



Canadian Journal of Volunteer Resources Management

Issue 20.2

Occupational Standards

2012

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ISSN 1192-1676 Subscriptions and correspondence can be sent to: 2222 Fillmore Cr., Ottawa, K1J 6A3 contact@cjvrm.org	

Editorial

I have to admit that I have put off writing this editorial for weeks. It was not just because this is the first time I have been lead editor, although I will admit to a few jitters about that. When I really sat down to think about why I was so reluctant I realized it was because of the title of the issue – occupational standards. I have been involved in the field for a number of years and freely admit that I do not have a formal qualification in volunteer management. My human resources qualifications and background have stood me in good stead for the role. So why would anyone need a formal qualification or standards for volunteer resources management?

To prepare for this editorial I started looking through some back issues of the Journal and found out that occupational standards have long been a topic. Back in autumn 1992, Suzanne Latimer's editorial on the topic "Professionalism" noted, "there are no established guidelines to definitively indicate how I am progressing in my chosen vocation". Fast forward fourteen years to fall 2006 and we are still talking about it. In the "Positioning our Profession" editorial Rachel Stoparczyk commented, "We have the tools, the passion and the commitment to demonstrate the value of our work. We each bear a responsibility to ensure that our leaders recognize the need for a profession".

I also started re-reading the articles for this issue and slowly my attitude towards what I thought would be a topic with little relevance to the work of a volunteer engagement professional changed. The editorial team has solicited contributions from professional associations at the national and provincial level, professionals training our future managers of volunteers and people already in the field. As you read through these articles I hope you will understand why as a profession we need "a set of clearly outlined competencies", as argued by Michelle Jondreau. You will learn from Donna Carter and Reva Cooper about how our professional associations are supporting and introducing standards, and also about the numerous certification programs and where they are offered (Ruth Vant). We anticipate that you will enjoy the practical applications of implementing volunteer management standards in diverse organizations from Louise LeBlanc and Faiza Kanji.

I am sure you will enjoy these articles and at the end of it all be ready to join me as an advocate for occupational standards.

Maria Redpath, Editorial Team

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Letters commenting on articles are welcome, but may be edited for brevity and clarity.

Setting a Standard for Managers of Volunteer Resources

by Michelle Jondreau

The manager of volunteer resources position is a true reflection of the full scope of work being done across Canada's nonprofit sector. However, for that very reason, the position lends itself to ambiguity and therein lies its main downfall.

After all, the person responsible for managing volunteer resources does it all, and then some. And then some more. Whether it is working backstage in an administrative capacity or taking the reins and directly supervising volunteer services, having a wide range of knowledge and skills is necessary to keep operations running smoothly.

Yet the lack of a clear set of standards for the position poses a serious challenge on many fronts. Employers in the sector struggle with recruiting and selecting qualified candidates and employees struggle with self-identifying. "As a professional, I am always trying to communicate what I do, and it seems to be an uphill battle. Everyone recognizes the role of volunteers but not the profession that makes it all happen," says Donna Carter, Director of Volunteer Resources for Alberta Health Services. "Here I am, a professional with 20 years experience. I have all kinds of education. I am responsible for a significant budget and also manage volunteer resources staff from across this province. And people still question what I do."

This example demonstrates the need for a national occupational standard to anchor the tasks and responsibilities inherent in the manager of volunteer resources position to a set of clearly outlined competencies. Consequently, the HR Council for the Nonprofit Sector (HR Council) has partnered with the Canadian Administrators of Volunteer Resources (CAVR), the national umbrella organization for practitioners, to develop and validate a National Occupational Standard for Managers of Volunteer Resources. The standard was scheduled for launch in June at the 2012 CAVR National Forum.

"We're so used to not having that grounding or that standard to live by or stand up to that we hesitate to communicate how important we are. The National Occupational Standard will give us the confidence to say: this is a defined profession; these are the tasks

and the education that's needed and we have to take the responsibility then to advocate for ourselves," says Carter.

The national standard will act as a benchmark in determining a number of high-level factors.

- developing tools used to recruit managers of volunteer resources and evaluating their performance
- developing tools for prospective employees and incumbents for career planning
- developing project resources required to upgrade skills over time

On a more practical level, the standard will offer guidance for developing clear and effective job descriptions connected to pay scales that are commensurate with the knowledge and skills required for the position. This will alleviate the concern many candidates for the position face in dealing with unrealistic job expectations, which is then harmful to the employer as it leads to higher turnover.

"I think by identifying the scope and nature of the job we can better advocate for wages that correctly reflect the responsibility. The reason the better wage rate is needed is because we have so much turnaround in this field, so many people who don't have any experience or any idea what the job is and what the scope and responsibilities entail. And so they keep reinventing the wheel and we have to keep retraining people from a very basic level," says Clare O'Kelly, Manager of Volunteer Resources for Fraser Health at Burnaby Hospital.

A national standard will assist nonprofits seeking qualified candidates well before the recruitment phase by supporting evidence for improvements in post-secondary training. O'Kelly shares the realities nonprofits in British Columbia face, where there is little in the way of quality post-secondary training for students interested in the manager of volunteer resources position. "With an occupational standard, it would be much easier to go to those institutions and say 'here's the work we do, so let's create a learning program that reflects this,'" says O'Kelly.

Carter elaborates this point a bit further, pointing out that educational opportunities have decreased in the management of volunteer resources field, partly because it is generally included as a component in another field. “There’s not as many people entering into this field of education, or they are taking other education reflective of a leadership position. The volunteer management education is separate from leadership in that you need to be a leader but you also

The National Occupational Standards for Managers of Volunteer Resources are now available for free download at:

http://www.hrcouncil.ca/documents/NOS_managersofvolunteerresources.pdf

The HR Council has also published an accompanying “how-to” guide, outlining how organizations can use the standards to support HR strategies surrounding the management of volunteer resources. This can be downloaded at:

http://www.hrcouncil.ca/documents/NOS_howtoguide.pdf

A one-page task chart is a handy overview of the activities involved in managing volunteer resources.

http://www.hrcouncil.ca/documents/NOS_taskchart.pdf

All three documents are also available in French.

need operational and technical skills in volunteer management. With the National Occupational Standard, we can encourage more educational institutions to recognize that this curriculum is necessary and potential students will understand the competencies needed to enter into this profession. It may also raise the profile of the position in organizations so it is not a task added onto somebody’s regular job.”

