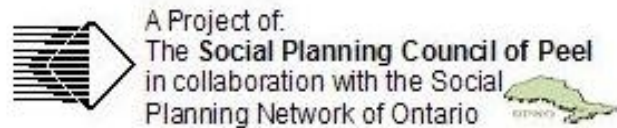


Advancing Cultural Diversity in Volunteer Management (519 and 905 Areas)



Proceedings of the Community Dialogue in Guelph and Wellington County

Monday, March 3, 2008

**Turfgrass Institute, University of Guelph
Guelph, Ontario**

March 2008

Funded by the Government of Ontario



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

**Proceedings of the Community Dialogue in Guelph
Monday, March 3, 2008
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Introduction	3
Highlights of Cultural Diversity in Guelph/Wellington	4
Context for Addressing Cultural Diversity in Volunteer Mgmt.	4
Applying Cultural Diversity to Volunteer Management	5
Issues and Challenges in Guelph/Wellington	6
▪ <i>Survey Findings</i>	6
▪ <i>Dialogue Participants' Issues and Challenges</i>	9
Building Capacity in Guelph/Wellington	11
▪ <i>Survey Findings</i>	11
▪ <i>Possible and Positive Actions for Guelph/Wellington</i>	13
▪ <i>Framework for Inventory of Resources</i>	14
Evaluation and Thanks	15
Websites	16
Appendix A: Guelph Community Dialogue Participants List	17
Appendix B: Guelph Community Dialogue Agenda	18
Appendix C: Overview of the Key Management Functions	19
Appendix D: Population Profile of Guelph/Wellington	21
Appendix E: Overview of Survey Respondents from Guelph & Wellington County	25
Appendix F: Participant Evaluation of Guelph Community Dialogue	27

Introduction

On March 3, 2008 the seventh in a series of eight Community Dialogues was conducted in Guelph as part of the *Advancing Cultural Diversity in Volunteer Management in the 519 & 905 Areas Project*. This Project is funded by the Ontario Ministry of Citizenship and Culture and under the lead sponsorship of the Social Planning Council of Peel.

Community Dialogues are the first outreach to community leaders for their input into the Project. The Project is designed to identify both needs and resources for improving the capacity of small and medium size nonprofit organizations to engage and support the participation of a more culturally and racially diverse population in volunteer roles and activities in communities of the 519 and 905 areas.

In addition to a review of the literature and consolidation of existing research and knowledge in this field, the Project is working with local partners in the 519 and 905 to plan and hold Community Dialogues with knowledgeable and experienced professional and volunteer community leaders in order to generate information and ideas for capacity-building on this issue. Discussion and discovery at the eight Community Dialogues will be consolidated for further development at two Intra-Regional (519 & 905) Dialogues in 2008 and a final knowledge development Inter-Regional Forum in 2009.

Twenty (20) community participants attended the Community Dialogue on March 3 in Guelph (see Appendix A). The local host for the event was the Volunteer Centre of Guelph and Wellington County represented by Cathy Taylor, Christine Oldfield and Gayle Valeriotte.

The external resource team for the Community Dialogue was made up of Paula DeCoito, Executive Director of the Social Planning Council of Peel, Louise Chatterton Luchuk, Project Researcher-Writer, Peter Clutterbuck, Social Planning Network of Ontario (SPNO), Project Coordinator and Dialogue facilitator, and Anna Przychodzki, SPNO Project Assistant and Dialogue recorder.

The morning's agenda moved from providing an overview of the changing demographics of Guelph and Wellington County and a description of the Project to a review of the state of knowledge about the cultural diversity in volunteer management in general. The participants were then guided through group and plenary discussion of the issue in Guelph and Wellington County. Appendix B presents the agenda for the Community Dialogue.

Highlights of Cultural Diversity in Guelph/Wellington

Cathy Taylor, Executive Director of the Volunteer Centre of Guelph and Wellington County, presented an overview of the changing demographic diversity of Guelph and Wellington County. Her presentation used 2006 Census data prepared by Patrick Seliske, epidemiologist with Wellington-Dufferin-Guelph Public Health. See Appendix D for the PowerPoint presentation.

Cathy also mentioned several other Volunteer Centre-associated projects relevant to the topic of social inclusion of newcomers in Guelph/Wellington County.

The Volunteer Centre is a member of the Guelph Inclusiveness Alliance, a grassroots network of individuals and organizations who are “working together to help Guelph be a welcoming place for New Canadians.” The Alliance has published a directory of services for new Canadians in the City of Guelph. It may be viewed at:

www.volunteerguelphwellington.on.ca/useredits/File/VC_DirectoryNewCdnforWeb_Jan1508.pdf

In the fall of 2007, the Guelph Inclusiveness Alliance conducted eight focus groups with new Canadians in their language of origin about their experience of accessing settlement services in Guelph. The Volunteer Centre plans to release the key messages from that project sometime in the spring of 2008.

Questions, Comments

Question: *What is the immigrant population of Wellington County (excluding the City of Guelph)?*

Answer: The County’s immigration numbers are available and can be shared, but they are so small that they were considered statistically for inclusion in this summary presentation.

Question: *It would be interesting to see visible minority data placed alongside immigrant data to get at the issue of race.*

Question: *And to see how the immigrant population breaks down by age.*

Answer: Patrick Seliske has not yet broken down the raw data by race and age. Requests for this information will be considered by the Volunteer Centre.

