out by a number of leaders in the volunteer community for the last several decades. This is attributed to i) lack of leadership development, and ii) generational attitudes.

As indicated in the full report, there is a great potential amongst the 'boomer' generation for future volunteering. However, at this stage, they are not fulfilling the potential in terms of time and types of volunteerism. Whether it is that this generation is too busy working long hours and still raising families that prevents them from stepping into the leadership roles, or whether it is a generational attitude, can be debated. However, it remains an issue that these individuals are not stepping forward to lead Edmonton's volunteer community.

3. Board liability

Concerns over being held personally responsible for the actions of one's current or previous boards is becoming a major issue. People are becoming increasingly hesitant to become a board member for this reason.

In order to address these difficulties there are a number of steps that need to be considered:

- leadership development - interested individuals need to be trained and mentored to take over the leadership roles in the volunteer sector. Major events, such as the 8<sup>th</sup> IAAF World Championships In Athletics, can be used to provide training to individuals. In addition, board and leadership development can be provided through other means, such as the Volunteer Centre of Edmonton (VCE).
- consideration be given to the suggestions made by various authors, such as Dow, on how to capitalize on the three generations. However, the suggestions need to be analyzed in the context of the local environment. [This topic is developed in the full report].
- encourage governments to change the regulations governing boards to reduce the personal liability issues. For instance, limits could be put in place regarding an individual director's personal liability for board actions. The Panel on Accountability and Governance in the Voluntary Sector ("Broadbent Report") is making specific recommendations at a national level related to this [in addition to these recommendations, Broadbent makes specific recommendations for inter-sectoral cooperation and specification of agency outcomes and accountability – see Executive Summary in Appendix D]. In addition, a committee in British Columbia has recently released a paper ([Draft Strategy - Promoting the Volunteer and Community Services Sector in British Columbia](#)) that makes specific recommendations on this issue.

## **7.2 Collaboration Within the Underlying Support Structure to Voluntary Organizations**

There are a number of organizations that provide the underlying support to volunteerism in Edmonton. These include:

1. The Volunteer Centre of Edmonton - provides volunteer referral, promotion, consultation and training to volunteer agencies in Edmonton.

2. Grant MacEwan Community College (GMCC) - provides training through the Voluntary Sector Management Program for volunteer managers, board members and others who work or volunteer in support of the non-profit sector.
3. Resource Centre for Voluntary Organizations - housed at Grant MacEwan it provides a wealth of resources for volunteer managers, not-for-profit agencies, and others interested in volunteerism.
4. Wildrose Foundation - provides grants and consultative assistance to volunteer groups. Sponsors the Vitalize Conference on an annual basis.
5. Alberta Community Development (Field Services) - provide basic community development consultation including, strategic planning, community collaboration & partnerships, fundraising, board development, leadership development, team building, facilitation and facilitation training.
6. Alberta Community Development (Board Development Program) - provides board development training to not-for-profit organizations.
7. Canadian Centre for Social Entrepreneurship, University of Alberta - a new centre focussing on education, research and community involvement. It will bring together the business, government and voluntary sectors to encourage innovative thinking with respect to social problems.
8. Volunteer! - University of Alberta, Student Union's new initiative for the referral of volunteers.
9. Volunteer Management Group - a professional association for volunteer managers from agencies.
10. Provincial Branch, Family and Community Support Services (FCSS) - offers board development workshops for the 190+ FCSS boards, including specific topics such as the impact of FOIP legislation; provides a central location for resource materials for programs; with the FCSS association, developed materials on how FCSS boards can work effectively with other human service boards.
11. City of Edmonton (Community Services Department) - liaise and consult with agencies receiving FCSS grants; provide community investment and other grants and provide board development and organizational development training.
12. Volunteer Alberta - an association of volunteer centres, other agencies and individuals. Many of the organizations above have mandates that go far beyond the boundaries of Edmonton, however, they do provide vital resources for volunteerism in the city. In addition, there are volunteer centres in proximity to Edmonton, including St. Albert, Sherwood Park and Ft. Saskatchewan. There are also umbrella organizations which provide a number of advisory services to organizations within a specific volunteer sector, e.g. community leagues or sport. There are some larger organizations within the health and social services sectors which provide assistance to smaller organizations within those particular sectors.

