

THE JOURNAL OF VOLUNTEER RESOURCES MANAGEMENT

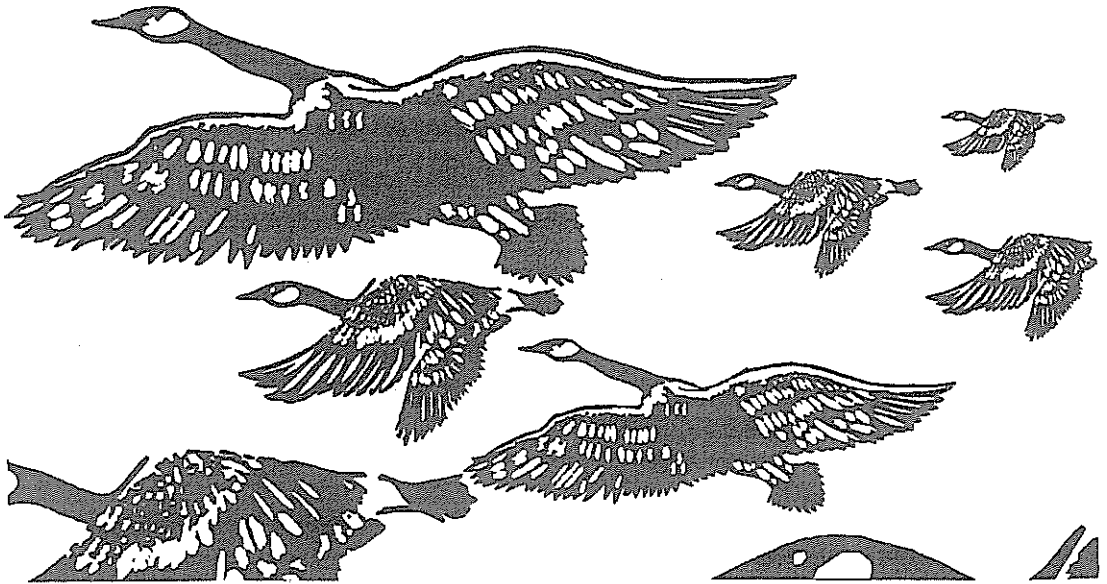
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VOLUME...1



AUTUMN...1992

PROFESSIONALISM...



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OAVA

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## Editorial

***Volunteer Management...a Profession?****Suzanne Latimer*

**T**he question may very well be, "To be or not to be ..." when examining the issue of professionalism within the Volunteer Management sector. Sitting down to prepare this editorial became an exercise in self-learning. Professionalism...a professional? Where exactly did I see my career, and indeed myself, in terms of these principles. I was drawn into the field with the goal of getting the community involved with various programmes at the museum where I am employed. Four years later, I find myself deeply committed to my responsibilities at the museum as well as to my peers in the community. Though there are no established guidelines to definitively indicate how I am progressing in my chosen vocation, I find that I am involved in a field that is very dynamic and that my efforts are a contribution to the definition of my profession.

The components that identify a field as a profession are universal and well established. Volunteer management can therefore apply these principles to

its own terms of reference to gauge the status of its professional identity. This issue of the journal has endeavoured to collect a sampling of views from across Canada.

As Susan Ellis so clearly articulated at the 1989 International Conference on Volunteer Administration, "A profession is an identity one assumes as a result of education, experience, and commitment. It is not a job; it is a career."

It is the responsibility of each individual to assess his or her own commitment to their career. One must determine whether their current position is a stepping stone to another vocation or a point on their choice of occupation. Either way, each of us who is involved in the management of volunteers is contributing to the profession's current status and development.

*Suzanne Latimer is a member of the Journal of Volunteer Resources Management Editorial Team.*

## Is Management of Volunteers a Profession?

*Alice Power*

The quest for professionalism in Management of Volunteer Services is a recurring topic of discussion. Susan Ellis (1990) has argued that we are still an emergent profession, Ivan Scheier challenged us to empower the profession and Holbrook Patton's (1990) reporting of the AVA Survey on Employer Recognition indicated that managers of volunteer services are, in fact, beginning to see themselves as professionals. I too, became intrigued by the topic of professional identity. In this article, I address the question: Is Management of Volunteer Services a profession?

My interest in this topic arose after pondering a statement made by Susan Ellis (May, 1989) in her address to participants at the Ontario Association for Volunteer Administration's (OAVA) conference in Peterborough, Ontario. She suggested that to doubt our status as a profession puts that status in question. This made me think.