Context for Addressing Cultural Diversity in Volunteer Management

Paula DeCoito, Executive Director of the Social Planning Council of Peel and Project Lead, provided some context on developments in the field of diversity competence among organizations in the non-profit, public and private sectors.*

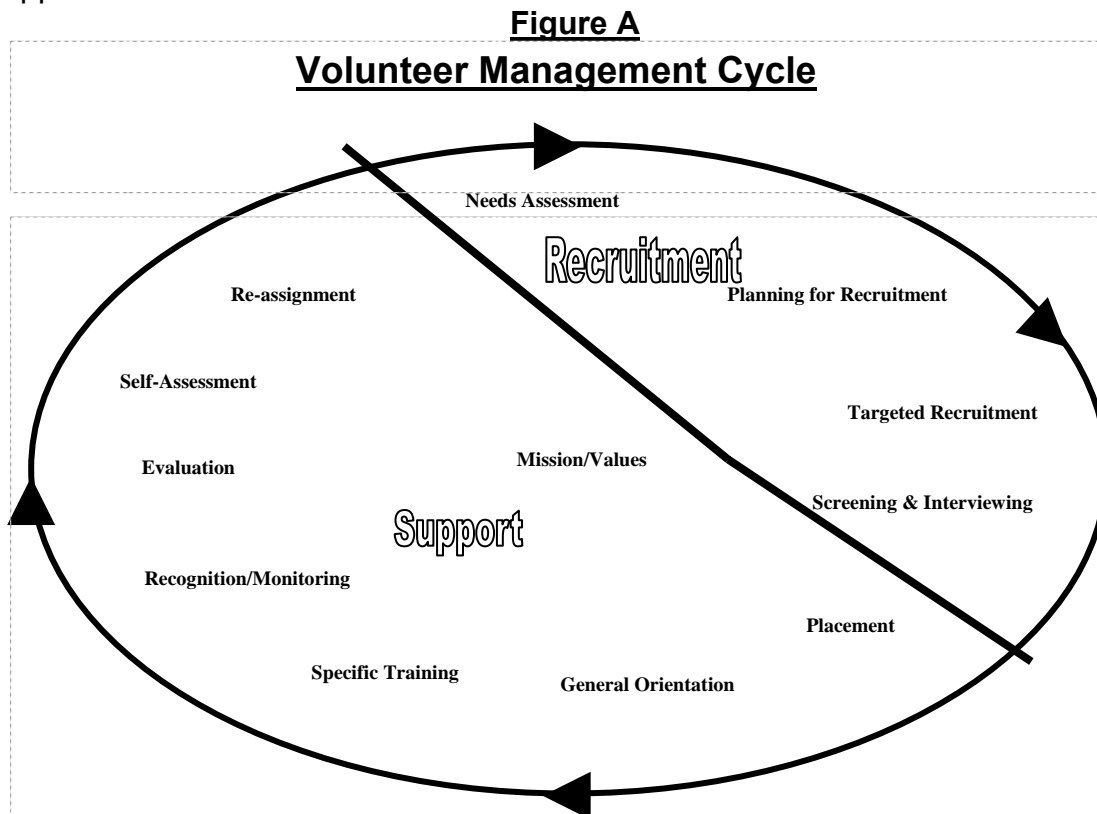
* Paula DeCoito’s PowerPoint presentation is available as a separate document to this report.

Canada has moved through an evolutionary period in the last thirty or so years from the first demands of cultural sensitivity arising from Canada's commitment to multiculturalism in the 1960s to anti-racism and anti-oppression and into diversity management in more recent years. Always with an emphasis on both equity and social justice, work on diversity has focused on specific groups (e.g. immigrants, people with disabilities) and on specific sectors (e.g. health, social services).

Much work in a variety of areas from policy development to toolkits has been done. Not a lot of material, however, has been prepared and widely distributed on supporting cultural diversity in volunteer participation in the non-profit sector. As well as identifying issues and needs on this issue, this Project is searching for any resources and practices developed and used in the 519 and 905 areas to promote and support more culturally diverse volunteer participation.

Applying Cultural Diversity to Volunteer Management

Louise Chatterton Luchuk, Project Researcher-Writer, introduced the various stages of the Volunteer Management/Development Cycle as conceptualized by Volunteer Canada in Figure A. An overview and description of the key management functions in the Volunteer Development Cycle is provided in Appendix C.



The various functions break out into two broad areas of focus: Recruitment and Support. These major areas apply to all volunteer management activity – the question is what are the particular needs and requirements for effective performance of these functions with respect to recruiting and supporting people from culturally diverse backgrounds to participate as volunteers in community life. Also, what good practices, resources, and strategies exist or need to be developed for us to do a better job in these areas.

Issues and Challenges in Guelph/Wellington

Survey Findings:

Peter Clutterbuck, SPNO facilitator for the Dialogue, presented some of the results of an advance survey administered to all invitees to the Guelph/Wellington Community Dialogue. As each Community Dialogue is done, the Project builds a baseline of information on cultural diversity in the 519 and 905 areas via the survey. The survey results reported for Guelph/Wellington are compared in the following to the combined survey response of Durham Region, Halton Region, Cambridge, Kitchener-Waterloo, York Region and London (indicated in the following Tables as “Other Regions”). Appendix E offers an overview of the survey respondents from Guelph and Wellington County.