These points by Carter and O’Kelly support the argument that a national standard for the occupation of manager of volunteer resources is key to the work

of the nonprofit sector. Development of the standard is just the first step. Implementation is also critical for a position that covers such a wide array of activities and will require careful consideration.

“I think what needs to happen with the standard is that members of professional associations, at the provincial and national levels, should take personal responsibility to see that the occupational standard becomes part of that HR piece around hiring new people to run volunteer programs in their organization,” says O’Kelly. “That needs to go back to the HR person to show that this is the new occupational standard for managers of volunteers. We need to go through the job descriptions and make sure they fit with the occupational standard and then we need to look at ranking the pay so that it’s commensurate with these occupational standards.”

After the implementation process is set, evaluation of the standard will be an important next step in terms of measuring its contributions. “It’s that ongoing, constant work and we have to be committed to not just wanting it and talking about it for a few months and then putting it on a shelf, but taking action to move it forward,” says Carter.

Michelle Jondreau is the Communications Coordinator at the HR Council for the Nonprofit Sector. The HR Council takes action on nonprofit labour force issues. As a catalyst, we spark awareness and action on labour force issues. As a convenor, we bring together people, information and ideas in the spirit of collaborative action. As a research instigator, we are building knowledge and improving our understanding of the nonprofit labour force.

CJVRM was honoured to have been represented on the Advisory Committee for the National Occupational Standards for Managers of Volunteer Resources. Thank you to the HR Council and CAVR for including our Editorial Team in this important development for the profession.

The Role of Professional Associations in Supporting Standards

by Donna Carter

The Canadian Administrators of Volunteer Resources (CAVR) is a national organization governed by a board of directors who are all professionals working in or closely linked to the field of volunteer management. Like other professional associations, CAVR represents practitioners in a specific field providing similar services and connecting through their membership.

The CAVR Board of Directors recently set priorities to focus on the engagement of strategic partners and enhancing the profile of the profession. Through partnership with the HR Council for the Nonprofit Sector on the development of National Occupational Standards (NOS) for Managers of Volunteer Resources, the organization is meeting these priorities. Suzie Matenchuk, President of CAVR, has indicated how fortunate the association feels to partner with the HR Council. Previous to this project, this sector council had completed just one NOS, for Early Childhood Educators.

With the development of the NOS, CAVR will take the lead to network with the membership to understand what they need to successfully utilize this new resource. Their feedback will be critical in the development of a strong implementation plan. National organizations are not functioning at their optimum if they are not taking seriously their

Over the years, numerous attempts have been made to provide clarity around the role of practitioners who work in volunteer management.

obligation to hear from members about their needs and to keep their members informed. Over the years, numerous attempts have been made to provide clarity around the role of practitioners who work in volunteer management. A standard that

will outline the scope of the occupation with the tasks, subtasks, knowledge and abilities required will assist CAVR and its members to promote and educate organizations, employers, educational institutions and the general community.

Each of the board's standing committees will set their priorities in the coming year to incorporate the NOS into their work. The Advocacy Committee will support this work by updating current tools to reflect the NOS. Developing a job description and linking to a performance appraisal process will be key.

Each of the board's standing committees will set their priorities in the coming year to incorporate the NOS into their work.

The NOS will support professionals working in the field to provide a clearer understanding with their employer of the work they are doing, to advocate for appropriate remuneration for that work and for the organization to support professional development.

The Certification Committee is working toward a partnership with the Council for Certification in Volunteer Administration (CCVA) to enhance the current certification process and will ensure competencies are linked to the NOS.

The Professional Standards committee will continue to promote the NOS and link with Volunteer Canada to promote the Canadian Code for Volunteer Involvement as it sets standards for organizations to have a clearly designated individual with appropriate qualifications responsible for supporting volunteer involvement.

CAVR held a National Forum in June 2012 where the NOS were released. Staff from the HR Council provided an overview of the process used to develop the NOS and obtained input from members

regarding the implementation plan. Some suggestions include communicating the NOS to employers, educational institutions, volunteer centres, government departments and other professional associations. The members confirmed the importance of having the NOS incorporated into job descriptions, performance appraisals, certification processes and professional development opportunities. CAVR will be using the feedback received to determine the priorities for next steps in developing resources to support the NOS.

The occupation of volunteer management, although not always understood, has steadily evolved, supported by many professional

organizations – nationally, provincially and locally – all committed to setting standards and enhancing value within organizations. This has been possible only through determination and passion for this work.

Donna Carter is the Provincial Director of Volunteer Resources with Alberta Health Services. She is a graduate of Grant MacEwan College and holds two majors in the Voluntary Sector Management Program. As well as sitting on the board of the Canadian Administrators of Volunteer Resources, Donna is an active volunteer in her community of Red Deer where she is Vice Chair of the Community Information Referral Society and Volunteer Centre. Donna is a past Director of Volunteer Alberta.

CAVR promotes competence and excellence in the leadership of volunteers through an established code of ethics, the standards of the Canadian Code for Volunteer Involvement, the employment and advocacy resources and an international certification process for Managers of Volunteer Resources through the Council for Certification in Volunteer Administration (CCVA). CAVR collaborates with provincial, national and international organizations to support its membership and strives for volunteer resources management to be recognized and respected as a leading profession of choice.

