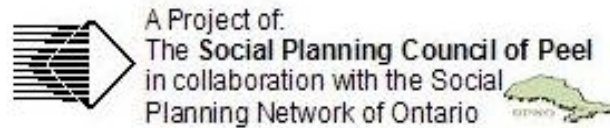


Advancing Cultural Diversity in Volunteer Management (519 and 905 Areas)



Proceedings of the 905 Regional Forum in Oakville

Wednesday, December 3, 2008

**Holiday Inn Select,
2525 Wycroft Road, Oakville**

December 2008

Funded by the Government of Ontario



**Advancing Cultural Diversity in Volunteer Management
in the 519 & 905 Areas**

Proceedings of the 905 Regional Forum in Oakville

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Oakville, Ontario

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Update and Status of the Project

Peter Clutterbuck, Project Coordinator, provided an update on the status of the Project.

Advancing Cultural Diversity in Volunteer Management in the 519 and 905 Areas is a project of the Social Planning Council of Peel (SPCP), funded by the Ministry of Citizenship and Immigration (MCI). MCI approached the SPCP to lead this project because of SPCP's record of research and development on diversity competence. The SPCP contracted the Social Planning Network of Ontario (SPNO) to provide management and facilitation services for the project.

The purpose of the Project is to develop the organizational and community capacity of non-profit organizations to engage and support a more culturally diverse volunteer work force.

The Project has focused on the 519 and 905 Regions of Ontario (specifically, the communities of York, Durham, Peel, and Halton in the 905; and Guelph, Kitchener-Waterloo, Cambridge, and London in the 519) due to the increasingly culturally and racially diverse population in these parts of the province. Small-to-medium-sized non-profit organizations were targeted for participation due to their tendency to have fewer resources for capacity-building. An initial focus on the non-profit sector was expanded to include the municipal and public sectors, due to their work in the area of diversity competence, and hence the opportunity to learn from and possibly adapt some of their successes.

To date, eight Community Dialogues have been conducted in the 519 and 905 areas with knowledgeable and experienced professional and volunteer community leaders. The information that was generated was captured in summary proceedings for each dialogue, and synthesized in two discussion papers covering the 519 and 905 areas. A final report produced for the upcoming Inter-Regional Forum (519 and 905) will consolidate and synthesize all of the learnings from the Project.

Achievements to date include:

- Provincial reference/advisory group
- 8 local/regional partners
- Three meetings of provincial reference group and local partners (plus two regional forum planning meetings)
- Bibliography and literature review
- Diversity fact sheets & maps for 8 local areas
- Web site: www.culturaldiversityandvolunteers.ca
- Inventory of resources
- On-line survey of regional participants (issues-oriented)
- Eight community dialogues and reports
- Draft synthesis reports of dialogue findings
- Seven e-newsletters updating developments on the Project and reviewing resources/issues