As Appendix E indicates between 22 and 26 Guelph/Wellington survey respondents answered most of the open-ended questions. Although these results are not in anyway definitive, they do offer some impressions worth reporting and comparing to the response from the other participating communities in the 519 and 905 regions.

Before identifying issues and challenges in recruiting and supporting volunteers from diverse cultural backgrounds, the survey asked respondents to state what are the benefits of a more culturally diverse volunteer base to their organizations.

Table 1 shows that more than half of the Guelph/Wellington respondents (52%) see the value of culturally diverse volunteers in “better serving” a more multicultural community, higher than the response from the other communities (44%). Particular ways of expressing this benefit to the organization are:

“Interpretive services, working in a support role with non-English speaking clients.”

“In addition to the ‘normal’ volunteer commitment, by helping us access those communities.”

“Sometimes have families who need a volunteer from the same cultural background and who speaks the same language other than English.”

“Many of our clients are from diverse backgrounds – would most definitely provide a similar perspective.”

Table 1
Organizational Benefits of Ethno-culturally Diverse Volunteers
Guelph/Wellington and Other Region Response*

Organizational Benefits	Guelph/Wellington (N=27)		Other Regions (N=112)	
	No. Resp.	%	No. Resp.	%
Better serve a multicultural community	14	52%	49	44%
Bring new ideas and perspectives to organization	5	19%	12	11%
Improve organizational inclusiveness & understanding	5	19%	27	24%
Other organizational benefits	2	7%	9	8%
Other benefits for the volunteer	1	3%	10	9%
Provide mentoring help to clients	0	0%	4	4%
None	0	0%	1	1%

Interestingly, five respondents (19%) say that more culturally diverse volunteers “bring new ideas and perspectives” to the organization, which is almost half of all similar responses from the other 519 and 905 respondents (11%). Some selections illustrate their recognition of this value to the organization:

“New ways of looking at things – excitement and enthusiasm.”

“Bring a breadth of experience and knowledge.”

“May be able to offer new ideas and perspectives.”

“Different practices being employed, different views on topics.”

Five Guelph/Wellington respondents (19%) say that these volunteers provide the organization with a greater sense of “inclusiveness and understanding” and express this benefit in particularly articulate ways as the following selected quotes indicate:

“Introduce residents, staff and co-volunteers to different cultures. Bridge the ‘gap’ between people from different cultures and the current population of our facility, where the majority of them do not have much knowledge or experience with people from different cultures.”

* For the open-ended questions, respondents often gave several responses, which explains the No. Resp. figure being higher than the total number of respondents answering the open-ended questions.

“Help the agency reflect the client population, staff positions are often recruited from the volunteer pool, thus it enriches the staff composition and is a step in increasing diversity in paid positions.”

“Volunteers who bring their own culture to our organization enhance the environment in a very good way.”

Table 2
Issues and Challenges in Supporting More Culturally Diverse Volunteers
Guelph/Wellington and Other Regions Response

Challenges/Issues	Guelph/Wellington (N=30)		Other Regions (N=114)	
	No. Resp.	%	No. Resp.	%
Language & communications	18	60%	49	43%
Cultural Differences	5	17%	6	5%
Lack of resources (staff, expertise, funding)	3	10%	18	16%
Other	2	7%	17	15%
Lack of Knowledge & Understanding	1	3%	7	6%
None	1	3%	7	6%
Transportation	0	0%	7	6%
Lack meaningful roles for well-educated volunteers	0	0%	3	3%

The survey asked respondents to describe in their own words what issues and challenges they found in supporting volunteers from diverse cultural backgrounds, Table 2 shows that Guelph/Wellington respondents much more frequently (60%) see “language & communications” as a challenge than respondents in other regions (43%).

“Cultural differences” is the second most frequent response (17%), more than three times higher than in the other regions (5%). This was expressed in the following ways:

“Unfortunately, many of the residents in our current population were brought up in times where support and acceptance of people from different cultures was not always emphasized.”

“Staff who are responsible for recruiting, training and supporting volunteers may not feel comfortable working with new Canadians or those from culturally diverse backgrounds.”

“New Canadians have different expectations and values for themselves . . . we need to ensure their values can support agency policy/procedures/values.”

In terms of addressing these issues and challenges, Table 3 shows that Guelph/Wellington respondents see “training and understanding” (29%) and “interpretation, translation, ESL training” (25%) as the main remedies slightly more frequently than respondents in the other regions (20% and 21% respectively). The Guelph/Wellington response identifies “more resources” (8%) much less frequently than the respondents from other regions (21%).

Table 3
Addressing Issues/Challenges to Support Culturally Diverse Volunteers
Guelph/Wellington and Other Regions Response

Addressing Issues/Challenges	Guelph/Wellington (N=24)		Other Regions (N=71)	
	No. Resp.	%	No. Resp.	%
Training & understanding	7	29%	14	20%
Interpretation, translation, ESL training	6	25%	15	21%
More connections & networking with diverse communities	4	17%	5	7%
Don't know	3	13%	3	4%
More resources (funding & staff)	2	8%	15	21%
Partnering/mentoring	1	4%	6	8%
Other	1	4%	13	18%

Dialogue Participants' Issues and Challenges:

Dialogue participants were asked to discuss in small groups what they see as the issues in recruiting, engaging, and supporting culturally diverse volunteers in Guelph and Wellington County.

