



Volunteer Management Resource Guide For Literacy Programs

Community Literacy of Ontario
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August 1997

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Funding for this project was provided by the
[National Literacy Secretariat](#)

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ACKNOWLEDGEMENTS:

Community Literacy of Ontario (CLO) gratefully acknowledges the [National Literacy Secretariat](#) for providing funding for the volunteer management project.

We further thank our core funder for their ongoing support of CLO's activities: **Literacy and Basic Skills Unit, Workplace Preparation Branch of the Ministry of Education and Training.**

CLO also wants to express our appreciation for the hard work and dedication of the following people and organizations:

- ☆ The Management Team and Reference Group to this project (*see appendix one*);
- ☆ The Steering Committee of CLO;
- ☆ The Board and staff of Laubach Literacy Ontario;
- ☆ The focus group participants;
- ☆ The people who took the time to fill out the surveys; and
- ☆ The diverse organizations who provided CLO with information about volunteer resources and training (*see appendix two*)

Thank you all for making this project a success!



OVERVIEW OF THE VOLUNTEER MANAGEMENT PROJECT:

Volunteer management is a key component of community-based literacy programs. There were 9,600 volunteers in Anglophone community-based literacy programs in Ontario in 1995-1996 (6,900 tutors, 2,700 other volunteers). These volunteers were managed by a total of 344 paid staff. Program leaders need the skills and tools to effectively manage volunteers in today's rapidly changing environment.

Because of the extreme importance of volunteers, Community Literacy of Ontario received funding from the National Literacy Secretariat to conduct this volunteer management project. At the same time, Laubach Literacy Ontario (LLO) received funding to conduct a tutor training project.



PROJECT MANAGEMENT:

The volunteer management and tutor training projects are guided by a management team made up of LLO and CLO representatives. CLO is responsible for staffing and coordinating the volunteer management project. LLO is responsible for staffing and coordinating the tutor training project. The projects are advised by a reference group made up of.. LLO and CLO members; one representative each from. the Ontario Literacy Coalition, the Ministry of Education and Training., the Continuing Education School Board Association, a learner; and a volunteer.



OBJECTIVES OF THE VOLUNTEER MANAGEMENT PROJECT:

a. The volunteer management project will prepare a resource document which will include the following:

1. A list of training opportunities in volunteer management
2. A list of organizations involved in volunteer management
3. A list of volunteer management web sites
4. A discussion of issues relating to literacy volunteers and Ontario Works
5. The features and evidence of the quality standard on volunteer management for Anglophone community-based literacy programs
6. A bibliography of resources on volunteer management

b. The volunteer management project will research and make recommendations to the Ministry of Education and Training on:

- The supports literacy programs in Ontario need to most effectively manage volunteers
- The type of volunteer management training needed by literacy programs
- The features and evidence of the quality standard on volunteer management for Anglophone community-based literacy programs

Research for the volunteer management project was conducted by:

i. Surveys

- A survey on volunteer management and tutor training issues was sent out to Anglophone community-based literacy programs in September 1996 by CLO and Laubach Literacy Ontario (LLO). Representative from seventy-five programs responded.

ii. Focus Group Meetings

- Three focus group meetings on volunteer management and tutor training were held in November 1996. These meetings were jointly sponsored by CLO and LLO. Forty people discussed key issues about volunteer management and tutor training. A separate report on the focus group meetings was prepared and circulated in January 1997.

iii. Other

- Key informant surveys were conducted with diverse organizations involved in volunteer management (United Way Canada, Centre for Philanthropy, Volunteer Ontario, Volunteer Canada, Ontario Community Support Association, Community Colleges, etc.).
- An open conference on volunteer management was set up on Alphacom.
- Extensive research was conducted on the Internet.
- Resources available at Alpha Ontario and other organizations were researched.



CHAPTER ONE

VOLUNTEER MANAGEMENT TRAINING OPPORTUNITIES

VOLUNTEER MANAGEMENT COURSES OFFERED AT ONTARIO COLLEGES

The following courses are offered through the Continuing Education and Part-Time Studies Departments of various colleges in Ontario. All information in this guide is from recent college programs and are subject to change. Every effort was made to ensure the accuracy of this information as of the date of publication (1 997). However, the colleges may modify or cancel any program without notice. For more detailed information about specific programs, please consult the individual colleges.

☆ KEMPTVILLE COLLEGE

Box 2003, Kemptville, Ontario, KOG IJO
Tel.:(613) 258-8370 Fax: (613) 258-8429

Course Offered: FUND RAISING & VOLUNTEER MANAGEMENT

Kemptville College offers two new Fund Raising and Volunteer Management evening courses.

- Fund Raising - How to get what you need.
- High Impact Volunteer Program - How to get and keep who you need.

☆ **ALGONQUIN COLLEGE**

1385 Woodroffe Ave., Ottawa, Ontario, K2G 1V8

Tel.: (613) 727-9797 Fax: (613) 727-7754

<http://www.algonquinc.on.ca>

Course Offered: MANAGEMENT OF VOLUNTEER SERVICES

In conjunction with the Volunteer Centre of Ottawa-Carleton, Algonquin College offers a certificate program in which students receive expert instruction on the skills necessary to be an effective manager of volunteers.

Program Of Study:

To obtain a Management of Volunteer Services Certificate, you must complete three core courses, three of the four electives, and sixty to ninety hours of field work.

Courses:

- Introduction to the Management of Volunteer Services
- Basic Communications and Interviewing Skills
- Community Relations
- Field Work
- Funding for Volunteer Programs
- The Planning Process
- Selected Issues
- Training Skills for Trainers

☆ **CONESTOGA COLLEGE**

**299 Doon Valley Drive,
Kitchener, Ontario, W20 4M4
Tel.: (519) 748-5220
<http://www.conestogac.on.ca>**

Course Offered: VOLUNTEER MANAGEMENT (FUNDAMENTALS)

The Volunteer Management Program prepares the graduate with the knowledge and skills required for effective volunteer program administration in institutional and community-based settings. Supervised field placements provide an opportunity for students to apply management theory and skills in a volunteer program setting.

Program Of Study:

- Overview of Volunteer Management
- Skills of Volunteer Management
- Evaluation and Recognition
- Volunteer Management - Field Placement I
- Volunteer Management - Field Placement 11

☆ **FANSHAWE COLLEGE**

**1460 Oxford Street, East, P.O. Box 4005, London, Ontario N5W 5H1
Tel.:(519) 452-4277**

Course Offered: TRAINING FOR MANAGERS OF VOLUNTEERS

Training for Managers of Volunteers has been designed in cooperation with the London and Area Association of Volunteer Administration (LAVA) to answer a need for trained managers in the field of volunteer management.

Program Of Study:

- Introduction / Philosophy of Volunteer Administration
- Management Concepts Volunteer Motivation
- Recruiting / Recognition Retention
- Interviews, Orientation, Evaluation
- Marketing and Promotion
- Program Planning
- Fundraising / Grants / Supports
- Relationships: Volunteer-Staff-Board-Committee-Client
- Tools of the Trade / Wrap-Up and Review

The Field Placement is designed to:

- Provide an opportunity for a relationship with a Volunteer Co-ordinator
- Provide an opportunity to observe work in a setting different than your own and to reflect on it critically and creatively
- Engage in a project that is mutually satisfying to student and field advisor

☆ **HUMBER COLLEGE**

**205 Humber College Blvd., Etobicoke, Ontario, M9W 5L7
Tel.: (416) 675-6622 Fax: (416) 674-8509**

Course Offered: THE FUNDAMENTALS OF VOLUNTEER MANAGEMENT

Program Of Study:

The Fundamentals of Volunteer Management is co-sponsored by the Volunteer Centre of Metropolitan Toronto and Humber College. The aim of the program is to provide new and prospective Coordinators of Volunteers with the basic skills and knowledge necessary to function effectively in that position. The course is delivered in nine one-day segments (one per month) and effectively in that position. The course is delivered in nine one-day segments (one per month) and includes a significant field placement component.

Course Offered: ENRICHED STUDIES IN THE MANAGEMENT OF VOLUNTEERS CERTIFICATE PROGRAM

Humber College, with the help of their active Advisory Committee, has developed the following seminars to help managers of volunteers plan for the future. Six seminars are required to obtain this certificate.

Program Of Study:

- The Computerized Volunteer Manager
- Trends and Issues
- Writing Real Policy for Real People
- Dollars and Sense for the Not-For-Profit
- Position Descriptions: A Proven Recipe
- Working Together: Structures and Governance

☆ **MOHAWK COLLEGE**

**135 Fennell Ave. West, P.O. Box 2034, Hamilton, Ontario, L8N 3T2
Tel.:(905) 575-1212 / 1-888-385-4295 Fax: (905) 575-2348**

Course Offered: VOLUNTEER MANAGEMENT CERTIFICATE PROGRAM

Mohawk College offers courses and a certificate program designed to promote knowledge and skills training for the effective management of volunteer programs.

Program Of Study:

The certificate consists of three levels, with each level offering 60 credit hours for a total of 180 credit hours. Students with prior experience and knowledge in volunteer management are invited to apply for credit for prior learning, to allow direct entry into the second level. To receive the certificate, participants must successfully complete Volunteer Management One, Two and Three.

Course Offered: VOLUNTEER MANAGEMENT 2 (E)

Program Of Study:

This credit course offers further opportunities to enhance volunteer management skills, The focus is on:

- Leadership
- Legal issues
- Team building
- Communications
- Quality assurance
- Resource development

☆ **ST. CLAIR COLLEGE**

2000 Talbot Road West, Windsor, Ontario, N9A 6S4

Tel.: (519) 972-2727 / 1-800-387-5982 Fax: (519) 972-3811

<http://www.stclairc.on.ca>

Course Offered: FUNDAMENTALS OF VOLUNTEER MANAGEMENT

This program is co-sponsored by St. Clair College and the United Way of Windsor-Essex, The aim of the program is to provide current and prospective Administrators of Volunteers with the fundamental skills and knowledge needed to function effectively in the non-profit sector.

Part One:

Part one consists of developing / enhancing volunteer management techniques through a series of nine full-day workshops (which are held monthly from September to June). Assignments related to workshop topics will be assigned throughout the course.

Required Courses:

- Introduction to Volunteer Management
- Motivation: Why Do People Volunteer?
- Planning
- Recruitment
- Interviewing & Placement
- Orientation / Training & Development
- Communications / Public Relations
- Leadership & Decision Making
- Evaluation
- Community Project for Volunteer Administrators (Community Field Placement)

Part Two:

Part two consists of successfully completing a Community Project for Volunteer Administrators. This project is a 60 hour community field placement at a non-profit agency, which must be completed between April and June of the program year. A community field placement with a local agency will be arranged and will enable the student to:

- Apply theoretical knowledge to practical problems
- Gain a practical understanding of the components of volunteer management
- Learn volunteer management roles
- Acquire tools for the effective management of volunteer programs

For more information, please call Mike Hamelin, Program Coordinator, at the United Way of Windsor-Essex - (519) 258-3033.

Course Offered: ADVANCED VOLUNTEER MANAGEMENT CERTIFICATE

This program is a community-based collaborative effort co-sponsored by St. Clair College of Applied Arts and Technology and the United Way of Windsor-Essex. The program provides practical part-time management training for mature adults who volunteer or work in the non-profit sector, This program goes beyond the fundamental skills necessary to manage volunteers, and focuses on the complex skills that enhance the volunteer manager's role to ensure organizational effectiveness.

Part One:

Educational Component - The educational component consists of a series of eight full-day workshops:

- Management and Leadership
- Presentation Skills
- Time / Stress Management
- Team Building
- Managing Conflict
- Performance Evaluations
- Resource Development and Financial Management
- Trends in Volunteer Management

Part Two:

Training Component - The training component (Internship) focuses on skill development and the practical application of skills. It consists of

- A monthly journal
- One twenty-minute presentation
- A five page written report
- A fundraising or grant proposal researched and developed for a specific project designed by the student

For more information, please call Janice Forsyth at the United Way of Windsor - Essex (519) 258-3033.

Course Offered: LEADERSHIP AND DECISION MAKING

Leadership. In relation to management, is examined with an emphasis On management style. This course is 6 hours in length.

Course Offered: COMMUNICATIONS I PUBLIC RELATIONS

This workshop will highlight the volunteer / staff partnership and how the volunteer manager can assist in the development of volunteers. In addition, emphasis will be placed on effective use of the media and various methods of conveying one's thoughts and ideas with limited funding. This course is 6 hours in length.

Course Offered: EVALUATION

This session will explore the need for evaluation of various volunteer program components. An opportunity for designing an evaluation will be provided. This course is 6 hours in length.

Course Offered: COMMUNITY PROJECT (FIELD PLACEMENT)

In this course, students will gain practical experience by working with an administrator at a local agency to gain an understanding of the major elements in a volunteer program. Techniques that are used and the role of the volunteer manager will also be explored. This course is 10 weeks / 60 hours in length.

☆ **SHERIDAN COLLEGE**

1430 Trafalgar Road. Oakville, Ontario, L6H 2L1

Tel.: (905) 845-9430 Fax: (905) 815-4027

<http://www.sheridanc.on.ca>

**Course Offered: FUNDRAISING AND RESOURCE DEVELOPMENT
MANAGEMENT**

Sheridan College is offering a practical program developed by and for professional fund-raisers. This program provides a fundamental understanding of the fund-raising process and is designed for staff and volunteers in non-profit organizations.

Program Of Study:

- Principles and Techniques of Fund-raising and Resource Development
- Communications and Public Relations for the Non-Profit Organization
- Managing the Non-Profit Organization
- The People Who Donate: Audience Segmentation
- Techniques and Methods of Fund-raising: Tools of the Trade

Course Offered: VOLUNTEERS AND YOUR AGENCY

- Sheridan College offers one and two day workshops on managing volunteers.

☆ **SIR SANFORD FLEMING COLLEGE**

**Brealey Drive
Peterborough, Ontario, K9J 7BI
Tel.:(705) 749-5530**

Course Offered: Fundamentals of Volunteer Management Certificate

This course is designed to provide both new and prospective coordinators of volunteers with the introductory skills needed to function effectively in this role. This course will also provide the basics that are necessary in the profession according to the standards and practices developed by the Ontario Association of Volunteer Administrators.

Fundamentals of Volunteer Management One:

Topics include:

- History and philosophy of volunteerism
- Skills necessary for the successful management of volunteer resources
- Defining volunteerism
- Exploring the management process
- Examining the volunteer retention cycle
- Trends and issues currently emerging in the field

Fundamentals of Volunteer Management Two:

Topics include..