There appears to be a lack of connectedness between these various organizations providing support to the volunteer sector in Edmonton and Alberta. Although these support organizations may be aware of the services provided by each other, the volunteer community as a whole is not necessarily aware of the full spectrum of support. Confusion can lead to uncertainty in the volunteer community as to who is responsible for various aspects of volunteer management. Volunteer support organizations have indicated that they communicate regularly on a one-on-one basis about issues affecting them. Although this is an extremely important means of communication, there is no collective forum to discuss emerging issues affecting the sector. One thing that has been noted by staff working in the volunteer community, is that the structure is set up to support organizations, not individual volunteers. There is no perception that these organizations perform an advocacy or mediation role for individuals who have volunteered and are having difficulty with their voluntary organization. This is an area that might usefully be looked at by the underlying support organizations.

### **7.3 Corporate versus Small Business Volunteer Focus**

Due to the nature of business in Edmonton, more focus should be placed on organizing small businesses to become involved in volunteerism than has been in the past. Edmonton does not have the headquarters for major corporations; our environment is somewhat different and we should place greater emphasis on small business volunteers rather than focus on corporate volunteers.

### **7.4 Volunteer Management**

There is a trend towards more professional volunteer management, both at the level of the volunteer coordinators, and at the level of managing the volunteers.

Over the past decade there has been an increase in the level of professionalism amongst those individuals responsible for managing or coordinating volunteers. Certainly in Edmonton, GMCC has increased the level of professionalism through their Voluntary Sector Management Program. In addition to this, the Volunteer Centre of Edmonton offers workshops and training for volunteer coordinators and also helps support the Volunteer Management Group. However, volunteer coordinator positions tend to be viewed as entry-level, poorly paid positions.

There is an increasing need to ensure that organizations manage their volunteers appropriately. Enhanced volunteer management helps to encourage individuals to volunteer their time and to maintain a prolonged volunteer experience with an organization. It is just as important to properly orient, train and supervise volunteers, as it is to do these tasks with paid employees. Professional organizations often recruit their staff from the cadre of experienced volunteers. Literature supports the concept of the possibility of volunteers provoking more creative change within organizations than staff, and notes as well the need to conceive of volunteerism as a career path.

Once volunteers are recruited, it is essential to maintain their commitment to the organization for an extended period of time. Many organizations request a one-year initial commitment from potential volunteers. Although there will always be circumstances beyond the control of the organization, it is largely the responsibility of the organization to ensure an appropriate environment for maintaining volunteer commitment, such as adjusting activities to shorter, more task oriented jobs.



Within the health field in Edmonton & Calgary, the regional health authorities seem to differ from the other volunteer sectors in terms of support for volunteers and volunteer coordinators. Not only do the volunteers in this sector appear to be more oriented towards longer terms of service, the administrative support for volunteer programs is strong and career opportunities for volunteer coordinators are well supported.

### **7.5 Screening**

There are two different concepts of screening in the field. The first is the basic screening for skills, interest and fit within an organization. The second is the more complex and technical to ensure protection for the organization and its clients. With increasing demands on organizations to provide more services, there is the counter demand to protect clients, particularly youth, elderly or disabled, from harm. In order to do so, there is greater need for screening of volunteers and for that screening to be part of an ongoing management practice within the organization.

There is some disagreement amongst organizations as to who should play the key role in the first type of screening. Some organizations believe that the VCE should play a stronger role in the initial screening for fit and interest; most others disagree.

The second type of screening is of particular interest to groups with 'at risk' clients, and is not of particular interest to other sectors. It is generally agreed that the actual screening is the responsibility of the organization receiving the volunteer and is not a task that can be delegated to another group, such as the VCE. However, the VCE needs to continue to play a strong role in training organizations and assisting them in setting up appropriate screening procedures.

### **7.6 Funding of the Underlying Support Structure**

The Volunteerism Research Project Advisory Committee has identified that the primary source of funding for the underlying support structure for volunteerism in Edmonton is limited to Family and Community Support Services (FCSS) and the United Way. However, organizations providing the underlying support provide services to many organizations outside the social services arena. As budgets and priorities in the social services become tighter, it becomes more difficult to justify funding services that may be provided to non-social service agencies. Some acknowledgement and commitment from other sectors, such as the health, sports, recreation and arts sectors, is required to maintain the underlying support structure for volunteerism in Edmonton.