The following issues and challenges were reported out of the group discussions:

- *Access to information: newcomers are unfamiliar with community resources and are challenged to find out about volunteer opportunities.*
- *Difficulty connecting with and engaging existing leaders in newcomer communities. Difficulty cultivating new leaders.*
- *Some newcomers hesitate to seek mental health, women's crisis and similar services for fear of jeopardizing permanent resident status. They don't volunteer for organizations they don't use.*
- *Some cultural groups are reluctant to work with some client populations such as Alzheimer's sufferers or victims of sexual assault. Diverse communities need ongoing education about the issues before we can*

attract them as volunteers. Also, some newcomers say they can handle their own needs in those areas.

- *Newcomers are more inclined to volunteer within their own ethnic community than with mainstream organizations.*
- *Need to design roles that meet the needs and expectations of highly qualified volunteers. Newcomer volunteers look down on menial tasks that feel “beneath them.”*
- *Offering a variety of positions (e.g. no police check required to pack good food boxes).*
- *Developing volunteer positions that follow a mentorship model.*
- *Language barriers. Agencies don’t know how to access and cannot afford interpreter services. Organizations need education and support on how to support newcomers with limited English e.g. designing roles to suit volunteers who are not fluent in English.*
- *Recent immigrants arrive with no understanding of formal volunteerism. Staff at various multicultural centres have requested that agencies serving newcomers screen videos about Canadian culture and our concept of volunteerism for recent immigrants to view as they wait in line.*
- *Conscious outreach. Consider newcomers’ economic position and stage of settlement. New immigrants aged 25-45 prioritize finding work or advancing their career and raising a family. They may not consider volunteering a priority and are often challenged to find time to volunteer. Immigrants aged 50 and up may have more spare time.*
- *Screening process is difficult for newcomers. Police checks are impossible for very recent immigrants (no records available); and frighten newcomers who experienced problems with police in their country of origin.*
- *Some organizations have no staff dedicated to volunteer management.*
- *Changing our outreach approach. We should recruit newcomers directly, in person, as opposed to making broad call-outs and hoping they will sign up.*
- *Expenses of volunteering assumed by newcomers are a barrier (transportation, childcare).*

- *Transportation - poor or no public transportation service to volunteer site.*
- *Confusion over visitor’s visa regulations (what type of volunteer work is okay and how much?)*
- *Potential issues of racism among both white volunteers and diverse groups.*
- *Lack of collaboration between agencies serving newcomers and volunteer coordinators.*
- *Opening exclusive volunteer opportunities to newcomers. The annual Hillside Festival (music and art) offers volunteers free access to the event. Response typically exceeds need and applicants must go through a selection process that isn’t always completely fair and equitable – the festival tends to be a closed culture. Right now there is not even a screening mechanism to identify newcomer applicants. One solution could be to ask if a second language is spoken. If this skill were highly valued, more newcomers would be selected.*

Building Capacity in Guelph/Wellington

Survey Findings on Resources and Strategies

Table 4 shows that a much higher proportion of Guelph/Wellington survey respondents indicate that they have “no specific polices and practices” (37%) to support volunteers from diverse cultural backgrounds compared to the response from other regions (25%). The Guelph/Wellington response with respect to the provision of “Diversity orientation and training” (30%) and “formal policies in place” (18%) is fairly consistent with the response in the other communities (30% and 21% respectively).

Table 4

**Formal Policies Supporting Volunteers from Diverse Cultural Backgrounds
Guelph/Wellington and Other Region Response**

Formal Policies & Practices	Guelph/Wellington (N=27)		Other Regions (N=109)	
	No. Resp.	%	No. Resp.	%
No specific policies & practices	10	37%	27	25%
Diversity orientation & training	8	30%	33	30%
Formal policies in place (diversity, anti-racism)	5	18%	23	21%
Staff Support	2	7%	11	10%
Uncertain/Other	1	4%	9	8%
Diversity Committee	1	4%	2	2%
Translation & Interpretation Support	0	0%	4	4%

Table 5 reports on the Community Resources that survey respondents use to support culturally diverse volunteers. Notably, Guelph/Wellington respondents look to the “volunteer centre” (30%) almost twice as frequently as respondents in other regions, and use the “multicultural centre” (18%) and “other agencies” (15%) about equally as respondents from the regions. The use of “diversity training” is lowest (3%) compared to respondents from other regions, where “diversity training” is the overall most frequent response (24%). The Guelph/Wellington response (6 – 18%) is also almost equivalent to all other regional response combined (7 – 5%) for stating “none” to the question of community resources used to support culturally diverse volunteers

Table 5
Community Resources Used to Support Cultural Diversity
Guelph/Wellington and Other Region Response

Community Resources Used	Guelph/Wellington (N=33)		Other Regions (N=131)	
	No. Resp.	%	No. Resp.	%
Volunteer centre	10	30%	22	17%
Multicultural centre	6	18%	25	19%
Other agencies	5	15%	20	15%
Other	3	9%	14	11%
Translation & Interpretation	2	6%	8	6%
Diversity training	1	3%	31	24%
Media	0	0%	4	3%
None	6	18%	7	5%

There is a much higher proportion of the Guelph/Wellington survey response (56%) indicating “no specific promotion or recruitment measures” for a more culturally diverse volunteer base compared to the response from the other regions (39%) as shown in Table 6. No Guelph/Wellington respondent state “targeted promotional materials and special outreach”, while almost one-quarter of other regional respondents use that method (23%). Selected quotes from Guelph/Wellington respondents on recruitment methods for more culturally diverse volunteers follow:

“We accept anyone of any culture to volunteer with us. We rarely need to recruit.”

