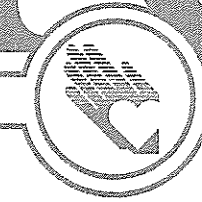


THE JOURNAL OF VOLUNTEER RESOURCES MANAGEMENT

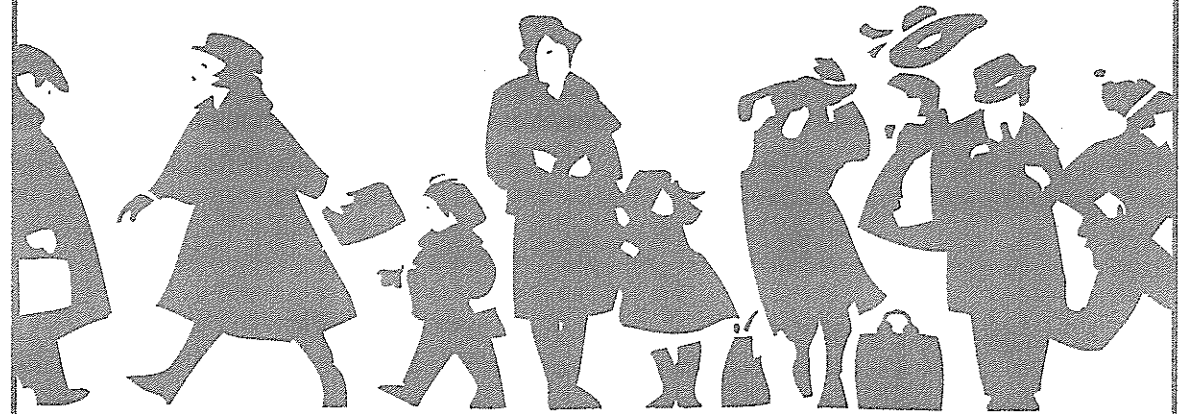
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VOLUME...2



WINTER...1993

RECOGNITION



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EDITORIAL

RECOGNITION ... THE ESSENCE OF IT ALL

This issue of the Journal reinforces the realization that if recognition of volunteers is to be effective, it must reflect the complexity of our current volunteer population and the services they provide. I have felt for a long time now that this task is perhaps one of the most challenging we managers of volunteer services face today.

Lorraine Street states in her article that saying thanks is not enough and that we also need "to take notice of" our volunteers if we aspire to recognize the whole individual. What better means to foster this concept than to have our governments support volunteerism the way Manitoba's VIPS Program has done. Indeed Manitoba is a pioneer in this field and its government has created something we all aspire to achieve in our own provinces. By doing so, perhaps then, it will become common to look at recognition as a management process, to equate it with such things as creating policies and support systems that strive to meet the volunteer's motivational needs and, in turn, the client's needs.

In the meantime, we may need to shake some of that old dust off and re-examine how we actually view recognition. Do we merely pay lip service to it or do we strive to make it the essence of each volunteer placement?

Janet Lautenschlager's book entitled "A Traditional Canadian Value" has captured the spirit and energy that has propelled volunteers throughout the years and they still do today. A good recognition programme will ensure that the spirit and the energy don't get extinguished.

Shirley Jenkins is the Coordinator of Volunteers for the Ottawa-Carleton Health Department and works primarily with the Heart Beat Program.



PINS OR POLICIES

by Lorraine Street

How should volunteers be recognized? The issue is with us throughout the year. However, as National Volunteer Week approaches, it becomes a more pressing and explicit concern. A great deal of thought, care, planning and work are put into dinners and banquets, awards ceremonies, and the selection of gifts, all to recognize the volunteers who work for our agencies and organizations. But there is more to recognition than that.

What is this thing called "volunteer recognition" anyway? What does it mean to recognize volunteers? Why do we do it? Whose responsibility is it? How should it be done?

To "recognize" is defined (according to Webster's Ninth New Collegiate Dictionary) as "to acknowledge" which, in turn, is defined as "to express gratitude or obligation for" and "to take notice of". I would suggest that the recognition of volunteers comprises at least these two elements, these two constituent parts. They are different from one another, although they should be complementary, and the primary responsibility for them should rest in different places.

Recognition of Volunteers: An Expression of Gratitude

It is generally accepted as inherently right and proper that we should recognize volunteers - that we should express our gratitude to them for the work they do for our organizations and communities. Without them our work would be severely hampered; in some instances, it would become impossible.