Introducing the PAVR-O Standards of Practice

by Reva Cooper

The PAVR-O Standards of Practice for the Profession of Volunteer Management document is the “grandfather” or “grandmother” of standards in the field of volunteer management. Professional Administrators of Volunteer Resources—Ontario (PAVR-O) was the first Canadian organization to develop a set of standards for the profession. Written in 1995 before other Canadian documents – the Canadian Code for Volunteer Involvement (Volunteer Canada, 2001) or the Canadian Administrators of Volunteer Resources Standards of Practice (2002) – the PAVR-O Standards continue to be used as a valuable resource in the development of new initiatives. Members of PAVR-O are currently at the table with provincial, national and international partners as the profession continues to develop and evolve. We look forward to moving ahead together.

This article will address what the PAVR-O Standards are and why they are important. More information is available at www.pavro.on.ca, including an abstract of the Standards and a description of the full-day professional development workshop entitled “Giving the Profession Roots and Wings: Implementing the PAVR-O Standards of Practice.”

PAVR-O is the professional association for those who work in the management of volunteer resources in Ontario. PAVR-O pursues excellence by building individual, organizational and community capacity to effectively engage volunteers through the professional management of volunteer resources. It is also committed to the professional development of its members through certification, conferences, regional workshops, advocacy, ethics and standards.

According to the Webster New Collegiate Dictionary, a standard is “something set up and established as a rule for the measurement of quantity, weight, extent, value or quality.” The Standards of Practice provide basic guidelines or criteria for the management of volunteer programs that can be used for both personal and organizational development and benchmarking.

The 2005 update of the PAVR-O Standards of Practice includes the following nine standard areas, with indicators of each standard, outcomes of implementing the standard, examples and suggested resources:

1. Administration
2. Planning and Evaluation
3. Risk Management and Legislation/Legal Issues
4. Recruitment
5. Interviewing and Screening
6. Orientation and Training
7. Supervision
8. Motivation/Recognition and Retention
9. Internal and External Communication

The Standards are a very practical tool.

The Standards are a very practical tool. The indicators identify what is expected as the rule or norm, and are a base on which quality can be measured. Sample outcomes provide a rationale for the standard and can also be used to educate others on the value of implementing the standard.

The Standards of Practice workshop is delivered in partnership with local associations for volunteer administrators and other groups. As well as allowing participants an opportunity to understand the Standards and complete a preliminary assessment of their competencies, it outlines an assessment process involving key stakeholders. This process allows others to better understand best practices and the competencies of the manager of volunteer resources, provides new insights and creates buy-in.

The Standards enable managers of volunteer resources to: ensure strong, consistent and well-understood management practices that can be measured, promote professionalism and provide an excellent experience for volunteers. Colleges are encouraged to use the PAVR-O Standards of

Practice as a foundation for common curriculum for volunteer management programs approved by the Ontario Ministry of Education.

In Waterloo Region, as Coordinator of the Volunteer Management Certificate Program at Conestoga College, I have ensured that our curriculum aligns with these standards. The PAVR-O Standards and the Canadian Code are both required resources in our Continuing Education Certificate Program. Donna Lockhart, my counterpart at Fleming College in Peterborough, has also aligned curriculum with these standards. We would like to see all colleges in Ontario that offer volunteer management programs reflect the standards as a way of standardizing both the curriculum and the requisites of a Certificate in Volunteer Management. In my training and consulting practice, the standards are used regularly as a baseline for quality volunteer engagement and criteria of professional practice.

The PAVR-O Standards provide a method to identify areas of personal strength and development.

The PAVR-O Standards provide a method to identify areas of personal strength and development. They help to define priorities and to determine where to focus valuable time and resources. The Standards are a basis for celebrating success and reinforcing best practices. Sharing them enables others to see what your job entails, your areas of competency, and that your job clearly aligns with other management, human resource and marketing functions within the organization.

I have worked to help maximize volunteer engagement for over 25 years. The level of commitment and competency that I continually see displayed by professionals in the field of volunteer management is incredible. The PAVR-O Standards

of Practice for the Profession of Volunteer Management is a valuable tool for those both within and outside of the profession to recognize what it takes to be successful.

Reva Cooper was the founding Executive Director of the Volunteer Action Centre of Kitchener-Waterloo and Area. She has served as Director of Advocacy and of Strategic Alliances on the PAVR-O Board, and on provincial collaborations including the Canada Volunteerism Initiative and the Provincial Volunteerism Working Group. Reva is currently Coordinator of the Volunteer Management Certificate Program at Conestoga College, and provides speaking, training and consulting services related to quality volunteer engagement. Reva believes strongly in the power of volunteers to create positive social change and in the need for Volunteer Management Professionals to make this happen.

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Certification – A Choice of Programs

by Ruth Vant

Volunteer resources management, as a profession, has been around since people began to volunteer their time and services. But it was probably not known by that name and was most likely not thought of as a profession. We are now well into the 21st century and the volunteer world has not only made an impact on virtually every Canadian, but has also moved towards validating those who work in the field as belonging to a credible profession. One of the steps taken towards this end is the opportunity for certification of managers of volunteer resources.

Certification is a process that is entered into voluntarily by an individual. It has set criteria that must be met, gives some form of recognition upon completion and is valid for a predetermined period of time. It should not be confused with other programs such as accreditation (for organizations, not individuals), licensing (a mandatory process) or registration (overseen by government or professional associations). Certification programs may require pre-assessments, specialized knowledge, participation in or completion of courses, written papers, post-course assessments or any combination of these. Undeniably, the more work that is required by the applicant, the more credible the resulting certification will be perceived.

There are many reasons for certification programs in addition to enhancing the profession. The process of certification also establishes standards for skills, knowledge and practices. It gives managers of volunteer resources the chance to exhibit their skills and knowledge, to prove their commitment to the profession and to demonstrate their dedication to continued learning in the field. Perhaps of most importance, certification offers successful candidates both a sense of personal accomplishment and formal recognition – something they usually provide to others.