- Motivation
- Recognition
- Planning as a process
- Vision, values and beliefs
- Mission, analysis, goals, objectives and action plans

Fundamentals of Volunteer Management Three:

Topics include:

- Concept of staffing
- New roles of coach, facilitator and negotiator for the volunteer manager
- Recruitment, screening, interviewing
- Placement, supervision, evaluation
- Orientation and training

Fundamentals of Volunteer Management Four:

Topics include:

- Marketing, finance and administrative functions
- Policies and procedures
- Issues surrounding the "profession" of volunteer management
- Local and provincial associations for networking

VOLUNTEER MANAGEMENT COURSES OFFERED AT ONTARIO UNIVERSITIES

☆ **National Certificate Program in Voluntary and Non-Profit Sector Management**

Several post-secondary institutions in Ontario, in cooperation with the Canadian Centre for Philanthropy, offer the National Certificate Program in Voluntary and Non-Profit Sector Management. Voluntary and non-profit sector managers are required to run increasingly complex organizations with limited resources. Now, more than ever, effective management is crucial to the long-term viability of their organizations. The National Certificate Program in Voluntary and Non-Profit Sector Management is designed to give managers the educational support they need to face these challenges.

Required Courses:

- Financial Management in the Non-Profit Sector
- Board, Community and Government Relations in the Non-profit Sector
- Management, Leadership and Decision-Making in the Non-Profit Sector
- Strategic and Operational Planning in the Non-Profit Sector

Elective Courses:

- Program Planning and Evaluation in the Non-Profit Sector
- Marketing for the Non-Profit Sector
- Fundraising and Resource Development for the Non-Profit Sector
- Human Resource Management in the Non-Profit Sector

Method of delivery:

- The program is available on-campus or by distance education. Please contact the individual institution for information.

Fees:

- At time of printing, fees range from \$160 for a one credit course to \$395 for a three credit course. Please contact the individual universities for information.

Prerequisite:

- A minimum of two years paid or volunteer managerial experience in the non-profit sector is required. The courses are geared to senior staff, board members and seasoned volunteers with managerial experience.

In Ontario, this program is delivered by:

- Ryerson, University of Guelph, University of Western Ontario, York University, University of Ottawa, McMaster University, Laurentian University (*see page 22*).

★ **National Certificate Program in Fundraising Management**

Several post-secondary institutions in Ontario, in cooperation with the Canadian Centre for Philanthropy, offer a National Certificate Program in Fundraising Management. The National Certificate Program was developed to improve the management capabilities and technical skills of staff and volunteers involved in fundraising. The objectives of this program includes for participants to understand and gain a working knowledge of the principles and techniques of fundraising and to enhance the managerial skills required to design, plan, implement and evaluate a successful fundraising program. The courses are specifically designed to enhance the capabilities of participants to nationally recognized professional standards.

The program is divided into eight courses:

- Overview of Non-Profit Agency Management
- Overview of Fundraising
- Developing Fundraising Volunteers
- Information and Financial Management for Fundraisers
- Strategic Management of Fundraising Campaigns
- Applied Marketing for Fundraisers
- Fundraising Approaches I
- Fundraising Approaches II

Method of delivery:

- The program is available on-campus or by distance education. Please contact the individual institution for information.

Fees:

- At time of printing, fees range from \$160 for a one credit course to \$395 for a three credit course. Please contact the individual universities for information,

Prerequisite:

- A minimum of two years paid or volunteer managerial experience in the non-profit sector is required. The courses are geared to senior staff, board members and seasoned volunteers with managerial experience.

In Ontario, this certificate program is delivered by:

- Algonquin College, Laurentian University, Ryerson (*see page 22*).

LIST OF HOST INSTITUTIONS FOR THE CERTIFICATE PROGRAMS:

ALGONQUIN COLLEGE (*Fundraising Management*)

1385 Woodroffe Ave., Ottawa, Ontario, K2G 1V8

Tel.: (613) 727-9797 Fax@ (613) 727-7754

LAURENTIAN UNIVERSITY (*Fundraising Management and Voluntary and Non-Profit sector Management*)

Ramsey Lake Road, Sudbury, Ontario, P3E 2C6

Tel.: (705) 673-6569 Ext. 39389 / Fax: (705) 673-4897

MCMASTER UNIVERSITY (*Voluntary and Non-Profit Sector Management*)

Hamilton, Ontario, L8S 4L8

Tel.: (905) 525-9140 Ext. 24324, 24325

RYERSON (*Fundraising Management and Voluntary and Non-Profit Sector Management*)

150 Mutual Street, Toronto, Ontario, M5B 2M1

Tel.: (416) 595-0485 / Fax: (416) 595-9602

UNIVERSITY OF GUELPH (*Voluntary and Non-Profit Sector Management*)

Guelph, Ontario, N1G 2W1

Tel.: (519) 767-5010 / Fax@ (519) 824-1112

UNIVERSITY OF OTTAWA (*Voluntary and Non-Profit Sector Management*)

139 Louis Pasteur, Ottawa, Ontario, K1N 6N5

Tel.: (613) 562-5787

UNIVERSITY OF WESTERN ONTARIO (*Voluntary and Non-Profit Sector Management*)

London, Ontario, N6A 5B8

Tel.: (519) 661-3799

YORK UNIVERSITY (*Voluntary and Non-Profit Sector Management*)

Toronto, Ontario

Tel.: (416) 736-5222 / (416) 736-5650

VOLUNTEER MANAGEMENT TRAINING OFFERED BY OTHER ORGANIZATIONS

☆ **Volunteer Linkages - Ministry of Citizenship, Culture and Recreation:**

**77 Bloor St. West
Toronto, Ontario, M7A 2R9
Tel:416-414-7541**

The Ontario Government has recently initiated the **Volunteer Linkages Program**. The goals of this program are to strengthen the voluntary sector, promote volunteerism among Ontarians, and recognize outstanding volunteers. **Public Awareness** is one component of the Volunteer Linkages Program. Under the Public Awareness initiative, the Ministry of Citizenship, Culture and Recreation will work with voluntary sector leaders on the feasibility of organizing a series of regional seminars for volunteers later in 1997. The purpose would be to give volunteers the opportunity to examine volunteer recruitment and management in changing times.

The ministry will work with voluntary sector organizations to discuss hosting a provincial conference of volunteers, perhaps as early as autumn 1997. It would provide a forum for volunteers to exchange ideas and identify what can be done to promote and strengthen volunteering.

★ **Volunteer Canada - National Education Campaign On Screening:**

The National Education Campaign on Screening is a joint project of the Canadian Association of Volunteer Bureaus and Centres, Solicitor General Canada, Justice Canada and Health Canada. It is promoted and managed by Volunteer Canada. The National Education Campaign on Screening is a three-year campaign designed to promote awareness of the need to carefully screen people who work or perform services, especially when they are in positions of trust with vulnerable people. The campaign has developed resource materials and training.

Various organizations in Canada have been designated to provide training under the National Education Campaign on Screening. Costs and schedules for accessing this training vary. Volunteer Canada has designated the following Volunteer Centres in Ontario to provide training for the National Education Campaign on Screening (*please check pages 32 - 36 for addresses*).

- *Cambridge Volunteer Centre*
- *Community Volunteer Centre - Frontenac, Lennox and Addington*
- *United Way - Sault Ste. Marie*
- *United Way - Windsor - Essex County*
- *Volunteer Action Centre of Kitchener Area*
- *Volunteer Bureau of Leeds and Grenville*
- *Volunteer Centre of Belleville*
- *Volunteer Centre of Hamilton and District*
- *Volunteer Centre of Metro Toronto*
- *Volunteer Centre of Ottawa-Carleton*
- *Volunteer Centre of Peel*
- *Volunteer Centre - Thunder Bay*
- *Volunteer Ontario*
- *Volunteer Orillia Resources Inc.*

☆ **Volunteer Bureaus:**

Most Volunteer Bureaus offer volunteer management training and support to local organizations. This training varies based on community needs and the resources of the individual Volunteer Bureau, Please contact your closest Volunteer Bureau for information on training opportunities. A complete listing of all Volunteer Bureaus in Ontario can be found on pages 32 - 36.

☆ **Volunteer Centre Of Metropolitan Toronto**

344 Bloor Street West, Suite 207, Toronto, Ontario, M5S 3A7
Phone:(416) 961-6888 / Fax: (416) 961-6859

The Volunteer Centre of Metro Toronto offers training and skills development workshops in volunteer management. All workshops and presentations are tailored to the specific needs of the host organization and are available in full and half day formats. Workshops topics include:

- *The New Volunteer: Difficult Times, Tough Choices*
- *Building an Effective Board*
- *Cultural Diversity: Challenges of a Changing Volunteer Corps*
- *Volunteering and the Unemployed*
- *Getting Started: Fundamentals of Volunteer Management*
- *Volunteer Orientation and Training Programs That Work*
- *Working Conditions for Volunteers: Policies and Procedures*
- *Building Strong Staff and Volunteer Teams*
- *Building Commitment: How to Motivate and Retain Your Volunteers*
- *Family, Volunteers: The Way of the Future*
- *Overcoming Roadblocks: Special Needs Volunteers*

Management Advisory Services (MAS) is a project of the Volunteer Centre of Metro Toronto. MAS matches the professional skills of volunteers with the management needs of community agencies. There is no fee for assistance from the MAS program. The only requirements are a commitment of the necessary time to work with the MAS volunteer and coverage of out-of-pocket expenses. The Management Advisory Service is a consulting group of highly qualified volunteers who provide expert assistance in areas that include:

- Computer and Information Systems
- Marketing
- Public Relations and Publicity
- Strategic and Business Planning
- Financial Management
- Organization and Human Resources

★ **United Way:**

Some United Ways offer volunteer management training and support to local organizations. This training varies based on community needs and the resources of the individual United Ways. Please contact your closest United Way for information on volunteer management training opportunities. A complete listing of all United Ways in Ontario can be found on pages 37 - 41. If you do not have a United Way in your community, try contacting United Way Canada for further information.

Volunteer Leadership Development Program: United Way Canada has developed a "train-the-trainer" model for providing board development training to member agencies. This training is only available in some communities, depending upon community needs and the resources of your local United Way.

☆ **YMCA-YWCA Of Ottawa Carleton:**

180 Argyle Avenue, Ottawa, Ontario, K2P 1R7
Phone:613-788-5001 / Fax: 613-788-5051

The YMCA-YWCA of Ottawa-Carleton offers the **Management Assistance Program** (MAP). MAP is dedicated to assisting non-profit organizations meet the challenges of change. Through the MAP program, experienced volunteer consultants are available to assist non-profit agencies. MAP consulting fees are kept to a minimum, far below the true market value, in order to allow the maximum service at a minimum cost. MAP consultants can help organizations to:

- *Clarify their REAL purpose, redirect and focus on priorities*
- *Develop skills in team building, communication, leadership, creative problem solving*
- *"Make Your Case" to funders*
- *Provide support and encouragement in managing major change*

The YMCA-YWCA of Ottawa-Carleton also offers **Boardwalk (Board Development for Community Organizations)**. Boardwalk offers a series of brown bag luncheon workshops on various topics of interest to the non-profit sector. Topics are chosen each year. In past years, topics have included:

- *Legal and Insurance Issues for Non-Profit Organizations*
- *Effective Proposals: How to Make Successful Grant Proposals*
- *By-Laws, Policies and Procedures - The Framework for Decision Making*
- *Signposts to Change*
- *Leadership in Changing Times*
- *Making Your Case to Funders*

☆ **Volunteer Centre of Ottawa-Carleton:**

307-256 King Edward Avenue, Ottawa, Ontario, K1N 7M1
Phone:613-789-4876 / Fax: 613-789-3691

The Volunteer Centre of Ottawa-Carleton is committed to providing professional development opportunities which expand upon the skills required to manage a volunteer program. The centre provides customized training and expert consultation on the following topics, among others:

- Effective Meetings
- Volunteer - Staff Relations
- Volunteers as Service Providers
- Recruiting and Interviewing Volunteers
- Screening Volunteers
- Motivation and Recognition
- Supervising and Maintaining Volunteers

The Volunteer Centre of Ottawa-Carleton also offers the **Professional Development Advanced Education Series**. This series is intended as an advanced educational and networking opportunity for the experienced manager of volunteer services, who is ready to go beyond the basics of program management and explore some of the legal, ethical and moral issues in human resource management. Members select the topics and dates for the fall-to-spring series. In the past, topics have included:

- *Is Volunteerism About "Getting The Work Done? "*
- *Values, Ethics and Accountability - Taking Volunteering Into the Twenty-first Century*
- *Cyclical Calendar of Volunteer Management*
- *Advocacy For the Profession*

☆ **Canadian Administrators of Volunteer Resources:**

**c/o Pat Gillis, Volunteer Services Department, B.C. Children's Hospital
4480 Oak Street, Vancouver, B.C. V6H 3V4
Tel: 604-875-2143 / Fax: 604-875-2292**

Canadian Administrators of Volunteer Resources (CAVR):

- Promotes the knowledge and professionalism of its members in all matters relating to the administration of volunteer resources
- Sponsors education programs, conferences and professional development opportunities
- Develops and maintains professional standards and policies for the administration of volunteer resources

The Canadian Administrators of Volunteer Resources offer a volunteer management certification procedure. The following criteria exists to become a **Certified Administrator of Volunteer Resources:**

- *Be a member in good standing of CAVR*
- *Three years experience in the profession*
- *Able to articulate a personal philosophy on volunteerism*
- *Demonstrated leadership in the administration of volunteer programs*
- *Fifty hours of workshop / course study in professional development*
- *Demonstrated competence in the administration of volunteer resources by submitting two written papers*

Volunteer Canada and CAVR are also co-sponsoring the **Canadian Conference on Volunteerism** in Winnipeg on October 16-19, 1997.

☆ **Ontario Association for Volunteer Administration:**

801 York Mills Road, Suite 201, Don Mills, Ontario, M3H 1X7
Tel.:(416) 736-3411 / Fax: (416) 445-9734

The Ontario Association for Volunteer Administration (OAVA) is a provincial organization for professionals, salaried and unsalaried, who are responsible for the administration of volunteers and volunteer programs. OAVA provides ongoing educational programs. This includes seminars, workshops and an annual conference for administrators to learn and to share new ideas and methods for leadership of volunteer programs. OAVA also encourages and works with colleges, universities and technical institutions to develop courses and programs in the field of volunteer administration.

☆ **Ontario Community Support Association:**

970 Lawrence Ave., West, Suite 104, Toronto, Ontario M6A 3B6
Tel.:(416) 256-3010 / 1-800-267-OCSA / Fax: (416) 256-3021

The Ontario Community Support Association (OCSA) has in the past offered several certificate programs in volunteer management. OCSA is now in the process of developing an advanced volunteer management training course.

OCSA also hosts an annual provincial conference with many workshops on diverse volunteer management issues.