The question still remains: Is Management of Volunteer Services a

## La gestion des bénévoles est-elle une profession ?

*Alice Power*

L'ambition de faire de la gestion des bénévoles une profession est un sujet fréquent de discussion. Susan Ellis (1990) prétend que nous appartenons à une profession qui est encore en voie de développement, Ivan Scheier nous incite à conférer pleins pouvoirs à cette profession, et le rapport de Holdbrook Patton (1990) de l'"AVA Survey on Employer Recognition" indique que les gestionnaires des services de bénévoles commencent à se voir comme professionnels. Le sujet d'identité professionnelle a également piqué ma curiosité. Dans cet article, la question suivante est traitée: La gestion des services de bénévoles est-elle une profession?

C'est un commentaire fait par Susan Ellis (Mai, 1989) lors de sa présentation aux participants de la conférence de l'"Ontario Association for Volunteer Administration (OAVA)" à Peterborough, Ontario, qui a soulevé mon intérêt à cette question. Elle a alors suggéré que le simple fait de douter de notre statut comme professionnel est suffisant pour mettre en question ce statut. Cela m'a poussé à réfléchir.

profession or is it not? I believe, as do Ghio (1988) and Holbrook Patton (1990), that we are teetering on the edge of becoming one, and it is up to us, the managers of volunteer services to pave the way.

However, if we review the characteristics that define a profession, the field of Management of Volunteer Services does not yet fit. Whitehead (1933) proposes that "a profession is a vocation whose activities are subjected to theoretical conclusions derived from ... analysis"... a craft "is a vocation based upon customary activities and modified by the trial and error of individual practice" (pp. 72 - 73). In accordance with this definition Ivan Scheier (1988) contends that volunteerism will never fully achieve its own power base until it achieves its own intellectual base, that is, until it defines itself as something more than a mish-mash of other fields. He writes "I believe it is now time to reach down deeply inside ourselves and identify the authentically original we have to offer the world."

Professions are also recognized by existing formal educational programmes and a rite of passage indicating competency in a specialized field of study. There may also be a period of supervised

La question demeure: La gestion des services de bénévoles est-elle oui ou non une profession? Je crois, tout comme Ghio (1988) et Holdbrook Patton (1990) que notre travail est sur le point de devenir une profession, et que c'est à nous, gestionnaires des services de bénévoles de préparer le terrain.

Si l'on passe en revue les caractéristiques par lesquelles se définit habituellement une profession, toutefois, le domaine de la gestion des services de bénévoles n'y correspond pas tout à fait. Whitehead (1933) propose qu'une profession est une vocation dont les activités ont été assujettées à des conclusions théoriques découlant de ... l'analyse... un métier est une vocation basée sur des activités coutumières, modifiées par les expériences de la pratique individuelle (pp. 72-73). En conformité avec cette définition, Ivan Schier (1988) prétend que le bénévolat n'atteindra son propre seuil de pouvoir qu'au moment où il aura satisfait aux exigences intellectuelles; c'est à dire lorsqu'il se définira par plus qu'un mélémélo d'autres domaines. Il écrit:

"Je crois qu'il est temps de chercher à l'intérieur de nous-mêmes et d'identifier ce que nous avons d'unique à offrir au monde."

Une profession se reconnaît également à ses programmes d'éducation ainsi qu'à un processus d'accréditation certifiant une compétence dans un domaine

practice. A good indication of your status as a profession is recognition by Secondary School Guidance Counsellors.

There are several community colleges which offer some type of programme in the management of volunteer services. There are also a number of informal training workshops offered through local and provincial associations, volunteer centres and bureaux and various provincial government agencies. Despite this, we are a long way from Ivan Scheier's (1990) "futuring" of a University of Volunteerism. As yet there are no university undergraduate or graduate programmes specifically designed for the teaching of Management of Volunteer Services, nor are there any standard or accepted educational criteria required to become a Manager of Volunteer Services in Canada.

Another criterion that formally designates a profession is an ongoing review or accreditation process to maintain standards. There may be a self-governing body and/or in some cases a provincial licensing body. The Association for Volunteer Administration (AVA, based in the United States) has paved the way and does offer a certification process. Recently, the OAVA has

d'études spécialisées. Il peut également y avoir une période de pratique supervisée. Une façon de déterminer si le domaine en question est une profession, est de se demander s'il est reconnu comme tel par les conseillers en carrière des écoles secondaires.

Plusieurs collèges communautaires offrent des programmes de formation en gestion des services de bénévoles. Certaines associations municipales et provinciales, centres et bureaux de bénévoles et diverses agences des gouvernements provinciaux offrent également un certain nombre d'ateliers de formation. (Malgré cela l' "University of Volunteerism" d'Yvan Scheier (1990) est encore très loin.) Il n'existe toujours pas de programme d'université aux niveaux diplômé et pré-diplômé visant l'enseignement de la gestion des services de bénévoles. De plus aucun critère d'éducation n'a été établi pour devenir gestionnaire de services de bénévoles au Canada.