## **8.0 CONCLUSION**

Volunteer capacity in Edmonton can be enhanced by ensuring practices that bring government, business and the volunteer sector closer together. Government and business must understand the benefits that volunteers and the volunteer sector bring to the economy and to the community through serving societal interests. All levels of the volunteer sector must work together to build an appropriate and cooperative infrastructure support.

## 9.0 RECOMMENDATIONS

Given the findings and conclusions of this study, the Volunteer Research Project Advisory Committee makes the following broad-based recommendations to the Community Services Advisory Board (CSAB) for transmittal to and consideration by the City of Edmonton. CSAB may wish to lay aside time at future meetings or establish a subcommittee to review the recommendations before making a submission to the City. The recommendations are for long term rather than immediate action, and are seen to fit within CSAB's mandate, under City Bylaw 11926, "to have a key role in developing a long-term plan for community services in Edmonton." Some recommendations below speak to support of voluntary organizations (non-government bodies) providing or needing underlying support to volunteerism. Other recommendations are addressed more generally to all organizations involved in volunteerism support – public and private funders, government services, and voluntary organizations involved in the underlying support structure.

1. Funding should be made available to support on-going volunteer infrastructure in Edmonton.
  - 1.1 The City should continue to provide long-term funding for infrastructure and operational support to voluntary organizations providing underlying support to volunteerism in Edmonton, and consider additional funding for this purpose, including from sources beyond the FCSS funding envelope, since organizations outside the social services sector are also beneficiaries of the support provided.
  - 1.2 The City should work with other funders, including other levels of government, to encourage the provision of long-term operational funding for voluntary organizations providing underlying support to volunteerism in Edmonton.
2. Develop strategies to build and strengthen relationships between organizations providing the underlying support to volunteer agencies in Edmonton.
  - 2.1 The City should encourage a periodic process by which organizations involved in the underlying support of volunteerism could focus on the topics of coverage, continuity, collaboration and communication amongst these organizations, including enhancing public and voluntary sector awareness of the services provided.
3. Develop a forum for businesses, government and volunteer agencies to meet, discuss and resolve issues relating to volunteerism in Edmonton.
  - 3.1 The City should take the lead in initiating a forum for interaction of the three groups. Emphasis should be placed on encouraging businesses to participate in the process.
  - 3.2 The City, other funders and organizations providing underlying support to volunteerism, and voluntary agencies should advocate support to the recommendations in the Broadbent report (highlighted in Section 7.1 - Renewal of Resources, above) to strengthen activity between businesses, government and voluntary agencies.

4. Develop stronger and more formal means of advocating the benefits of volunteerism.
  - 4.1 The City, through CSAB and other means, should work with key organizations and funders to develop and implement strong marketing tools to advocate for and encourage volunteerism in Edmonton.
  
5. Emphasis should be placed on encouraging the renewal of volunteer resources at board, planning and organizational levels.
  - 5.1 The City should play a lead role in encouraging processes to provide proper training, support and experience to enable volunteers to progress through a variety of volunteer experiences.
  - 5.2 The City, other organizations supporting volunteerism, and voluntary agencies should provide support to the recommendations in the Broadbent report (see Section 7.1 - Renewal of Resources, above) to limit and reduce the personal liability of board members.
  
6. Support should be provided to agencies to continue to enhance the level of professionalism in volunteer management.
  - 6.1 The City and other funders should provide funds to assist agencies which lack capacity to manage volunteers appropriately and adequately. Aid could be through assistance to individual agencies, or through support to central agencies or consortia to provide management and developmental services.
  
7. Support should be provided to agencies requiring training and assistance in establishing appropriate volunteer screening procedures.
  - 7.1 The City should work with agencies requiring assistance with screening of volunteers, to enable the agencies to profit from the current training opportunities and to help develop the necessary procedures and infrastructure to conduct the screening.

The recommendations above require the willingness of a number of organizations to develop a common vision and cooperate in the development and implementation of long-range activities. Subsequent to the acceptance of these broad-based recommendations, a number of recommendations relating to specific organizations should also be developed. This level of recommendation should be developed as part of the formal process proposed in recommendation 2 and 2.1.