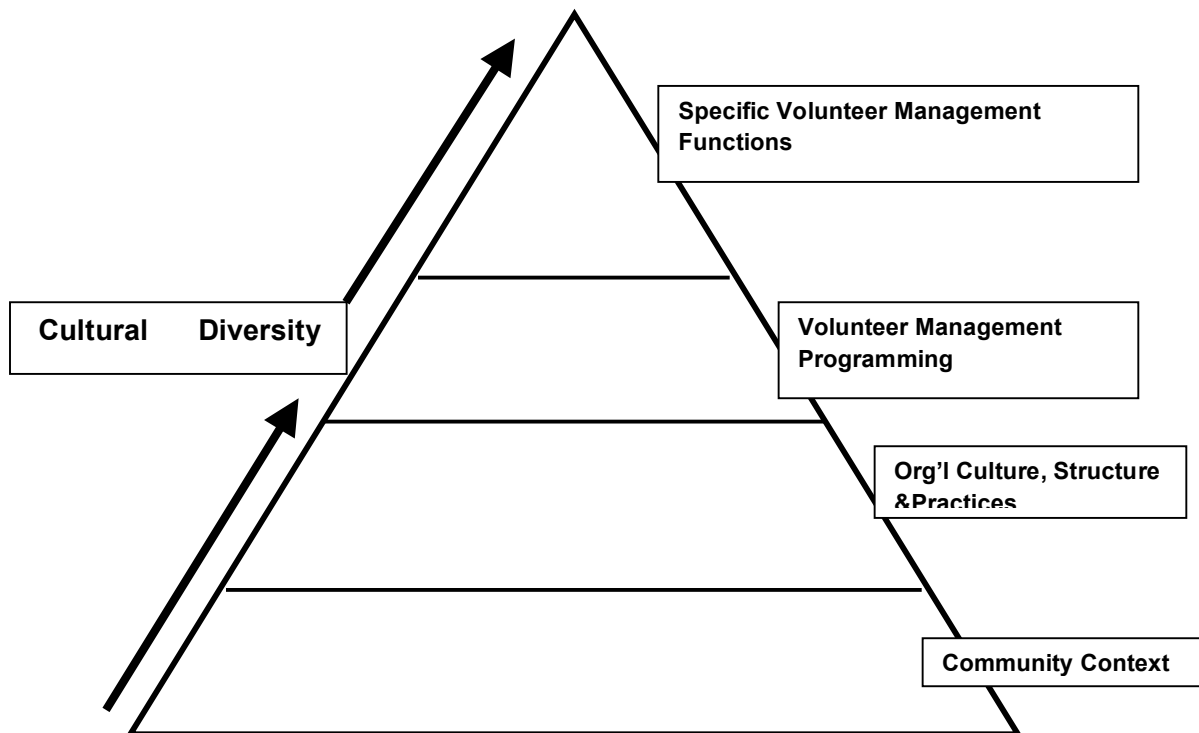
Still in progress is an inventory of existing tools, resources and strategies related to developing a more culturally diverse volunteer base at the community and regional levels in the 905 and 519 areas.

An additional aim of the Project is to facilitate ongoing strategic partnerships among leading nonprofit organizations within the participating communities, between the two regions (519 and 905), and across the communities and regions. Both the 519 and 905 Regional Forums and the upcoming spring 2009 Inter-Regional Forum are meant to provide opportunities for the formation of partnerships.

The planning of Community Dialogues and Regional Forums has been guided by a Regional Reference Group and the Project's Local Partners. In the 905 area, the Local Partners are Community Development Halton/Volunteer Halton and the Halton Multi-Cultural Centre, the Community Development Council of Durham, the Social Planning Council of Peel, the Regional Diversity Roundtable of Peel and the United Way of Peel Region, and the Human Services Planning Coalition of York Region.

Conceptual Framework

Framework for Advancing Cultural Diversity in Volunteer Management



Paula DeCoito, Executive Director, Social Planning Council of Peel, and Project Leader, presented a conceptual framework for “Bridging the Two Worlds of Volunteer Management and Cultural Diversity” and its application to Peel Region.

The discussions that took place at the eight Community Dialogues were synthesized in a Discussion Paper on Advancing Cultural Diversity in Volunteer Management, which was distributed prior to the 519 Regional Forum. From this synthesis emerged a pyramid-shaped conceptual framework that allows us to understand how to bridge together the two separate worlds of volunteer management and diversity management. The framework

can be viewed on page 4 of the Discussion Paper on Advancing Cultural Diversity in Volunteer Management prepared for the 905 Regional Forum.

Initial conversations at Community Dialogues focused mostly on issues and challenges faced by volunteer managers in relation to the *Specific Volunteer Management Functions* of recruiting, screening, retaining, and like. This discussion is represented by the top area of the conceptual framework. As the conversation evolved, Dialogue participants began to reflect on what is happening right now within their local community, such as the demographic makeup of their community and the level of awareness regarding the need for social inclusion. This conversation is represented by the bottom area of the pyramid, *Community Context*. Additional discussion centered on the organizations to which participants belong. For example, some organizations have not yet recognized the importance of social inclusion and have not set policies on diversity and equity. This conversation is represented by the middle area on the pyramid called *Organizational Culture, Structure, and Practices*. There were also many statements about issues that cross-cut the volunteer management cycle. Language, for example – dealing with language issues could affect application forms, recruitment messages, orientation and training, or ongoing supervision. Another example is the need for staff dedicated specifically to volunteer management in order to advance the work of cultural diversity in volunteer management. These issues cannot be pinpointed to a specific spot on the volunteer management cycle. This conversation is represented by the middle area on the pyramid called *Volunteer Management Programming*.