There are several options for managers of volunteer resources to attain certification. Following is a short synopsis of some of them. Websites addresses have been included for further information on each program.

CAVR Canadian Administrators of Volunteer Resources (CAVR)
<http://www.cavrcanada.org/certification.html>

CAVR created a Task Force in 2011 to review their certification process, and as a result they will be working in partnership with the Council for Certification of Volunteer Administrators (CCVA) to reassess professional competencies in 2013. This will align the professional competencies for managers of volunteers with the new Canadian National Occupational Standards (NOS) that were released in June 2012.

CVA Certified in Volunteer Administration Council for Certification in Volunteer Administration (CCVA)
www.cvacert.org

This certification program is offered to individuals from any organization in the U.S., Canada or internationally. It includes completion of a multiple choice exam, two short ethical and philosophical statements and a longer paper dealing with management. Recertification is required every five years.

CVRM Certification in Volunteer Resources Management Professional Administrators of Volunteer Resources – Ontario (PAVR-O)
<http://www.pavro.on.ca/certification>

This program, offered to PAVR-O members, expects applicants to have work history, demonstrated leadership abilities and completion of professional development relevant to the field. Applicants are also required to write a personal philosophy of volunteerism as well as two full-length papers within a given range of topics. Recertification is required every three years.

CAVS

Certified Administrator of Volunteer Services

Association for Healthcare Volunteer Resource Professionals (AHVVRP)

www.ahvrp.org

This program is only eligible for American candidates, and only those working in healthcare settings (mainly hospitals).

Post-Secondary

Several community colleges across the country offer certificate courses. Some programs are focused on volunteer resources management and others combine this with fundraising skills. There is a variety of learning methods to choose from as well – classroom, distance learning, on-line lectures and discussion groups, full-time, part-time and

some that include practical experience along with theory. Upon completion, all community college programs issue formal certificates – not to be confused with the certification programs listed above. For more detailed information, visit the following community college websites:

- [Conestoga College: Volunteer Management](#)
- [George Brown College: Fundraising & Volunteer Management Certificate Continuing Education Part-time Studies](#)
- [Humber College: Fundraising and Volunteer Management](#)
- [Humber College: Management of Volunteers Certificate](#)
- [Mohawk College: Volunteer Management](#)
- [Red River College: Volunteer Management](#)

Ruth Vant is a member of the CJVRM editorial team.

Upcoming Issues

Issue	Deadline	Theme
Volume 20.3	September 30, 2012	20th Anniversary Edition
Volume 21.1	December 31, 2012	“Strategies for Inclusion” , covering ways to engage different populations and to diversify your volunteer base, one-day or special event volunteers and using social media
Volume 21.2	April 30, 2013	“Vested Volunteers” , including the joys and challenges of working with volunteers in professional associations, churches and membership-based associations
Volume 21.3	August 31, 2013	“Risks and Demands” , exploring volunteer roles that are hard to fill due to high risks or low demands, best practices for position design and risk management

Defining the Role of the Manager of Volunteer Resources in Quebec

by Andrée Méthot and Rita Giulione

The manager of volunteer resources is an essential role. They serve as the liaison between an organization's volunteers and its administration. Not only do they recruit, select, train and match volunteers to positions, managers of volunteer resources implement all management, communication and facilitation processes to ensure volunteer action is integrated into all the organization's activities, in alignment with its mission.

Recently in Quebec, organizations set out to research and clarify the role of the manager of volunteer resources. The Association des Gestionnaires de Ressources Bénévoles du Québec (AGRBQ), a nonprofit provincial organization which was founded in 1958 and incorporated in 1980, participated in this study. The AGRBQ represents managers of volunteer resources working in the health care and social service sector. It is made up of 80 institutions representing several regions of Quebec, where members welcome and supervise nearly 20,000 volunteers in their organizations. The AGRBQ is the leading association of its type and is the founding volunteer association of the Réseau d'Action Bénévoles du Québec (RABQ).

The complete study, “The Profession of Volunteer Management, Réseau de l'action bénévole du Québec, 2011”, can be found on the [RABQ site](#).

The RABQ has conducted workshops to help determine and define the profession of volunteer management. In the fall of 2009, the RABQ, a nonprofit organization created in 2003 and funded primarily by the Ministère de l'Emploi et de la Solidarité Sociale, commissioned the production of an analysis of the volunteer management profession and of professional requirements for managers of volunteers. With this project, the RABQ seeks to further its work on current trends in volunteer practices in Quebec and, in this way, enable the

various stakeholders in the field to better adapt their actions to this new reality, particularly in the area of managing volunteer resources.

The complete study, “The Profession of Volunteer Management, Réseau de l'action bénévole du Québec, 2011”, can be found on the [RABQ site](#). The analysis highlights three typical contexts for the manager of volunteer resources in Quebec.

1. Volunteers are managed by a person holding a position dedicated to this function within the organization. In many healthcare institutions the manager is a paid employee assigned to all volunteer related duties (from recruiting to carrying out police verifications to assigning a volunteer position).
2. Volunteers are managed by a person holding a position dedicated to another function, but whose tasks include volunteer management. In some institutions they choose an existing employee and assign them the role of managing all volunteers e.g.: in many francophone healthcare institutions the person responsible for Pastoral Services will be given the role of managing volunteer resources.
3. Volunteers are managed by volunteer resources, therefore by people who do not hold a paid position within the organization. In some establishments a volunteer will manage a group of volunteers. This is seen particularly in schools and religious institutions.

Regardless of the context in which the work is carried out, the competencies required to manage volunteers are universal.

Further findings from the RABQ analysis show the turnover seen in the volunteer sector over the last few years reflects several major trends, which can be summarized as follows:

- diversification of reasons leading to volunteering;
- introduction of marketplace rules into the volunteer sector;

- changes in people's relationship with and use of time;
- commitment to a cause;
- volunteering by people from several different generations; and
- arrival of new social players in the volunteer sector.