## REFERENCES

- Advisory Group. *Volunteerism in Alberta: Provincial Report*. Calgary, AB: Volunteer Alberta, May 1998.
- Bradner, Jeanne H. "Recruitment, Orientation, and Retention" in Connors, Tracy Daniel, ed. *The Volunteer Management Handbook*. New York: John Wiley & Sons, 1995.
- (Broadbent) Panel on Accountability and Governance in the Voluntary Sector. *Building on Strength: Improving Governance and Accountability in Canada's Voluntary Sector*. Voluntary Sector Roundtable, February 1999
- Canadian Centre for Philanthropy, *Front and Centre* (monthly newsletter). Toronto: Canadian Centre for Philanthropy.
- Canadian Centre for Philanthropy. *More Than Charity – A New Agenda for Canadian Corporate Citizenship – White Paper on Imagine Phase III*. Toronto: Canadian Centre for Philanthropy, 1998.
- Carver, John. *Boards That make a Difference – A New Design for Leadership in Nonprofit and Public Organizations*. San Francisco CA: Jossey Bass. 1990.
- Connors, Tracy Daniel, ed. *The Volunteer Management Handbook*. New York: John Wiley & Sons, 1995.
- Dow, Warren. *The Voluntary Sector: Trends, Challenges and Opportunities for the New Millenium*. Vancouver, BC: Volunteer Vancouver, September, 1997.
- Ellis, Susan (1996a) *From the Top Down: The Executive Role in Volunteer Program Success*. Philadelphia PA: Energize, 1996.
- Ellis, Susan (1996 b) *The Volunteer Recruitment Book*. Philadelphia PA: Energize, 1996.
- Ellis, Susan, for United Way of America. *Volunteer Centers: Gearing up for the 1990s*. Philidelphia, PA: Energize Books, 1986.
- Graff, Linda. *By Definition: Policies for Volunteer Programs*. Dundas, Ontario: Graff and Associates 1997.
- Houle, Cyril O. *Governing Boards*. San Francisco: Jossey-Bass; 1990.
- Hutchinson Associates. *Volunteer Centres Survey Report*. Calgary, AB: Volunteer Alberta, May 1998.
- Illesley, Paul J. *Enhancing the Volunteer Experience: New Insights on Strengthening Volunteer Participation, Learning and Commitment*. San Franscisco: Jossey-Bass Inc., Publishers 1990.
- Illesley, Paul J, and John A. Niemi. *Recruiting and Training Volunteers*. New York, McGraw-Hill Book Company, 1981.

Jacobson, Ann. *Principles for Good Practice for the Field of Volunteerism*. Kansas City, MO: Ann Jacobson and Associates, 1993.

KBLR Research Committee. *The Feasibility of a Volunteer Recruitment and Referral Service on the U of A Campus*. Edmonton, AB: Volunteer Centre of Edmonton, April 1999.

McCurley, Steve and Sue Vineyard, 101 Ideas for Volunteer Programs. Downers Grove IL: Heritage Arts, 1986.

McCurley, Steve and Rick Lynch. *Volunteer Management: Mobilizing all the Resources in the Community*. Downers Grove IL: Heritage Arts, 1996.

Meneghetti, Milena M. "Motivating People to Volunteer Their Services" in Connors, Tracy Daniel, ed. *The Volunteer Management Handbook*. New York: John Wiley & Sons, 1995.

Ministry of Human Resources. *Draft Strategy: Promoting the Volunteer and Community Service Sector in British Columbia*. Victoria, BC: Government of British Columbia, 1999.

Naylor, Harriet. *Volunteers Today: Finding, Training and Working with Them*. Dryden, NY: Dryden Associates, 1967.

Points of Light Foundation. *Developing A Corporate Volunteer Program: Guidelines for Success*. Washington, DC: 1993.

Smith, Justin Davis. *The 1997 National Survey of Volunteering*. National Centre for Volunteering, England, 1998.

Statistics Canada. *National Survey of Giving, Volunteering and Participating*. Ottawa: Statistics Canada, 1998

Van Til, Jon. "Metaphors and Visions for the Voluntary Sector", in Connors, Tracy Daniel, ed. *The Volunteer Management Handbook*. New York: John Wiley & Sons, 1995.

Vineyard, Sue. *Megatrends and Volunteerism: Mapping the Future of Volunteer Programs*. Downers Grove, IL: Heritage Arts, 1993.

