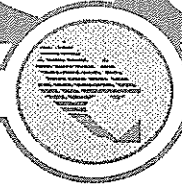


THE JOURNAL OF VOLUNTEER RESOURCES MANAGEMENT

VRM

SPRING...1992



VOLUME...1

ADVOCACY



OAVA

EDITORIAL

Volunteers as Advocates

by Sue Pike

We discovered, in putting this issue of the Journal together, that we, the editorial team had no clear agreement on the meaning of advocacy. Popular usage ranges from that of representing the interests of another to promoting or espousing a cause or a service. And within the field of management of volunteers, we sometimes see the word used as a euphemism for lobbying or public relations activities.

Does the word "advocacy" confuse the issue? Perhaps. But the important factor seems to be accountability. Audrey Cole in her article "Everthing Old is New Again" says that to be truly effective, an advocate must be accountable only to the person or cause and must be free to challenge the system.

Surely that is what volunteer services are all about. Volunteers, by virtue of their independence, make ideal advocates. Institutions and organizations in which volunteer services have been allowed to flourish become healthier places for clients and staff alike. It's hard to imagine events like those at Mount Cashel happening if there had been volunteers present.

Editorial Team

Gilda Good
Shirley Jenkins
Ginette Johnstone
Suzanne Latimer
Denise Miall
Sue Pike
Christine Seip

Graphics

Franz Strokan

TABLE OF CONTENTS

- ☛ OAVA WELCOMES THE JOURNAL
Debbie Comuzzi
- ☛ ADVOCACY: EVERYTHING OLD IS NEW AGAIN
Audrey Cole
- ☛ ADVOCACY: A PERSONAL EXPERIENCE
Linda Buchanan
- ☛ AN ADVOCACY PROCESS
Lynn Zeraldo
- ☛ ITEMS OF INTEREST
- ☛ LOOKING AHEAD
- ☛ WIT AND WHIMSEY
- ☛ KEEPING INFORMED
- ☛ SUBMISSION GUIDELINES

Marketing

Ginette Johnstone

Contributors

Diana Collins
Lynne Savage

Sponsored By

Ontario Association for
Volunteer
Administration

Printed in Smiths Falls,
Ontario

ISSN

We invite submissions.
Guidelines, themes and
deadlines are located on
the back page.

Published Quarterly

Subscriptions

can be sent to:

The Journal of Volunteer Resources Management.

1310 Upper Dwyer Hill Rd.,
RR # 2, Carp, Ont., Canada
KOA 1L0

Send all correspondence to the above
address.

No part of this publication may be reproduced in whole or in part, without written permission from the editorial team. All articles are the express opinion of the author(s) and do not necessarily reflect the views of the publisher or the editorial team. The Publisher and Editorial Team assume no responsibility for unsolicited manuscripts. Letters commenting on articles are welcome, but may be edited for brevity and clarity.

OAVA President Introduces the Journal

Debbie Comuzzi

As well as holding the position of President of the Ontario Association of Volunteer Administration, Debbie Comuzzi is Director of Planning and Volunteer Development for the Ontario Branch of the Canadian Cancer Society.

Her career in the management of volunteers spans a period of fifteen years, with positions in the Canadian Red Cross Society and the Metro Toronto District Health Council.

We asked Debbie to talk about the new Journal and the role of the OAVA.

Journal: First Debbie, what is the OAVA and why did it sponsor a Journal?

Debbie: The OAVA is a provincial organization for professionals, salaried and unsalaried, who are responsible for the management of volunteers and volunteer programmes in the not-for-profit field. Just over 5 years old, we have a membership of 390 and growing. Our mission statement probably says it best: *"we are committed to excellence in the administration of volunteers through advocacy, communication, education and professional development."* The Journal grew out of a need to find new ways to offer professional development tools to the membership.

Journal: Why now?

Debbie: The timing is perfect because we are at the leading edge of some exciting projects right now. We have recently completed draft #1 of the standards of practice for the profession; we are advocating with the provincial

government to have them develop a position on volunteerism; and our annual spring conference just keeps getting bigger and better. The Journal will help raise the profile of the profession and will be of interest to all managers of volunteers.