CHAPTER TWO

LIST OF ORGANIZATIONS INVOLVED IN VOLUNTEER MANAGEMENT

NATIONAL AND PROVINCIAL ORGANIZATIONS

THE ADVISORY BOARD ON THE VOLUNTARY SECTOR

Sally Horsfall, Chair / c/o Susanne Gregor, Communications Branch
Ministry of Citizenship, Culture and Recreation
Tel.: (416) 314-7239

CANADIAN ADMINISTRATORS OF VOLUNTEER RESOURCES

c/o Pat Gillis, Volunteer Services Department, B.C. Children's Hospital
4480 Oak Street, Vancouver, B.C. V6H 3V4
Tel.: 604-875-2143 / Fax. 604-875-2292

CANADIAN CENTRE FOR PHILANTHROPY

1329 Bay St., 2nd Floor, Toronto, Ontario, M5R 2C4
Tel.: (416) 515-0764 / Fax. (416) 515-0773

THE NATIONAL COALITION OF VOLUNTARY ORGANIZATIONS

420-396 Cooper St., Ottawa, Ontario, K2P 2H7
Tel.: (613) 238-1591 / Fax.. (613) 238-5257

ONTARIO ASSOCIATION FOR VOLUNTEER ADMINISTRATION

801 York Mills Road, Suite 201.1 Don Mills, Ontario, M3B 1X7
Tel.: (416) 736-3411 / Fax: (416) 445-9734

ONTARIO COMMUNITY SUPPORT ASSOCIATION

970 Lawrence Ave., West, Suite 104, Toronto, Ontario, M6A 3B6
Tel.: (416) 256-3010 / 1-800-267-OCSA / Fax: (416) 256-3021

SOCIAL DEVELOPMENT NETWORK

130 Spadina Avenue, Suite 402, Toronto, Ontario, M5V 2L4
Tel.: (416)-703-5351

UNITED WAY OF CANADA

404-56 Sparks St., Ottawa, Ontario, K1P 5A9
Tel.: 1-800-267-8221 / Fax: (613) 236-3087

VOLUNTEER CANADA

1 Nicholas St., Suite 302. Ottawa, Ontario, K1N 7B7
Tel.: 1-800-670-0401 / (613) 23 6-7222 / Fax: (613) 23 6-6797

VOLUNTEER LINKAGES INITIATIVE

Ministry of Citizenship, Culture and Recreation
77 Bloor St., West, Toronto, Ontario, M7A 2R9
Tel.: (416)-414-7541

VOLUNTEER ONTARIO

2 Dunbloor Rd., Suite 203, Etobicoke, Ontario, M9A 2E4
Tel.: (416) 236-0588 / Fax.. (416) 236-0590

VOLUNTEER BUREAUS AND CENTRES IN ONTARIO

☆ CENTRAL REGION

EAST YORK BRANCH (Volunteer Centre Of Metropolitan Toronto)

East York Town Centre, 45 Overlea Blvd., Suite B-4, East York, Ontario, M4H 1C3
Tel.: (416) 467-1327 / Fax.. (416) 467-6910

ETOBICOKE BRANCH (Volunteer Centre Of Metropolitan Toronto)

4891 Dundas Street West, Suite 2, Etobicoke, Ontario, M9A 1B2
Tel: (416) 236-0683 / Fax: (416) 236-0685

HELPMATE VOLUNTEER BUREAU - (Richmond Hill)

10266 Yonge Street, Richmond Hill, Ontario, L4C 3B7
Tel: (905) 884-3839 / Fax: (905) 884-4798

NORTH YORK BRANCH (Volunteer Centre Of Metropolitan Toronto)

345 Wilson Avenue, Suite 306, North York, Ontario, M3H 1T1
Tel: (416) 631-6117 / Fax: (416) 631-6836

SCARBOROUGH BRANCH (Volunteer Centre Of Metropolitan Toronto)

3090 Kingston Road, Suite 205A, Scarborough, Ontario, M1M 1P2
Tel: (416) 264-2308 / Fax: (416) 264-2300

VOLUNTEER CENTRE OF METROPOLITAN TORONTO

344 Bloor Street West, Suite 207, Toronto, Ontario, M5S 3A7
Tel: (416) 961-6888 / Fax: (416) 961-6859

VOLUNTEER CENTRE OF PEEL

30 Eglinton Avenue West, Suite 705, Mississauga, Ontario, L5R 3E7
Tel: (905) 568-2660 / Fax: (905) 568-1898

VOLUNTEER ETOBICOKE

385 The West Mall, Suite 502, Etobicoke, Ontario, M9C 1E7
Tel: (416) 620-7837 / Fax. (416) 620-7838

YORK BRANCH (Volunteer Centre Of Metropolitan Toronto)

1775 Eglinton Avenue West, Suite 202, City of York, Ontario, M6E 4Z9
Tel: (416) 781-0902 / Fax:(416) 781-9409



EASTERN REGION

CENTRE D'ACTION RENEVOLE DE STORMONT, DUNDAS, GLENGARRY

231 McConnell, Cornwall, Ontario, K6H 4L4
Tel: (613) 933-8162 / Fax: (613) 938-8465

COMMUNITY VOLUNTEER CENTRE (*Serving Frontenac, Lennox and Addington*)

1440 Princess Street, Kingston, Ontario, K7M 3E5
Tel. (613) 542-8512 / Fax: (613) 542-8216

RESEAU ACTION RENEVOLE - PRESCOTT - RUSSELL VOLUNTEER NETWORK

331 rue McGill, Hawkesbury, Ontario, K6A 1P9
Tel: (613) 632-0939 / Fax: (613) 632-7581

VOLUNTEER BUREAU OF LANARK COUNTY

5 Wilson Street West, Perth, Ontario, K7H 2M7
Tel: (613) 264-9032 / Fax: (613) 267-4997

VOLUNTEER BUREAU OF LEEDS, GRENVILLE

187 King Street West, Suite 101, P.O. Box 1813, Brockville, Ontario, K6V 6K8
Tel: (613) 342-7040 / Fax: (613) 342-7831

VOLUNTEER QUINTE

109-199 Front Street, Belleville, Ontario, K8N 5H5
Tel: (613) 969-8862 / Fax: (613) 969-2826

VOLUNTEER CENTRE OF OTTAWA - CARLETON

307-256 King Edward Avenue, Ottawa, Ontario, K1N 7M1
Tel: (613) 789-4876 / Fax: (613) 789-3691

VOLUNTEER INFORMATION PETERBOROUGH

229 King Street, Peterborough, Ontario, K9J 2R8
Tel: (705) 743-2523 / Fax.. (705) 743-9704



NORTHERN REGION

COMMUNITY VOLUNTEER CENTRE- DRYDEN

44 Queen Street, Dryden, Ontario, P8N 1A4

Tel: (807) 223-5995 / Fax: (807) 223-8370

ELLIOT LAKE VOLUNTEER RESOURCE CENTRE

1 Washington Crescent, Suite 106, Elliot Lake, Ontario. P5A 2W9

Tel: (705) 848-1337 / Fax: (705) 848-9158

FORT FRANCES VOLUNTEER BUREAU

428 Victoria Avenue, Fort Frances, Ontario, P9A 2C3

Tel: (807) 274-9555 / Fax: (807) 274-5456

TIMMINS VOLUNTEER CENTRE

85 Pine Street South, #4, Timmins, Ontario, P4N 2K1

Tel: (705) 264-9765 / Fax: (705) 264-9767

VOLUNTEER ACTION CENTRE OF THUNDER BAY

105 North May Street, Suite 118, Thunder Bay, Ontario, P7C 3N9

Tel: (807) 623-8272 / Fax: (807) 622-6435

VOLUNTEER CENTRE (Sault Ste. Marie)

8 Albert Street East, Sault Ste. Marie, Ontario, P6A 2H6

Tel: (705) 949-6565 / Fax: (705) 759-5899

VOLUNTEER RESOURCE SERVING SIMCOE

18 West Street North, Suite 201, Orillia, Ontario, L3V 5B8

Tel: (705) 327-1383 / Fax: (705) 327-2093



WESTERN REGION

CAMBRIDGE VOLUNTEER BUREAU

Dickson Centre - 2nd Floor, 24 Queen's Square, Cambridge, Ontario, N1S 1H6
Tel: (519) 623-0423 / Fax: (519) 623-9298

HALTON SOCIAL PLANNING COUNCIL AND VOLUNTEER CENTRE

760 Brant Street, Suite 406, Burlington, Ontario, L7R 4B7
Tel: (905) 632-1975 / 878-0955 / Fax: (905) 632-0778

INFORMATION LONDON VOLUNTEER SERVICES

325 Queens Avenue, London, Ontario, N6B 1X2
Tel: (519) 432-2211 / Fax: (519) 432-1106

UNITED WAY OF WINDSOR - ESSEX COUNTY VOLUNTEER BUREAU

1695 University Avenue West, Unit A, Windsor, Ontario, N9B 1C3
Tel: (519) 258-3033 / Fax: (519) 258-2346

VOLUNTEER ACTION CENTRE OF KITCHENER - WATERLOO AND AREA

89 Caroline Street South, Waterloo, Ontario, N2L 1X4
Tel: (519) 742-8610 / Fax: (519) 742-0559

VOLUNTEER CENTRE OF HAMILTON AND DISTRICT

627 Main Street East, Suite 206, Hamilton, Ontario, L8M 1J5
Tel: (905) 523-4444 / Fax: (905) 523-7465

UNITED WAYS IN ONTARIO

AJAX - PICKERING UNITED WAY

407 - 95 Bayly Street West, Ajax, Ontario, L1S 7K8
Tel.: (905) 686-0606 / Fax. (905) 686-0609

BARRIE /SOUTH SIMCOE UNITED WAY

150 Bayfield Street, Barrie, Ontario, L4M 3B1
Tel.: (705) 726-2301 / Fax.. (705) 726-4897

BELLEVILLE & TRENTON UNITED WAY OF QUINTE

240 William Street, P.O. Box 815, Belleville, Ontario, K8N 5B5
Tel.: (613) 962-9531 / Fax: (613) 962-4165

BRANTFORD UNITED WAY

82 Charlotte Street, Brantford, Ontario, N3T 2X1
Tel.: (519) 752-7848 / Fax: (519) 752-7913

BROCKVILLE UNITED WAY OF LEEDS AND GRENVILLE

103 - 187 King Street West, P.O. Box 576, Brockville, Ontario, K6V 5V7
Tel.: (613) 342-8889 / Fax: (613) 342-8850

CAMBRIDGE AND NORTH DUMFRIES UNITED WAY

Dickson Street, Old Fire Hall, P.O. Box 22053, Cambridge, Ontario, N1R 8E3
Tel.: (519) 621-1030 / Fax: (519) 621-6220

CHATHAM UNITED WAY OF KENT COUNTY

177 King Street East, P.O. Box 606, Chatham, Ontario, N7M 5K8
Tel.: (519) 354-0430 / Fax.. (519) 354-9511

COBOURG / NORTHUMBERLAND UNITED WAY

19 King Street East, P.O. Box 476, Cobourg, Ontario, K9A 4L1
Tel.: (905) 372-6955 / Fax. (905) 372-4417

KINGSTON, FRONTENAC, LENNOX AND ADDINGTON UNITED WAY

417 Bagot Street, Kingston, Ontario, K7K 3C1

Tel.: (613) 542-2674 / Fax: (613) 542-1379

KIRKLAND LAKE & DISTRICT UNITED WAY

P.O. Box 313, Kirkland Lake, Ontario, P2N 3H7

Tel.: (705) 642-3463

KITCHENER-WATERLOO AND AREA UNITED WAY

Marsland Centre, Suite 1100, 20 Erb Street West, Waterloo, Ontario, N2L 1T2

Tel.: (519) 888-6100 / Fax: (519) 888-7737

LANARK COUNTY UNITED WAY

P.O. Box 269, R.R.1, Pakenham, Ontario, K0A 2X0

Tel.: (613) 624-5658 / Fax: (613) 624-5673 /

LINDSAY /VICTORIA COUNTY UNITED WAY

209 - 189 Kent Street West, Lindsay, Ontario, K9V 5G6

Tel.: (705) 878-5081 / Fax: (705) 878-0475

LONDON & MIDDLESEX UNITED WAY

409 King Street, London, Ontario, N6B 1S5

Tel.: (519) 438-1721 / Fax: (519) 438-9938

MILTON UNITED WAY

44 Main Street, East, P.O. Box 212, Milton, Ontario, L9T 4N9

Tel.: (905) 875-2550 / Fax: (905) 875-2402

NIAGARA FALLS UNITED WAY

5017 Victoria Avenue, Niagara Falls, Ontario, L2E 4C9

Tel.: (905) 354-9342 / Fax: (905) 354-2717

OAKVILLE UNITED WAY

466 Spears Road, Suite 200, Oakville, Ontario, L6H 3W9

Tel.: (905) 845-5571 / Fax: (905) 845-0166

OSHAWA - WHITBY - CLARINGTON UNITED WAY

Oshawa Shopping Centre, 419 King Street West, Suite 135, Oshawa, Ontario, L1J 2K5

Tel.: (905) 436-7377 / Fax: (905) 436-6414

OTTAWA - CARLETON UNITED WAY

106 Colonnade Road, Nepean, Ontario, K2E 7P4

Tel.: (613) 228-6700 / Fax: (613) 228-6730

PEEL REGION UNITED WAY

800 - 151 City Centre Drive, Mississauga, Ontario, L5B 1M7

Tel.: (905) 896-7335 / Fax: (905) 896-7338

PEMBROKE UNITED WAY OF THE UPPER OTTAWA VALLEY

214 Church Street, P.O. Box 727, Pembroke, Ontario, K8A 6X9

Tel.: / Fax: (613) 735-0436

PETERBOROUGH & DISTRICT UNITED WAY

277 Stewart Street, Peterborough, Ontario, K9J 3M8

Tel.: (705) 742-8839 / Fax: (705) 742-9186

SARNIA - LAMBTON UNITED WAY

507 Louisa Street, Point Edward, P.O. Box 548, Sarnia, Ontario, N7T 7J4

Tel.: (519) 336-5452 / Fax., (519) 383-6032

SAULT STE. MARIE UNITED WAY

8 Albert Street East, Sault Ste. Marie, Ontario, P6A 2H6

Tel.: (705) 256-7476 / Fax: (705) 759-5899

SIMCOE UNITED WAY OF HALDIMAND - NORFOLK

39 Kent Street, North, P.O. Box 472, Simcoe, Ontario, N3Y 4L5

Tel (519) 426-5660 / Fax. (519) 426-0017

ST. CATHERINES & DISTRICT UNITED WAY

55 St. Paul Street, P.O. Box 816, St. Catharines, Ontario, L2R 6Y3

Tel.: (905) 688-5050 / Fax. (905) 688-2997

STRATFORD - PERTH UNITED WAY

38 Albert Street, P.O. Box 21 100, Stratford, Ontario, N5A 7V4
Tel.:(519) 271-7730 / Fax: (519) 273-9350

SUDBURY & DISTRICT UNITED WAY

764 Notre Dame Avenue, Sudbury, Ontario, P3A 2T4
Tel.: (705) 560-3330 / Fax: (705) 560-3337

THUNDER SAY UNITED WAY

102 - 130 South, Brodie Street, P.O. Box 876, Thunder Bay, Ontario, P7C 4X7
Tel.: (807) 623-6420 / Fax: (807) 623-6180

TIMMINS PORCUPINE UNITED WAY

98 Pine Street, South, P.O. Box 984, Timmins, Ontario, P4N 7H6
Tel.: (705) 268-9696 / Fax: (705) 268-9700

TORONTO UNITED WAY

26 Wellington Street East, 11th Floor, Toronto, Ontario, M5E 1W9
Tel.: (416) 777-2001 / Fax: (416) 777-0962

WELLAND UNITED WAY OF SOUTH NIAGARA

Seaway Mall, 800 Niagara Street, Welland, Ontario, L3C 5Z4
Tel.: (905) 735-0490 / Fax: (905) 735-5432

WINDSOR - ESSEX COUNTY UNITED WAY

1695 University Avenue West, Unit A, Windsor, Ontario, N9B 1C3
Tel.: (519) 258-3033 / Fax: (519) 258-2346

WOODSTOCK UNITED WAY OF OXFORD COUNTY

943 Dundas Street, P.O. Box 354, Woodstock, Ontario, N4S 7X6
Tel.: (519) 539-3851 / Fax: (519) 539-3209

YORK REGION UNITED WAY

Suite 201, 3950 - 14th Avenue, Markham, Ontario, L3R 0A9
Tel.: (905) 474-9974 / Fax: (905) 474-0051



CHAPTER THREE

VOLUNTEER MANAGEMENT WEB SITES:

Please note: All sites are Canadian, unless otherwise noted.