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

## **APPENDIX A – TERMS OF REFERENCE AND MEMBERSHIP FOR THE VOLUNTEERISM RESEARCH PROJECT ADVISORY COMMITTEE**

### **Community Services Department Project Charter for Volunteerism Research Project Advisory Committee**

#### **1. Introduction**

##### **1.1 Background**

This project has developed as a result of funders having more and greater expectations of volunteers and voluntary organizations. There has been a change in the funding environment, and government support is decreasing at the same time as the expectations of agencies are increasing.

After discussions between major funders in Edmonton, a recommendation was made by the Community and Family Services Advisory Committee (CAFSAC), that a study be undertaken, of volunteerism in Edmonton. Since volunteerism is a major criterion of FCSS funding, as noted in the Conditional Agreement Regulation, Section 2(a), this study is being funded through Family and Community Support Services (FCSS).

##### **1.2 Purpose and Scope of the Volunteerism Project**

The purpose of the Volunteerism Project is to determine the volunteerism needs of the Edmonton Community, and the infrastructure required to achieve this. The recommendations of this report will guide future investment in this area. The Volunteerism Project will incorporate the following:

- Research best practices in volunteerism in Canada and possibly the United States to determine:
  - a healthy volunteerism environment
  - benefits/drawbacks of immediate referral vs. screening of volunteers prior to referral.
- Complete an environmental scan to determine Edmonton volunteerism needs in general. This scan would include input from the following:
  - Umbrella organizations representing sectors such as Social Services, Recreation, Sport, Health and Hospitals, Education, Libraries, Arts, Culture, Community Groups, the Faith Community etc.
  - The corporate sector.
  - All agencies which use volunteers
  - The “waves” of need such as the occasional volunteer requirements of major events (e.g. The World Track and Field Games)
- Look at which resources are available and which resources are missing in Edmonton.

### 1.3. Project Objectives

- To get a good understanding of current best practices in volunteerism.
- To obtain an inventory of resources for recruiting and training of volunteers.
- To determine what constitutes an environment for healthy volunteerism.
- To make the information available to the public.
- To weigh the information gathered and to make recommendations regarding infrastructure support for volunteerism in Edmonton.

### 2. Project Deliverables

- The indicators of a healthy volunteer environment.
- An encapsulation of best practices in volunteerism.
- A compilation of volunteerism needs in Edmonton.
- Recommendations to determine the volunteerism needs of the Edmonton Community, and the infrastructure required to achieve this.

### 3. Project Workplan and Timeline

#### Phase I. Planning

By April 30, 1999

- Prepare project charter and get approval from Steering Committee
- Develop a call for proposals
- Hire contractor
- Work with contractor to finalize information-gathering content and sources e.g. literature review, decision on parameters of comparative cities, gather volunteerism activity information, record volunteerism successes, determine volunteerism best practices.

#### Phase II. Research

May-June, 1999

- To be clarified when contractor is hired as noted above.

#### Phase III. Development of Recommendations.

- Identify key findings to be incorporated into recommendations End June 1999
- Convene a recommendations meeting with a representation of funders and community. Early July 1999

#### Phase IV. Approval and Implementation.

- Recommendations reviewed September 1999
- Decisions made by CSAB September Meeting

#### 4. Membership

<b>Name</b>	<b>Affiliation</b>
Cathy Krysa	Past Chair of Community and Family Services Advisory Committee
Ronald Gaunce	Community Services Advisory Board
Judy Padua	Clifford E. Lee Foundation
Don Taylor	United Way
Carol Gilfillan	United Way
Bob Wyatt	Muttart Foundation
Dianne Allen	Epcor
Jon Hall	Volunteer Centre of Edmonton
Hazel Sutherland	Grant McEwan Community College
Wendy MacDonald	Grant McEwan Community College (Alternate)
Ann Jordan-Mills	Committee Support, Community Services Department, City of Edmonton

The Project Team would like to thank the members of the advisory committee for their support of the project, identification of major issues and suggestions for organizations and individuals to contact during the course of the study. In particular we would like to thank Ann Jordan-Mills for her support and coordination.

Sandra Woodhead Lyons and Ray LaFleur – Project Team members.