Journal: But why a professional Journal rather than a newsletter or magazine?

Debbie: As it grows and develops, the Journal will publish more and more articles that will get to the *meat* of an issue. My hope is that it will raise questions and challenge us to reflect about our jobs and the impact the profession can have on our communities.

Journal: What would you like to see the Journal accomplish?

Debbie: The Journal should explore various aspects of the profession and look at issues and trends. Hopefully readers will feel ownership for the Journal and will feel comfortable about contributing ideas or articles. You don't have to be a writer. The editorial committee will work with you to make your work "sound right". And finally, the Journal should provide a forum for members to talk to one another. If you agree or disagree about one of the articles, please write a letter to the editor.

One of the main reasons for producing the Journal is to develop an advocacy tool for our profession. We know that this can only happen if all of you become involved.



ADVOCACY - Everything Old Is New Again

Audrey Cole

In his review of advocacy in Ontario in 1987, the late Sean O'Sullivan suggested that amidst the complexities of public policy and expansion of human services, growing sensitivity to issues of rights was fostering the interest in advocacy on behalf of vulnerable people.¹ The obligation to ensure that human services do not infringe on the human rights of those they serve is now clear. "Advocacy" and "accountability" are fast becoming the "in" words of the human services language.

The word "advocacy" was found only rarely in human services literature before 1970 according to Wolf Wolfensberger, one of the first to write extensively about the subject in relation to people with disabilities and others who face social disadvantage and discrimination. His name will always be associated with what is probably the purest form of advocacy on behalf of another person, Citizen Advocacy.² In Citizen Advocacy, volunteer advocates are matched, one to one, with a person with a disability or other disadvantage. They undertake a personal commitment to represent the interests of the person as if those interests were their own. Their accountability is to that person alone as they assist the person in overcoming the barriers to equality and fulfillment.

Popular use of the term "advocacy" to describe all manner of interests and activities has sometimes obscured its meaning, much so that in one treatise on the subject, Wolf Wolfensberger was obliged to include a section on "What Advocacy is Not".³ For example, improving existing systems and services

or changing the manner in which services are provided, no matter how important that might be, are not advocacy. Case management is not advocacy even though the life of the individual might depend on it. Neither can internal quality control be called advocacy, although people might be prevented from falling through the cracks and be better served if it is in place. Although advocacy might well play its part in promoting any or all of these practices they are functions of the service system; they are not advocacy.

Although the word was not leaping from the pages of the literature prior to the 70's, that does not mean there was no advocacy. It is safe to say that ever since there have been people, there has been advocacy in some form. The term itself derives from the Latin "advocare" meaning to summon or call in the aid of another, particularly in the sense of pleading a cause in court - lawyers called to the Bar of Scotland have always been known as "advocates". In this legal context, advocacy is readily understood. The ethics of legal practice require that lawyers take instruction only from their client. Consequently, the accountability of the lawyer to the client's interests is not in doubt. Since there is an advocate to plead for each side of the issue, legal advocacy, although adversarial in nature, is not particularly threatening. That is not always so with advocacy in its social context whether it means espousing or defending a particular cause or speaking on behalf of another person.

The need for advocacy for vulnerable adults in both institutional settings and the Community has been recognized

by the Government of Ontario with the introduction of Bill 74, the Advocacy Act (part of a package which also includes Bills of Consent to Treatment and Substitute Decisions). Under the Advocacy Act, a Commission, functioning at arms length with the Government, would be responsible for designing and implementing a system of paid and voluntary advocates for vulnerable adults. The Commission would be unique in that a majority of its members would be people who have or have had a disabling condition, selected from nominations submitted by community organizations.