“This organization does not promote or recruit volunteers from different cultural backgrounds. If someone happens to

show interest, that's great. But this organization does not make special effort to reach out to diverse people to become volunteers."

"We don't do this very well. We invite people to join us when we meet them on a personal level but we don't have a 'system'."

"This is a new area that we are just beginning to explore, and at this point are still in the process of working through."

"We do not currently focus on diversity in volunteering but do not avoid it."

Table 6
Methods of Recruiting Volunteers from Diverse Cultural Backgrounds
Guelph/Wellington and Other Regions Response

Methods Used	Guelph/Wellington (N=25)		Other Regions (N=109)	
	No. Resp.	%	No. Resp.	%
No specific promotion or recruitment measures	14	56%	43	39%
Advertising	4	16%	12	11%
Other	2	8%	11	10%
Networking ("word of mouth")	2	8%	10	9%
Referral from other agencies	2	8%	3	3%
Volunteer centre	1	4%	5	5%
Targeted promotional material & special outreach	0	0%	25	23%

Possible and Positive Actions for Guelph/Wellington

Community Dialogue participants were asked to discuss in their groups "positive and possible" actions that could be taken over the next several years to build the non-profit sector's capacity in the volunteer management of cultural diversity in Guelph and Wellington County. Each group briefly presented their suggested "Possible and Positive" action to build capacity on this issue. Participants then used "dotmocracy" to vote for their priority actions to build capacity in Guelph/Wellington for recruiting and supporting volunteers from culturally diverse backgrounds. Table 7 shows the results of the dotmocracy exercise.

Table 7
Community Dialogue Participants' Possible and Positive Actions to Build Capacity on Cultural Diversity in Volunteer Management in Guelph/Wellington

Possible and Positive Actions to Build Capacity	No. Votes
Top Tier Priorities	
<i>Train staff and volunteers with goal of developing mentoring initiatives to continue the learning/dialogue.</i>	19
<i>Upper management can set formal diversity policies and procedures that lead to the recruitment and retention of staff, volunteers and board members who accurately reflect the cultural diversity of the community.</i>	15
<i>Partnership between the settlement service agencies sending newcomers out to volunteer and the nonprofits that receive them. A committee could assess newcomers' needs and barriers and develop solutions. The committee could include the Multicultural Centre, International Student Centre, and Volunteer Centre.</i>	13
Second Tier Priorities	
<i>Public education for newcomers about social issues and the meaning of volunteerism in Canada.</i>	10
<i>Centralized support system for newcomers (adequately funded). It doubles as a resource for community agencies.</i>	9
<i>Funding and staff committed to conducting and implementing high-quality anti-oppression training. This would include examining the organizations' motivations for reaching out to newcomers (avoid tokenism).</i>	8
<i>Focused outreach that will reach people where they gather (i.e. malls, workplaces, places of worship). The objective is to activate involvement in a genuine dialogue, exchange information, ideas, and experiences.</i>	7
<i>Develop gateways to cultural groups. Attend local cultural events, start conversations, build contact lists.</i>	7
<i>Acknowledge and address systemic barriers. Deconstruct racist values embedded in the system.</i>	7
<i>Increase public understanding of what diverse volunteers bring to organizations and communities. Show newcomers how they benefit from volunteerism (gain skills, break down social isolation).</i>	7
Third Tier Priorities	
<i>Share existing information (stats, etc) with organizational leaders to build priority for this work.</i>	2
<i>Mentoring programs.</i>	1

Framework for an Inventory of Resources

Following the review of survey findings about resources and strategies used for recruiting and supporting more culturally diverse volunteers, the Dialogue participants were asked to use an “inventory of resources” guide and chart to think of specific examples of existing resources that they knew about in Guelph

and Wellington County. The Project intends to identify and catalogue this information for possible use or adaptation by other communities in the 519 and 905 areas and beyond. These sheets were collected before participants left.

Question: *Can we send our submissions electronically?*

Answer: Yes. Please e-mail: info@luchuk.com

Examples for the inventory:

- *Alzheimer's Society of Halton*
- *Community Foundations of Canada (several resources on engaging diverse volunteers)*
- *Aboriginal Centre, downtown Guelph*
- *Onward Willow Better Beginnings Better Future (A Guelph organization that is very effective at this work, but is largely overlooked. Staff are very eager to share what they know, but are too busy doing the work to maintain a website).*
- *Multicultural festival (year-long commitment by culturally diverse volunteers).*
- *OPIRG has a list of facilitators of anti-oppression workshops. The OPIRG resource library is great for personal education.*
- *Brian Wiley at Lutherwood Employment Services is an excellent resource. He does employment coaching with newcomers and has a strong understanding of their needs. He refers newcomers to organizations seeking volunteers. In the past, OPIRG has used Lutherwood's wage subsidy program to compensate volunteers for their work and give their resumes a boost.*

Evaluation and Thanks

Participants were thanked for the attendance and participation in the Community Dialogue. Cathy Taylor of the Volunteer Centre of Guelph and Wellington County was thanked for the Centre's outreach and logistical organization and support for the Dialogue.