Finally, recognition emerged for the need to bridge the two areas of work: volunteer management and diversity management. This was understood to be the true challenge of this Project and of our work within our communities. The application of diversity management and equity principles to the area of volunteer management is represented by the arrow and the words *Cultural Diversity* on the side of the pyramid.

The intention of the conceptual framework is to help us understand how to actually do this work.

First, it is important to start at the base of the pyramid; to examine the context of the community in which the work is being done. For example, some newcomers come from societies where volunteerism is not formalized – people just help each other – whereas others come from societies where there is some form of non-profit sector and they understand our Canadian notion of volunteerism. Another component of community context is level of awareness. A community may have a diverse population, but to what extent is there awareness in the community about the need to respond to this in a manner that is equitable and socially inclusive? Another component still is the level of infrastructure for dealing with diversity.

In the Region of Peel, for example, almost 50% of the population is comprised of immigrants and 40% is visible minorities. The level of awareness is high at the governmental, non-profit, and business level. There is also a well-established infrastructure: 49 ethno-specific agencies and multi-ethnic centres that focus on settlement and integration of newcomers. An organization called the Regional Diversity Roundtable brings together diversity managers to share learnings and provide training and resources to Peel about diversity management in the human services sector.

The second area to examine is organizational culture, structure and practices. Does the organization follow the best practice of setting a diversity policy – which could be an anti-racism, anti-sexism, or social inclusion policy – that directs the organization to see inclusion as a fundamental aspect and principle of the organization? For example, the Hospice of Peel applied a diversity lens to its human resources policy. The policy directs management to advertise available job positions in the ethnic media; there's even a policy on

how to conduct job performance appraisals. Another best practice is to have a dedicated diversity manager for the organization, although this can be easier said than done for smaller organizations. It is also a good best practice to have the personal and professional commitment of senior management to the ideals and application of social inclusion. Some funders now actually demand that certain policies and procedures be in place as a form of “contract compliance.”

Having the first two tiers of the framework in place forms a strong foundation for the next tier: volunteer management programming. Now diversity management procedures can be applied to the management of volunteers. As a concrete example, agencies in the Region of Peel are building a new volunteer management centre that incorporates diversity management principles in every aspect of its work. At this level in the framework, organizations need to have the resources to do things like publish materials in various languages and have outreach workers who speak different languages. As another example, transportation is frequently cited as a barrier for potential newcomer volunteers. The Peel Volunteer Administrators Network (PVAN) has built transportation right into the volunteer management principles for volunteer managers.

Having worked through the first three tiers of the conceptual framework, volunteer managers are now ready to implement the fourth: specific volunteer management functions. The challenge now is to integrate all levels of the framework in this fourth level. For example, it is worth noting that several Dialogue participants had questioned the notion that diversity is only about new immigrants looking for job experience and exposure to Canadian culture. This relates again to the community context area of the conceptual framework. Some immigrants have lived in Canada for a very long time. These older, more established immigrants have spare time and a wealth of knowledge and skills to give back to their community. Some are highly educated professionals who want to be involved at the governance level in the planning and delivery of services. Volunteer managers need to offer meaningful volunteer positions that will satisfy the interests of these potential volunteers.