- ☆ **Advisory Board on the Voluntary Sector**
<http://www.gov.on.ca/MBS/english/press/action.html>
- ☆ **Canadian Centre for Philanthropy**
<http://www.ccp.ca> (*main site*)
<http://www.web.net/imagine> (*Imagine Campaign*)
- ☆ **Canadian Policy Research Network - A Study of the Non-Profit Sector**
<http://www.cprn.com>
- ☆ **Charity Village**
<http://www.charityvillage.com/charityvillage/main.html>
- ☆ **Community Literacy of Ontario**
<http://www.nald.ca/clo.htm>
- ☆ **Foundation Centre** (*American*)
<http://www.fdncenter.org/>

- ☆ **IdeaList** (*American*)
<http://www.idealists.org/>
- ☆ **International Directories and Resources for Nonprofits** (*International*)
<http://www.charityvillage.com/charityvillage/ires.html>
- ☆ **Ontario Association for Volunteer Administration**
<http://www.falls.igs.net/~townhall/oava/>
- ☆ **The Nonprofit FAQ (Frequently Asked Questions)** (*American*)
<http://www.nonprofits.org/>
- ☆ **Philanthropy Journal Online** (*American*)
<http://www.pj.org/>
- ☆ **Points of light Foundation** (*American*)
<http://www.ngws.org/service/groups/polif.htm>
- ☆ **Post Secondary Institutions in Ontario**
<http://www.ouac.on.ca/>

☆ **Social Development Network**

<http://www.web.net/sdn/>

☆ **Trillium Foundation**

<http://www.trilliumfoundation.org>

☆ **United Way Canada**

<http://www.uwc-cc.ca/>

☆ **Volunteer Canada**

<http://www.volunteer.ca/>

☆ **Volunteer Centre of Metro Toronto**

<http://www.volunteertoronto.on.ca/>

☆ **Volunteer Centre of Ottawa-Carleton**

<http://www.ncf.carleton.ca/ip/community.associations/vol-cent/resource>

☆ **Volunteer Ontario**

<http://www.volontario.org/>

☆ **Volunteer Vancouver**

<http://www.volunteervancouver.ca>



CHAPTER FOUR

Recommendations to the Ministry of Education and Training on the Volunteer Management Needs of Literacy Programs

CLO has prepared the following recommendations based on consultations with the Anglophone community-based literacy field. These consultations included:

- *The results of the volunteer management survey of Anglophone community-based literacy programs in September 1996 (75 respondents);*
- *The results of three focus groups held with Anglophone community-based literacy programs in October and November 1996 (40 participants);*
- *The results of the research from key informant interviews with organizations involved in volunteer management nationally and provincially;*
- *Input from an Alphacom conference on volunteerism; and*
- *Input from the project's management team and broadly-based reference group; the Steering Committee of Community Literacy of Ontario; and the Board and staff of Laubach Literacy Ontario.*

Please note:

- Recommendations on the Specialized Quality Standard on ***Program - Volunteer Relations*** can be found in Chapter Six.

A. THE NEED FOR MORE STAFF RESOURCES TO SUPPORT VOLUNTEERS:

A major volunteer management concern of program staff was that increasing administrative requirements from MET (i.e. quality standards, beaming outcomes, assessment, more in-depth tracking under program reform) are taking staff time away from recruiting, screening, training, and managing volunteers. Volunteer management requires high-level skills and a significant time commitment. When program staff members were asked to identify key volunteer management supports needed by their program, the top support need (64% of respondents) was *"more staff resources to manage and train volunteers."* Because of increasing administrative demands and other factors, many program staff members currently have less time to spend managing volunteers. However, volunteers typically need more support now because of new initiatives and requirements (i.e. documentation and assessment of learning outcomes; implementation of the quality standards, increase in tutoring hours, etc.).

CLO was pleased to see that the **Report of the Advisory Board on the Voluntary Sector - Sustaining a Civic Society - Voluntary Action in Ontario** (a report prepared in 1997 for the provincial government) clearly recognized the importance of staff resources to support volunteers. *"Volunteers are not free; in our complex world they need training, support and recognition. The voluntary sector is concerned with the notion that there are no costs involved in volunteering. There are costs and it is essential for the voluntary sector to have appropriate resources to build capacity to serve the community, and to continuously develop leadership and management in voluntary organizations."* (p. iii)

1. Recommendation: That MET increase funding to community-based literacy programs to offset increased administrative requirements and to allow for more staff resources to be devoted to volunteer management.

B. VOLUNTEER MANAGEMENT POLICIES AND PROCEDURES:

A strong need identified by programs was the need for up-to-date, sample, generic volunteer management policies and procedures for literacy programs. As volunteer management becomes increasingly complex and professionalized, and as the volunteer environment rapidly changes, many programs find that they need to develop additional policies or revise existing ones.

Sample policies for volunteer programs do exist both in the literacy field and external to it. However, a strong need exists to compile and update existing information, fill in gaps, and ensure that material is circulated directly to the front line staff who need this material. The time required for many literacy programs to develop and/or revise their policies in isolation would be extensive. Given the huge time pressures currently facing programs, helping them with this key function would be extremely valuable.

This information should be prepared in both print and disk form. These policies should be circulated free-of-charge to every Anglophone community-based program in the province,

2. Recommendation: *That MET and/or NLS approve 1998-1999 special project funds for CLO to compile, update and circulate sample volunteer management policies and procedures that are specific to literacy delivery.*

C. VOLUNTEER MANAGEMENT TRAINING FOR PROGRAM STAFF.

When program staff members were asked in the volunteer management survey whether they had taken any volunteer management training, 64% indicated that they had. However, 65% of those who had already taken training and 70% of those who had not taken any training, still indicated that they needed training in volunteer management.

The top volunteer management training needs of program staff members were: motivating / recognizing volunteers; supervising and training volunteers; managing difficult volunteers; general training on volunteer management; reviewing volunteer performance; recruiting and keeping staff/ board / volunteer relations; volunteers and Ontario Works; screening volunteers; the law and volunteers; developing job descriptions; examining ethical issues.

Program staff indicated that the following methods of delivering volunteer management training would best suit their needs:

- a. Volunteer management training during a literacy network conference or event - 78%*
- b. Having resource material made available - 71%*
- c. Training provided in your community by a local organization - 67%*
- d. Independent learning correspondence - 50%*
- e. Distance education - 50%*
- f. Accredited course from a recognized institution - 48%*

Program staff members most wanted to take volunteer management training by two means:

- i. An initial one or two day workshop, followed by ongoing support*
- ii. Initial training followed by an annual one-day refresher*

3. Recommendation: *That MET commit to addressing the volunteer management training needs of literacy practitioners. The first step towards meeting these needs would be for MET to hold a meeting between CLO, Laubach Literacy Ontario, the Ontario Literacy Coalition and the regional networks to develop a plan to best meet the volunteer management training needs of literacy programs. CLO would play a lead role in addressing these needs, within its resources.*

D. TRAINING AND VOLUNTEERS:

One serious concern of program staff members was about providing sufficient training to volunteers on the many new issues facing them. Learning outcomes, quality standards and program reform (increased tracking and hours of instruction) have all demanded new skills and requirements of tutors and other volunteers. Program staff members also need assistance in determining which of the new tasks facing literacy programs are realistic for volunteers to undertake, and which tasks should be more realistically conducted by paid staff.

Program staff want to provide adequate support, orientation and training to tutors and other volunteers as they learn any appropriate new functions.

4. Recommendation: *That MET address the need for support and ongoing training for volunteers (i.e. in developing learning outcomes, tracking, meeting the core quality standards, etc.) that will help tutors and other volunteers adjust to the new developments in the literacy field.*

E. VOLUNTEER MANAGEMENT SOFTWARE:

Program staff members are typically feeling extreme time constraints as administrative duties and other functions grow. Many program staff members indicated that the development of software to help them with their volunteer management activities would be a very helpful way to reduce administrative time. Examples of this include: software to help with tracking and matching volunteers, and software to help collect administrative data and statistics on volunteers.

MET is currently moving towards having literacy programs access Alphacom via the Internet. It will also be promoting the use of Lotus Notes software for programs to collect and send program data and statistics via the Internet. At this same time, the opportunity exists to develop software to help programs with some of their administrative volunteer management duties. Such software should be compatible with the hardware currently available in literacy programs.

In our research, CLO found that volunteer management software does exist. For example, the Volunteer Centre of Metro Toronto has developed the Volunteer Information Program (VIP) software which tracks and matches volunteers and provides statistical reports. The Advisory Board on the Volunteer Sector also recommended (**recommendation 5-d**) that the provincial government set up a fund that would provide access to various information technologies, including the development of a *"tool kit of information, best practices and software to help voluntary organizations manage."*

5. Recommendation: *That MET fund the development of software for use by literacy programs which would help with volunteer management literacy activities (tracking and matching volunteers, and preparing statistical reports).*

F. VOLUNTEER SCREENING:

Screening proved to be an extremely important and newly emerging issue for programs. Few resources are available on screening at Alpha Ontario or other resource libraries. Given the stories in the news media lately about the abuse of vulnerable people, volunteer programs all over Canada are becoming increasingly concerned about conducting proper screening. Many literacy programs indicated their concern during this project. They also noted that they have few resources and guidance to help them to develop or revise volunteer screening methods. Screening is an issue with potentially severe legal and ethical consequences for volunteer programs.

During the research phase, CLO found that the materials produced by the National Education Campaign on Screening Volunteers were by far the most recent and comprehensive material produced on screening. The National Education Campaign on Screening Volunteers is a joint project of the Canadian Association of Volunteer Bureaus and Centres, Solicitor General Canada, Justice Canada, and Health Canada.

The Advisory Board on the Voluntary Sector noted that it *"also heard repeatedly that to protect clients of volunteers service, especially vulnerable people, and to enhance the credibility voluntary sector, comprehensive and consistent screening procedures must be established and implemented across the province, appropriate to the level of risk to the client, and consistent in terms of cost to volunteers and voluntary organizations. "* (p.26)

The Advisory Board further recommended (**recommendation 7-h**) that the provincial government should: *"Ensure that appropriate and consistent policies and practices are in place to screen volunteer, including strategies to implement appropriate police check, at no cost to volunteers. "*

As well, the provincial government, through the Volunteer Linkages Program of the Ministry of Citizenship, Culture and Recreation, is looking at the feasibility of preparing provincial guidelines for screening volunteers in community programs in Ontario.

6. Recommendation: *That the Education Dossier on Screening Volunteers (part of the National Education Campaign on Screening) be circulated to every Anglophone community-based literacy program in the province. We further recommend that MET provide CLO with \$3,000 in supplementary funding in 1997-1998 to purchase and circulate the dossier to the above delivery agencies.*

7. Recommendation: *That MET commit to addressing the need for training in volunteer screening. The first step towards meeting this need would be for MET to hold a meeting between CLO, Laubach Literacy Ontario, the Ontario Literacy Coalition and the regional networks to negotiate the best way of providing volunteer management screening workshops to literacy practitioners in Ontario. CLO would play a lead role in addressing the need for volunteer screening, within its resources.*

8. Recommendation: *That MET and/or NLS approve 1998-1999 special project funds for CLO to prepare guidelines for policies and procedures to screen volunteers in community-based literacy programs in Ontario.*

G. LEGAL AND INSURANCE ISSUES:

Many program staff members raised concerns about the increasingly complex and expensive legal and insurance issues surrounding the use of volunteers in organizations. Finding and maintaining comprehensive and cost-effective liability insurance for the organization, its Board of Directors and all volunteers, is a key issue for community-based literacy organizations.

As noted in the **Report of the Advisory Board on the Voluntary Sector - Sustaining a Civic Society - Voluntary Action in Ontario**: *"As people are becoming more concerned about personal risk and potential liability, it is becoming increasingly difficult to recruit volunteers, particularly board members. We heard often of the need to clarify and simplify legislation regarding liability insurance for volunteers. It was also suggested that a province-wide liability insurance package be developed for the volunteer system by the insurance industry in cooperation with government - that could be accessed by all voluntary organizations at a reduced cost."* (p. 25)

The Advisory Board recommends (**recommendation 7-d**) that the provincial government should *"Proceed as soon as possible with legislation and regulations that will allow all non-profit organizations to easily and reasonably purchase directors' and officers' liability insurance."*

The Advisory Board also recommends (**recommendation 7-e**) that the provincial government should *"develop legislation that protect, both volunteers' and recipients of volunteer services should damage or injury occur to either party - except where a result of a wilful act or gross negligence."*

Community Literacy of Ontario endorses the above recommendations from the Advisory Board. The implementation of these recommendations would provide great support to community-based literacy programs. We commend the Advisory Board and the government for developing a practical and important solution to a very key need.

9. Recommendation: *That MET advocate to the provincial government to encourage and support the implementation of recommendations 7-d and 7-e of the Advisory Board on the Voluntary Sector on legal and insurance issues.*

H. ONTARIO WORKS AND VOLUNTEERS IN LITERACY PROGRAMS:

In the volunteer management survey, program staff members were asked which supports would help their programs make decisions / policies regarding Ontario Works. The overwhelming response from both the survey and the focus groups was the need for clear information about Ontario Works. In particular, program staff members wanted more written information about "*Community Participation*" and basic education placements via the "*Employment Support*" component of Ontario Works.