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

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



Websites

Volunteer Centre of Guelph and Wellington County:

www.volunteerguelphwellington.on.ca

Social Planning Network of Ontario: www.spno.ca

Social Planning Network of Peel: www.spcpeel.com

Developing the Diversity - Competent Organization: A Resource Manual for Non Profit Human Service Agencies in Peel and Halton:

www.spcpeel.com/diversity.htm

Imagine Canada: www.imaginecanada.ca

Imagine Canada is providing a number of useful resources right now, such as workshops on risk management – visit:

<http://www.imaginecanada.ca/?q=en/node/35>

Appendix A

Guelph/Wellington Community Dialogue, March 3, 2008: Participants List

Monica	Bell	Director of Recreation and Volunteer Services	The Elliott Community
Paula	Berry	Volunteer Coordinator	Trellis Mental Health and Developmental Services
Eliza	Crosland	Board Chair	Ed Video Media Arts Centre
Marian	Cummins	Program Developer	Alzheimer Society of Hamilton & Halton
Marnie	Eves	Organizational & Research Coordinator	OPRIG Guelph
Djurdjica	Halgasev	Acting Executive Director	Guelph & District Multicultural Centre Inc.
Mandy	Hiscocks	Volunteer Coordinator	OPIRG Guelph
Cynthia	Hoy	Coordinator of Volunteers	Guelph Community Health Centre
Cindy	Lindsay	Executive Director	Guelph Community Foundation
Lloyd	Longfield	President & CAO	Guelph Chamber of Commerce
Caitlin	More	Volunteer Coordinator	Alzheimer Society of Guelph-Wellington
Sheila	Nicholas	ESL/LINC Coordinator	St. George's ESL
Christine	Oldfield	Manager of Membership & Volunteer Services	Volunteer Centre of Guelph Wellington
Paula	Philp	Volunteer Manager	Hillside Festival
Benny	Quay	International Student Advisor	University of Guelph
Miriam	Sager	Crisis Support Coordinator	Sexual Assault Centre Hamilton and area
Roswitha	Soepenber	Project Manager	Ontario Volunteer Centre Network
Gayle	Valeriot	Manager of Training & Consultation	Volunteer Centre of Guelph Wellington
Libby	Walker	Activity Coordinator	Wellington County Museum & Archives
Barb	Wilson	Volunteer Coordinator	Guelph-Wellington Women In Crisis

Appendix B

**Guelph and Wellington County
Community Dialogue on Advancing Cultural Diversity
in Volunteer Management
Monday, March 3
Guelph Turfgrass Institute, 328 Victoria Rd. South, Guelph**

A G E N D A

- 8:30 AM** **Welcome and Introductions**
- *Project partners*
 - *Overview of agenda*
- 8:40** **What is the Project about?**
- *Context for addressing cultural diversity*
 - *Applying cultural diversity to volunteer management*
 - *Project objectives, process, and deliverables*
- 9:05** **Highlights of Growing Cultural Diversity in Guelph/Wellington**
- *How culturally diverse is your area and what are the trends?*
- 9:20** **Issues and Challenges in Guelph/Wellington**
- *Survey results*
 - *What are you encountering in the recruitment and support of volunteers with more culturally diverse identities and backgrounds into your organizations?*
 - *Sampling of small group work issues*
- 10:25** **Break**
- 10:40** **Building Capacity**
- *What positive and possible actions could be taken to improve your capacity to recruit and support a more culturally diverse volunteer base?*
- 11:45** **Starting an Inventory of Resources**
- *Survey results on resources and good practices*
 - *Framework for an inventory*
 - *What knowledge and resources exists locally on this subject?*
- 12:20** **Next Steps and Evaluation**
- 12:30** **Conclusion**

This Community Dialogue was planned and organized by the Volunteer Centre of Guelph and Wellington County and the United Way of Guelph and Wellington County and resourced and facilitated by the Social Planning Council of Peel, and the Social Planning Network of Ontario.

This project has been funded by the Government of Ontario.



Appendix C

Overview of the Key Management Functions in the Volunteer Development Cycle

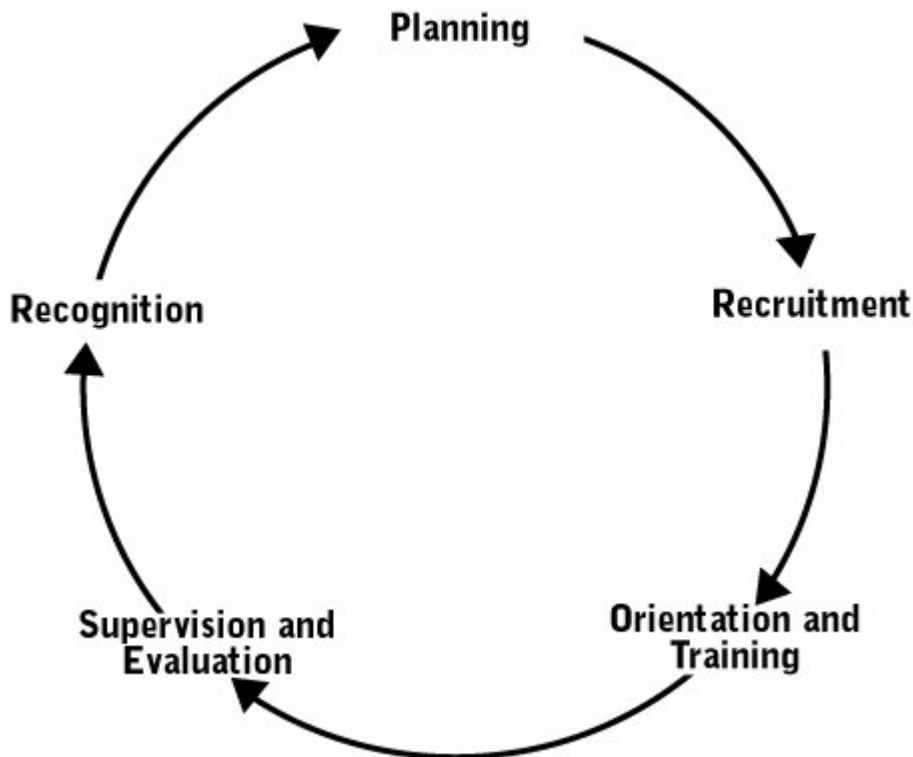
The Volunteer Canada website provides the following overview of volunteer management theory. Their overview provides the context for what we mean by “volunteer management” in the “Advancing Cultural Diversity in Volunteer Management” project.