We all know the stories, and the statistics; the 1987 Survey of Voluntary Activity conducted by Statistics Canada identified that 5.3 million Canadians over the age of 15 had been involved in formal volunteer programmes during the previous year. They completed close to 20,000,000 hours in volunteer service in one year, and spent \$842,000,000. in out-of-pocket

expenses related to that work. Were a similar survey to be conducted today, those numbers would undoubtedly be significantly higher.

There is a moral imperative here: it is right and fitting that the community at large should pay tribute to the efforts of volunteers, should acknowledge its obligation to them for doing what might not otherwise have been done. And that imperative stands even when volunteers themselves shrug off the accolades, or say, "I don't do this to be thanked." That may be true; it does not, however, alter or lessen the community's obligation to say, out loud, clearly, and often: "Thank you - our communities would not be the same - indeed, would not be communities - without you."

So too, within organizations and agencies, it is right and important that the "community" - the board, the paid staff, the clients or consumers - appropriately express its gratitude for the tireless efforts of volunteers. All too often, however, that task is seen as the exclusive province of the manager of volunteer services. So, in addition to myriad other tasks, the manager must organize annual banquets or parties, develop letters or certificates, and see to the selection of appropriate tokens of appreciation.

I would argue that it is not only appropriate, but important that the other members of the "agency community" participate, if not take the lead, in thinking about, planning for, and organizing volunteer recognition events or materials. This aspect of volunteer recognition - expressing gratitude - has less to do with the volunteer (and the manager of volunteer services) than it does with the "agency community" or the community at large. It is therefore important that the "agency community" allocate the necessary resources of its time, human energy, and money to create ways to pay tribute to the efforts of the volunteers who support and, indeed, make possible its efforts. The manager of volunteer services is, of course, an essential part of this team, but it is arguable that this

element of volunteer recognition should be primarily his or her responsibility.

Creating a "volunteer recognition team" that includes clients, paid staff, and possibly board members (and we should not lose sight of the fact that they, too, are volunteers), opens up the opportunity for, and process of, volunteer recognition to include all who benefit from their work. The process should raise awareness of the nature, extent, value, and needs of volunteers.

So too, the team approach could help nurture the relationship between volunteers and paid staff. Often, volunteers are virtually canonized, and there is sometimes an unstated but tangible implication that those who work for pay are somehow less noble, that their contribution is less valuable to the organization. This is both unfair and potentially very damaging. The development of volunteer recognition events and/or materials could provide an opportunity to underscore and reinforce the principle that volunteers and paid staff are a team, with differing but complementary roles.

Recognition of Volunteers: Taking Notice

The second element of recognition of volunteers - an extension of the notion of "taking notice of" - is, I would suggest, primarily the responsibility of the manager of volunteer services and is intrinsic to the managerial role. This has little to do with what we usually think of as recognition, and virtually nothing to do with the community-at-large's obligation to thank volunteers for their service. It is, rather, related to the factors that motivate people to volunteer, and to those which keep them active in their volunteer placements.

I would propose that recognizing volunteers means "taking notice of" the reasons for which people volunteer, and developing supportive programme policies and management practices that take these different motivations into consideration.

Some people volunteer out of a sense of social responsibility; some because they need and want

social contact; some in order to learn new skills or obtain work experience; some look for achievement, enhanced self-esteem, the approval of others. It is probably safe to say that what motivates most people to volunteer is a mixture of these motives, and others.

Each motive demands a particular form of response, reward, or recognition. A widowed senior who volunteers as a way of breaking out of her loneliness is not looking for a letter of reference for college or future employers. A 20-year-old man who volunteers while seeking paid employment probably is.

Managers of volunteer services must ensure that the policies that govern their volunteer services, and the management practices that issue from them, take notice of the needs and respond to the motivations of their volunteers. They must develop ways to recognize what motivates volunteers, design placements, and develop evaluation and feedback systems accordingly.

A caveat here: managers of volunteer services are human resource professionals whose job is exceedingly complex. They must respond to the demands of at least four constituencies: the agency board, the paid staff, the clients or consumers, and the volunteers. While it is important that they make every effort to design placements well and be sensitive to the needs of volunteers, their first obligation is to the agency and to the client group it serves. Volunteers are engaged by managers to perform services on behalf of the agency and its clients. Volunteer services exist to meet the clients' needs first. Therefore each manager must establish a balance between trying to provide appropriate recognition for volunteers, and meeting the needs and obligations of the agency toward its clients.