State of Development in Each Local Community

Forum participants were asked to discuss in small groups (a) whether the framework makes sense to them as a way to understand these issues (b) how they would assess the current state of development in their local community in relation to the framework. The following was reported out of the group discussions:

Halton Region

- Yes, the framework makes sense.
- Halton’s level of development in terms of this work is situated on the bottom rung of the conceptual framework (Community Context).
- Large diverse populations of newcomers are rapidly joining the community, and organizations don’t know how to engage them (weak organizational culture and structure). Settlement agencies are telling newcomers about volunteer opportunities, but newcomers don’t feel welcome at organizations. Newcomers tend to volunteer within their own ethno-specific community due to a greater level of comfort and acceptance. Cultural diversity does not seem to be on the radar of organizations. The affluence and car-culture of Halton Hills seems to exclude newcomers who may be trying to get on their feet. Necessary infrastructure is not in place. Organizations are not communicating their needs in a

way that can be understood. Volunteer management is not highly valued within organizations and is often piled on top of other job duties.

- Volunteer managers already “get it”. It is upper management that needs to hear today’s discussions. When upper management receives an invitation to an event on volunteer management, they delegate it to the volunteer manager. Perhaps the words “volunteer management” simply need to be removed from invitations (perhaps to be replaced with “civic engagement”). “Social benefit economy” is another term used in the United States. How can we speak the language of upper management? (e.g., “How to Sustain Your Organization During Bad Economic Times”)
- Support from decision-makers at the town and regional level is also needed. One town had a good diversity plan; unfortunately it was never implemented.

York Region

- Conceptually the framework made sense.
- York Region does not have something like a Social Planning Council.¹ There have been various diversity initiatives through the United Way and regional government but none have lasted. There seems to be a lack of political will.
- There appears to be little value placed on volunteer management by boards of directors, senior management, and funders; the work cannot advance without their support.

Durham Region

- The framework makes sense as a way to think about these issues in our community.
- Durham’s level of development in terms of this work is very low – it has not even begun to touch the bottom rung of the conceptual framework, Community Context.
- The Community Development Council of Durham (CDCD) is often being approached by local organizations seeking a quick and easy way to become culturally competent. Organizations want to start at the top of the conceptual framework, Specific Volunteer Management Functions. The conceptual framework would be useful in helping organizations understand that you must start at the bottom and work your way up. Progress cannot be made until organizations accept this crucial point.
- A few things are happening in Durham right now that will help the Region rise up to the Community Context layer of the pyramid. One is a proposal for a Local Immigration Partnership Project which will help develop an Immigration and Diversity Partnership Council. Also, some organizations are starting work on cultural competency projects.

¹ Actually, there is the Social Planning Council of York Region, but it is a new organization driven by a Board of volunteers and without staff yet, and therefore, not well known in the Region.

Peel Region

- We liked the framework; it makes sense in most respects
- Peel's level of development in terms of this work is somewhere within the top three tiers of the framework depending on the size of the organization.
- The framework will be useful when speaking with boards of directors and senior management. It's a good starting point; however; it does give rise to some questions: how can the intersection between the tiers be illustrated? At which points can cultural diversity be added? Perhaps a circle encompassing the triangle would be more useful than a one-directional arrow.
- A fundamental difference between volunteer coordinators and diversity coordinators was observed: cultural diversity and social inclusion is a philosophical approach – a lens you see through – whereas volunteer management is a logistical job. It was felt that the two roles are distinct though complementary, and should not be collapsed into one.

Comment: *One organization is implementing a diversity policy but not a cultural policy, because diversity and culture are seen as meaning two different things.*

Answer: This a good point. Culture is just one component of diversity. A focus on cultural diversity limits us to issues of race, ethnicity, culture, and language. Yet it's difficult to address those issues without addressing other aspects of diversity like gender, sexual orientation, age, ability and disability. The term cultural diversity can be somewhat problematic – perhaps it should just be diversity.

Comment: *Listening to other groups report out, I think we all feel the same way: We really need Executive Directors, Chief Executive Officers, and Board Chairs to participate in these conversations. A report on the discussion of the day is not enough. Perhaps a special session could be arranged?*

Comment: *Many organizations have a diversity policy in order to meet the requirements of funders, but truly doing the work is low on the list of priorities because it's a lot of hard work. Organizations need to see that the investment of time and energy is worthwhile, even without any extra dollars, and would make the organization that much more beneficial to its clients.*

Answer: Paula DeCoito has co-authored a best practices manual for non-profits looking to build their diversity competence. (See www.spcpeel.com .) One section focuses on the legalities of social inclusion. Sections 15 26 and 27 of the Canadian Charter of Rights and Freedoms clearly direct us as organizations to be inclusive. So when our organizations drag their feet, we can say this is the law.

