

# OAVA

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Ontario Association for Volunteer Administration

## **“IMPACT”**

**A DISCUSSION PAPER**

**ON THE IMPACT OF THE ABSENCE OF  
AN ADMINISTRATOR OF VOLUNTEERS**

**MAY 1998**

**OAVA gratefully acknowledges the members responsible for the development, implementation and interpretation of this research, and the many organizations and individuals participating in the study.**

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## **Executive Summary**

There has been a radical increase in the past two years, of OAVA members whose positions have been eliminated, downsized or redefined to include a variety of tasks in addition to that of an Administrator of Volunteer Resources (AVR). In order to examine this trend as objectively as possible, the OAVA Board of Directors felt it necessary and timely to research the rationale and effects of this change. The purpose of the research is to assess the impact of the absence of an Administrator of Volunteer Resources in not-for-profit organizations (either because the position was eliminated or it never existed). Furthermore, this information could be useful as the Provincial Government proceeds with its "Volunteer Linkages" initiatives.

Government and media are giving considerable attention to voluntary action in Ontario, with the hope of renewing a sense of civic duty and voluntary involvement. OAVA, as an organization of members supporting voluntary action, embraces this philosophy and is excited by the potential good that may result from such attention. OAVA has been willing and pleased to work in cooperation with the government, as advocates and advisors to several ministries, and as participants in government committees. Recent recognition given to the value of this profession is encouraging and appreciated.

Paradoxically, on the one hand there is this attempt to increase the level of community involvement. On the other, the current infrastructure responsible for managing volunteer resources is barely able (and in many cases unable) to cope with current demands, let alone support growth. This poses a very real risk to the effectiveness of voluntary action, including: client, volunteer and staff safety; direct service to clients; recruitment and retention of volunteers; funding; organizational stability; collaborative ventures within the community; and governance and leadership. Appropriate, thorough, and skilful management of these resources, with due diligence in respect to ethics and the law, is essential.

The research methodology and the distribution of this discussion paper are intended to direct attention to the critical contributions made by AVRs. It is hoped that, as a result of increased awareness, governments, organizations and communities will act thoughtfully upon these findings to reduce risks and improve effectiveness in volunteer programming.

The financial benefits of effective voluntary action are tremendous. The concern that, in an effort to cut costs organizations will use volunteers to supplant staff, has been actualized. It is grossly misconceived, economically and ethically, that volunteer programs are cost-free, or that volunteers represent free labour. This can be a particularly dangerous practice where budget cuts lessen the level of administration of volunteer resources.

## Overview of Methodology

In January 1998, the OAVA Board appointed a Director to strike an Ad-Hoc Research Committee. A team of six OAVA members, representing Central, Eastern, Lakelands, Southwestern and Northern Ontario was soon established. In February, a survey was designed, by the team, to collect staff, volunteer and client perspectives from a variety of organizations throughout Ontario. Specific attention was paid to the protection of confidential information and the anonymity of respondents (where they desire it). By March, approximately fourteen-hundred (1,400) surveys were in distribution to two-hundred and twenty-eight (228) not-for-profit organizations across Ontario.

These organizations were randomly selected, based on the following:

- potential for volunteer placement
- provision of at least one of twelve (12) identified service areas (health care; long-term care; special needs; youth services; education; culture and religion; municipal government; police/legal services; social services; recreation; seniors' services; and counselling services)
- either "currently have a position solely responsible for the administration of volunteer resources (either paid or unpaid)"; "previously had, but do not currently have a position solely responsible for the administration of volunteer resources (either paid or unpaid)"; or "have never had a position solely responsible for the administration of volunteer resources"
- local, regional, provincial or national in their scope of services
- either unionized or non-unionized
- location, ensuring equitable representation from OAVA Regions (Central, Lakelands, Eastern, Southwestern and Northern Ontario).

As of April 9, 1998, one-hundred and seventy-two (172) surveys had been returned. These form the basis of the research data. By April 30, a total of two-hundred and two (202) surveys had been received (a 14% response rate). Unfortunately, thirty (30) surveys were received too late after the April 9 deadline to be included in the data.

Responding organizations report a range of employees numbering from zero (0) to twenty-two-hundred (2,200), a range of volunteers numbering from two (2) to one-thousand (1,000), and a range of clients numbering from eighty (80) to one million (1,000,000).