Un processus d'accréditation ou de revue continue visant à maintenir des normes est un autre critère par lequel on peut reconnaître formellement une profession. Il peut exister un organisme auto-gouvernant et/ou dans certains cas une agence provinciale d'autorisation. L'Association of Volunteer Administration (AVA) établie aux États-Unis a préparé le terrain et offre un processus d'accréditation. Tout récemment,

begun developing an accreditation process for practitioners in Ontario.

Other characteristics of a profession include having a specialized language, and a special relationship or concern with a client. Management of Volunteer Services could be said to meet these criteria. With regard to the latter, our special relationship to a client, certainly our primary concern is the volunteer. And yes, "volunteer retention cycle" is uniquely our language. Yet, in many ways our professional language is emerging and in transition. Take for example volunteer administration and volunteer administrator. Currently, we refer to the field as management of volunteer services and call ourselves administrators or managers of volunteers, or even managers of volunteer resources. Just recently, I saw the role being referred to as Director of Voluntarism.

The fact that the language is in transition may reflect the reality that the role is in transition. There is recognition of the function of management and the skills required to perform the job.

Susan Ellis (1990) suggests that professions operate on articulated philosophies, accepted definitions

l'OAVA a amorcé le développement d'un processus d'accréditation pour les praticiens de l'Ontario.

Une profession se caractérise aussi par son langage spécialisé et par une préoccupation ou une relation spéciale avec le client. On peut dire que la gestion des services de bénévoles satisfait à ces critères. En ce que concerne la deuxième caractéristique, c'est-à-dire notre relation spéciale avec le client, assurément notre client et donc notre préoccupation principale est le bénévole. Et oui, "cycle de retention du bénévole" fait partie de notre langage particulier. Ce langage toutefois est en développement et en évolution de plusieurs façons. Prenons les expressions "administration des bénévoles" et "administrateur de bénévoles" comme exemples. Présentement notre domaine s'intitule "gestion des services de bénévoles" et nous nous assignons un de plusieurs titres, tel administrateurs ou gestionnaires de bénévoles et même parfois gestionnaires de ressources de bénévolat. Tout récemment j'ai vu le titre "Directeur du bénévolat".

On peut expliquer l'état d'évolution du langage par le fait que le rôle lui-même est en évolution. L'aspect gestion et les autres compétences nécessaires au travail sont maintenant acceptés.

Susan Ellis (1990) suggère qu'une profession s'exerce à partir d'une philosophie énoncée, une définition acceptée

and an ethical code of behaviour. Through her and many others efforts, there is a section in the AVA's certification portfolio on Philosophy of Volunteerism. In Ivan Scheier's view "VA's (administrators of volunteers)" have to concentrate on identifying, articulating and proclaiming what is special and original in the volunteer situation, that cannot be derived from anywhere else (page 32). Management of volunteer services still needs to build a special body of knowledge, a theoretical foundation based on a unique perspective.

Despite our progress, in an overall assessment of whether management of volunteer services is a profession, I have to agree with Susan Ellis (1990) that it is still emerging.

Interestingly, Susan Ellis's biggest reservation about whether we are professional has to do with managers of volunteer services' attitudes, behaviour, and perspectives about themselves. The implication is that if Managers of Volunteer Services do not perceive themselves as professionals this can affect the way they behave and hence the way they are perceived by others. In turn, it may become a vicious circle, a self-fulfilling prophecy.

ainsi qu'un code de comportement moral. Ses efforts ainsi que ceux de plusieurs autres ont mené à l'adoption d'une section au portefeuille d'accréditation de l'AVA sur la Philosophie du bénévolat. Selon Ivan Scheier les "VA (administrateurs de bénévoles)" doivent se pencher sur l'identification, la formulation et la déclaration de ce qui est spécial et unique à la situation du bénévolat, de ce qui ne provient de nulle part ailleurs (page 32). La gestion des services de bénévoles a encore à se constituer une base de connaissance et de théorie fondée sur une perspective unique.

Malgré les progrès réalisés, après avoir procédé à une évaluation globale de l'acceptabilité de la gestion des services de bénévoles comme profession, je dois, en accord avec Susan Ellis (1990), conclure que notre domaine est toujours en développement.