Comment: *Using labels dilutes our cause. Instead of Advancing Cultural Diversity in Volunteer Management, how about Implementing the Charter of Rights and Freedoms?*

Comment: *Hiring culturally diverse staff may be a good step towards diversity competence, but it doesn't end there. We all bring our own bias and baggage to the table. Training is still necessary because each of us needs to make that shift, from wherever we are right now.*

Comment: *The switch that needs to happen is making diversity competence and social inclusion an inherent part of the business we do; it has to be part of everybody's job description.*

Comment: *It would be helpful to hear about the non-voluntary workforce from each community.*

Comment: *It would be helpful to hear about actions that can be taken volunteer managers, senior management, and organizations as a whole, for each layer of the framework. What if it takes ten years to lay the groundwork? What can we start doing now?*

Answer: Start wherever you can; seize opportunities as they arise. For example, one organization in Peel started by trying to hire diverse front line workers, but it didn't work out. They then created an advisory committee, and that became the catalyst for the whole organization to change.

Question: *How can we hold people and ourselves accountable on each step of the framework, to ensure the work is actually happening?*

Comment: *I would like to see an addition made to the conceptual framework: the mechanisms that organizations have in place to ensure diverse communities have an entry point within our organization, and to build long-term relationships with diverse communities.*

Question: *How can we support organizations to have the capacity to do this work?*

Comment: *I'd like to challenge the notion that all people want to be culturally competent. There are people around who see no reason to believe that we are equal. We're still battling that inequality in many places. Discrimination against women remains an uphill battle. People don't like to share power. Newer diversities and more ingrained beliefs will take generations to change. At first it will be tokenism and policies. Succeeding generations will grow up not hearing the negatives and it will become part of what they believe.*

Guidance from the Research Literature

Louise Chatterton Luchuk, Project Researcher/Writer, presented a summary of five local and international resources that were selected from the 130 + available from the Project's Inventory of Resources. These are discussed on pages 21 to 28 of the Discussion Paper on Advancing Cultural Diversity in Volunteer Management prepared for the 519 Regional Forum, and can be read in full by accessing: www.culturaldiversityandvolunteers.ca

Question: *Is there anything that speaks to the challenge of curbing our use of jargon and acronyms?*

Answer: Plain language training covers these areas.

Possible Community-Specific Actions

Forum participants were asked to discuss in small groups what all of the previous discussion and learning suggests with respect to potential action within their community. The following was reported out of the group discussions:

Halton

- Creation of standard symbols to represent inclusion that all could include on their brochures or literature
- Workshops on strengthening diversity competence and social inclusion
- Develop partnerships among similar organizations. For example, to overcome the barrier of inflexibility around police checks, a number of seniors groups could approach the police department so they do one grand screening; or, ask that police checks be transferable from one organization to another.

Peel

- Keep this conversation alive. Rather than form a new group for Peel professionals, however, it would be preferable to either strengthen or broaden the horizons of existing groups and connect new people to these groups.
- Build-in the sector's expectations around this Project into Peel Region's new volunteer centre, still in the works
- Connect the Peel Volunteer Administrators Network to the new Peel Region volunteer centre.
- Ensure diverse volunteers are sitting at the table every step of the way

York

- Find a regional organization to help us continue this conversation at a regional level. The Human Services Planning Coalition has been suspended. These kinds of initiatives have fallen apart several times before in York.
- Participants present from York today will write an enquiry letter to the York United Way, the new York Social Planning Council, and the Regional Municipality of York to ask who in York Region will take the lead to ensure the continuation of this project.