This is obviously not an easy task. However, the literature indicates that there is a strong correlation between policies and practices that "take notice of" volunteers, and the length of time they remain active in a placement. And this is, after all, one of the reasons that we try so strenuously to do a good job of recognizing volunteers. We know the resources,

human and other, that go into recruitment, orientation, training, and supervision of volunteers. It's expensive - in financial and human terms - to "replace" volunteers, and is obviously something we should strive to avoid whenever possible.

The literature doesn't say that length of service can be associated with the proffering of pins and buttons and plaques. Studies exploring volunteer retention indicate clearly that a good match between volunteer motivation and placement, frequent regular involvement, and deliberate, sustained support from managers is crucial to maintaining the interest, enthusiasm and services of volunteers. This can be statistically correlated to length of service.

It is important to pay tribute to volunteers. It is important to honour them, and to offer tokens of gratitude for their devoted efforts. It is equally, if not **more** important, to take notice of what motivates them to volunteer, and to respond with appropriate policies and practices. Pins or policies - managers of volunteer services shouldn't have to choose between them.

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Lorraine Street is Executive Director of Volunteer Ontario.



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, 1993
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



MANITOBA RECOGNIZES VOLUNTEER EFFORTS

What do organizations, large or small, do when they're concerned about how things should be handled? They turn to the printed word.

Non-profit organizations write by-laws and all good bureaucracies prepare policies and procedures for topics like hiring, firing, purchasing and sick leave. These materials show that the organization has considered the most effective way of handling situations and that it has provided a means of communicating such methods. These written records also demonstrate the organization's concern that things be handled consistently over time and in all locations. Having a written policy indicates to everyone that the matter is important.

The Government of Manitoba recognized the importance of volunteer involvement throughout its many services when it embarked on a policy development odyssey in 1987. It had been encouraging the involvement of volunteers in the public sector since 1978 when the Volunteers in Public Service (VIPS) Program was established. VIPS began as a training programme for both coordinators of volunteers and government departments. Two-year demonstration projects allowed trainees to develop the skills and systems necessary to effectively manage volunteer involvement, and participating departments were given the opportunity to experience firsthand the value of organized volunteer efforts.

The success of these projects and the steady growth of volunteerism within the provincial government underscored the need for consistent procedures and standards. In 1985-86, the VIPS Program was modified to keep

LE MANITOBA RECONNAÎT LES EFFORTS DES BÉNÉVOLES

Que font les organismes, les grands comme les petits, lorsqu'ils sont préoccupés par la façon de faire les choses? Ils ont recours au mot écrit.

Les organismes à but non-lucratif écrivent des règlements tandis que toute bonne bureaucratie élabore des politiques et des procédures traitant des sujets tels que l'embauche, les mises à pied, les achats et les congés de maladie. La présence de ces documents indique que l'organisme a déterminé la façon la plus efficace de traiter de certaines situations et qu'il s'est doté d'un moyen de communiquer ces méthodes. L'organisme manifeste ainsi son intérêt à ce qu'une approche uniforme soit adoptée en tout et partout. Une politique écrite donne de l'importance à un sujet.

Le Gouvernement du Manitoba a reconnu l'importance de la contribution des bénévoles dans tous ses programmes lorsqu'il a établi comme mission de développer une politique en 1987. Cet organisme a favorisé la participation des bénévoles dans le secteur public par la mise à pied du "Volunteers in Public Service (VIPS) Program" en 1978. Le VIPS était au départ un programme de formation à l'intention des coordinateurs de bénévoles et des ministères du gouvernement. Des projets pilotes d'une durée de deux années ont permis aux stagiaires de développer les compétences et les systèmes nécessaires à la gestion efficace des bénévoles. De plus, les ministères associés ont eu l'occasion d'observer de première main la valeur de l'organisation du travail de bénévole.

Le succès de ces projets ainsi que la croissance soutenue du bénévolat au sein du gouvernement provincial a souligné le besoin de disposer des normes et des procédures uniformes. En 1985/1986, le programme VIPS a été modifié pour répondre à des besoins changeants. On en a fait une unité centrale de coordination traitant des questions touchant le

pace with changing needs, and VIPS became a central coordinating body for matters relating to volunteerism throughout the provincial government. One of its long-term goals was the preparation of a reference document on management of volunteer services to raise the profile of volunteerism within government departments and address policy issues.