In the research phase of this project, extensive information against Ontario Works was readily available in print and on the Internet from many diverse sources. However, recent written information on the actual functioning of Ontario Works from government sources was not.

10. Recommendation: *That MET work in collaboration with the Ministry of Community and Social Services to provide recent written information to literacy programs on Ontario Works in the form of Question and Answer sheets or "Best Practices" information. We further recommend that MET develop a process to help literacy programs share information between themselves on this topic.*

I. VOLUNTEER MANAGEMENT RESOURCES:

Another strong need identified was the need for a literacy resource guide which would contain up-to-date fact sheets on various topics such as: volunteer recognition and support; screening; volunteer rights and responsibilities; sample volunteer / program contracts; legal and ethical issues; job descriptions; involving learners as volunteers; "firing" volunteers; evaluation; the changing volunteer environment; future trends; strategies for volunteer retention; legal and insurance issues: building an effective board; cultural diversity and volunteerism.

Resource material for volunteer programs does exist both in the literacy field and external to it. However, a strong need exists to compile and update existing information, fill in gaps, and ensure that material is circulated directly to the front line staff who need this material.

These volunteer management fact sheets should be designed to be easily photocopied for circulation to volunteers, learners, Boards of Directors, etc. This information should be prepared in both print and disk form. The resource guide should be relevant to the needs of both program staff and volunteers. It should be circulated free-of-charge to every Anglophone community-based program in Ontario.

11. Recommendation: *That MET and/or NLS approve 1998-1999 special project funds for CLO to compile and circulate a resource guide containing key information on the management of volunteers within literacy delivery agencies.*

J. VOLUNTEER RECOGNITION:

Volunteer recognition is an important part of volunteer management in literacy programs. Programs devote time and resources to diverse local volunteer appreciation events in their communities. Many program staff members felt that in addition to local volunteer appreciation activities, having MET create and supply pins, plaques, or certificates which recognize literacy volunteers would mean a great deal to the wonderful volunteers who offer so much to literacy.

12. Recommendation: *That MET develop an appropriate volunteer recognition tool (i.e. pins, plaques, or certificates) which recognizes and honours literacy volunteers in Ontario. These recognition items would be given free-of-charge to literacy programs for circulation to volunteers.*

K. APPROPRIATE STAFF/TUTOR RATIOS:

Many program staff members indicated that less staff time is often available to support the tutor / learner pairs because of the increase in administrative tasks over the past three years. Many program staff members indicated that they would like some guidance from their peers and MET around the appropriate number of tutor / learner pairs that could be realistically supported by staff, while still maintaining a quality program. Given the many changes facing literacy programs, program staff members need advice and input from their peers on appropriate tasks for volunteers to undertake, and tasks which are best conducted by paid staff in the changing environment.

13. Recommendation: *That MET and/or NLS approve 1998-1999 special project funds for LLO or another organization to research the appropriate number of tutor/learner pairs that could be realistically supported by one staff person in a community-based literacy program. This recommendation should be cross-referenced with the recommendations of the Laubach Literacy Ontario Tutor Training Project.*



SUMMARY OF RECOMMENDATIONS FROM THE VOLUNTEER MANAGEMENT PROJECT

- 1. Recommendation:** That MET increase funding to community-based literacy programs to offset increased administrative requirements and to allow for more staff resources to be devoted to volunteer management.
- 2. Recommendation:** That MET and/or NLS approve 1998-1999 special project funds for CLO to compile, update and circulate sample volunteer management policies and procedures that are specific to literacy delivery.
- 3. Recommendation:** That MET commit to addressing the volunteer management training needs of literacy practitioners. The first step towards meeting these needs would be for NET to hold a meeting between CLO, Laubach Literacy Ontario, the Ontario Literacy Coalition and the regional networks to develop a plan to best meet the volunteer management training needs of literacy programs. CLO would play a lead role in addressing these needs, within its resources.
- 4. Recommendation:** That MET address the need for support and ongoing training for volunteers (i.e. in developing learning outcomes, tracking, meeting the core quality standards, etc.) that will help tutors and other volunteers adjust to the new developments in the literacy field.
- 5. Recommendation:** That MET fund the development of software for use by literacy programs which would help with volunteer management literacy activities (tracking and matching volunteers, and preparing statistical reports).
- 6. Recommendation:** That the Education Dossier on Screening Volunteers (part of the National Education Campaign on Screening) be circulated to every Anglophone community-based literacy program in the province. We further recommend that MET provide CLO with \$3,000 in supplementary funding in 1997-1998 to purchase and circulate the dossier to the above delivery agencies.

7. Recommendation: That MET commit to addressing the need for training in volunteer screening. The first step towards meeting this need would be for MET to hold a meeting between CLO, Laubach Literacy Ontario, the Ontario Literacy Coalition and the regional networks to negotiate the best way of providing volunteer management screening workshops to literacy practitioners in Ontario. CLO would play a lead role in addressing the need for volunteer screening, within its resources.

8. Recommendation: That MET and/or NLS approve 1998-1999 special project funds for CLO to prepare guidelines for policies and procedures to screen volunteers in community-based literacy programs in Ontario.

9. Recommendation: That MET advocate to the provincial government to encourage and support the implementation of recommendations 7-d and 7-e of the Advisory Board on the Voluntary Sector on legal and insurance issues.

10. Recommendation: That MET work in collaboration with the Ministry of Community and Social Services to provide recent written information to literacy programs on Ontario Works in the form of Question and Answer sheets or "Best Practices" information. We further recommend that MET develop a process to help literacy programs share information between themselves on this topic.

11. Recommendation: That MET and/or NLS approve 1998-1999 special project funds for CLO to compile and circulate a resource guide containing key information on the management of volunteers within literacy delivery agencies.

12. Recommendation: That MET develop an appropriate volunteer recognition tool (i.e. pins, plaques, or certificates) which recognizes and honours literacy volunteers in Ontario. These recognition items would be given free-of-charge to literacy programs for circulation to volunteers.

13. Recommendation: That MEET and/or NLS approve 1998-1999 special project funds for LLO or another organization to research the appropriate number of tutor / learner pairs that could be realistically supported by one staff person in a community-based literacy program. This recommendation should be cross-referenced with the recommendations of the Laubach Literacy Ontario Tutor Training Project.



CHAPTER FIVE

ONTARIO WORKS ISSUES AND LITERACY VOLUNTEERS

In the volunteer management survey and focus groups, program staff from community-based literacy programs were asked about the key supports which would help their programs to make decisions and/or policies regarding Ontario Works. The need for written information on Ontario Works in general and MET's expectations and requirements of literacy programs in particular were key needs identified in both the survey and the focus groups. Program staff members wanted more detailed and specific information about the "*Community Participation*" component and basic education placements via the "*Employment Support*" component of Ontario Works.

☆ Volunteer Management Survey Results:

The key Ontario Works issues identified by program staff members in the survey were:

- a. More information about Ontario Works generally - 84%
- b. Motivating non-voluntary volunteers - 79%
- c. Clear directions on expected outcomes for placements - 79%
- d. Reporting requirements - 78%
- e. Dealing with non-voluntary clients - 74%
- f. Possible liabilities - 69%
- g. Staff / caseworker relations - 69%
- h. How to develop learning / training plans for participants - 64%
- i. Program-developed standards for Ontario Works - 60%
- j. Staff / participant / volunteer relations - 59%

☆ **Volunteer Management Focus Group Results:**

The highest needs and concerns expressed about Ontario Works in the focus groups were:

- a. Concerns about the role of traditional volunteers being lessened by forced "volunteers" (Community Placement component).
- b. Concerns about the impact of Ontario Works on the traditions of voluntarism and voluntary learning which are the hallmark of community-based literacy programs.
- c. Concerns about the potentially unrealistic financial and staff resources needed to administer Ontario Works and to screen, monitor and train adults referred via the basic education and Community Placements components of Ontario Works.
- d. Need for clear written information from COMSOC about the Ontario Works program.
- e. Need for clear written information from MET about the expectations and requirements facing literacy programs with regards to Ontario Works.
- f. Confusion about who is a volunteer (i.e. are Community Placements volunteers?).
- g. Desire to learn more from the successes and failures of Ontario Works experienced by other literacy programs in the province.

☆ **Maintaining Current Program Standards:**

A clear message emerging from the focus groups was that literacy programs should maintain their current program mission and their current standards on such topics as screening, monitoring, training, and learner commitment. A program's existing mission and standards should guide any decision about accepting or rejecting participants from Ontario Works (either Community Placement or the basic education component) or any other government or community program.

☆ **Clarification of Who is A Volunteer:**

- **"Voluntary Action is willing and non-salaried. Volunteering needs to be clearly distinguished from those actions required as part of government of other programs (i.e. community service orders, workfare)."**

(Source: First Principles of Voluntary Action - from the Report of the Advisory Board on the Voluntary Sector. 1997, pp. 7-8)

- **"Volunteers are unpaid, but not all unpaid workers are volunteers**
- **Voluntary activity is that which is undertaken:**
 - a. by choice*
 - b. in service to individuals informally or through organizations*
 - c. without salary or wage*
- **People required to do unpaid mandatory service placements such as community service orders, co-op placements, workfare assignments, etc. are not volunteers."**

(The above principles were adopted in 1996 by various labour organization, such the Canadian Union of Public Employees, Ontario Federation of Labour, and various organizations representing the volunteer sector such as the Ontario Association for Volunteer Administration and Volunteer Ontario).

★ **Key Issues - Workfare And Voluntarism**

The following information is from a presentation by Suzanne Christie at the June 1997 conference of the Ontario Association for Volunteer Administration. Suzanne Christie is the Executive Director of the volunteer Centre of Peel.

Volunteer-based organizations should consider the following key issues relating to Ontario Works and volunteer programs:

- Has workfare been discussed at the board level?
- Has the organization discussed the differences between workfare participants and volunteers?
- Has the agency discussed issues of legislation and workfare recipients (i.e. clear guidelines regarding the replacement of paid workers by unpaid workers)?
- Has the agency discussed the issue of unpaid workers in general?
- Has the agency researched its liability and insurance issues?
- Has the agency discussed the issue of relationships - existing volunteers, staff, etc.?
- Has the agency discussed the costs of managing workfare placements?
- Has the agency discussed issues of screening; appropriate matches; and meaningful activity?
- If volunteer administrators are to be expected to supervise workfare placements - have these individuals been part of the discussions and decision-making process?



CHAPTER SIX

SPECIALIZED QUALITY STANDARD ON VOLUNTEER MANAGEMENT:

BACKGROUND:

Eighteen quality standards for literacy programs were approved by the Ontario Training and Adjustment Board and continue to be supported by the Literacy and Basic Skills Unit of the Ministry of Education and Training. These standards are common throughout all three literacy delivery streams: community-based, school boards, and colleges.

At the regional meetings hosted by Community Literacy of Ontario and Laubach Literacy Ontario in November 1995, a total of 125 participants discussed whether a specialized standard should be created for Anglophone community-based literacy programs. A broad consensus emerged from the regional meetings for the inclusion of a nineteenth Quality Standard on volunteer management.

In general, participants indicated that volunteer management was a distinct and important feature of community-based literacy programs. Since there were over 10,000 volunteers in Anglophone community-based literacy programs in 1995-1996, it was felt that more intensive recognition and focus on this key component of community-based literacy programs was vital.

In the volunteer management survey conducted by CLO in September 1996, literacy programs were asked to comment on the key elements they felt should be included in the standard on volunteer management. Representatives from seventy-five programs responded to this survey.

Based on the results of the 1996 survey and the regional meetings of 1995, CLO prepared a draft standard on volunteer management. This standard was then reviewed and revised during volunteer management focus groups hosted by CLO and LLO. Forty people attended these focus groups in October and November 1996. A report on the focus groups (including the volunteer management standard) was sent to all Anglophone community-based literacy programs in January 1997.

The following volunteer management standard, features and evidence is based on input from Anglophone community-based literacy programs during all of the above activities.

SPECIALIZED QUALITY STANDARD
PROGRAM - VOLUNTEER RELATIONS

A quality literacy program provides volunteers with the resources to be valuable members of the organization, They are given initial and ongoing training, direction, and supervision. They are given written information about their rights and responsibilities, They are encouraged to contribute, based on their skills, time, interests, and the needs of the program, They are recognized for their work. The literacy program encourages respect for volunteers at all times from students, staff and fellow volunteers.

FEATURE #1

The literacy program has a welcoming, respectful environment for volunteers.

SUGGESTED EVIDENCE TO FEATURE #1

- Volunteers are made to feel that they are an important part of the literacy program.
- Volunteers are given meaningful jobs in the literacy program.
- Volunteers are given tasks with regard to their personal preference and skills.
- Volunteers are invited to all program events and meetings.
- Volunteers receive all information circulated by the program (i.e. newsletters, etc.).
- Volunteers are asked to help develop the goals of the literacy program.

FEATURE #2

The literacy program has developed plans and processes for effectively recruiting and screening volunteers.

SUGGESTED EVIDENCE TO FEATURE #2

- The literacy program has developed a written process for recruiting volunteers.
- The literacy program recruits volunteers with many different backgrounds and skills.
- The literacy program gives volunteers a clear description of the program and the volunteer work available.
- The literacy program appropriately screens each volunteer.
- The literacy program has developed written processes and policies for screening volunteers.
- The literacy program conducts initial and ongoing screening of its volunteers.

FEATURE #3

The literacy program provides orientation and training to the volunteers.

SUGGESTED EVIDENCE TO FEATURE #3

- A volunteer orientation kit is available.
- A volunteer orientation program is in place.
- Volunteers are familiar with the literacy program's goals and mission statement.
- A volunteer training program is in place.
- Volunteers have opportunities for ongoing training.
- Board members receive training in board governance.

FEATURE #4

The literacy program makes the volunteers aware of their rights and responsibilities.

SUGGESTED EVIDENCE TO FEATURE #4

- Each volunteer is given a job description for their position.
- Volunteers are consulted prior to any changes to their Job description.
- The literacy program has developed volunteer management policies and procedures.
- Volunteers receive anti-harassment training.

FEATURE #5

Volunteers receive ongoing supervision and support from the literacy program.

SUGGESTED EVIDENCE TO FEATURE #5

- Volunteers receive ongoing supervision from the literacy program.
- Volunteers are regularly contacted about their support needs.
- Policies are in place for dealing with problems between volunteers, staff, and/or board members.
- Volunteers are informed about changes to the literacy program.
- Volunteers receive an annual performance review.

FEATURE #6

The literacy program actively recognizes and motivates the volunteers.

SUGGESTED EVIDENCE TO FEATURE #6

- Volunteers experience ongoing appreciation for their work.
- The literacy program has a volunteer recognition program.
- Volunteers are recognized for their work in the literacy program and in their community.
- Volunteer recognitions are publicly made known to the community.