A Standing Committee of the Ontario legislature has been hearing public representations of the proposed legislation. During one such hearing (March 24, 1992), a government member was heard to observe that although community groups were supportive of the advocacy initiative, generally speaking, the professional community appeared not to be so supportive. An example of this opposition can be found in a petition circulated to members of a Union representing employees in provincially operated facilities such as psychiatric hospitals and Regional Centres for people identified as having developmental disabilities. The petition states:

"We, the undersigned, as taxpayers of Ontario, disagree with the proposed legislation Bill 74, The Advocacy Act. We are also employees of the Ministry of Health and feel we presently act as existing advocates on the behalf of vulnerable people. Since it is the Ontario government's decision to decrease duplicating services in the Health and Social Services fields, how can you justify the passing of this bill without contradicting your own directives?"⁴

As Sean O'Sullivan noted in his Report,

"Institutionalization, of its very nature, creates vulnerability".⁵ People whose lives are dominated by services and systems are vulnerable. Their vulnerability and insensitivity arises from the oppressiveness and insensitivity of the system in which they find themselves. It is not simply a matter of "bricks and mortar" confinement nor is it that the staff are necessarily bad or uncaring people. It is certainly not a matter of "institution" versus "community". It is simply the fact that human service systems develop lives and momentum of their own which place demands for accountability to the system on their component parts. The bigger and more efficient the system, the more it must serve itself and the less can the competing demands of the people in the system be allowed to disrupt its smooth functioning. Isolated already from natural human supports and relationships, people in the system become powerless. They need advocates for their interests.

In true advocacy, the advocate is accountable only to the person or cause. To be effective, an advocate must be free to challenge the system, perhaps to change how the person is treated by the system or to get the person out of it, perhaps even to close the system down. Competing demands - entitlement to a monthly pay cheque is only one example - make it virtually impossible for the staff to be the advocates for the people within the system that employs them.

That is not to say that staff may never advocate on behalf of people in their care or on behalf of change; it is only to state that to carry advocacy to its sometimes painful but inevitable conclusions, an advocate cannot be muzzled or fettered by inherent conflicts of interest.

Vulnerable people who are dependent on

services need staff who care and systems that are responsive. And most people who work in human services struggle to meet those needs. But until we can guarantee that our human responses to the needs of other humans are not contributing to their vulnerability, there is a need for independent advocacy that is free of conflict of interest.

Audrey Cole
April 4, 1992

1. O'Sullivan, Sean, "You've Got a Friend," Ontario Ministry of the Attourney General, 1987
2. Wolfensberger W. & Zauha, H (Eds.) "Citizen advocacy and protective services for the impaired and handicapped." Toronto: National Institute on Mental Retardation, 1973
3. Wolfenberger W. "A Balanced Multi-component Advocacy/Protection Schema," Toronto: Canadian Association for the Mentally Retarded, 1977
4. OPSEU Local 114 (March 23, 1992)
5. O'Sullivan, "Supra," p.56

Audrey Cole

Audrey has been active in the Community Living movement for many years. In both the Ontario and the Canadian Associations for Community Living, she chairs Task Forces that are seeking alternatives to guardianship for people identified as having intellectual disabilities.

Journal Logo Wins!



Franz Strokan, an artist from Smiths Falls, Ontario, has won 2nd prize in the coveted CorelDRAW World Design Contest for the logo he developed for the Journal of Volunteer Resources Management.

Franz is also responsible for the cover design of the Journal. You will see his artistic ability througout future issues.

Advocacy - A Personal Experience

Linda Buchanan

Seven years ago the Volunteer Services Department at St. Thomas Psychiatric Hospital was still in its infancy and not widely accepted as a valid programme. There was little acceptance or understanding of volunteerism as an integral part of service delivery in the hospital and I knew that it would require a dedicated education process for the programme to gain wholehearted acceptance.

In order to meet growing needs, the volunteer programme would have to expand and I would have to advocate on its behalf. The first step would be to define the issues for the decision-makers.

The Issues

Although volunteer services was seen as a pleasant extra it was not recognized as vital to the effective management of the facility.

At the same time there was a growing need for direct-service volunteers.