Because no other provincial government had attempted to articulate its philosophy regarding the involvement and management of volunteers, there was no prototype to turn to. As a result, the development phase was rather lengthy. After representatives of the federal government, other provincial governments and lawyers within Manitoba Justice were consulted, a draft was prepared and circulated to all departments and a final version of the policy was released in early 1989. Other provincial jurisdictions followed the process with interest and requested copies of the finished product.

Several purposes are served by the introduction of standards and procedures. Most importantly, the standards provide a means of quality control. They define the minimum acceptable level of operation for management of volunteer services within provincial government departments. Although departments are encouraged, where possible, to go beyond the minimum requirements, they must not fall below them. If they do, reduced programme effectiveness and difficulties with safety and insurance protection will result.

In addition, a clearly delineated set of procedures and standards provide practical supports for those staff members who manage volunteer services. A standardized system of operating procedures eliminates guesswork and needless duplication of effort. The amount of staff time spent on laying the administrative ground-

bénévolat à l'étendue du gouvernement provincial. Un de ses objectifs à longue échéance visait la préparation d'un document de référence sur la gestion des services de bénévoles pour donner plus de visibilité au bénévolat au sein des ministères du gouvernement, et pour faire face à certaines questions politiques.

Parce qu'aucun autre gouvernement provincial n'avait essayé de préciser sa philosophie concernant la participation et la gestion des bénévoles, il n'y avait aucun modèle sur lequel s'appuyer. Par conséquent la phase de l'élaboration était très longue. Après avoir consulté des représentants du gouvernement fédéral, des gouvernements provinciaux, et des avocats oeuvrant au sein du système juridique Manitobain, une ébauche fut préparée et circulée à tous les ministères. Une version finale de la politique fut rendue disponible au début de l'année 1989. Certaines autres juridictions provinciales, qui avaient suivi le processus avec intérêt, ont demandé des copies du produit final.

L'introduction de normes et de procédures sert à plusieurs fins. Principalement, les normes permettent le contrôle de la qualité. Elles définissent le niveau de fonctionnement minimum acceptable pour la gestion des services de bénévoles au sein des ministères provinciaux. Bien qu'on encourage les ministères à dépasser les exigences si possible, celles-ci doivent au moins être satisfaites. Si le niveau de fonctionnement est inférieur aux exigences, l'efficacité des programmes en souffre et il en résulte des problèmes au niveau de la sécurité et de l'assurance.

De plus, un ensemble clairement défini de procédures et de normes peut servir de guide pratique pour les dirigeants des services de bénévoles. Un système normalisé de procédures élimine les devinettes et la duplication des efforts. Le temps consacré par les employés à établir l'infrastructure administrative des services de bénévoles est réduit, et les programmes sont plus efficaces lorsqu'on utilise des procédures de gestion éprouvées.

work for volunteer services is reduced and they are more efficient when management procedures of proven effectiveness are employed.

Finally, a uniformly applied approach to volunteer administration ensures that the importance of one of the government's most valuable resources - the volunteer - is recognized and that volunteers are handled in a consistent, mutually beneficial manner.

The document Procedures and Standards of Operation for Volunteer Involvement: A Guidebook was designed to provide staff with both education and direction. It includes the rationale for each standard or procedure and presents the information in an attractive, accessible binder format. VIPS staff went "on tour" to distribute copies of The Guidebook, and the introductory presentations with executive groups of each department further highlighted involvement of volunteers in their areas.

It's hard for an organization to value something that is invisible within it, so every three years a survey of volunteer involvement throughout government is conducted. The resulting report lists the number of individuals involved, the hours of service contributed and the type of activity undertaken by the volunteers. It has been useful for planning purposes and provides tangible evidence of the scope of volunteer involvement.

Manitoba is unique among provincial governments because it has staff designated to provide leadership and support to volunteerism. This in itself is a form of recognition for volunteers. Brudney cites the VIPS Program and states that "the VIPS project model bears emulation in the United States"¹. Experienced staff are available to respond to questions and concerns about how most effectively to involve

Enfin, une approche uniforme à la gestion des services de bénévoles assure qu'on reconnaît l'importance d'une des ressources les plus précieuses du gouvernement - le bénévole. Elle assure également le traitement uniforme de tous les bénévoles, ce qui est avantageux pour toutes les parties.