Ce qui est intéressant c'est que le plus grand doute de Susan Ellis en ce qui concerne notre statut professionnel provient de l'attitude, du comportement et des perceptions de soi des gestionnaires de services de bénévoles. Comme on peut le supposer, si les gestionnaires de services bénévoles ne se perçoivent pas comme professionnels, leur comportement peut en être affecté, et par conséquent la façon dont ils sont perçus par les autres. En retour un cercle



Ivan Scheier (1988) also agrees with this view and contends that insofar as management of volunteer services continues to see itself as derivative, (in terms of adapting how to do aspects of the job from various disciplines, human resources, communication, business and education) and as being passive and dependent, others naturally tend to see it that way too. Beginning to define ourselves as powerful, active and autonomous is the first step in becoming more so (page 29).

In an inquiry I conducted October 1990, using qualitative research principles, I reviewed how a small sampling of managers of volunteer services perceive their role and how they view their professional identity. What I wanted to understand was not the structural and objective dimension, but rather the personal, human dimension from the people who are in this role.

This was reviewed according to four areas: 1) shared knowledge, skills and experience; 2) perception of role/role structure; 3) shared values and 4) professional identity. Highlighted were themes common to this group and what unfolded was a similar perception, a professional way of being, a guiding force

vicieux s'établit, et devient une prophétie que s'accomplit d'elle-même.

Ivan Scheier (1988) est d'accord avec ce point de vue et soutient qu'aussi longtemps que le domaine de la gestion des services des bénévoles continuera à se voir comme dérivé, (en ce que concerne l'adaptation des aspects du travail pris de domaines comme les ressources humaines, les communications, les affaires et l'éducation) passif et dépendant, les autres auront naturellement tendance à le voir ainsi. Pour devenir puissant, autonome et actif il faut commencer par se définir ainsi (page 29).

Lors d'une enquête que j'ai menée en octobre 1990, utilisant des principes de recherche qualitative, j'ai questionné un petit échantillon de gestionnaires de services de bénévoles sur leur façon de percevoir leur rôle ainsi que leur identité professionnelle. Je cherchais à connaître la dimension personnelle et humaine des personnes qui ont ce rôle plutôt que la dimension structurale et objective.

La revue portait sur quatre aspects: 1) connaissances, compétences et expériences partagées; 2) perception du rôle / structure du rôle; 3) valeurs partagées et 4) identité professionnelle. Certains thèmes communs à ce groupe ont été mis en relief desquels on a pu extraire une perception similaire, une façon

that will lead us to become a profession.

The Managers of Volunteer Services in my inquiry felt themselves to be autonomous and were proactive in many aspects of volunteerism - for the individual volunteers, their role as manager, and in advocacy for the field. They characterize their job as unique, feel themselves to be specialists in management of volunteer services and view their role as critical to the organization. Learning and professional development were seen as an integral part as their job. Thus, in reviewing the attitudes and behaviour of these managers of volunteer services, they are unquestionably professional.

There are many steps that management of volunteer services needs to take to complete the formal framework that is required to be regarded as a profession in the traditional sense. Ivan Scheier advocates for the development of a unique theoretical base, standardized educational requirements and ethical standards. Clearly our vision is to put these three elements in place so that management of volunteer services will be recognized as a profession in the eyes of all, so its members will be recognized for the expertise, talents and skills that

d'être professionnelle, une direction qui nous mènera vers le professionnalisme.

Les gestionnaires de services de bénévoles prenant part à mon enquête se croient autonomes et font preuve d'une approche proactive dans plusieurs aspects du bénévolat - en ce qui concerne les bénévoles eux-mêmes, dans leur rôle de gestionnaire, et dans la promotion du domaine. Ils voient leur travail comme unique, leur rôle comme essentiel à l'organisme et se croient spécialistes dans la gestion des services de bénévoles. Le perfectionnement professionnel et l'apprentissage sont considérées des parties intégrantes de leur travail. Une revue des attitudes et du comportement de ces gestionnaires des services de bénévoles a donc démontré qu'ils sont incontestablement professionnels.

La gestion des services de bénévoles devra suivre plusieurs étapes pour parfaire le cadre formel nécessaire à la reconnaissance du statut professionnel au sens traditionnel. Ivan Scheier prône le développement d'une base de théorie unique, d'exigences normalisées d'enseignement et des normes d'éthique. Il est clair que nous entendons mettre en place ces trois éléments afin que la gestion des services de bénévoles soit reconnue comme une profession aux yeux de tous, que ses membres soient reconnus pour l'expertise, les compétences et les talents

are required for the job and finally to raise volunteerism to the heights that it truly deserves.