Thus, the people who manage volunteers must carry out their professional activities within a continually changing environment. The issues are numerous and diverse. Among others, they affect day-to-day functioning, as managers must find ways to take into account the characteristics, expectations and availability of volunteer resources.

It is crucial for managers of volunteers to be cautious with both prospective and existing volunteers. They must be in tune with volunteer needs and maintain an atmosphere that is free of conflict. They must avoid and prevent crisis situations. As stated in the RABQ analysis, they

must also avoid finding themselves in a state of professional exhaustion (burnout) due to constant demands in varying situations.

The profession of volunteer management is a complex one. It is the hub where we blend together people with years of experience, a wealth of knowledge and the know-how to make it all work. This is not a simple task but a rewarding and challenging one. It is the reason many managers of volunteers maintain a successful department within their organization.

Andrée Méthot, Chef des activités récréatives de la vie Spirituelle et de l'action bénévole, institut universitaire de gériatrie de Montréal; RABQ, Vice President; AGRBQ, President

Rita Giulione, Manager Volunteer Services, Montreal General Hospital of the McGill University Health Centre; AGRBQ, Vice President; Community Council on Volunteerism (CCV)

Volunteer with the Journal

If you live anywhere in Canada and are connected to the voluntary sector in your community, you might consider becoming a Regional Representative. We are particularly looking for people from the following provinces to join our team:

- New Brunswick
- Nova Scotia
- Prince Edward Island
- Manitoba
- Saskatchewan

This team of Regional Representatives helps the Journal maintain its national focus by shining the light on local initiatives and people in the volunteer resources management field. Regional Representatives communicate by email with the Editorial Team to suggest themes and articles and to find authors interested in contributing their stories.

For more information about volunteer opportunities, read about our current team members on the About Us page or send an email to contact@cjvrm.org.

The Canadian Code for Volunteer Involvement – An Adaptive Approach to Strengthening Active Citizenship

by Ruth MacKenzie

The 2012 edition of the Canadian Code for Volunteer Involvement was released by Volunteer Canada as part of recent National Volunteer Week celebrations.

Originally a flagship product of the 2001 International Year of Volunteers in Canada, the Code was intended to be a framework for organizational decision making based on values and guiding principles that convey the importance of volunteers in achieving an organization's mission.

This was an interesting time for the voluntary sector in Canada, as nonprofit organizations were gaining recognition for their vital role in community health and vitality. The federal government made a significant contribution and effort to strengthen its relationship with the sector through the Voluntary Sector Initiative. At the same time, volunteers were being more intentionally considered to ensure their contribution to organizations was valued and maximized. Practices related to engaging volunteers assumed a more specialized approach and volunteer administration was emerging more strongly as a profession.

To support this shift, in addition to the values and guiding principles of the Code, ten organizational standards provided a set of specific rules as a vital element of the framework.

Ten-plus years after the International Year of Volunteers, we recognize that volunteering is different.

In 2006, the relationship between Volunteer Canada and Canadian Administrators of Volunteer Resources (CAVR) was strengthened through a joint effort to integrate the Organizational Standards of the Code with CAVR's occupational standards for volunteer resource administration. While there was a great degree of commonality between the two, there was also a key difference or distinction. The Standards of

the Code had been developed through a values lens, while the standards of CAVR spoke to the competencies associated with the profession of administrators of volunteer resources. This delineation is most pertinent in relation to the implementation of the Code and both organizations continue to work practically with these shared standards in accordance with their distinct missions.

Ten-plus years after the International Year of Volunteers, we recognize that volunteering is different. It is about altruism, but also reciprocity. It is less pervasively about traditional concepts of volunteering and more about making volunteering work for both the individual and the organization. Formerly focused predominantly on service delivery, volunteer engagement is now also about leadership and social change. We are moving away from a charity model to a wellness model, which is about mutual empowerment and building quality communities.

In revising the Code at the time of its 10th anniversary, we at Volunteer Canada wanted to ensure it spoke to this spectrum of engagement and to this evolving concept of how people interact with community. At the same time, it was important to remain vigilant to the core of volunteer engagement: offering time, energy and skills of one's own free will, for the benefit of others and without remuneration.

The Code's values statements speak to volunteer involvement as fundamental to a healthy and democratic society, community strength and resiliency and the inclusive and personal nature of volunteering. Its guiding principles are an outline of a volunteer's rights and responsibilities, in a modernized context that integrates volunteers with a human resource management approach, and speaks to commitment, accountability and integrity. The ten organizational standards of the original Code became twelve with the revised edition and are now expanded to fourteen with the addition of standards related to risk management and technology.

There is a continued intention that the Code be used to encourage and cultivate discussion about volunteer involvement with boards of directors and ultimately for boards to formally adopt the Code. To adopt the Code, an organization does not need to see their current practices as meeting the Code's standards, but that it be a commitment to providing a well-resourced framework that values and supports volunteers.

As our sector and the landscape of citizenship continue to evolve, the Code cannot be viewed as a static document or approach.

As our sector and the landscape of citizenship continue to evolve, the Code cannot be viewed as a static document or approach. Ongoing dialogue is important to ensure organizations are able to be adaptive to that changing environment.

Even as the 2012 edition of the Code was released in April, Volunteer Canada made the commitment to ongoing dialogue with a launch at the Governor General's Roundtable on Volunteerism and Philanthropy. This was the first in a series the Governor General will be hosting this year on issues facing the sector. The Roundtable explored how the Code may contribute to strengthening volunteerism, the sector and, thereby Canada as a smart and caring nation. It will also consider a caution against over-professionalizing and compromising the organic nature of volunteering. Volunteer Canada released the

report on the discussion in May, with an invitation to volunteer centres and community organizations to continue the dialogue locally, sharing themes in order to create a pan-Canadian picture of the current state of volunteering.