I had to be careful not to exaggerate the problems or belittle the programme that was already in place. Not wanting to make anyone defensive, I had to build on the existing base of goodwill and to make expansion appear to be an attractive solution.

As the process of change often carries with it power struggles and occasionally,

outright sabotage, I realized I had to include as many key people as possible in the process. It was a temptation to rush things, but I knew I had to take time to prepare my case and develop some clear strategies.

Strategies and Implementation

Our team, made up of recreation staff, nursing staff and patients, used a brainstorming technique to capture ideas on how to proceed and then we culled these down to the strategies we felt were most likely to succeed.

Consumers were questioned about their needs, staff were trained to support volunteers and to help plan an effective record-keeping process, and management was kept informed and involved at every stage. Volunteers were then recruited and trained from existing ranks and from targeted community groups. Tasks were assigned and we rejoiced when the pilot programmes worked!

Pilot Projects

Previously, bingo was a popular but sporadic activity on the wards and games could only be held when staff was able to spare the time. The pilot project enabled volunteer-run bingos to become a weekly event.

Evening recreation had been limited to a single activity, dependent on the availability of staff. Now, with the pilot project, multiple activities could take place.

No Plan Is Perfect

If I had it to do over again, there are some steps I would do differently.

Most of the goals in the plan were short-term. This was a mistake as it turned out. In neglecting to look four or five years down the road and to plan for the impact of the growth that resulted in that period, I found myself overwhelmed. It was great to be successful, but a more orderly planning process with a broader focus would have saved me from the burnout that I ultimately had to deal with.

We should have included the union earlier. By involving union members in all steps of the process we could have alleviated some fears and assumptions and avoided the communication breakdown that eventually occurred.

I wish now that I had asked one or two experienced and disinterested observers to review the plan before it was implemented. They might have foreseen the misunderstanding with the union. Furthermore, they might have provided a long-term overview and could have alerted us to the unexpected growth that caused us grief later on.

Then and Now

Seven years ago, I was hired as part-time assistant to the Co-ordinator of

Information. There were twelve active volunteers involved in the gift shop, geriatric ward and some recreation activities. Volunteer services was housed in a single office in the nursing area.

Today, Volunteer Services is a full-fledged hospital department. The offices, clothing room, book room and lounge occupy half a ward and the director's position is permanent and full-time. There are 130 volunteers active on twelve wards and involved in multiple internal and community programmes.

Evaluation

The process is never finished, of course. Evaluation had to begin the minute the plan was implemented and must continue as long as there is a programme. We must assess the changes in the volunteer programme, review their effectiveness and decide how, or if, we want to expand. Then we need to continue the process by keeping all the stakeholders involved and informed.

Raising consciousness may seem a thankless task, but results are cumulative and by planning ahead and following a clear process, you too will achieve success.



Linda Buchanan

Linda is the Director of Volunteer Services at the St. Thomas Psychiatric Hospital, St. Thomas, Ontario. She is the first recipient of the OAVA Administrator of Volunteers of the Year Award.

"Advocacy ... A Process"

Lynn Ziraldo

At some point in our professional lives, advocacy will become a vital tool to obtain and maintain the necessary changes and opportunities for administrators of volunteers.

"Advocacy involves speaking on behalf of persons to ensure that their needs and rights are recognized."

The purpose of advocacy is to assist in securing the rights of one's self or another. We all need to ensure that our needs are met and our rights respected.

Tips for effective advocacy:

1. Believe in yourself. One person can do a lot.
2. Identify unmet needs and rights.
3. Be systematic
 - know and build your case
 - narrow the problem down
 - do your homework
 - document the facts
4. Know resources and allies. Assessing the nature of the resistance and opposition helps to sharpen your strategic thinking.
5. Be assertive and communicate well:
 - an assertive person clearly states a viewpoint but takes into account other viewpoints as well, then works for the right outcome cooperatively.
 - listen

6. Establish a strategy:
 - formulate a desirable solution
 - put in the time needed for refinement, compromise and debate
 - negotiate clearly
7. Develop problem-solving and conflict resolution skills.
8. Keep a paper trail. Your files and log can help keep you on track and can also be a tool to inform others.
9. Follow up. You may need to monitor any change or build on it.
10. Learn from others. Join groups that support your profession. Remember, there is strength in numbers.