The managers of volunteer services in the October 1990 inquiry valued themselves as resources to their organization and like myself felt, for the most part, that they were perceived as a professional by those in contact with them on a daily basis. Like a self-fulfilling prophecy, if a professional attitude and identity exist among our ranks, they will propel us forward, act as driving forces, catalysts to accomplish our objective of having arrived as profession.

nécessaires à leur travail, et que le bénévolat soit enfin élevé à la hauteur qui lui convient.

Les gestionnaires des services de bénévoles participant à l'enquête de 1990 reconnaissent leur valeur en tant que ressources au service de leur organisme et tout comme moi-même croient, pour la plupart, que ceux avec qui ils entre en contact à tous les jours les perçoivent comme des professionnels. Comme une prophétie qui s'accomplit, la présence d'une attitude et d'une identité professionnelle dans nos rangs nous aidera à aller de l'avant, nous servira de force directrice et de catalyste nous permettant de réaliser notre objectif de professionnalisme.

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## Professionalizing the Not-for-Profit Organization

Christine Camilleri

A committed and demonstrated service ethic is the essence of the professional not-for-profit organization. By practicing the highest ideals of professionalism, the organization can improve its effectiveness in serving community needs, and assure its ongoing stability. Professions come under public scrutiny and are often subject to negative accusations. This article will focus on the positive aspects of being professional, both as it relates to the organization and the volunteers who play an important role in it.

When someone says to you, "this is professional" you know you have produced work or acted with a high degree of skill. "I'm a professional" is a declaration of esoteric skills shared by others in your chosen field. The profession to which you belong has been entrusted by the public to act competently and responsibly in serving the public good.

Professionals have an agreement with the rest of society: they are given status by the community in exchange for their skills and knowledge. They are accountable for their

actions and monitored for adherence to standards of practice and codes of ethics. There is an inherent service ethic in being professional and identifying oneself with a professional body.

There is an implicit agreement between not-for-profit organizations and the community. On the one hand, organizations agree

- to monitor community needs and respond to them through programmes and policy direction;
- to serve the public interest by setting into motion actions so that people's attitudes, behaviours, or beliefs will change toward some common good'
- to be accountable to the community it serves.

In return, the community

- supports the organization;
- entrusts public funds to be used responsibly;
- and in many cases confers status upon the organization.

Professional not-for-profit organizations have the following characteristics:

- they have a clear mission and strategic direction which is understood, accepted, and interpreted for use in everyday decisions and actions;
- they are aware that having specialized knowledge and skills requires maintaining present levels, and continuously advancing the field's thinking;
- they monitor their environment so that they are in touch with what the community wants and needs, are able to respond, and take advantage of opportunities; and
- they continuously provide specific, tangible performance measures and results to the public.

Professional non-for-profit organizations are clear about their mission and direction; about why they exist, who they serve, in what ways they respond to community needs, and how they measure success. Leaders repeatedly communicate their activities and plans so that managers, staff and others can readily see how these activities fit into the organization's mission and direction. Leaders do not assume that if they have said it once, everyone gets it.

Clear articulation and wide acceptance of the mission enable staff to translate organizational direction to everyday actions and decisions that

offer appropriate responses to situations and serve the stakeholders interests. For example, "Our philosophy values quality of life over and above all else, so I am free to assist this person even though she does not strictly fall within our intake criteria". People from the organization are then able to speak intelligently about the organization's mission, and its plans for the future.

Professional not-for-profits are aware of the need for current information for members and are committed to the advancement of knowledge in their field. One way to do this is by valuing and making available continuous training, retraining, education and professional development opportunities for staff and volunteers. This enables the organizations to keep abreast with the field and respond knowledgeably. In turn, its members feel valued for their work and contributions.

Professional not-for-profits monitor their external environment to assess their effectiveness in the community and to obtain information that will provide direction in responding to community interests and needs. Stakeholders — those organizations, groups or individuals

who are in a position to either affect or be affected by the organization's policies and actions — are a significant source of data. They are regularly drawn upon for information about their interest and to assess their level of satisfaction with the organization.

Volunteers play an important role in identifying stakeholder needs and levels of of satisfaction. As “boundary spanners” they work between the client group and the organization. From that vantage point, they can provide useful information that includes:

- how clients and other stakeholders view the organization;
- who has heard of it;
- whether its message to the public is clear.

Volunteers have opinions about trends happening in the field. They have concerns about these influences and their potential impact on the organization. Most importantly, they can provide useful insights into what constitutes client satisfaction.

Since the professional not-for-profit is strongly oriented towards identifying community interests, it can also be in a position to anticipate them.

To see opportunities, the organization must be looking out the window. Once again, volunteers can play a role. If given support, they can spot opportunities and initiate innovative practices, procedures or programmes.