Le document "Procedures and Standards of Operation for Volunteer Involvement: A Guidebook" se veut un outil éducatif ainsi qu'un guide pour les employés. On y a inclus le raisonnement qui appuie chaque norme ou procédure. L'information y est présentée dans un classeur attrayant et facile à consulter. Les employés du VIPS ont fait la tournée pour distribuer des copies du "Guidebook", et les présentations d'introduction aux groupes de la haute gestion de chaque ministère ont mis l'accent sur la participation des bénévoles dans leurs centres.

Comme il est difficile pour un organisme de mettre en valeur des ressources invisibles, un sondage sur la participation des bénévoles à l'étendue du gouvernement est mené tous les trois ans. Le rapport qui en découle fait état du nombre d'individus impliqués, des heures contribuées et des types d'activité entrepris par les bénévoles. Ce document sert à la planification et fournit une preuve de l'étendue de la participation des bénévoles.

Le Manitoba est unique parmi les autres gouvernements provinciaux en ce qu'il a des employés dont le rôle consiste à fournir un appui et une direction au bénévolat. Cela en soi est une forme de reconnaissance du travail de bénévole. Brudney mentionne le programme VIPS et affirme que "le modèle du projet VIPS vaut la peine d'être copié aux États Unis"¹. Des employés expérimentés peuvent s'occuper des questions et des préoccupations sur la façon la plus efficace d'impliquer les bénévoles et de gérer les services de bénévoles. La Commission du service civil offre un atelier sur les relations employés/bénévoles. De plus, des cours faits sur mesure traitant des sujets reliés à la gestion des services de bénévoles sont disponibles sur demande.

volunteers and manage volunteer services. A workshop on Employee/Volunteer Relationships is offered through the Civil Service Commission, and custom designed training on topics related to management of volunteer services and board development are available on request.

Formal recognition events have their place and many occur throughout government. Individual branches and departments recognize their own volunteers and volunteer supervisors, and the Premier of Manitoba hosts an annual reception at the Legislative Building. In addition, six Manitobans annually receive the Premier's Volunteer Service Award at a volunteer recognition event hosted by the Volunteer Centre of Winnipeg. But having written guidelines on the involvement of volunteers goes a long way towards ensuring that another type of recognition is also present. This is the respect accorded to volunteers when organizations care about how they are managed and effective procedures reinforce their value throughout the organization.

¹ Brudney, Jeffrey L. "Fostering Volunteer Programs in the Public Sector," 1990, Jossey-Bass Publishers, San Francisco, p. 176

Doreen Old is the Manager of VIPs.



Les assemblées servant à reconnaître officiellement les efforts des bénévoles occupent une place importante et on en organise plusieurs partout dans le gouvernement. Certaines directions et ministères reconnaissent le travail de leurs propres bénévoles et des superviseurs des bénévoles. Le Premier ministre accueille des bénévoles lors d'une réception annuelle à l'Assemblée législative. De plus, à toutes les années, le Premier ministre accorde à six Manitobains le "Volunteer Service Award" dans le cadre d'une réception organisée par le Centre des bénévoles de Winnipeg pour reconnaître les efforts des bénévoles. Le fait d'avoir des lignes directrices par écrit sur la participation des bénévoles, cependant, aide grandement à assurer un autre type de reconnaissance. Il s'agit du respect que ressentent les bénévoles au service d'organismes qui ont à cœur leur bonne gestion et qui démontrent ceci par le biais de procédures efficaces qui les mettent en valeur au sein de l'organisme.

¹ Brudney, Jeffrey L. "Fostering Volunteer Programs in the Public Sector," 1990, Jossey-Bass Publishers, San Francisco, p. 176



KEEPING INFORMED

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RECOGNITION A VITAL INGREDIENT

Effectively recognizing volunteers is a key factor of every successful volunteer service. Ways of recognizing volunteers are as varied as volunteers themselves. As managers, we need a good blend of imagination and flexibility in order to provide satisfying and meaningful acknowledgement. What may work for one organization may not be effective or even appropriate for another.

Here's a recipe we have found particularly helpful and productive in the Heart Beat Program.

START WITH A GOOD BASE

- Develop policies and procedures regarding recognition - this in itself demonstrates that the organization has a regard for their volunteers.
- Encourage management to send a letter of thanks and appreciation to all volunteers once a year, perhaps during volunteer week.
- Present volunteer certificates signed by the head of your organization.