Change is a slow process. Be patient and take roadblocks as an opportunity to evaluate your approach. Do not give up because as an advocate you have the privilege of educating others. Gains are made step by step. Be an advocate for our profession at all times.

Lynn Ziraldo

Lynn is Executive Director of the Learning Disabilities Association of York Region. Lynn was Director of Advocacy for the Ontario Association for Volunteer Administration.

Items of Interest

"Advocacy ... The Process"

Advocacy ... The Process, along with its two companions, Advocacy in Action, (examples of successful advocacy strategies) and Advocacy Addendum (accompanying worksheets), was produced in 1989 to serve as a guide for those interested in developing advocacy initiatives. It is a short, concise booklet that can serve as an excellent primer for the neophyte advocate.

The booklets are well organized and easy to follow. The meat of the information is found in Advocacy ... The Process, the main booklet. Chapter 1 addresses the what and the why of advocacy, including a very useful definition of the types of advocacy (self, individual, and cooperative). The chapter ends with an overview of the Advocacy Process.

The remainder of the booklet devotes a chapter to each phase of the process: Prepare, Plan, Act and Evaluate. When used with the examples offered in Advocacy in Action, and the worksheets in Advocacy Addendum, it provides a very practical format, one that would easily be applicable to a variety of situations.

There are some very appealing aspects of these manuals. They have a pleasant layout, with a lot of white space and clear diagrams. The examples provided are realistic and the worksheets clear and practical. It also provides the reader with a page full of excellent resources for further study.

Members of the staff of Huronia Regional Centre in Orillia, Ontario, a provincial institution for individuals with disabilities, reviewed these booklets and made the following observations:

- good resource for identifying the "how-to" of the advocacy process
- would be an excellent resource for students in social services
- the process: is a useful model for problem-solving in general
- "tip" section, although quite general, could be helpful in keeping on track

On the less positive side they had the following comments:

- it is fairly dry reading
- it seems to be a difficult process
- too specific regarding physical activity and not enough just about advocacy
- not clear who would use this resource - self, family, staff?

The Advocacy Process is one of the few resources out there dealing with this very timely topic. It is introductory and perhaps too specific, but many librarians would surely be happy to add it to their list of resources.

Advocacy... The Process is the result of the Blueprint for Action for Physical Activity for Canadians with a Disability developed in 1988 through the collaborative efforts of the Advisory Committee to Fitness Canada on Canadians with Disabilities. It is available through The Alliance at (613) 748-5734.

LOOKING AHEAD

May 11, 12, 13

Ontario Association of Children's Aid Societies Annual Conference,

Hilton Hotel & Cleary Auditorium,
Windsor, Ontario.

May 24 - 26

Mystery of Marketing, Ontario Association for Directors of Health Care Volunteers Conference ,

Geneva Park, Orillia, Ontario
Contact: Joan Ashley (416) 668-5881

May 26 -29

CONNECTIONS '92, OAVA Conference on Volunteerism,

University of Western Ontario,
London, Ontario.

Call: (519) 434-8461
or Fax (519) 434-2519.

June 4-6

Vitalize '92 - Wild Rose Foundation Provincial Volunteer Conference -

Edmonton, Alberta.
Call: (403) 422-9305 or write:
Wild Rose Foundation Suite 2020
Canada Trust Tower
10104 - 193 Ave.
Edmonton, AL, T5J 0H8

October 28 - 31

International Conference on Volunteer Administration,

Minneapolis "Dare to Dive Deep"
for improvement of skills and
knowledge in the field of volunteer
administration. Call (303) 541-0238

December 5

International Volunteer Day.

If you missed it last year, you have lots
of time to plan ahead.