Lastly, the Code was developed through active partnerships and with deep values of collaboration. In that vein, Volunteer Canada sees the Code as having a shared ownership. It belongs to organizations that recognize they could not accomplish what they do were it not for volunteers.

Ruth MacKenzie is President and CEO of Volunteer Canada, a national nonprofit organization that promotes volunteerism through research, advocacy, and awareness campaigns.

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Grassroots Implementation of Standards

by Louise LeBlanc

In the nonprofit sector, there are two things that are critical to working with volunteers. The first is for staff to understand the importance of volunteers to the success of their organizations. The second is to have standards in place, so volunteers know what is expected of them to guarantee their success in the work they do. If new organizations are taking steps to formalize their processes and are not sure how to proceed, there is useful information online published by Volunteer Canada: the Canadian Code for Volunteer Involvement. Even if groups already have some standards in place, this document clearly outlines how to work successfully with volunteers.

Working with volunteers is especially rewarding. At the Parkinson Society Central & Northern Ontario (PSCNO), it is particularly so since many of the volunteers have been touched personally by Parkinson's or they have the disease themselves. The dedication and energy that they bring to the work is special and it is humbling to watch.

I have worked with several other nonprofit organizations and found that staff took good volunteers for granted. That is certainly not true at PSCNO. We know many of the volunteers very well and they feel like family. In my work with other volunteer coordinators, I hear about volunteers who are complacent or undependable. I find the opposite. In my case, I need to remind volunteers not to drive themselves too hard. The enthusiasm that people living with Parkinson's can bring to the work needs to be monitored to ensure they are not doing too much.

All volunteers hired at PSCNO are put through a fairly rigorous screening process. When they first contact me, I do a short telephone interview asking why they are interested in volunteering and what kind of work they wish to do. A big part of keeping volunteers engaged long-term is ensuring their work is interesting and challenging.

The next step is a face-to-face interview that lasts over an hour. It is a behaviour-based interview looking closely at skills and abilities, as well as:

- how each volunteer handles stress
- how they make decisions in a crisis
- their ability to show empathy
- how they felt when they received support from others
- what they have done to earn someone else's trust
- how they handle times when they feel overwhelmed
- how they feel about following policies
- how they react when moved to compassion

In almost all cases, I feel as if I know each volunteer quite well after we have spent this time speaking about their intimate experiences. Developing relationships with volunteers is important because they are more likely to open up if they find the work tiring or emotionally challenging. Ensuring that they know their own limitations helps them to do work that they believe is important in the long term.

With policies in place, volunteers understand clearly the parameters involved in their roles with us.

Policies are important when working with volunteers. In the case of volunteers with Parkinson's, it is particularly important. Before we had policies, well-meaning volunteers would give advice on changing medications without a doctor's advice or become too attached to clients and create dependencies that were not healthy. With policies in place, volunteers understand clearly the parameters involved in their roles with us. However, we encourage volunteers to question policies they do not understand or agree with to ensure that our policies make sense. In addition, an annual review of policies is done to keep them current.

Position descriptions ensure that volunteers understand the roles and responsibilities of each position and how each volunteer job fits into the bigger picture. Clear expectations of each job avoid confusion and disappointment in the volunteer experience.

Training is another critical component to ensure success. Whether it is on-the-job training or more formal sessions, volunteers need information and tools to successfully do the work. It is also another opportunity to screen volunteers to be sure they are right for the position.

Getting to know volunteers as people and communicating with them openly is another critical piece in volunteer retention. Feedback, whether positive or constructive, is necessary and respectful. Volunteers cannot correct behaviour if they do not know there is a problem. Volunteers are grateful for an opportunity to improve the work they do for us. While this does not happen often, our volunteers know where they stand with our organization.

Our annual volunteer awards are important in recognizing exceptional contributions, but I believe that a sincere thank you for a job well done is also very meaningful. Whether the work involves supporting clients on a weekly or monthly basis, or selling tulips to raise money and awareness a few days a year, I believe that so many of our volunteers have been with us for a long time because they feel valued.

Most nonprofit organizations try to assimilate volunteers into all parts of their programs. The Canadian Code for Volunteer Involvement provides standards that can help them to achieve success. Small organizations may feel overwhelmed when they first review these standards and then try to determine how to integrate them. But if you assess what you have in place now, you may find you have already incorporated many of these standards. And then adding more, one at a time, will seem less onerous.

Louise LeBlanc has been the Coordinator of Volunteers at PSCNO since September 2008. Prior to that, her nonprofit experience was in hospice, after a successful career in the corporate sector.



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Managing Employees and Volunteers: Parallel Universe or Strategic Allies?

by Katherine H. Campbell, Edward R. Callahan, Lanthy Truong and Karen Kennedy Fink

The disciplines of human resource management (HRM) and volunteer resource management (VRM) have been on parallel paths for several decades. Practitioners in both fields are focused on managing and supporting workers to achieve desired organizational results and there are many similarities among the respective core competencies of these two professions, yet the biggest variable – the paycheque or lack thereof – has often led to the impression that we function in two very different worlds.

To add to the confusion, there is great inconsistency as to where the responsibility for leading and coordinating volunteer involvement is located within an organizational structure. It may be attached to the top executive office, integrated into the HR department, an adjunct of the fundraising office or isolated within a specific field unit or program.

In this time of economic downturn, resource reductions and high unemployment, public and nonprofit organizations are challenged to utilize their human resources – paid and unpaid – as efficiently and effectively as possible. Perhaps the time has arrived to re-examine our respective functions and consider how we might benefit by working more closely as strategic allies. Learning more about our respective uniqueness and differences will help leverage strengths and create a culture of mutual respect based on each group's distinct accomplishments and contributions.

Consider the following examples of common ground worth exploring.

Minimizing turn-over and burn-out among volunteers and employees, especially in high-stress roles.

To what extent do staff and volunteers struggle with the same challenges, demands and

frustrations? How does this affect the retention rate of paid and unpaid workers? What strategies are we using with one group that might be effective with the other?