**APPENDIX B - COMPARISON OF SELECTED VOLUNTEER CENTRES**

Centre Name	Promotion of Volunteerism	Recruitment & Referral of Volunteers	Management Consulting on Volunteer Programs	Training & Networking of Volunteer Coordinators	Advocacy of Volunteer Related Issues	Volunteer Resource Library	Other
<b>British Columbia</b>							
Vancouver	✓	✓	✓	✓	✓	✓	
Richmond Connections Information & Volunteer Society	✓	✓					<ul style="list-style-type: none"> <li>✓ information &amp; referral for community services</li> <li>✓ community resource directory</li> <li>✓ Child Care Resource &amp; Referral Service</li> <li>✓ Host Program</li> </ul>
Fraser Valley Volunteer Centre	✓	✓		✓	✓	✓	Note: run through the United Way
<b>Alberta</b>							
Volunteer Centre of Edmonton	✓	✓	✓ (limited as it is also done through GMCC in Edmonton)	✓	✓	✓ minor component as GMCC has a large volunteer resource library in Edmonton)	
Volunteer Calgary	✓	✓	✓	✓	✓	✓	
Information & Volunteers Centre for Strathcona County	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>✓ community information referral</li> <li>✓ Christmas Bureau</li> <li>✓ Emergency Translator file</li> <li>✓ Newcomer Program</li> <li>✓ Community Volunteer Income Tax Program</li> </ul>
Community Information & Volunteer Centre (St.	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>✓ community information referral</li> </ul>

Centre Name	Promotion of Volunteerism	Recruitment & Referral of Volunteers	Management Consulting on Volunteer Programs	Training & Networking of Volunteer Coordinators	Advocacy of Volunteer Related Issues	Volunteer Resource Library	Other
<b>Albert)</b>							
Volunteer & Information Centre of Red Deer	✓	✓	✓	✓	✓	✓	✓ community information referral ✓ rental guide ✓ resource package for parents of children with special needs
Community Volunteer (Lethbridge) Association	✓	✓	✓	✓	✓	✓	
Volunteer Centre of Fort Saskatchewan	✓	✓	✓	✓	✓	✓	
<b>Ontario</b>							
Volunteer Centre of Toronto	✓	✓	✓	✓	✓	✓	
Volunteer Centre of Thunder Bay	✓	✓	✓				
Volunteer Centre of Hamilton & District	✓	✓	✓	✓	✓	✓	
<b>Quebec</b>							
Volunteer Bureau of Montreal	✓	✓	✓	✓	✓	✓	✓ Meals on Wheels ✓ Christmas Index
<b>Nova Scotia</b>							
Kings Volunteer Network (Kentville)	✓	✓	✓	✓	✓	✓	
<b>Newfoundland &amp; Labrador</b>							
Community Services Council - Volunteer Centre	✓	✓	✓	✓	✓	✓	Note: Volunteer Centre is only one part of the CSC. The CSC also provides community-based programs and community referrals.

Centre Name	Promotion of Volunteerism	Recruitment & Referral of Volunteers	Management Consulting on Volunteer Programs	Training & Networking of Volunteer Coordinators	Advocacy of Volunteer Related Issues	Volunteer Resource Library	Other
<b>USA</b>							
Seattle Works	✓	✓	✓	✓	✓	✓	Note: oriented towards "Generation X". There are multiple volunteer agencies in the area.
Chicago Serves	✓	✓					Note: emphasis is on student internships
Hands on Atlanta	✓	✓		✓	✓		
The Volunteer Centre of San Francisco	✓	✓	✓	✓	✓	✓	