Stakeholders are increasingly asking not-for-profits for “bottom line” results. This means determining at both the organization and program level, “How is performance for this institution to be defined?” Organization should respond from two perspectives: what the organization wants and what the stakeholders want. Often, what the organization wants is neither obvious to everyone nor is it well thought out.

Stakeholders have certain needs in relation to the organization. These translate into results that are measured against what they consider important to them. Failure to respond to the stakeholders needs can be problematic. Organizations often underrate the contributions of stakeholders when planning and goal setting. Yet, if the organization can not demonstrate its effectiveness against the stakeholder's criteria, then regardless of any inherent worth of the organization, stakeholders are likely to withdraw their support. By communicating such

effectiveness, the organization continues to earn community support and, in the face of external threats, safeguards its continued growth and survival.

Competance, connectedness to community needs, clearly communicated purpose and direction, and a strong service ethic demonstrated in practice - these are characteristics not only of an effective not-for-profit organization but also one

that exposes professionalism at the organizational level. They are qualities that serve not-for-profits well and may be critical to their survival.

Christine Camilleri is a manager of Frontier College's Partners in Learning training programme which delivers workshops to community social service agencies, and she is a strategic planning consultant working in the not-for-profit sector.

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## BOOK REVIEW

Gordon Alware

### *From the Top Down - by Susan Ellis*

It is always a pleasure to read something written by Susan Ellis. I know that she will examine every aspect of her topic, and I can be sure that her writings will give me a fresh perspective on some new ideas.

FROM THE TOP DOWN doesn't disappoint in this respect. Susan Ellis addresses the book to the "top level executives of agencies which already involve volunteers or which are considering starting a volunteer program." She states that very little has been written for senior executives about volunteer issues, and that

FROM THE TOP DOWN tries to fill this gap in the literature.

The book examines most issues related to the operation of volunteer services in agencies. The first chapter looks at the contributions that volunteers can make to agencies. In subsequent chapters, Ms. Ellis talks about how to plan and staff volunteer services and how to handle the volunteer-staff relationship. She looks at different categories of volunteers, including the roles of boards and auxiliaries. Legal issues are examined, along with how to evaluate

and establish a dollar value to volunteer contributions.

I especially liked the introduction, which presents an overview of the issues chief executives should consider with regard to involving volunteers, and the first chapter, which outlines the uniqueness of volunteer contributions. This clarifies the context within which volunteer services operate. If top level executives read just these two parts of the book, Susan Ellis will have achieved one of her goals -- to ensure that chief executives gain respect for volunteers and those who direct them. But in her desire to deal with important and necessary points in a com-

prehensive manner, Susan Ellis runs the risk of losing her audience. The other chapters of the book are less successful than the initial ones because they go into such detail the reader tends to bog down under the weight of so much material.

Nevertheless, if the reader sticks with the book, the rewards are there. Reading FROM THE TOP DOWN is like attending a series of workshops.

*Gordon Alvare is the director of volunteers at St. Boniface Hospital, Winnipeg, Manitoba*

## TIPS & TOOLS

*Ginette Johnstone*

### STANDARDS OF PRACTICE: WHY HAVE THEM?

You have probably been hearing a lot about Standards of Practice lately and are asking yourself questions such as "What are standards of practice?", "Why do we need them?" and "How are they developed?" The Ontario Association for Volunteer Administration (OAVA) has begun finding answers to these questions. The goal of this article is to share what we know so far.

#### What are standards of practice?

I like to define standards of practice as indicators of a *minimum level of performance*. In other words, they describe a level of ability at which someone is considered to have acquired the degree of competence required to do an acceptable job.

Each standard addresses one area of performance and describes the underlying principles, knowledge and



skills necessary to be considered competent.

Why do we need standards of practice?

There are many reasons why a profession needs to identify standards of practice.

*1) They provide the profession with credibility and accountability.*

In order for a profession to be recognized as unique and requiring special skills and ability, those skills and abilities must be identifiable. That is what standards of practice do. Furthermore, to be credible, a profession must be accountable. By adopting standards of practice, we commit to being accountable for a minimum level of competency.

*2) They help employers understand the profession.*

It is very important for employers of managers of volunteer services to understand the level of skill and competence needed for effectiveness in this profession. A clearer understanding will result in better hiring practices and better recognition of the practitioner.

*3) They serve as the basis for curriculum development.*

Universities, colleges and other educational institutions use the standards of practice as a basis for developing courses for training practitioners. OAVA is collaborating with the Ontario community colleges, many of which are now offering certificate programmes for administrators of volunteers.

*4) They assist practitioners in self-evaluation.*

Practitioners can use the standards of practice as a measuring stick to assess their own skills and determine their level of competency and need for professional development.