Durham

- Find a way to incorporate the conceptual framework and findings from the literature into conversations taking place in Durham. There may be ways to plug this work into things that already exist in Durham. For example, there is a project to train local ambassadors and champions around organizational change and cultural competency; the Durham Region Association for Volunteer Administrators has asked the Community Development Council of Durham to present the results of this Project at its March annual general meeting.

Possible Cross-Community or Regional Actions

Forum participants were asked to discuss in small groups the implications of the previous discussion and learning for possible cross-community or regional action. The following was reported out of the group discussions:

- Develop a common message about the need for community organizational change. Each community has different specific strategies but for larger change to occur there needs to be a discussion about what volunteer management means across the regions.
- Share best practices.
- Ongoing dialogue around how diversity management relates to volunteer management.
- Find support for community organizations so that they don't have to rely on volunteers to do core functions. Core functions needs to be funded. We must offer opportunities for civic engagement.
- Keep in touch via Associations of Volunteer Administrators (AVAs) or teleconferencing.
- Encourage training between organizations. For example, a number of hospices could do trainings at the same time.
- Find ways to link local AVAs to volunteer centres and establish a baseline for relationships.
- Engage in conversation with Volunteer Canada and Imagine Canada. A lot of this work is already being done. How do we get this conversation to that table? Broadcast our conversations more widely.

Implications for Inter-Regional Forum

Forum participants were asked to discuss in small groups the implications of the previous discussion and learning for an inter-regional forum. The following was reported out of the group discussions:

- Clear messaging on why this is important.
- Provide opportunities to hear what people in other regions are doing (projects, stories, best practices, resources). It can be difficult to do this within a specific community because of competition around funding; it may be easier to do this across regions.
- Develop shared messages so that we all understand as a group what we are talking about, and so that we can speak with funders with one voice
- Facilitate sharing between advanced agencies and agencies that are just starting out. Offer information and foster connections.
- Have open invitation instead of targeting specific people

- Permit each person who has already attended a Community Dialogue or Regional Forum to invite another person, whether a leading volunteer, executive director, etc. We would be responsible for catching them up on what's already taken place.

Closing Remarks on the Upcoming Inter-Regional Forum (Spring 2009)

Peter Clutterbuck, Project Coordinator, stated that the final phase of the Project is an Inter-Regional Forum bringing together all eight of the communities in the 519 and 905 Regions. It will take place sometime in the spring of 2009 in as central a location as possible, in order to maximize participation from all of the participating Regions. The Inter-Regional Forum will be the final opportunity to consolidate all of the learnings produced by the Project. There will be a discovery about whether there are any significant differences or not between the regions. There will be opportunities to form useful ongoing relationships and consider ways to sustain those connections beyond the life of the Project. Also, the Minister of Citizenship and Immigration and his staff will be invited to the Inter-Regional Forum.

Finally, Paula DeCoito, Project Leader, stated that the Inter-Regional Forum is an opportunity to make clear what we need from our funders and policy makers. Our ultimate aim is to bring forward as a community of communities a Final Report to the Project funder, the Ontario Ministry of Citizenship and Immigration. Our report will contain ideas and recommendations for the development of social policies and the funding of programs that can strengthen the capacity of voluntary sector organizations to recruit and support a diverse volunteer base.

Evaluation and Thanks

Participants were thanked for the attendance and participation in the 519 Regional Forum. Our thanks to Ben Earle and Tracey Vaughan of the Community Development Council of Durham; Nicole Dupuis and Sharon Douglas of the United Way of Peel Region; Ann Coburn of Volunteer Halton; and Mira Jankowic of the Halton Multicultural Council, for their outreach, agenda planning and logistical organization for the Forum.

Before leaving, participants were asked to complete and submit an evaluation form. The results of the participant evaluation are included in Appendix C.

This Proceedings Report has been prepared by Peter Clutterbuck and Anna Przychodzki of the Social Planning Network of Ontario.