**APPENDIX C - VOLUNTEER POLICIES AND PRACTICES OF SELECTED COMPANIES**

Company	Comments
Alberta Government	<ul style="list-style-type: none"> <li>• No corporate policy in place.</li> <li>• United Way is supported throughout the government, however, it is up to each department to determine whether time off is provided for activities during the UW campaign.</li> <li>• Other than UW, it would be up to each department to determine if they wanted to support a volunteer activity.</li> </ul>
Alberta Treasury Branches	<ul style="list-style-type: none"> <li>• No formal volunteer program.</li> <li>• ATB has recently hired a community relations manager to look at sponsorship and volunteer programs.</li> <li>• ATB employees have chosen to focus on the Children's Health Foundation. They do fundraising for this. It is up to individual branches to determine if employees can have time off work for these fundraising events.</li> <li>• ATB is currently working on a donation program policy. They had a program in the past, but there has been a moratorium in place for the last two years.</li> </ul>
Canadian Airlines	<ul style="list-style-type: none"> <li>• No formal program in place. However Canadian believes that volunteerism is an attribute that has been entrenched in their organization for years.</li> <li>• Their employees are encouraged to participate in corporate sponsored events such as the Breast Cancer Run or the AIDS Walk.</li> <li>• Canadian provides T-shirts for their participating employees, but the volunteering is on the employees' own time.</li> <li>• Canadian supports other organizations involved in volunteering, such as - Volunteer Canada, VCE (Great Human Race), Vitalize Conference.</li> <li>• Canadian is a member of the Corporate Workplace Council in Calgary.</li> </ul>
Chevron	<ul style="list-style-type: none"> <li>• A formal release-time program is in place. Each employee is entitled to 8 -10 hours per year to volunteer for an organization of their choosing (as long as there is no conflict of interest).</li> <li>• In addition, if Chevron is involved in a specific community initiative, employees can volunteer as much as needed. For example, Chevron is involved in the Junior Achievement Program. Employees may spend days in school teaching children about the 'real world'.</li> <li>• Chevron also has a formal retiree program. The National Retirees Volunteer Association was contracted to work with Chevron retirees for a 2 year period to help them establish a volunteer program.</li> <li>• Chevron is a major funder of Volunteer Calgary.</li> <li>• Employees who volunteer on their own time can apply for a \$100-1000 grant to go to a not-for-profit organization.</li> </ul>
Condon-Barr	<ul style="list-style-type: none"> <li>• No formal volunteer program in place.</li> <li>• Condon-Barr provides kitchen equipment to major events such as</li> </ul>

Company	Comments
	the Folk Festival and Heritage Days.
Edmonton Journal	<ul style="list-style-type: none"> <li>• No formal volunteer program in place.</li> <li>• For events that they sponsor or market, employees are encouraged to volunteer. All volunteer activities are done on the employees own time.</li> <li>• The Journal matches employees donations to the United Way.</li> <li>• Believes that a strong volunteer centre is needed to act as a liaison between public, private business and nfp groups. These 3 sectors need to work closer together and understand each others needs better. The VCE is doing as a job as it can, but it needs more resources to do a better job.</li> </ul>
Epcor	<ul style="list-style-type: none"> <li>• Epcor matches employee dollar contributions to United Way.</li> <li>• Employees are encouraged to volunteer in events that the company in involved in. Sponsorship is tied to events where the company gets visibility, e.g. water bottles given at the Fringe, where Epcor staff wear company shirts and work in 2-3 hour shifts. The time is considered company work and equivalent time is given in lieu.</li> </ul>
Telus	<ul style="list-style-type: none"> <li>• A formal volunteer program was established December 1998. A previously existing program was very similar.</li> <li>• The program recognizes volunteer work provided by Telus employees, as long as it is not on worktime.</li> <li>• For 60 hours or more of volunteer work in a year, employees can give a \$200 grant to the not-for-profit agency of their choice (excluding religious organizations). The organization has to be able to provide Telus with a tax receipt.</li> <li>• The program includes employees and Telephone Pioneers (retirees).</li> </ul>
Trans-Alta	<ul style="list-style-type: none"> <li>• No formal volunteer program in place.</li> <li>• Trans-Alta supports individual events such as Corporate Challenge, the Birkenbinder, Seniors Games, Days of Caring and Wildlights in Calgary. They are the major corporate sponsor for the Fringe Festival in Edmonton.</li> <li>• When they sponsor an event, they encourage employees to participate. However, all volunteer activity is on the employee's own time.</li> <li>• They support a retired employees volunteer group - POWER (Projects Organized With Energetic Retirees). This group actively looks for projects and volunteered 2000 hours on 13 projects last year.</li> </ul>

**APPENDIX D - BUILDING ON STRENGTH: IMPROVING GOVERNANCE AND ACCOUNTABILITY IN CANADA'S VOLUNTARY SECTOR EXECUTIVE SUMMARY AND PRINCIPLE RECOMMENDATIONS**

An excerpt from: *Building on Strength: Improving Governance and Accountability in Canada's Voluntary Sector* by the Panel on Accountability and Governance in the Voluntary Sector. Reprinted with permission. (pdf version only – go to the website listed below).

The complete report is available from:

Voluntary Sector Round Table Secretariat  
75 Albert Street, Suite 301  
Ottawa, ON K1P 5E7

Or from their web site: [www.web.net/vsr-trsb/pagvs/index.htm](http://www.web.net/vsr-trsb/pagvs/index.htm)