ADD SPECIAL INGREDIENTS ONE AT A TIME UNTIL YOU HAVE REACHED A DESIRED CONSISTENCY

- Encourage volunteer input in your programme - they provide energy and versatility, and gain self fulfilment.
- Whenever possible involve volunteers in the training of other volunteers - this gives them esteem and self actualization.
- Invite your volunteers to appropriate staff meetings or staff events - it shows them they are valued.

VARIETY IS THE SPICE OF LIFE. ADD TO TASTE

- Be innovative and try varying recognition events to meet your volunteers' needs. A special

luncheon or yearly banquet may be appropriate but consider alternatives. Why not try a skating party in winter, a picnic in summer, a bowling party or even a square dance.

- Consider fun awards, eg LOVE awards (Look Our Volunteers Excel).
- If your programme uses promotional materials keep the volunteers in mind, they love them too. (In Heart Beat the mugs, lapel pins, cloth bags, key chains have been a great success.)

CONSTANT STIRRING GREATLY ENHANCES THE FINAL PRODUCT

- Take the time to provide those personal touches.
 - birthday cards signed by all the co-workers do wonders
 - send a special valentine message, volunteers are at the heart of every organization
- Go that extra mile.
 - make an effort to communicate with your volunteers especially in time of need
- Don't forget those words of encouragement, a few words of praise when well deserved both by you or the staff supervising them goes a long way.
- Above all respect them as unique individuals at all times.

Heart Beat is a programme aimed at reducing heart disease in the Ottawa-Carleton Region. Volunteers are an integral part of this programme and can be credited for much of its success.



Book Review

(Rose Poirier Bennett, Manager of Volunteer Services,
New Brunswick Museum, Saint John, New Brunswick)

VOLUNTEERING: A TRADITIONAL CANADIAN VALUE

By Janet Lautenschlager

Published by the Voluntary Action Directorate
of the Department of Multiculturalism and Citi-
zenship Canada 1992 43pp.

This publication, which briefly documents 335 years of volunteer activity in Canada, presented me with a bit of a struggle in the early chapters. I found it difficult to become engrossed in the topic as Lautenschlager outlined general statistics and repeated blanket statements about volunteerism in Canada that we have heard before.

What a pleasant surprise, then, when you finally reach the fourth chapter (out of a total of 18 chapters) packed full of the most interesting facts and personal connections relative to us, the volunteers...or us, the volunteer organization! We are given the opportunity to examine the drive behind volunteers instrumental in creating many of our present day organizations, be they government run today, or still voluntary.

The book re-establishes a feeling of Canadian pride. Ms. Lautenschlager vividly traces a trail of Canadians "helping others in need" throughout the decades. This factual information is presented to us chronologically with many interesting anecdotes thrown in for flavour. How have Canadians responded to the "catastrophes", the "wars", the changing "social attitudes" of society and the "needs" of people within our country and even beyond our borders? Our exemplary participation in international relief (i.e. Canadian volunteers in developing countries, fundraising, foster parents, education, missionaries, etc.) is noted.

If you are part of a voluntary organization you will probably discover how your organization began from a need recognized by volunteers in earlier decades. (Examples: the YMCA in Montreal, 1851; the YWCA in Saint John, 1870; and The Community Chest - the predecessor of The United Way - in Toronto, 1918.)

What drives the volunteer? Compassion and justice,

writes Ms. Lautenschlager. Some of the earliest organizations included orphanages, hospitals, homes for the aged or helpless, and assistance for families.

What else drives the volunteer? Social justice. This move to develop the mind and spirit as well as foster well being resulted in the creation of the YM/YWCA, Boy Scouts, Girl Guides, labour groups, adult training, women's groups, children's rights groups and like organizations.

Volunteerism mushroomed in the 20th century with the occurrence and aftermath of two world wars, the great depression, and changing social attitudes. These events brought on new needs, and society became more conscious of the need for social development and the need of governments to intervene in some areas. In this century you see the government becoming more involved in many of the programmes initiated by volunteer groups (income security, child welfare, various pension plans, Medicare, language training for immigrants, and so on).

The 1960s brought many lobbying groups to the front. Volunteers lobbied for women's rights, the disabled, and native populations. Volunteer centres flourished and volunteer participation increased.

Government resources began to shrink in the 1980s, and this resulted in reduced support for an ever-growing number of not-for-profit organizations. Volunteer participation increased to provide such community necessities as food banks, shelters for the homeless, crisis lines, social drop-in centres, heritage preservation programmes, environmental protection and preservation, cultural preservation, and AIDS awareness associations.