CHAPTER SEVEN

RESULTS OF THE VOLUNTEER MANAGEMENT SURVEY

This survey was sent out to Anglophone community-based literacy programs in Ontario in September 1996. Representatives from seventy-five programs responded.

1. Please identify any volunteer management issues for which your program would benefit from some kind of additional support.

- a. Maintaining volunteer commitment - **57%**
- b. Not enough staff resources to train or manage volunteers - **55%**
- c. Recruiting highly skilled or specially skilled volunteers - **55%**
- d. Volunteer recognition and support - **54%**
- e. Recruitment and screening - **45%**
- f. Increased need for volunteers - **43%**
- g. The need for additional training in volunteer management - **42%**
- h. Workfare and volunteers - **35%**
- i. Difficulty in matching the skills of volunteers with program need - **30%**
- j. Coordinating short-term volunteers - **32%**
- k. Staff and volunteers: their roles and responsibilities - **29%**
- l. The need for guiding principles of volunteerism in your program - **29%**

2. What volunteer management supports would your program staff / volunteers need to most effectively manage volunteers?

- a. More staff resources to manage and train volunteers - **64%**
- b. Material on best practices - **61 %**
- c. Sample volunteer management policies and procedures - **60%**
- d. More volunteer management training- **51%**
- e. Volunteer management workshops - **48%**
- f. Material on volunteerism / workfare - **45%**
- g. Material on volunteer ethics - **40%**
- h. More volunteer management resource material - **39%**

3. What volunteer management supports would help your program make decisions / policies regarding Ontario Works?

- a. More information about Ontario Works generally - **84%**
- b. Motivating non-voluntary volunteers -**79%**
- c. Clear directions on expected outcomes for placements - **79%**
- d. Reporting requirements - **78%**
- e. Dealing with non-voluntary clients - **74%**
- f. Possible liabilities - **69%**
- g. Staff/ caseworker relations - **69%**
- h. How to develop learning / training plans for participants - **64%**
- i. Program-developed standards for Ontario Works - **60%**
- j. Staff / participant / volunteer relations - **59%**

4. Has the volunteer environment changed in your program in recent years?

- **Yes: 78% No 22%**

Environmental changes experienced by many community-based literacy programs include:

- Less staff time available to support volunteers.
- More difficulty in attracting volunteers, especially "specially skilled" volunteers (i.e. accountants, fund-raisers, lawyers, etc.).
- Increased need for these "specially skilled" volunteers due to funding cutbacks.
- Different reasons for volunteering than previously (i.e. work experience, skill development, placements for school or program, etc.).
- More personal concerns for volunteers (i.e. increased family pressures, increased employment / income concerns, etc.).
- Less time available for volunteering due to personal concerns.
- More short-term volunteers (i.e. university students during the summer, "snowbirds" during the spring / summer, etc.).
- More volunteers who are only interested in a specific, short-term task in the organization, as opposed to a long-term commitment.
- More administrative demands on volunteers than previously (i.e. the quality standards, outcomes-based learning). This may affect the willingness of volunteers to give of their time.
- The need for more volunteer training than previously due to increasing administrative demands.
- Increased competition for volunteers among various community agencies.

5. Have you taken any training in volunteer management?

a. YES - **64%** NO - **36%**

b. if yes, do you think that you need more training in volunteer management?

YES - **65%** NO - **35%**

c. if no, do you feel that you need training in volunteer management?

YES - **70%** NO - **30%**

6. What type of training would support the volunteer management needs of your program?

a. Motivating / recognizing volunteers - **72%**

b. Supervising and training volunteers - **67%**

c. Managing difficult volunteers - **63%**

d. General training on volunteer management - **60%**

e. Reviewing volunteer performance - **56%**

f. Recruiting and keeping volunteers - **54%**

g. Staff/ board / volunteer relations - **51%**

h. Volunteers and workfare - **51%**

i. Screening volunteers - **49%**

j. The law and volunteers - **47%**

k. Developing job descriptions - **40%**

l. Ethical issues - **37%**

7. Who in your program might need training in volunteer management?

- a. Program Coordinator - **77%**
- b. Other staff- **58%**
- c. Board members or committee chairs - **47%**
- d. Volunteers - **32%**

8. Please prioritize which method of delivering volunteer management training would best suit your needs.

- a. Volunteer management training during a literacy network conference or event - **78%**
- b. Having resource material made available - **71%**
- c. Training provided in your community by a local organization (i.e. United Way) - **67%**
- d. Independent learning / correspondence - **50%**
- e. Distance education - **50%**
- f. Accredited course from a recognized institution (i.e. College, University, etc.) - **48%**

9. If available, when would you prefer to take volunteer management training?

- a. Initial one or two day workshop, followed by ongoing support - **53%**
- b. Initial training followed by annual one-day refresher - **50%**
- c. Fall-Winter only - **40%**
- d. Days - **33%**
- e. Evenings - **29%**
- f. Summer only - **10%**

10. What are the key components that should be included in the specialized standard on volunteer management?

- a. Volunteers are motivated and recognized and highly valued - **94%**
- b. Volunteers receive orientation, training and on-going supervision - **94%**
- c. Volunteers are treated with respect and fairness - **85%**
- d. Volunteers are given meaningful opportunities to contribute to the program - **82%**
- e. Volunteers receive Job descriptions - **80%**
- f. Program has welcoming environment for volunteers - **77%**
- g. Volunteer management policies have been developed - **74%**
- h. There is a process in place for recruiting and screening volunteers - **71%**
- i. Policies and procedures are in place for dealing with potential conflict between volunteers staff/ board members - **70%**
- j. Board members receive training in board governance - **70%**
- k. Volunteers are made aware of ethical standards - **67%**
- l. Volunteers receive a personal performance interview / feedback annually - **55%**
- m. Volunteers receive information on establishing personal boundaries - **45%**
- n. Volunteers receive anti-harassment training - **35%**



CHAPTER EIGHT

VOLUNTEER MANAGEMENT BIBLIOGRAPHY:

CLO has prepared this bibliography to address some of the resource needs identified by community-based literacy programs in the survey and focus group research conducted for this project.

The bibliography has been organized into the following categories:

1. *Planning in Volunteer Programs*
2. *Volunteer Management*
3. *Recruiting and Keeping Volunteers*
4. *Screening Volunteers*
5. *Orientation, Training and Board Development*

Each section of the bibliography has been divided into two parts:

- ☆ *Alpha Ontario sources of information*
- ☆ *Sources of information not currently available at Alpha Ontario*

Research for this bibliography was conducted by searching Alpha Ontario's on-line catalogue and by contacting diverse organizations involved in volunteer management.

☆ **ALPHA ONTARIO RESOURCE INFORMATION:**

Alpha Ontario is the literacy resource centre for literacy programs in Ontario. Among other services, Alpha Ontario responds to information requests from literacy programs and circulates resources to literacy programs. To access any resource material from Alpha Ontario, you can either contact Alpha Ontario directly or you can search their on-line catalogue via dial-in telephone access or the Internet.

Alpha Ontario materials and access to the on-line catalogue are available free-of-charge to literacy programs in Ontario. For more information, please contact:

**Alpha Ontario, 21 Park Road
Toronto, Ontario, M4W 2N1
Telephone: (416) 397-5900 1 1-800-363-0007
TDD: 416-397-5901 1 Fax: (416) 397-591 5**

☆ **OTHER SOURCES OF RESOURCE INFORMATION:**

In order to access the resource information found under the "*other*" category, please contact your local library and / or your local volunteer bureau. If they do not have these resources, they may be able to order them for you on inter-library loan. Also, you may contact some of the organizations listed in Chapter Two. Many of these organizations have resource libraries on volunteer management.



Planning In Volunteer Programs - Alpha Ontario Sources:

Author: Abbey-Livingston, Diane.
Main Title: **Volunteers in Your Organization.**
Publisher: Toronto: Ontario Nfinity of Culture and Recreation.
Call Number: *361.3 7068 A 14*

Author: Adler, Simon.
Main Title: **A Guide to Non-profit Boards and the Law.**
Publisher: Kitchener, Ont.: LAMP Consultants to Non-Profits, 1990.
Call Number: *346.71306 A 22*

Author: Blanchard, Ken.
Main Title: **The Name of the Game is Change.**
This is a: File item
Call Number: *SF M40 no. 6*

Main Title: **Board Member's Liability.**
This is a: File item.
Call Number: *SF B300 no. 2*

Author: Borden, Jill.
Main Title: **Volunteerism in Adult Education: A Guidebook for Increasing the Scope and Quality of Volunteer Programs in Adult Education.**
Publisher: Phoenix, Arizona: Phoenix Union High School District #210.
Call Number: *374.01206 B59*

Author: Bryson, John M.
Main Title: **Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement.**

Publisher: San Francisco: Jossey-Bass, 1988.

Call Number: 58.4012 B698

Author: Browne, Jeanette.
Main Title: **Preparing for Change: A Group Work Manual.**

Publisher: Toronto: Opportunity for Advancement, 1989

Call Number: 362.839 B68

Author: Bull, Arthur.
Main Title: **Starting a Community Based Literacy Programme: A Handout.** Prepared by Arthur Bull and Tracy Westell for the Second Annual Conference on Adult Basic Education, Hamilton, Oct. 4, 1986.

Publisher: Ontario?:s.n., 1986.

Call Number: 374.01206 B78

Author: Burns, Jan.
Main Title: **Setting Up a Volunteer Program.**

Publisher: Melbourne: CAE, 1989.

Call Number: 361.3706 B79

Author: Clark, Maureen.
Main Title: **Volunteers and the Law.**

Publisher: Vancouver, B.C.: People's Law School, 1992.

Call Number: 346.02 C47 1992

Author: Dale, Duane.
Main Title: **Planning, for a Change: A Citizen's Guide to Creative Planning and Program Development.**
Publisher: Amherst: University of Massachusetts
Call Number: *361.25 D12*

Author: Duchesne, Doreen.
Main Title: **Giving Freely: Volunteers in Canada.**
Publisher: Ottawa. Statistics Canada, 1989.
Call Number: *331.50971 D77*

Author: Duprey, Anne.
Main Title: **Maintaining the Balance: A Guide to 50/50 Management.**
Publisher: Edmonton, Alta.: Prospects Literacy Association, 1996.
Call Number: *374.01206 D78*

Author: Einarson, Nan and Karen Burwell.
Main Title: **Resource Package for Community Literacy Groups.**
Publisher: Oshawa, Ont.: Literacy Council of Durham Region, 1993.
Call Number: *374.01206 E38*

Author: Fels, Lynn.
Main Title: **Getting Started: Establishing A Volunteer Program.**
Publisher: Toronto: Volunteer Centre of Metropolitan Toronto, 1988.
Call Number: *361.37 F25*

Author: Feuerstein, Marie-Thérèse.
Main Title: **Partners in Evaluation : Evaluating Development and Community Programmes with Participants.**
Publisher: London: Macmillan, 1986.
Call Number: *361.8068 F264*

Author: Fisher, John.
Main Title: **Planning.**
Publisher: Ottawa: Multiculturalism and Citizenship Canada.
Call Number: *361.3 7068 F39.2*

Author: Ginsler, Ernie.
Main Title: **A Guide to Merging Non-Profit Services and Organizations.**
Publisher: Kitchener, Ont.: Lamp Consultants to Non-Profits, 1996.
Call Number: *658.048 G38.2*

Author: Kappel, Bruce E.
Main Title: **Planning for Change.**
Publisher: Downsview, Ont.: National Institute on Mental Retardation, 1986.
Call Number: *r/ LRC 365*

Author: Kelleher, David.
Main Title: **Making a Difference: A Manager's Guide to Organizational Change.**
Toronto: Ontario Ministry of Tourism and Recreation, 1986.
Publisher: *658.406 K25*
Call Number:

Author: Kent, Judy.
Main Title: **Effective Organizations: A Consultant's Resource.**
Publisher: S.1.: Skills Program for Management Volunteers, 1992.
Call Number: *658.048 K25*

Author: Koehler, C. Russell.
Main Title: **Handbook for Volunteers: Adult Education Programs.**
Publisher: Bremerton, Wash.: Olympic College, 1984.
Call Number: *374.01207 K57*

Author: Laubach Literacy of Canada / Ontario.
Main Title: **Laubach Literacy of Canada / Ontario Organization Handbook: How to organize and Sustain A Volunteer Literacy Program.**
Publisher: Ontario: Laubach Literacy of Canada / Ontario, 198-?
Call Number: *374.01206 L134*

Author: Lee, Chris.
Main Title: **After the Cuts.**
This is a: File item.
Call Number: *SF O230 no. 11*

Author: McCurley, Stephen.
Main Title: **101 Ideas for Volunteer Programs.**
Publisher: Downers Grove, Ill.: Heritage Arts Pub., 1986.
Call Number: *61.37068 M17*

Author: McKenzle, Marcie.
Main Title: **Handbook for Coordinators of Volunteer Literacy Programs.**
Publisher: Springfield, Virginia.. Eric Document Reproduction Service
Call Number: *374.1394 M19*

Author: Ministry of Agriculture and Food.
Main Title: **Strategic Planning... is it for You.** Selected fact sheets.
Publisher: Toronto: Ministry of Agriculture and Food, 1987-1989.
Call Number: *658.048 F11*

Author: Mitiguy, Nancy,
Main Title: **The Rich Get Richer and the Poor Write Proposals.**
Publisher: Amherst: University of Massachusetts, Citizen
Call Number: *361.70681 M391*

Author: Nell Warren Associates Inc.
Main Title: **The Volunteers Manual: Planning, Training, Administration.**
Publisher: Toronto: Nell Warren Associates, 1990.
Call Number: *361.37068 V58*

Author: Ontario Association of Volunteer Bureaux.
Main Title: **Standards and Criteria for Excellence for the Volunteer Sector for the Province of Ontario.**
Publisher: Toronto?. The Association, 1988.
Call Number: *361.80218 S74*

Author: Satterfield, Mary.
Main Title: **Law and Volunteer Board Members**
Publisher: Johnstone Training & Consultation
Call Number: *ON ORDER*

Author: Saskatchewan Committee on Rural Area Development.
Main Title: **Planning Community Programs.**
Publisher: Saskatoon?: University of Saskatchewan, 1990.
This is a: Video recording.
Call Number: *658.4012 P47*

Author: Saskatchewan Committee on Rural Area Development.
Main Title: **Facilitating Change**
Publisher: Saskatoon?: University of Saskatchewan, 1990.
This is a: Video recording.
Call Number: *361.8068 F11*

Author: Scheler, Ivan H.
Main Title: **When Everyone's A Volunteer: Effective Functioning of All-volunteer Groups.**
Publisher: Philadelphia : Energize, 1992.
Call Number: *658.048 S165*