*5) They are a tool for advocacy.*

Standards of practice are a tool that will help us, individually and collectively to advocate for ourselves. That will result in better recognition and better remuneration for the work that we do.

How are they developed?

OAVA has been involved in a lengthy process to define standards of prac-

tice for its members and others who have responsibility for volunteers.

Our first step was the "DACUM" (Developing a Curriculum). Essentially, this rather extensive procedure, which involved substantial consultation with practitioners, led us to a task analysis detailing the functions of an administrator of volunteers. The real strength of the DACUM is that it gave a true, field tested snap shot of the wide range of activities actually being done by managers of volunteers.

This DACUM chart, or task analysis, has thirteen areas of performance. For example, the first area is Plan Programmes and another is Market Volunteer Services. Each area is then divided into a number of sub-tasks.

It is this chart which served as a basis for developing standards of practice.

In conclusion, standards of practice are the building blocks of professionalism. As the management of volunteer services continues to emerge as a profession, our need to establish this foundation is a goal of top priority, a goal that we are confident will soon be met to the benefit of all those who believe in the value of volunteerism.

*Ginette Johnstone is a trainer and consultant in the field of Management of Volunteer Services. She is currently owner and senior consultant of Johnstone Training and Consultation.*

## KEEPING INFORMED

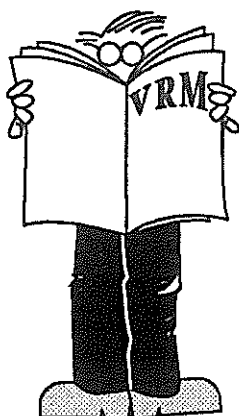
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Johnstone, Ginette, *Words do Make a Difference*, Carp, Ontario: Johnstone Training and Consultation: 1992

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

**Submission Deadlines:**

Summer 1993	May 24
Autumn 1993	August 24
Winter 1994	October 24
Spring 1994	January 24

## LOOKING AHEAD

April 18 - 24, 1993

National Volunteer Week

May 16, 17, 18, 1993

Ontario Association of Directors of Volunteer Services in Health Care

Theme: "Capitalize On Your Future"

Carleton University, Ottawa, Ontario

For more information contact:

Cathy Kelly, Director of Volunteer Services

Oshawa General Hospital

24 Alma St., Oshawa, Ontario

L1G 2B9

May 25 - 28,

CONNECTIONS '93 - OAVA

Theme: "Transitions Towards Tomorrow"

Glendon College (York University)

Toronto, Ontario

For conference information call:

Wendy Stratton Bus. (416) 961-0113

Res. (416) 486-5458

June 8, 9, 10, 11, 1993

Canadian Association of Directors of Volunteers in Health Care

Theme: "Building Bridges"

Hotel Georgia, Vancouver, B.C.

For more information, write or phone:

Western Association of Directors of Volunteers

P.O. Box 2259

349 West Georgia St., Vancouver, B.C.

V6B 3W2

For more information phone: (604) 875-2009

October 6 - 9, 1993

Association for Volunteer Administration (AVA)

International Conference on Volunteer Administration

Theme: "Polish Your Potential"

Excelsior Hotel and Statehouse Convention Center

Little Rock, Arkansas

December 5, 1993

International Volunteer Day

## WHIT AND WHIMSY

*Lynne J. Savage*

### PROFESSIONALISM HAS ITS PLACE

Every autumn, three of us head north for a 'no husbands - no kids - GIRLS ONLY' retreat. We bring with us our overworked minds and our tired bodies. We leave behind our bills, our worries and most notably... our PROFESSIONALISM.

Baggy pants, oversize sweatshirts and comfortable shoes constitute our weekend wardrobe. Unruly hair is secured with a rubber band at the nape of the neck. Our personal care is minimal - no make-up, no bra, limited body and skill care.

In 1987, we ventured for Ragged Falls. After one of Penny's high fibre broiled-in-the-oven bagel breakfasts, washed down with Hilary's pot of strong swash-buckling coffee, we head for Highway 60 by car. Forty-five minutes into our travels, my mind wanders from my driving to a safety check of the cottage. Locked the door? Yes. Unplugged the coffee maker? Yes. Turned off the oven?...