Appendix A

905 Regional Forum, Wednesday, December 3: Participant List

Durham

Ben	Earle	Community Development Council of Durham	Manager of Social Research and Planning
Tracey	Vaughan	Community Development Council of Durham	Executive Director
Bozena	Stobinska	Host Program	Coordinator
Uzma	Gillani	Host Program	Youth Worker

Halton

Leanne	Sedentopf	Town of Halton Hills	Special Events and Volunteer Services Coordinator
Veronica	Tyrrell	Halton Carribbean Association	President and Principal Friendly Visiting Coordinator
Jolaine	Montgomery	Links2Care	Volunteer Coordinator and Administrative Assistant
Eunice	Quash	SAVIS	
Amy	Obendorfer-Woods	Erinoakkids	Volunteer Coordinator
Janet	Davidson	Town of Milton	Coordinator of Accessibility and Special Needs
Ann	Coburn	Volunteer Halton	Director
Carole	Fuhrer	Volunteer Halton	Manager of Training and Consultation
Mira	Jankovic	Halton Multicultural Council	Host Coordinator
Sue	Grant	Big Brothers Big Sisters of Halton	Coordinator of Volunteers

York

Virginia	Bidwell	Evergreen Hospice	Coordinator of Volunteers
Julie	Darboh	COSTI	General Manager
Laila	Clein	Jewish Family & Child	Coordinator of Chaplaincy Services
Surindar	Friedman	Region of York, Employment Services, COSTI	Manager
Grace	Gill		Volunteer Services Coordinator
Grace	Jewell	Family Day Care Services	
Faye	Roberts	Catholic Community Services of York Region, Host Program	Volunteer Coordinator
Sue	Bautista	Markham Stouffville Hospital	Coordinator of Community Resources
Kelly	Towsley	Community Information & Volunteer Centre, Newmarket Connections	Volunteer Services Coordinator

Francesca Amato-Gauci Varley Art Gallery Volunteer Coordinator

Peel

Christianah	Olarewaju Garraway-	Distress Centre Peel	Volunteer Coordinator Coordinator, Volunteer and Student Services
Cheri	Reuben	Human Services Division, Region of Peel	Volunteer Coordinator
Hazel	Henry	Dixie Bloor Neighborhood Centre	Diversity Coordinator
Sita	Jayaraman	Big Brothers Big Sisters	Community Liaison Coordinator
Varsha	Naik	Peel District School Board	Coordinator of Volunteer Services and Administration
Savi	Sinanan	Peel HIV/AIDS Network United Way of Peel Region	Volunteer & Youth Engagement Associate
Nicole	Dupuis	United Way of Peel Region	Manager, Training & Consulting Services
Sharon	Douglas		

Appendix B

SOCIAL PLANNING COUNCIL OF PEEL

Advancing Cultural Diversity in Volunteer Management in the 519 and 905 Areas

905 Regional Forum

**10:00 AM to 4:30 PM, Wednesday, December 3, 2008
Holiday Inn Select, 2525 Wyecroft Road
Oakville, ON**

A G E N D A

Morning – 10:00 AM to 12:00 Noon

- 1. Welcome and Introductions (Mike Balkwill, Facilitator)**
- 2. Objectives and Review of the Agenda (Mike Balkwill)**
- 3. Update and Status of the Project (Peter Clutterbuck)**
- 4. Synthesis Report: Conceptual Framework for “Bridging Two Worlds” and Application to Peel Region (Paula DeCoito)**
- 5. Group Discussion: Applying the Framework to the Participating 905 Communities**
- 6. Report Out from 905 Community Discussions**

Afternoon – 1:00 PM to 4:30 PM

- 7. Guidance from the Research Literature (Louise Chatterton-Luchuk)**
- 8. Group Discussion: Putting it all together – Possible Implications for Community and Regional Action**
- 9. Plenary Discussion: Review of Possible Community and Regional Action (Mike Balkwill facilitates)**
- 10. Implications for an Inter-Regional Forum (Mike Balkwill facilitates)**
- 11. Summary and Conclusion (Paula DeCoito and Peter Clutterbuck)**

APPENDIX C

Participant Evaluation of 905 Regional Forum
December 3, 2008

(No. Respondents = 24 out of 32 Participants)

Please indicate by circling the appropriate number the degree to which you DISAGREE or AGREE with each of the following statements about the 519 Regional Forum.