Source: Volunteer Canada

<http://new.volunteer.ca/en/resources/management/theory>

Volunteer Management Theory

The central idea of volunteer management theory is the volunteer management cycle.



Planning is essential for the success of any volunteer program and involves

- designing volunteer positions
- creating application forms
- developing applicable policies and procedures
- educating others in the organization about involving volunteers

When you have taken care of these planning items, you have a solid foundation to support your volunteer program.

You are now ready for the **Recruitment** stage. Be creative as you brainstorm the who, why, where, when and how. Who would be the ideal volunteer? Why would they be interested in your volunteer opportunity? Where and when can you reach these people? How can you create a recruitment message that encourages potential volunteers to volunteer for your organization?

When you have recruited your volunteers, you will need to provide them with **Orientation and Training** to give the general information about your organization and the specific information about the volunteer position. Orientation and training help your volunteers feel confident and prepared. You also decrease the chances of problems occurring by helping volunteers know what is to be expected.

The **Supervision and Evaluation** stages are for your benefit and the volunteers. You need to know that the volunteer is fulfilling their role effectively and the volunteer needs affirmation too. Regular evaluation provides you and the volunteer time to assess how the volunteer placement is going and if changes could be made to improve the volunteer's satisfaction or performance.

Recognition is the next stage in the Cycle and it happens in an informal way every time a "thank you" is said. Formally, volunteers are thanked through celebrations and recognition events planned in their honour. It is important that the thank you fits the volunteer; you need to know your volunteers so that they can be thanked in a way that leaves them feeling truly recognized.

With good planning and management you will retain your current volunteers and be ready to involve new volunteers as the cycle begins again.

ADDENDUM:

Screening is an ongoing process to create and maintain a safe environment *and* to ensure the right match between the work to be done and the person who will do it. Therefore, screening considerations are integrated into the planning, recruitment, orientation/training and supervision/evaluation of volunteers.

This project has been funded by the Government of Ontario.



Appendix D

Population Profile of Guelph/Wellington

[Unfortunately, the PowerPoint presentation would not convert to the pdf format for display here. For a copy please contact Anna Przychodzki at anna_przycho@yahoo.ca]

Appendix E

Overview of Survey Respondents from Guelph/Wellington

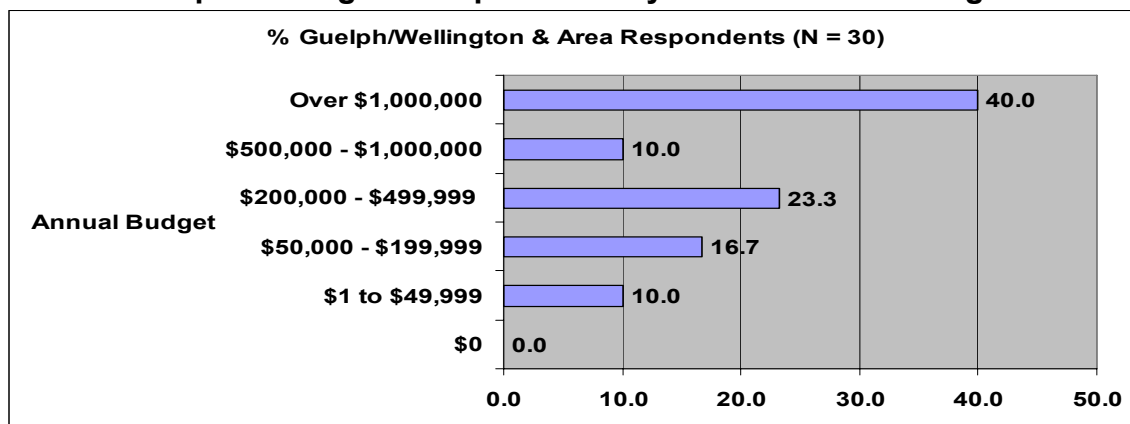
Thirty-five (35) organizations in Guelph and Wellington County responded to the survey as of February 29, 2008. Between 22 and 26 of these respondents replied to the open-ended survey questions.

Nineteen (63%) respondents reply that their main offices are located in the City of Guelph, while 10 (33%) indicate their main offices are in Wellington County/Centre. One respondent is located in a small town in Wellington County. Just over a third of all respondents indicate that their service areas are in Guelph and area (35%), while another third say they serve Wellington County (32%). Five (16%) provide service in the City of Guelph and another five (16%) support smaller or specific communities.