Author: Schindler-Rainman, Eva.
Main Title: **Transitioning: Strategies for the Volunteer World.**
Publisher: Vancouver: Voluntary Action Resource Centre, 1981.
Call Number: *361.3 7 S17.2*

Author: Silver, Nora.
Main Title: **At the Heart: The New Volunteer Challenge to Community Agencies.**
San Francisco: The San Francisco Foundation, 1988.
Publisher: *658.048 S38*
Call Number:

Author: Skills Program, Fitness and Amateur Sport.
Main Title: **Time Management: A Participant Workbook Developed by Skills Program for Policy Volunteers in Recreation, Fitness and Sport.**
Publisher: Ottawa. Skills Program, Fitness and Amateur Sport, 1984.
Call Number: *361.37068 T38*

Editor: Sork, Thomas J., ed.
Main Title: **Mistakes Made and Lessons Learned: Overcoming Obstacles to Successful Program Planning.**
Publisher: San Francisco. Jossey-Bass, 1991.
Call Number: *374.006 M39*

Author: Taylor Wilson, Amy.
Main Title: **Resolving Conflict.**
Publisher: University Park, PA: Institute for the Study of Adult Literacy,
This is a: Kit: a self-guided workshop.
Call Number: *303.69 7138*

Author: Thompson, Linda W.
Main Title: **Even Start: Factors to Consider in Planning an Intergenerational Literacy Program.**
Publisher: S.1.: s.n., 1988.
Call Number: *374.01209 T355*

Author: United Way of Peterborough & District.
Main Title: **Conflict of Interest and Confidentiality: Ethical Responsibilities of Boards of Directors: A Guide to Development of Policies and Procedures.**
Publisher: Peterborough, Ont.: United Way of Peterborough & District, 1992.
Call Number: *658.422 C58*

Author: Vineyard, Sue.
Main Title: **Marketing Magic for Volunteer Programs.**
Publisher: Downers Grove, Ill.: Heritage Arts Publishing, 1984.
Call Number: *361.37068 V38*

Author: Volunteer Centre of Metropolitan Toronto.
Main Title: **Volunteers From the Multicultural Community: Programs That Work.**
Toronto: Volunteer Centre of Metropolitan Toronto, 1992.
Publisher: *361.37068 V579*
Call Number:



Planning In Volunteer Programs - Other Sources:

- **Currently not available at Alpha Ontario**

Author: Bottorf, Jim.

Main Title: **Volunteer Management Made Easy Series.**

Copyright: *1994.*

Author: Coalition of National Voluntary Organizations.

Main Title: **Challenge 2000: Taking Voluntarism to The Year 2015.**

Copyright: *1994.*

Author: Environment Canada, Parks.

Main Title: **Handbook for Cooperating Associations and Voluntary Organizations.
No. 5. Volunteer Management.**

Publisher: Environment Canada, Parks, 1986.

Author: Fisher, John.

Main Title: **Planning: Handbooks for Voluntary Organizations.**

Copyright: *1986.*

Author: Jacobson, Ann.

Main Title: **Volunteer Management Handbook for Effective Development of
Volunteer Programs.**

Copyright: *1990.*

Author: Jacobson, Ann.

Main Title: **Self-Study Guide for Volunteer Programs.**

Copyright: *1990.*

Author: Lai, Mary L.
Main Title: **Am I Covered for...? A Comprehensive Guide to Insuring Your Non-Profit Organization.**
Copyright: 1992.

Author: Macduff, Nancy.
Main Title: **Designing Programs for the Volunteer Sector.**
Copyright: 1989.

Author: Noyes Campbell, Katherine and Susan J. Ellis.
Main Title: **The (Help!) I-don't-have-enough-time Guide to Volunteer Management.**
Copyright: 1995.

Author: Office for Senior Issues.
Main Title: **The Fundamentals of Volunteer Management.**
Copyright: 1991.

Author: Olson, Heather.
Main Title: **Volunteers and the Law.**
Copyright: 1991.

Author: Satterfield, Mary.
Main Title: **The Law and Volunteers: A Guide.**
Copyright: 1993.

Author: Skinner, Lillias, and Fisher, Diane.
Main Title: **The Changing World of Volunteer Management: A Practical Guide to Cultural Diversity in Volunteer Programs.**
Copyright: 1995.

Author: Vineyard, Sue.

Main Title: **Megatrends and Voluntarism: Mapping the Future of Volunteer Programs.**

Copyright: *1993.*



Volunteer Management - Alpha Ontario Sources:

Author: Alemu, Michael.
Main Title: **A Guide for Developing Policies and Procedures for Community-based Residential Programs.**
Publisher: Kitchener, Ont.: Distributed by LANP Consultants to Non-Profits,
Call Number: *361.8068 A47*

Author: Bentson, Marilyn.
Main Title: **Volunteer Coordinator Handbook: for Volunteer Programs Teaching ESL to Refugee Students.**
Publisher: Tacoma: Volunteer Training Project, Tacoma Community House.
Call Number: *428.006 B25*

Author: Brimson, James A.
Main Title: **Activity-based Management: for Service Industries, Government Entities and Nonprofit Organizations.**
Publisher: New York. Toronto: John Wiley & Sons, 1994.
Call Number: *658 B67*

Editor: Connors, Tracy Daniel, ed.
Main Title: **The Volunteer Management Handbook.**
Publisher: New York. Toronto: John Wiley & Sons, 1995.
Call Number: *361.37068 V577*

Author: Ellis, Susan J.
Main Title: **From the Top Down: The Executive Role in Volunteer Program Success.**
Philadelphia, Pa.: Energize Associates, 1986.
Publisher: *361.37068 E48*
Call Number:

Author: Ellis, Susan J.
Main Title: **No Excuses: The Team Approach to Volunteer Management.**
Publisher: Philadelphia, PA: Energize, 1981.
Call Number: *361.37068 E48.2*

Author: Ellis, Susan J.
Main Title: **Proof Positive: Developing Significant Volunteer Record-keeping Systems.**
Publisher: Philadelphia, PA: Energize, 1990.
Call Number: *361.37068 E48.3*

Author: Fingeret, Hanna Arlene.
Main Title: **Adult Literacy: Politics, Policy, and Practice: A Background Paper Prepared for the Pew Charitable Trusts.**
Publisher: Durham, NC: Literacy South, 1992.
Call Number: *374.01209 F38*

Author: Fisher, James C.
Main Title: **Leadership and Management of Volunteer Programs: A Guide For Volunteer Administrators.**
Publisher: San Francisco: Jossey-Bass, 1993.
Call Number: *361.37068 F389*

Author: Fisher, John.
Main Title: **Volunteer Management.**
Publisher: Ottawa: Voluntary Action Directorate, Multiculturalism and Tourism.
Call Number: *361.37068 F39.4*

Author: Gelatt, James P.
Main Title: **Managing Nonprofit Organizations in the 21st Century.**
Publisher: Phoenix, AZ: Oryx Press, 1992.
Call Number: *658.048 G25*

Author: Graff, Linda L.
Main Title: **By Definition: Policies for Volunteer Programs: A Manual for Executive Directors, Boards, and Managers of Volunteers.**
Publisher: Etobicoke, Ont.: Volunteer Ontario, 1993.
Call Number: *361.37068 G67*

Author: Johnson, Marni.
Main Title: **Understanding and Managing Diversity.**
Publisher: Etobicoke, Ont.: The Multicultural Workplace Program.
Call Number: *658.304 J57*

Author: Kindler, Herbert S.
Main Title: **Managing Disagreement Constructively: Conflict Management in Organizations.**
Publisher: Los Altos, Calif.: Crisp Publications, 1988-1991.
This is a: Kit.
Call Number: *658.3145 K38*

Author: Koehler, C, Russell.
Main Title: **Classroom Supervision of Volunteers: Handbook for Instructors.**
Publisher: Bremerton, Wash.: Olympic College, 1984.
Call Number: *374.01206 K57*

Editor: Lawson, Virginia K., ed.
Main Title: **Management Handbook for Volunteer Programs.**
Publisher: Syracuse, N. Y.: Literacy Volunteers of America, 1988.
Call Number: *374.01206 M12*

Editor: Lawson, Virginia, K., ed.
Main Title: **Management Handbook for Volunteer Programs.**
Publisher: Syracuse, N.Y.: Literacy Volunteers of America, 1988.
Call Number: *374.01206 M12*

Author: McKenzie, Marilyn.
Main Title: **Dealing with Difficult Volunteers.**
Publisher: Downers Grove, Ill.: VMSystems-Heritage, 1988.
Call Number: *658.3045 M11*

Author: MacLeod, Flora.
Main Title: **Forming and Managing A Non-profit Organization in Canada.**
Publisher: North Vancouver, B.C.: Self-Counsel Press, 1995.
Call Number: *346.71064 M11*

Author: McCurley, Stephen.
Main Title: **Essential Volunteer Management.**
Publisher: Downers Grove, Ill.: VM Systems-Heritage Arts, 1989.
Call Number: *658.304 M17*

Author: McCurley, Stephen.
Main Title: **Volunteer Management Forms.**
Publisher: Downers Grove, Ill.: VM Systems - Heritage Arts, 1988.
Call Number: *658.31 M17*

Author: McCurley, Stephen.
Main Title: **Volunteer Management Policies.**
Publisher: Downers Grove, Ill.: VM Systems-Heritage Arts, 1990.
Call Number: *58.304 M17.2*

Author: Miller, Janet M.
Main Title: **ABE/ESL Volunteer Program Organizational Handbook.**
Publisher: Olympia, Wash.: Office of the Superintendent of Public
Call Number: *374.01206 M38*

Author: Ministry of Agriculture and Food.
Main Title: **Working with Volunteers.** Selected Factsheets.
Publisher: Toronto: Ministry of Agriculture and Food, 1987-1989.
Call Number: *658.048 F11*

Author: Morrison, Ann M.
Main Title: **Developing Diversity in Organizations.**
Call Number: *SF E570 no. 7*

Author: Pirie, A. J.
Main Title: **Dispute Resolution and You: What You Need to Know!**
Publisher: Victoria, B.C.: UVic Institute for Dispute Resolution, 1992.
Call Number: *347.71109 P39*

Author: Reid, Julie.
Main Title: **Getting Started: A Handbook for Volunteer ESL Instructors And Their Supervisors.**
Publisher: Toronto.: Toronto Board of Education, 198?.
Call Number: *428.2407 R245*

Author: Smith-Danyliw, Vicki.
Main Title: **Community Literacy Administrator's Survival Kit.**
Publisher: Ontario: s.n, 1989.
Call Number: *374.01206 S51*

Author: Vineyard, Sue.
Main Title: **Evaluating Volunteers, Programs and Events.**
Publisher: Downers Grove, Ill.: VM System-Heritage Arts Publishing, 1988.
Call Number: *361.37068 V38.2*

Author: Volunteer Ontario.
Main Title: **Volunteer Ontario: [Information File].**
Publisher: Etobicoke, Ont.: Volunteer Ontario.
Call Number: *ORG V5800 no. 1*

Author: Warren, Nancy.
Main Title: **Bibliography on Voluntarism: Publications Relevant to Voluntarism and to the Management of Voluntary Organizations.**
Publisher: Toronto: Ontario Ministry of Citizenship and Culture, 1986.
Call Number: *016.36137 W13*

Author: Wilson, Monty.
Main Title: **Conflict Resolution Skills: Learners' Handbook.**
Publisher: Philadelphia, PA: Centre for Literacy, 1993.
Call Number: *303.69 W38 Suppl.*

Author: Wilson, Marlene.
Main Title: **How to Delegate to Today's Volunteers.**
Publisher: Boulder, Colo.: Volunteer Management Associates, 1991
This is a: Sound recording.
Call Number: *361.37068 W38.2*

Author: Wilson, Marlene.
Main Title: **Survival Skills for Managers.**
Publisher: Boulder, Colo.: Volunteer Management Associates, 1981.
Call Number: *658 W38*

Author: Wilson, Marlene.
Main Title: **The Effective Management of Volunteer Programs.**
Publisher: Boulder, Colo.: Volunteer Management Associates, 1976.
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Author: Abdennur, Alexander.
Main Title: **The Conflict Resolution Syndrome: Voluntarism, Violence, and Beyond**
Ottawa, Ontario: University of Ottawa Press.
Publisher: 1987.
Copyright:

Author: Jacobson, Ann.
Main Title: **Principles of Good Practice for the Field of Voluntarism.**
Copyright: 1993.

Author: Robichaud, Jean-Bernard.
Main Title: **Voluntary Action: Provincial Policies and Practices.**
Copyright: 1985.

Author: Simkin, Rebecca,
Main Title: **Volunteers and You: A Staff Guide to Working with Volunteers.**
Publisher: Carp, Ontario.. Johnstone Training and Consultation.
Copyright: 1991.

Author: Stallings, Betty.
Main Title: **Resource Kit for Managers of Volunteers.**
Copyright: 1992.