Deciding which work is best suited to staff and which can be best delegated to volunteers.

As budgets shrink and resources are more limited, how can we help top management make the best strategic decisions about who does what? Is it always the best tactic to eliminate a paid position and replace it with volunteers? What are the ethical implications? Does the current focus on “highly skilled volunteers” encourage the idea of substituting volunteers for paid positions? How can we handle these types of changes in a sensitive and appropriate manner, so morale is maintained?

Managing employees who volunteer in their own workplace.

This occurs informally and formally, especially in small to mid-size nonprofits. Are employees receiving accurate and consistent messages about the legal and operational boundaries involved? When multiple supervisors are involved, are they clear on boundaries? How do we appropriately track this time and report it to others?

Hiring volunteers into paid positions (seasonal, special projects or full-time).

The potential for future employment can be a strong motivator for some volunteers and rightly so. But there are pros and cons to this practice from both HRM and VRM perspectives. Have we adequately thought through the implications for screening, orientation, role descriptions, etc.?

Acknowledging worker contributions and building organizational loyalty.

Volunteers and employees both deserve to be appreciated for their efforts. Does one group feel better recognized than the other? What is the potential for overlap or combined activities? What strategies and tips can we learn from each other to build esprit de corps and a positive organizational climate?

Maintaining effective supervisor/worker relations and ratios.

This issue may arise when an organization is considering eliminating the volunteer resource manager position – or creating a new dedicated position focused on volunteer engagement. Should the “span of control” be different for volunteers than for employees? How can we examine the complexity of work, level of risk, layers of supervision and other factors to arrive at the most effective and efficient solution for the organization?

In the end, the goal of both professions is essentially the same: recruit and “hire” the best people to represent and achieve your organizational missions, treat those people respectfully, compensate them appropriately (monetarily and/or otherwise) for their contributions, set expectations and standards and enforce policies and procedures so that all personnel are treated fairly and consistently. By recognizing our individual strengths, learning from each other and jointly tackling shared challenges, we create a unified workforce where the whole is even greater than the sum of its parts.

Katherine H. Campbell, CVA has worked in the field of nonprofit and volunteer management for over 30 years as practitioner, author, trainer and leader. She now serves as the Executive Director of the Council for Certification in Volunteer Administration (CCVA), managing two professional credentialing programs for leaders of volunteers. Katie also does independent consulting in nonprofit and volunteer resources management, has authored and co-authored several articles and publications, and teaches as adjunct faculty at several Virginia colleges.

Edward R. Callaban, CVA, CAVS has been involved in the field of volunteer management for over nine years. He has spent most of his career working in the healthcare sector and managed volunteers in a variety of settings. Ed specializes in policy and procedure development and risk management related to volunteer staff.

Lanthy Truong, CVA, PHR has a 10-year career history in the nonprofit sector, working for education and humanitarian aid organizations. She has substantial experience in human capital management, having overseen volunteer engagement programs and served in a human resources generalist capacity. Lanthy has her CVA and PHR certifications and is a member of the CCVA (Council for Certification in Volunteer Administration) Test Committee and ALIVE (Association for Leaders in Volunteer Engagement) Human Resources & Policies Committee.

Karen Kennedy Fink, CVA, PHR, is currently the Director of Human Resources for the National Constitution Center, in Philadelphia, PA. Karen has extensive knowledge in working with volunteers, having started, from the ground up, the volunteer program for the Constitution Center in May, 2005. In 2006, she received her Certification in Volunteer Administration and has served as the Mid-Atlantic Regional Director for the American Association of Museum Volunteers. As a human resources professional, she is responsible for the day-to-day HR functions of over 240 employees.

Initiating a New Volunteer Program: Youth At-Promise (As Opposed to At-Risk)

by Faiza Kanji

Initiating a new volunteer program is an exciting time in the growth of an organization. Often it can highlight gaps in policies and procedures or bring to light the positive and negative aspects of organizational culture. In 2002, Youth Employment Services (YES) wanted to determine whether introducing a volunteer program would help increase their clients' chances of gaining and maintaining employment for six months. Thanks to funding from one public and two private foundations, the organization was able to hire a Coordinator of Volunteers for three years. The lucky candidate was me and my job performance was to be measured by the following targets:

- a) recruit a specified number of volunteers to mentor unemployed youth in the career or profession that they were working towards for a minimum of one year
- b) recruit a specified number of self-employed volunteers to mentor youth starting their own business in a youth entrepreneurship program for a minimum of one year
- c) recruit a specified number of volunteers to lead ongoing workshops on interviewing skills, resume writing, job searching and career development

One barrier was evident at the outset. Frontline staff had not been consulted in the process of developing a volunteer program and, as a result, they were overwhelmingly resistant to the idea of introducing a volunteer program into their organization. Many staff saw working with volunteers as an additional responsibility on their already demanding schedule. They were also wary of the possible value volunteers could add to their programs. Recognizing that staff were the ones who would be recommending clients for mentorship and referring them to workshops, I embarked on a strategy to engage them in the development of the volunteer program. With the encouragement of management, staff were consulted one-on-one and in team meetings. These opportunities were used to

talk about the value of volunteering and to highlight successful mentorship programs already in existence.

In an effort to demonstrate the knowledge and expertise that volunteers could offer the organization, I invited a volunteer, who had been recruited to deliver workshops on career development, to an all-staff meeting. A Director of Human Resources for a multi-national company, she delivered an inspiring, educational and thought-provoking workshop, indicating that this was the type of workshop she hoped to deliver to program participants. Staff were impressed with the workshop and the calibre of the volunteer's skills and expertise. I then invited them to collaborate with me in developing job descriptions and training for mentors. The reaction from staff was mixed but began moving in a positive direction. Some staff still viewed working with volunteers as an additional demand on their time while others began to see the value that volunteers could add.