Individual respondents range in their length of affiliation with their organization from two (2) months to twenty-three (23) years. 54% of the respondents are employed by their organization, 39% volunteers and 7% clients / caregivers.

The data collected has been organized according to three categories relating to the administration of volunteer resources: “currently have a position solely responsible for the administration of volunteer resources (either paid or unpaid)”; “previously had, but do not currently have a position solely responsible for the administration of volunteer resources (either paid or unpaid)”; or “have never had a position solely responsible for the administration of volunteer resources”.

## Presentation of Data

Questions have been grouped and analyzed to reflect common themes as outlined in the Table of Contents (Measuring Change; Organizational Effectiveness; The Volunteers' Perspective; Recognition from the Volunteers' Perspective; The Clients' / Caregivers' Perspective; Benefits of Engaging an AVR and Profile of Respondents) and do not follow the questionnaire's numerical sequence

The information is presented in a table-format. Each category is presented individually, with a summary of data. In addition, consistencies and deviations across the categories are highlighted.

Observations regarding the data, and the relationship of data to the OAVA hypothesis that ***the presence of a qualified AVR has a significant positive impact on organizations, volunteers, and the community***, will be presented in the Researchers' Observations found at the end of the Discussion Paper.

## A. Measuring Change

**Question 4(b):** (pertaining to question 4(a) "The position solely responsible for the administration of volunteer resources (either paid or unpaid) is/was, full-time, part-time or not-applicable") **"If this represents a change, the change has been positive, negative or neutral, in the following ways"**

CURRENTLY HAVE	PREVIOUSLY HAD	NEVER HAD
<ul style="list-style-type: none"> <li>❖ 45% of these organizations indicate a change in the status of AVR.</li> <li>❖ Of those, 52% say the change has been positive, 47% negative and 1% neutral</li> </ul> <p>Positive impacts have been in terms of getting work done, coordination, feedback and recruitment.</p> <p>The negative impact is a reduction from full-time position to part-time, or further reduction in part-time hours and the resulting decline in volunteer services.</p>	<ul style="list-style-type: none"> <li>❖ 87% of respondents indicate a negative change in the status of AVR, 13% neutral and 0 positive</li> </ul> <p>Not a single respondent reports a positive change.</p> <p>Impacts noted include: an increased burden on other staff and volunteers; a loss of focus; a loss of continuity; decline in service; decreased fund raising potential; drop in community awareness; and a loss of support to volunteers.</p>	<p>n/a</p>

See following page for  
Respondents' Comments

**4 (b) Continued:**

*"Position was 2.5 days per week, it has now been reduced due to cutbacks in the area, productivity has reduced."*

*"Focal point for issues and concerns; program development and support for volunteers."*

*"Volunteer Administrator is not always available when needed for decisions, or available to volunteers on site for supervision or scheduling."*

*"Increased utilization of volunteers, broader range of programs delivered."*

*"Increasing number of volunteers, diversity within the roles of volunteers, providing support to clients on lengthy waiting lists."*

*"Formal volunteer department set up with policy, manual, file system, computerized data base, hour tracking, and planning management, etc."*

*"I miss the support that was formerly available, communications are haphazard, tasks are not always clarified, work not always recognized - I waste a lot of time."*

*"Interruptions in service - loss of continuity - staff have redirect some of their time and attention - fund raising efforts have been much more difficult to coordinate."*

*"Scheduling and morale of volunteers has suffered. A feedback resource that was easily accessible is obvious in its absence."*

*"Remaining staff are stretched beyond their capacity to function efficiently. The volunteers do not have enough direct support. The volunteer recruiting program suffers."*

*"Remaining staff have integrated that role into existing job descriptions, which means that elements of all three roles are not as fully/effectively implemented as they once were. The threat of reduced levels and quality of service delivery is imminent, as remaining staff burnout."*