Almost half of the respondents (17) are non-profits without charitable status (48%), while 14 are non-profit organizations without charitable status (40%).¹ Two respondents (6%) are municipalities, and two have another status (6%).¹ Ten (29%) Guelph/Wellington respondents are Social Services organizations, eight (23%) are Health Services, another eight (23%) are Arts and Culture organizations and three (8%) are Sports and Recreation groups. Six respondents in the “Other” category (16%) reflect a range of areas – religion, business, education and smaller nonprofit sectors.

Figure 1 indicates that the Guelph/Wellington survey respondents reflect primarily the larger end of the non-profit sector with 40% having annual budgets over \$1,000,000. Representation of the mid-range in terms of budget size is stronger than in other communities that have done the survey with 23.3% with annual budgets between \$200-\$499,000 and 16.7% between \$50-\$199,000. .

Figure 1
Guelph/Wellington Respondents by Size of Annual Budgets



¹ Staff, volunteer and financial figures for the municipal respondents were not factored into the survey results, and these respondents did not answer most of the open-ended questions.

Table A
Overview of Paid Staff in Guelph/Wellington Survey Respondents

Staff	Guelph/Wellington
Total Number -	1,325 in 27 agencies
• Full-time	783 (59%)
• Part-time	542 (41%)
Median # Staff	10

Table A shows that 27 respondents provided information on their paid staff numbers. There is 1,325 paid staff in total, ranging from one (1) to 240, for an average of 49 staff and a median number of staff of ten (10).² The reported breakdown is 59% full-time and 41% part-time paid staff among the qualifying responding agencies.

Table B
Dedicated Volunteer Management Personnel in Guelph/Wellington Survey Respondents

Human Resources Dedicated to Volunteer Management	No. & Per Cent of Guelph/Wellington Respondents
▪ FT Paid Staff	12 (42.4%)
▪ PT Paid Staff	8 (27.5%)
▪ Volunteer Posit'n	2 (6.9%)
▪ None	4 (13.8%)
▪ Other	3 (10.3%)

Table B shows that 12 Guelph/Wellington respondents (42.4%) have full-time staff dedicated to managing volunteers and another eight (27.5%) has part-time paid staff in those positions. Four (13.8%) report no paid staff or volunteers dedicated to volunteer management and two (6.9%) indicate a volunteer performing this function for the organization. Three (10.3%) report some “other” arrangement, such as using summer staff or having these responsibilities fall within another job position.

² The median indicates the mid-point of the range – half of the responding agencies reporting less than the median number of paid staff, and half reporting more.

Appendix F
Guelph and Wellington Community Dialogue
Advancing Cultural Diversity in Volunteer Management
Monday, March 3, 2008, Guelph

Participant Evaluation of the Community Dialogue

(No. Respondents = 18 out of 20 Participants)

1. The invitation to the Dialogue and information sent in advance provided a clear sense of what Advancing Cultural Diversity Project was about.

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE
0 0 4 6 7 No Answer= 1

Comments:

- **I received it second-hand (rating of 3).**
- **Objectives were clear (rating of 3).**

2. The advance survey helped me to give some thought to needs, issues and existing resources on cultural diversity in volunteer management in Guelph and Wellington County.

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

Comments:

- **This was the strongest part of the program for me.**
- **I thought I should fill out the survey only if I was NOT going to attend (rating of 1).**

3. The agenda was set up in a way that served well the objectives of the Community Dialogue.

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE
0 0 2 2 14

4. The Project Overview was clearly presented in the Community Dialogue.

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE
0 0 1 5 12

Comments:

- **Clear and easy to digest.**

5. The presentation of work done to date on cultural diversity and the framework for an inventory of resources on the issues was helpful and informative.

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE
0 0 4 10 4

Comments:

- **The blue worksheet was confusing to complete – the way it was set up (recruitment vs. support of volunteers).**
- **Concern that response numbers are too low.**

6. The discussions in small groups and plenary session were stimulating.

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE
0 0 0 5 13

Comments:

- **I liked the dot-mocracy exercise – good to see support for various ideas.**
- **Awareness of how poor the local response is.**

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

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE
0 0 0 5 13

Comments:

- **Facilitator was very good, clear; able to summarize ideas in an articulate way.**
- **But spoke a bit too fast for a relative newcomer to understand.**

8. As a result of today’s Dialogue, 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
1 1 1 5 10

Comments:

- **Would like to know about resources.**
- **Not at a stage to apply a lot of this information; however, an awareness will help with future visioning and staff goals (rating of 2).**
- **My region (Hamilton) was excluded (rating of 1).**

9. Overall, on a scale of 1 to 10, how would you rate your experience in today’s Community Dialogue.

1-----2-----3-----4-----5-----6-----7-----8-----9-----10
0 0 0 0 0 0 2 7 5 4

Final Comments:

- **Some of the information was surprising and will better help our organization deal with volunteer issues. Thank you!**
- **Not sure what practical benefits will come in this community in a timely**

fashion?

- **Good opportunity to share and learn from others.**
- **I learned a lot today and have many new ideas.**
- **Thank-you for allowing me to attend, but felt a bit out of place (I am from Hamilton and received an informal invitation from an acquaintance).**
- **It was a good start, but I'm leaving the session thinking that there is a lot of work to do among Guelph organizations around how to activate new Canadians and volunteers.**
- **This was great! I'm so happy I came. The info on Guelph demographics was very interesting and enlightening. Thanks!**