Canadians can be proud. Our history indicates that when the going gets tough, or when we know we can make a positive difference in someone's life, WE WILL BE THERE.

A healthy list of sources at the back of the book will provide you with further reading opportunities should this book "whet your appetite" for more history of volunteerism in Canada.

You can receive this publication FREE by contacting the Voluntary Action Directorate, Department of Multiculturalism and Citizenship Canada
Ottawa, Ontario K1A 0M5



WHIT & WHIMSEY

LYNNE with an E.

By Lynne Savage

Throughout one's lifetime, RECOGNITION has its Bravos and Boos! Let me share some personal experiences with you...

When I was 14 years old I was awarded a lovely certificate for my volunteer work in the community. Never before had I felt so special. Lynne Brown was being recognized for her contributions. Mom and Dad would be proud!!

During the presentation, my feelings of joy and excitement quickly turned to disappointment. My eyes couldn't believe what they read on the certificate ... Lynn Brown ... in permanent fancy red letters. How could they misspell my name?

Mr. Johnson asked, "Is there something wrong?"

Quietly but firmly I responded, "Yes. My name has an 'E' and I have spent the last 8 years (since my 6th birthday) trying to get everybody to spell my name right!"

"Don't worry about a thing. Mrs. Wilson is a very talented artist. She'll draw the letter E on your certificate in such a professional way that in years to come no one will ever know that we didn't know how to spell your name properly!! Believe me we didn't intend to err. We care about you and your name. This will be fixed up in the next few days. We'll make it right. I promise."

His words comforted me. I felt a little embarrassed but I was proud that I had been assertive. (At that age we called it "being bold".) It was my name and it was important to me!

On the way home that night, a memory from my elementary school days haunted me. By the 5th grade I had lectured everyone about the fact that my name was Lynne ... Lynn with an E. Since the first grade I had seen my name spelled as Lyn, Lin, Lynn, Linn and even ... Lenn.

My closest friends never made a mistake with my name. I especially remember one boy, Gary. We had such a crush on each other! I knew it, he knew it and so did our best buddies. But it was a secret. A secret we kept from the rest of the class because we didn't want to be teased. You know what ten-year-olds are like!

It was the day of our class Valentine's Day party ... heart-shaped cookies, gingerale and the exchanging of cards. In those days we cut out cards or made our own. Some of us even made our own envelopes. It was a great way to spend the last hour of the school day ... munching goodies, giggling and whispering about who gave cards to whom.

During the morning recess, Gary stopped me outside the classroom. "I don't want anyone to know the card I'm giving you is from me, so I'll just sign it with a XOXO" he said. "Besides, you'll know it's from me because I know how to spell your name ... with an E, right?"

"Right!" I was excited. It must be a pretty mushy card!

Party time finally arrived. The teacher had spread out the cards on a long table at the front of the room.

She tapped the blackboard with her yardstick and announced, "Come forward row by row and pick up any cards addressed to you."

I was in the first row. Alright! After sorting through the cards, I returned to my desk with an armful of valentines, all for me. Five of the cards spelled my name correctly and were signed by my close friends. There was nothing from Gary! Nothing close to what he described!

After all 28 members of the class had opened their valentines, Mrs. Bradley smiled as she held up a very large envelope and said, "This one has nothing on the envelope except the word ... Line." A few giggles were heard from the back of the room. Once more the teacher asked, "Who wrote Line on this envelope?" "Don't be ashamed. Who was it?" she persisted.

As I glanced in Gary's direction his head was lowered in shame. He had tried so hard to please me by printing Lin, Lin with an E.

Well that was little kid stuff. My first fancy certificate is being doctored up at this very moment so it won't reflect any errors.

Two days later Dad and I went to pick up my certificate they had added the E artfully, carefully and undetectably. I was now being recognized as... LYNN BROWNE.

I give up!!



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 spaced pages. Submissions should be written according to "The Canadian Style - A Guide to Writing and Editing" - Secretary of State, Dundurn 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.



DEADLINES FOR SUBMISSION AND THEMES

<u>Issue</u>	<u>Deadline</u>	<u>Theme</u>
<i>Spring '93</i>	articles due on the 24th of March	Fundraising
<i>Summer '93</i>	articles due on the 24th of May	Taking Care of You
<i>Fall '93</i>	articles due on the 24th of August	Negotiation
<i>Winter '94</i>	articles due on the 24th of October	Marketing