1. The invitation to the Regional Forum provided a clear sense of what the Advancing Cultural Diversity Project was about.

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE
0 0 1 11 9 No Answer=3

Comments:

- **Well explained and able to access info from website if needed**

2. The agenda was set up in a way that served well the objectives of the Regional Forum.

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE
0 0 3 15 5 No Answer=1

Comments:

-

3. The update on the Project was clearly presented in the Regional Forum.

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE
0 0 2 14 7 No Answer=1

Comments:

- **Well documented and concise**
- **Good opportunity for group discussions and sharing**
- **Quick, which was fine**

4. The presentation of the conceptual framework for bridging the two worlds of volunteer management and cultural diversity was informative and useful.

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE
0 1 5 13 4 No Answer=1

Comments:

- **What do we now do with the information?**
- **However, we need to show how cultural diversity and volunteer management and community intersect (diagram of a triangle with a circle around it and arrows along the circle in a clockwise direction)**
- **Fairly general (rating of 3)**

- **I really enjoyed the framework. I think it is a great starting point and is going to develop into something great. As it is presented in the future it should include definitions within it just for better clarification**

5. The discussion of the conceptual framework and its application to your community/region in small groups and plenary session were stimulating.

Comments:

- **Our community is ready for this so our discussion was excellent**
- **So many great ideas. Great opportunity to meet people and share ideas.**
- **Good communication in our groups**
- **Very good discussions at our table and valuable as well**
- **Helpful to list questions on flipchart in case we need to refocus**

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE
0 0 1 16 7 No Answer=0

6. The presentation on learnings from the literature was informative and useful.

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE
0 2 5 12 5 No Answer=0

Comments:

- **It was information we have seen/received before and it didn't really add to the day (rating of 2)**
- **Some interesting points but not a lot of new information (rating of 3)**
- **A lot of information to take away through the discussion paper (rating of 4)**

7. The facilitator guided us through the day's program smoothly.

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE
0 0 0 12 12 No Answer=0

Comments:

- **Mike was great – more flexible on time this time around which is good**
- **Facilitator did a great job!**
- **Great job Mike!**
- **Session was facilitated very well. Icebreaker was excellent**
- **Mike is always great!**

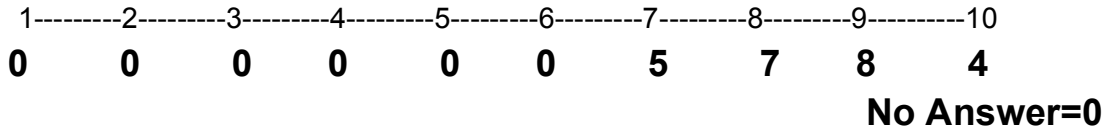
8. As a result of today's Regional Forum, I am very interested in the future learning and sharing on this issue with the other regions participating in this project.

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE
0 0 0 11 13 No Answer=0

Comments:

- **Absolutely! That would be very valuable.**

9. Overall, on a scale of 1 to 10, how would you rate your experience in today's Regional Forum.



Final Comments:

- **It was a good day**
- **Very important work! Looking forward to more.**
- **The forum was very informative and it would be interesting to see where we go from here**
- **Vegetarian meals should be kept separate from meat products**
- **I found the day to be very supportive and encouraging. It is very nice to work with people who are of the same mind.**
- **The menu for lunch did not include the diverse members of the group. e.g., there was no vegetarian trays – should not be together with meat. Meat and cheese is not kosher. The meat might not have been halal.**
- **Thanks for all your hard work.**
- **Please be mindful of different meal restrictions**
- **Thanks for all your hard work. For the forum in the spring really push to get Executive Directors, CEOs to attend**
- **The food could have been better!**
- **I was very pleased with format of today's forum. Good variety in presentation and discussion. I would appreciate a list of attendees with names and contact information so I can connect and get further information**
- **Provide vegetarian options at lunch**