As staff became more involved in the phases of the volunteer program, they began to promote it internally and externally.

Once the planning phase was complete, I continued recruiting volunteers. Staff were invited to join me in interviewing applicants. Many staff enjoyed the opportunity to interact with potential volunteers. They also enjoyed hearing the stories of applicants who shared their experiences of youth unemployment and challenges in beginning their careers. As staff became more involved in the phases of the volunteer program, they began to promote it internally and externally.

Having overcome the challenge of achieving staff buy-in, I moved on to tackling another barrier. No

resources had been allocated for volunteer recognition. Using the PAVR-O Standards of Practice¹ as a guideline, I partnered with the Manager of Development to create a recognition plan. We worked together to solicit donations of volunteer recognition items. For example, the organization's printing supplier donated branded thank you cards. In addition, a volunteer recognition component was added to the organization's annual fundraising event. Internally, I delivered staff training on informal recognition. The organization was also able to pull together resources to establish a transportation budget so that volunteers could receive reimbursement for public transportation or mileage. Most volunteers did not access this benefit but, for a few, it reduced the barriers to volunteering.

I was able to successfully recruit volunteer mentors and speakers and achieve the targets of the volunteer program over three years. All of the expected outcomes were achieved. Seventy percent of clients who participated in the mentorship program obtained employment and were able to maintain it for over six months, compared to the 50% rate prior to the program. For those young entrepreneurs who had the benefit of a volunteer mentor, 60% of them continued to run a full-time small business one year after graduating from the entrepreneurship program, up from the previous 25%. Enrollment in the workshops being led by volunteers was steady and remained so throughout the year and volunteer retention in this area was high.

Along with the success of the program, there were some challenges.

Along with the success of the program, there were some challenges. One such challenge was immediately evident. For example, 50% of clients who initially signed up for the mentorship program,

that staff promoted enthusiastically, failed to either show up for meetings or follow through with the mutual commitment once a match was made. The program was fine tuned to require mentor and mentee to attend three relationship-building sessions led by a volunteer facilitator and myself before they could meet one-on-one. Clients and volunteer mentors were both made aware that if either missed any of the three sessions, the mentoring relationship would be dissolved. Many clients chose to opt out of the mentoring relationship at this stage.

Generational differences posed another challenge. Ongoing training was implemented where mentors were introduced to different youth mentoring formats, using Andrew Miller's varied models². After receiving the training, mentors reported feeling more confident in their interactions with their mentees.

Some unexpected indicators of success began to emerge as a direct result of the volunteer program.

Some unexpected indicators of success began to emerge as a direct result of the volunteer program. Clients who had been mentored by volunteers came back to the organization and wanted to be mentors themselves. In some cases these clients-turned-volunteers were able to provide some training and insight at new mentor/mentee training sessions. Other volunteers began to see how their involvement impacted the clients and wanted to deepen their involvement with the organization. Two of these volunteers went on to sit on the YES Board of Directors.

Lastly, one indicator of success that no one had anticipated was the stewardship of new donors. In the first year of the volunteer program, 25% of volunteers became donors to the organization through individual donations or by participating in fundraising events. At last count, this number was at 55%. One volunteer mentor's business also came on board as a corporate donor.

Staff collaboration, ongoing volunteer training and internal promotion of the volunteer program led to one additional outcome. The goals that had been set for me as the Coordinator of Volunteers to achieve over three years were accomplished in two years. I was able to make a case to maintain the volunteer program and use the third year of the funding to develop standards of practice for the volunteer program. At the end of three years, YES decided to reapply for private funding to maintain the success of the program and continue building on standards.

While initiating a new volunteer program, YES, an organization serving *at-promise* (as opposed to "at-risk"), unemployed youth learned the importance of working within the culture of the organization and recognizing attitudes and concerns of all staff. Through an inclusive strategy that benefitted staff and clients, the strength of volunteers was continuously highlighted and a successful volunteer program was created.

A volunteer herself from a very young age, Faiza Kanji has successfully managed volunteers at the Aga Khan Foundation Canada, Youth Employment Service, the Canadian Breast Cancer Foundation and Surrey Place Centre. She is currently General Manager, Volunteer Development at the YMCA of Greater Toronto and a Certified Volunteer Resources Manager (CVRM). Faiza is also an active member and volunteer of the Toronto Association for Volunteer Administrators and Professional Administrators of Volunteer Resources – Ontario (PAVR-O) where she has twice received the President's Award in recognition of her volunteer contributions. She is also a Regional Representative for the Canadian Journal of Volunteer Resources Management and a member of Canadian Administrators of Volunteer Resources.

This article was adapted from one of Faiza's PAVR-O certification papers. To learn more about PAVR-O's professional certification program, please visit <http://www.pavro.on.ca/certification>

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The Canadian Journal of Volunteer Resources Management is proud to be part of the International Supporters Group for International Volunteer Managers Day (IVMD). IVMD is celebrated annually on November 5 and seeks to recognize the important work which those who lead volunteers make in the process of effective volunteering. IVMDay offers volunteer management professionals an opportunity to 'celebrate through educating' others about the work we all do. For more information, visit <http://www.volunteermanagersday.org/> or join the IVMD Facebook group: <http://www.facebook.com/#!/groups/90188010197/>.



CANADIAN JOURNAL OF VOLUNTEER RESOURCES MANAGEMENT

Editorial Process and Guidelines for Authors

Objective

The Canadian 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 on 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 diskette or via e-mail in either Microsoft Word or Word Perfect. Submissions should be written according to "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 Editorial Team.

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 Editorial Team 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	1000	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.

Advertising

Limited advertising space will be allowed in the Journal, for materials of direct relevance to managers of volunteer service, and as long as it conforms to the guidelines set out by the Editorial Team.

Guidelines:

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2. Ad must be camera-ready.
3. A maximum of one page of ads will be permitted per issue.
4. Job ads are not recommended.
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