In 1985 the United Nations General
Assembly announced the world's first
observance of a special day to honour
volunteers

The Journal will be pleased to accept
information about regional,
provincial and national events of
interest to our readers.

Submission deadlines:

| | |
|------------|--------------|
| Summer '92 | May 24th |
| Fall '92 | August 24th |
| Winter '93 | October 24th |
| Spring '93 | January 24th |

WHIT AND WHIMSEY

By Lynne J. Savage

DR. E. PENDAGE SAYS:
Every organization is made up of BONES!

WISHBONE
One who wishes someone else would
do the work

JAWBONE
One who does all the talking and little
else

KNUCKLEBONE
One who knocks everyone else's ideas

FUNNYBONE
One who laughs at anything and
anybody

SOUPBONE
One who is always looking for a free
lunch

Thank goodness there's a **BACKBONE**
- a courageous group working together,
carrying the load!

Volunteers and paid staff are your
organization's **VERTEBRAE!**

They bring flexibility and strength every
BACKBONE requires.



Some healthy tips for maintaining your
BACKBONE:

1. Add support where and when needed
2. Give a gentle, stimulating massage
3. Do not overwork vulnerable vertebrae
4. Prevent friction
5. Continually nourish and lubricate
6. Chart personal growth
7. Display a recognition x-ray
8. Present a certificate of good health
9. Provide a prescription indicating dosage, dates, treatment and accountability
10. Evaluation. It should be at regular intervals and based on performance and interaction with all the other vertebrae.

KEEPING INFORMED

Advisory Committee to Fitness Canada on
Canadians with Disabilities,
1991.

"Advocacy in Action", Ottawa, Ontario:
Advisory Committee to Fitness Canada on
Canadians with Disabilities, 1991.

"Advocacy Addendum", Ottawa, Ontario:
Advisory Committee to Fitness Canada on
Canadians with Disabilities, 1991.

Available from: The Alliance at (613) 748-
5734

Volunteer Access, Victoria, B.C.: Victoria
Volunteer Bureau, 1991

Available from: Victoria V.B. at (604) 386-
2269, and JTC

Clark, Li and McRae, *Volunteers and the
Law*, Vancouver B.C.: The Public Legal
Education Society, 1988.

Available from: VV and JTC

Ellis, Susan, *From the Top Down*,
Philadelphia PA: Energize, 1986

Available from: VO and JTC

Seita and Waechter, *Change: Meet It and
Greet It*, Downers Grove, Illinois:
VMSystems, Heritage Arts Publishing,
1991.

Available from: JTC

WHERE TO GET RESOURCES

Each resource described is marked with a
code that corresponds to the following
distributors.

VO - Volunteer Ontario
2 Dunbloor Road #203,
Etobicoke, Ont. M9A 2E4
Phone: (416) 236-0588 Fax: (416) 236-0590

VV - Volunteer Vancouver
301-3102 Main Street,
Vancouver, B.C. V5T 3G7
Phone: (604) 875-9144 Fax: (604) 875-0710

JTC - Jonstone Training and Consultation
1310 Upper Dwyer Hill,
R.R.2 Carp, Ont. K0A 1L0
Phone: (613) 256-5516 Fax: (613) 256-5516



JOURNAL OF VOLUNTEER RESOURCES MANAGEMENT

Editorial Process and Guidelines for Authors

OBJECTIVE

The Journal of Volunteer Resources Management is intended:

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

TARGET AUDIENCE

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

SUBMISSIONS

All manuscripts will be accepted on either diskette or on typed, double space pages. Submissions should be written according to "The Canadian Style - A guide to Writing and Editing" - Secretary of Sates, Dundren Press.

External reviewers may be engaged to review content if deemed advisable by the committee.

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

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

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

FORMAT AND STYLE

Authors are asked to respect the following word counts:

| | <u>words</u> | <u>pages</u> |
|-------------------|--------------|--------------|
| Lead article | 2000 | 5 - 6 |
| Secondary article | 700 - 800 | 2 - 3 |
| Book review | 150 | 1 |

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

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