Author: Tremper, Charles.
Main Title: **No Surprises: Controlling Risks in Volunteer Programs.**
Copyright: *1993.*

Author: Vineyard, Sue.
Main Title: **Finding Your Way Through the Maze of Volunteer Management.**
Copyright: *1981.*

Author: Vineyard, Sue.
Main Title: **Managing Volunteer Diversity: A Rainbow of Opportunities.**
Copyright: *1992.*

Author: Volunteer Ontario.
Main Title: **"Who Does What - and Why?" (Discussion paper on the role of volunteers.)**
Copyright: *1995.*

Author: Walker, Christopher R.
Main Title: **The Role of Citizen Volunteers.**
Publisher: Toronto, Ontario: Ministry of the Solicitor General and Correctional Services.
Copyright: *1994, 1993.*



Recruiting / Keeping Volunteers - Alpha Ontario Sources:

Author: Armour, Monica.
Main Title: **Volunteers: How to Find, Select and Train.**
Publisher: Toronto. Ministry of Culture and Recreation.
Call Number: *361.37 A68*

Author: Burke, Mary Ann.
Main Title: **Recruiting Volunteers A Guide for Non-profits.**
Publisher: Los Altos, Calif: Crisp Publications, 1992.
Call Number: *658.3111 B79*

Author: Graff, Linda L.
Main Title: **Special Needs Volunteering: A Directory of Programs in Canada.**
Publisher: Etobicoke: Volunteer Ontario - The Centre for Volunteerism, 1992.
Call Number: *361.37025 G67*

Author: Ilsley, Paul J.
Main Title: **Enhancing the Volunteer Experience: New Insights on Strengthening Volunteer Participation, Learning, and Commitment.**
Publisher: San Francisco: Jossey-Bass, 1990.
Call Number: *361.37068 I49*

Author: Lautenschlager, Janet.
Main Title: **Promoting Volunteerism.**
Publisher: Ottawa: Voluntary Action Directorate, Multiculturalism and Tourism.
Call Number: *659.288 L134*

Author: Mason, Robb.
Main Title: **Recruiting Tutors.**
Publisher: Melbourne, Vic.: Council of Adult Education, 1989.
This is a: File item.
Call Number: *SF R420 no. 2*

Author: MacKenzie, Marilyn.
Main Title: **Curing Terminal Niceness: Building Healthy Volunteer-Staff Relationships.**
Publisher: Downers Grove, Ill.: Published through VM Systems, Heritage Arts
Call Number: *58.3044 M11*

Author: McCurley, Stephen.
Main Title: **101 Tips for Volunteer Recruitment.**
Publisher: Downers Grove, Ill.: Heritage Arts Publishing, 1988.
Call Number: *658.311 M17*

Author: McCurley, Stephen.
Main Title: **Recruiting Volunteers for Difficult or Long-term Assignments.**
Publisher: Downers Grove, Ill.: VM Systems, Heritage Arts Publishing, 199 1.
Call Number: *7068 M17.2*

Author: Ministry of Agriculture and Food.
Main Title: **Recruiting Volunteers.** Selected Factsheets.
Publisher: Toronto: Ministry of Agriculture and Food, 1987-1989.
Call Number: *658.048 F11*

Editor: Moore, Larry F., ed.
Main Title: **Motivating Volunteers: How the Rewards of Unpaid Work Can Meet People's Needs.**
Publisher: Vancouver, B.C.: Vancouver Volunteer Centre, 1985.
Call Number: *658.314 M59*

Author: Pell, Arthur R.
Main Title: **Recruiting,, Training, and Motivating Volunteers.**
Publisher: Babylon, NY: Pilot Books, 1989.
Call Number: *658.31 P25*

Author: Pike, Sue.
Main Title: **Stronger Together: Recruiting and Working with Ethnocultural Volunteers.**
Publisher: Ottawa: Central Volunteer Bureau of Ottawa-Carleton.
Call Number: *61.70683 P38*

Author: Reyes, Reva Crawford.
Main Title: **Community Organizing: Strategies for Recruitment and Retention.**
Publisher: Springfield, Va.: ERIC Document Reproduction Service, 199?.
Call Number: *370.19409 R268*

Author: Seita, Trudy R.
Main Title: **Leadership Skills for the New Age for Nonprofits: Keeping Volunteers Happy in A Changing World.**
Publisher: Downers Grove, Ill... VM Systems-Heritage Arts, 1990.
Call Number: *658.304 S24*

Author: Vineyard, Sue.
Main Title: **Beyond Banquets, Plaques and Pins: Creative Ways to Recognize Volunteers.**
Publisher: Downers Grove, Ill.: VM Systems-Heritage Arts, 1989.
Call Number: *658.3142 V38*

Author: Vancouver Volunteer Centre.
Main Title: **Volunteers: How to Find Them, How to Keep Them.**
Publisher: Vancouver, B.C.: The Centre, 1990.
Call Number: *658.3111 V58*

Author: Volunteer Centre of Metropolitan Toronto.
Main Title: **Volunteers From the Multicultural Community: Programs That Work.**
Toronto: Volunteer Centre of Metropolitan Toronto, 1992.
Publisher: *361.37068 V579*
Call Number:

Author: Weideman, Juel, A.
Main Title: **A Guide to Selecting and Supporting Volunteers in Your Literacy Council.**
Publisher: St. John, N.B.: Laubach Literacy of Canada, 1989.
Call Number: *658.31 W24*



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- **Currently not available at Alpha Ontario**

Author: Bauschke, Ray.
Main Title: **Energize Your Volunteers: for Both Volunteers and Leaders of Volunteers.**
Copyright: 1982.

Author: Davies, Mary.
Main Title: **Report on Resources Required for the Recruitment of Senior Volunteers in A Multicultural/mainstream.**
Copyright: 1993.

Author: Dodson, Dorian.
Main Title: **How to Recruit Great Board Members.**
Copyright: 1993.

Author: Ellis, Susan.
Main Title: **The Volunteer Recruitment Book.**
Copyright: 1994.

Author: Grummon Nelson, Judith.
Main Title: **Six Keys to Recruiting, Orientating,, and Involving Nonprofit Board Members.**
Copyright: 1991.

Author: Kittle Morrison, Emily.
Main Title: **Leadership Skills: Developing Volunteers for Organizational Success.**
Copyright: 1994.

Author: MacLeod, Flora.
Main Title: **Motivating and Managing Today's Volunteers.**
Copyright: 1993.

Author: MacKenzie, Marilyn.
Main Title: **The Volunteer Development Toolbox: Tools and Techniques to Enhance Volunteer and Staff Effectiveness.**
Copyright: 1993.

Author: Murray, Milton.
Main Title: **Accent on Recognition: Saying Thank you to Donors and Volunteers.**
Copyright: 1992.

Author: Ontario Ministry of Culture, Tourism and Recreation.
Main Title: **How to Host A Successful Skills Workshop: a leadership development program for the volunteers and staff members involved with nonprofit organizations across Ontario.**
Copyright: 1992.

Author: Ontario Association of Volunteer Bureau/Centres.
Main Title: **Volunteer Recognition Kit.**
Copyright: 1985.

Author: Vineyard, Sue,
Main Title: **Secrets of Motivation: How to Get and Keep Volunteers and Paid Staff.**
Copyright: 1991.

Author: Volunteer Centre of Winnipeg.

Main Title: **Tools for Recruitment.**

Copyright: *1980.*



Screening Volunteers - Alpha Ontario Sources:

Author: U.S.: Modern Education Services Inc., 198-?
Main Title: **Interviewing Successfully.**
This is a: Video recording
Call Number: *650.14 I56*



Screening Volunteers - Other Sources:

- **Currently not available at Alpha Ontario**

Author: Canadian Association of Volunteer Bureaux and Centres.
Main Title: **Duty of Care. (Screening) Video, 15 min.**
Copyright: *1996.*

Author: Canadian Association of Volunteer Bureaux and Centres.
Main Title: **Education Dossier: The National Education Campaign on Screening Volunteers and Employees in Positions of Trust with Children and Other Vulnerable People.**
Copyright: *1996.*

Author: Canadian Association of Volunteer Bureaux and Centres.
Main Title: **Screening Handbook: Protecting Clients, Staff, and the Community.**
Copyright: *1996.*

Author: Department of the Solicitor General. Canada.
Main Title: **Screening Volunteers and Employees to Prevent Child Sexual Abuse: How the Canadian Police Information Centre Can Help (CPIC).**
Ottawa, Ontario: Solicitor General Canada.
Publisher: *1994.*
Copyright:

Author: Office for Senior issues.
Main Title: **Interviewing, Screening and Placement**
Copyright: *1991.*

Author: Patterson, John.
Main Title: **Staff Screening Toot Kit: Keeping Bad Apples Out of Your Organization.**
1994.
Copyright:

Author: Volunteer Ontario.
Main Title: **Screening Volunteers and Employees: Providing Direct Service to Vulnerable Individuals Through Police Records Checks.**
Copyright: *1995.*



Orientation, Training And Board Development - Alpha Ontario:

Author: Abbey-Livingston, Diane.
Main Title: **Working with Volunteer Boards: A Facilitators's Handbook.**
Publisher: Toronto: Ministry of Citizenship and Culture, 1983.
Call Number: *361.76306 A14*

Author: Bernstein, Judith.
Main Title: **People, Words and Change: Literacy Volunteer Handbook.**
Publisher: Ottawa: Algonquin College, Continuing Education, 1980,
Call Number: *374.012 B26*

Author: Crowe, Roy.
Main Title: **Board Resource Kit.**
Publisher: Vancouver, B.C.: Vancouver Volunteer Centre Society.
Call Number: *658.422 C68*

Author: Fisher, John.
Main Title: **Getting Started and the Board of Directors.**
Publisher: Ottawa, Ont.: Voluntary Action Directorate, Multiculturalism and
Citizenship.
Call Number: *658.422 F39*

Author: Ginsler, Ernie.
Main Title: **Non-profit Board Orientation Manual.**
Publisher: Kitchener: LAW Consultants to Non-Profits, 1993.
Call Number: *658.422 G38*

Author: Guarantee Company of North America.
Main Title: **Do You Know Your Personal Risk As A Director Or Office?**
Publisher: Toronto: Guarantee Company of North America, 1992.
This is a: File item.
Call Number: *SF B300 no. 3*

Author: Harvey, Patricia.
Main Title: **A Book of Case Studies for Training Volunteers.**
Publisher: Carp, Ont.: Johnstone Training and Consultation, 1992.
Call Number: *361.37 H13*

Author: Ingram, Richard T.
Main Title: **Ten Basic Responsibilities of Nonprofit Boards.**
Publisher: Washington, D.C.: National Centre for Nonprofit Boards, 1988.
Call Number: *658.422 I54*

Author: Kuefler, Mathew S.
Main Title: **Get on Board!: A Working Guide to Better Board Development.**
Publisher: Edmonton. Edmonton Social Planning Council, 1992.
Call Number: *658.422 K77*

Author: Marlin, Dale.
Main Title: **Orientation for Literacy Volunteers in Corrections.**
Publisher: Syracuse, NY: Literacy Volunteers of America, 1991.
Call Number: *3 74.012 08 M13*

Author: McLean, Selwyn.
Main Title: **Board Development, Program Planning, Voluntarism, and Fundraising Manuals for Volunteer Community Organizations.**
Publisher: Toronto: The Ministry of Citizenship and Culture, 1987.
Call Number: *658.048 M18*

Author: Nell Warren Associates Inc.
Main Title: **The Volunteers Manual: Planning, Training, Administration.**
Publisher: Toronto: Nell Warren Associates, 1990.
Call Number: *361.37068 V58*

Author: O'Connell, Brian.
Main Title: **The Board Member's Book: Making A Difference in Voluntary Organizations.**
Publisher: New York, N.Y.: Foundation Centre, 1985.
Call Number: *658.422 O18*

Author: Ontario Ministry of Citizenship and Culture.
Main Title: **Working with Volunteer Boards: How to Improve Their Effectiveness.**
Toronto: Ontario Ministry of Citizenship and Culture, 1984.
Publisher: *361.76306 W59*
Call Number:

Author: Pelavin Associates, Inc.; with San Francisco State University and Adult Learning Resource Centre.
Main Title: **Study of ABE/ESL Instructor Training Approaches: Key Elements of Adult Education Teacher and Volunteer Training Programs.**
Publisher: Springfield, Va.: ERIC Document Reproduction Service, 199?.
Call Number: *374.1122 P67*

Author: Perry, Herb.
Main Title: **The Board: A Winning Team: An Orientation Book for Every Director on the Board of a Non-Profit Organization.**
Publisher: Owen Sound, Ont.. Big Bay Publishing Inc., 1990.
Call Number: *658.422 P26*

Author: Vineyard, Sue.
Main Title: **The Great Trainer's Guide: How to Train (Almost) Anyone to Do (Almost) Anything!**
Publisher: Downers Grove, Ill.: Heritage Arts, 1990.
Call Number: *658.3124 V38*

Author: Weller, J. Consulting for Literacy Link Eastern Ontario.
Main Title: **Board Development Handbook, Eastern Ontario Region Literacy Programs**
Publisher: S.1.: s.n., n.d.
Call Number: *658.422 B57*



Orientation, Training And Board Development - Other Sources:

- **Currently not Available at Alpha Ontario**

Author: Conrad, William R.
Main Title: **The Effective Voluntary Board of Directors: What it is and How it Works.**
1986.
Copyright:

Author: Dorsey, Eugene C.
Main Title: **The Role of the Board Chairperson.**
Copyright: *1992.*

Author: Kembar, Norah.
Main Title: **Setting Up A Board Or Steering Committee: The Basics.**
Copyright: *1984.*

Author: Muttart Foundation.
Main Title: **Board Development: Developing Job Descriptions for Board Members of Nonprofit Organizations.**
Copyright: *1994.*



APPENDIX ONE

List Of Management Team, Reference Group Members And Staff

MANAGEMENT TEAM:

Gall Aubertin, Sturgeon Falls Literacy Alliance
Diane Coombs, Prescott-Russell Reading Program
Christine Dean, Windsor Volunteers for Literacy
Lana Faessler, Laubach Literacy Ontario
Joanne Kaattari, Community Literacy of Ontario
Linda Martin, Cambridge Literacy Council

REFERENCE GROUP:

Audrey Anderson, Ministry of Education and Training
Val Beaton/Kathy Lampa, Oshawa District Association for Community Living
Karen Burwell, CESBA
Laurie DesLauriers, Reading Routes
Robin English, Literacy Council of Kitchener-Waterloo
Louise Leduchowskil, Reading Plus, Atlkoken Public Library
Leah Morris, Halidman-Norfolk Literacy
Judy Morrison , New Leaf Literacy
Tim Nicholls-Harrison, Owen Sound & North Grey Union Public Library
Anne Ramsay, Project Read Literacy Network
Doug Rankin, Ontario Literacy Coalition
Elizabeth Shea, Toronto Adult Literacy for Action Centre
Rosemarie Strohmaier, Kingston Literacy
Vicki Trottier, Literacy Council of South Temiskaming
Jane Tuer, Literacy Council of Kitchener-Waterloo
Cheryl Wilson-Lum, GOLD (Goal Ontario Literacy for Deaf People)
Steve Wismer, Literacy Council of Kitchener-Waterloo

VOLUNTEER MANAGEMENT PROJECT STAFF:

Joanne Kaattari, Coordinator
Leila Downie, Project Assistant

TUTOR TRAINING PROJECT STAFF:

Lana Faessler, Project Coordinator
Robin English, Administrative Assistant



APPENDIX TWO

List Of Key Informants For The Research Phase

- The Advisory Board on the Voluntary Sector
- Canadian Administrators of Volunteer Resources
- Canadian Centre for Philanthropy
- Canadian Centre for Policy Alternatives
- Canadian Policy Research Network - A Baseline Study of the Non-Profit Sector
- Community Partnerships Program - Department of Canadian Heritage
- Ministry of Citizenship, Culture and Recreation
- Ministry of Community and Social Services
- Ministry of Education and Training - Literacy Branch
- Ministry of the Solicitor General
- The National Coalition of Voluntary Organizations
- Ontario Association for Volunteer Administration
- Ontario Community Support Association
- Ontario Literacy Coalition
- Regional Municipality of Sudbury - Social Services Department
- Social Development Network
- Social Planning Council of Metro Toronto
- Sudbury and District United Way
- Sudbury-Manitoulin Social Planning Council
- United Way Canada
- Volunteer Canada
- Volunteer Centre of Metro Toronto
- Volunteer Centre of Ottawa-Carleton
- Volunteer Centre of Peel.
- Volunteer Linkages Initiative - Ministry of Citizenship, Culture and Recreation
- Volunteer Ontario
- Waterloo Wellington Information Network
- YMCA of Ottawa-Carleton



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