Penny used the oven... "Penny, you turned off the oven, right?" My eyes met hers in the rear view mirror. "Gee... I don't know" she said indiffer-

ently. "Wait, Penny. I don't know isn't good enough. Think back. You turned on the broiler. Right?" "Yes." "You put in the cookie sheet filled with bagels. Right?" "Yes." "When you removed the toasted bagels, you shut the oven door. Right?" "I'm not sure." "Then you turned the oven off. Right?" "I don't know." Desperate for a definite yes or no answer, I continued GRILLING Penny. "But you have to know! C'mon Penny. Retrace your steps. My kids do it all the time." Penny responded with a matter-of-factly, "No. I can't! Stan always asks me as we leave the house if I have turned off the iron. I never know whether I have or not." Scoldingly, I came back with "But Penny, you are a responsible full grown adult. You SHOULD know! We have two choices here. We assume you did turn it off and continue our trip to Ragged Falls OR we turn around and lose a total of 90 minutes there and back to check the oven knob!"

Hilary and I search our minds to visualize what we saw Penny do. I remember the propped open oven door and the glowing element as the bagels toasted under the broiler. Hilary's mind is blank! She doesn't even remember eating the bagels! Based on my own proven record of safety, I no doubt checked the oven automatically

and we need not worry any further. Thus our trip would continue. However, should we return to a pile of burning embers, Hilary and Penny are to say and do NOTHING! I will immediately locate the oven mitt, head for the oven and turn the knob from BROIL to OFF. This way we're protected ... because, if David finds out we left the oven on, the three of us will be toasted and roasted... dead meat!

We moved on in silence. When we reached Ragged Falls, Penny, our seasoned walker, conquered the long, winding uphill path and began snapping pictures. Penny and a dozen or so tourists had led the way. The water burst through a rock path which lured visitors to the other side of the brink. Hilary and I cautiously moved from stone to stone with arms outstretched not unlike tightrope walkers, fearful of the depths below.

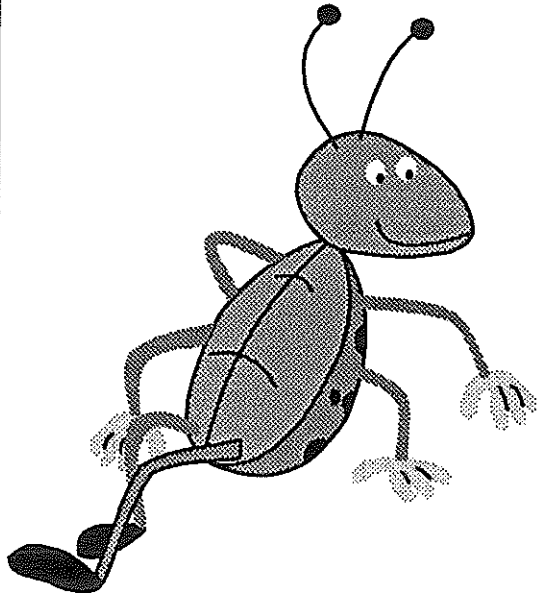
Suddenly, I felt one of those northern bugs down my back - one of those huge black dragon flies with hairlike legs and filmy broad wings! I froze. Hilary asked what was wrong. "There's a bug down my back! A huge bug!" I yelled as I shuddered. She slapped me firmly between the shoulder blades in hopes of killing it. I squirmed and the bug moved past my waist and fluttered freely down my clothes. We moved quickly over the remaining two boulders and landed safely on the other side. I shook my

pant leg and forced the creature out the ankle of my baggy jogging pants.

As our eyes focused on the aerie insect, we burst into uncontrollable pant-wetting laughter! The bug? A hair matter rubber band which freed itself from my two inch-nape-of-the-neck pony tail!

This is merely one of the many humorous, outrageously silly happenings when we go north for our annual weekend. By the way, the oven was OFF.

We do weird and wonderful things when we're away from the stresses of family and work. Professionalism has its place... but not during a girls' weekend at the cottage.



## 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 spaced pages. Submissions should be written according to "The Canadian Style - A guide to Writing and Editing" - Secretary of State, 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 editorial committee.

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:

	words	pages
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 adapt a more practical approach, including personal experiences and opinions.



**DEADLINES FOR SUBMISSIONS AND THEMES**

<u>Issue</u>	<u>Deadline</u>	<u>Theme</u>
<i>Spring '93</i>	Articles due on the 24th of April	Fund Raising
<i>Summer '93</i>	Articles due on the 24th of May	Taking Care of You
<i>Autumn '93</i>	Articles due on the 24th of August	Negotiations

\* WE ARE LOOKING FOR WRITERS ACROSS CANADA WITH VOLUNTEER EXPERIENCE - IF YOU OR SOMEONE YOU KNOW IS INTERESTED IN CONTRIBUTING, PLEASE WRITE TO US AT: JVRM

Have you had an interesting experience using negotiating as a tool? If so, please share your story with us.

Write to:

VRM

1310 Upper Dwyer Hill Rd.

RR # 2, Carp, Ont. Canada

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