<b>Question 7(c) :</b> (pertaining to questions 7(a): <b>“What position titles are responsible for the following elements of the administration of volunteer resources”:</b> assessing needs;                      developing placement descriptions;                      recruitment; screening;                                      orientation;                                      training; placement;                                      monitoring;                                      problem-solving; recognition;                                      evaluation;                                      discipline / dismissal; policy development;                      record keeping and 7 (b): “If this position is not devoted 100% to the administration of volunteer resources, approximately how much time by others fulfilling these duties and responsibilities?” <b>“If this represents a change, the change has been positive, negative or neutral.”</b>		
CURRENTLY HAVE	PREVIOUSLY HAD	NEVER HAD
<ul style="list-style-type: none"> <li>❖ Only 10% of respondents indicate change in the responsibility for the administration of volunteer resources.</li> <li>❖ Of these, 60% are positive, 10% negative and 30% neutral.</li> </ul> <p>Positive impacts include the ability of other staff to focus on their own service areas, and an increase in consistency.</p>	<ul style="list-style-type: none"> <li>❖ 73% of responses reflect a negative change, 27% neutral</li> </ul> <p>Again, not one indication given that this change has been positive.</p> <p>Respondents report: an increase in overtime; increased burden on other staff (particularly the Executive Director) and other staff who are not necessarily qualified; as well, increased delays in all aspects of service and administration.</p> <p>There has been a decline in the number of volunteers, and the work that is being done is not done as effectively.</p>	<ul style="list-style-type: none"> <li>❖ 23% of these respondents indicate change</li> <li>❖ 60% neutral, 20% positive, 20% negative</li> </ul> <p>Although 23% of respondents in this category report a change, these changes have had no significant impact.</p>
<p><b>See following page for Respondent Comments</b></p>		

**7 (c) Continued:**

*"less staff and less space"*

*"no coverage for initial part of each week"*

*"no other person has to coordinate volunteers, leaves others to do their own jobs"*

*"having one person do the work allows for consistency"*

*"E.D. must work onerous overtime hours to attend to the duties of both roles. Areas such as formal recognition and education of volunteers are being neglected. Operations Coord. and volunteers are not qualified administrators of volunteer resources and quality of volunteer management program suffers."*

*"too much time is taken away from other responsibilities necessary to the effective administration of the agency"*

*"not done effectively - volunteers have dropped in half"*

*"not as much contact with current volunteer, less training"*

**Question 8(b) :** (pertaining to question 8(a): **“Volunteers within this agency provide the following services:**  
 direct client service; fund raising; Board/Committee;  
 peer support/counselling; administrative support; public relations;  
 recreation; training; support/supervision of other volunteers or other  
**“If this represents a change, the change has been positive, negative or neutral”**

CURRENTLY HAVE	PREVIOUSLY HAD	NEVER HAD
<ul style="list-style-type: none"> <li>❖ 25% of respondents indicate change</li> <li>❖ Of these, 75% report the change is positive, 17% neutral and 8% negative</li> </ul> <p>Positive changes / impacts have been: an increase in the numbers of volunteers; improved service outcomes; and improved effectiveness in administration.</p>	<ul style="list-style-type: none"> <li>❖ 36% of respondents in this category report change has occurred</li> <li>❖ Of these, 36% indicate the change is negative, 54% neutral, and 10% positive</li> </ul> <p>Comments regarding the impact included: increased and intensified staff and volunteer burnout; frustration due to the diversity and addition of tasks staff and volunteers are asked to assume and, therefore, decreased service delivery.</p>	<ul style="list-style-type: none"> <li>❖ 14% of respondents in this category report change</li> <li>❖ These responses are evenly split (at 33% positive, negative, and neutral), suggesting that changing roles of volunteers has not impacted on the organization</li> </ul>

**See following page for Respondents' Comments**

**Question 8 (b) Continued:**

*"use of volunteers has expanded over the 3.5 years that the position has been filled"*

*"because of funding cutbacks, the volunteers enable us to offer full support that is needed"*

*"new volunteers recruited"*

*"More recently - change towards use of volunteers in direct client services helps keep pace with increasing client numbers."*

*"More emphasis on peer support , counselling and mentoring now than previously."*

*"Volunteers who are active are often stretched and pressure leads to burnout and high turnover of volunteer force."*

*"Volunteers are being asked to do more fundraising and administration work than previously, in addition to their other service delivery work, They are sensitive to not wanting to burden an already over-burdened staff and do not always seek out or receive the support /attention they need and deserve, which widens the gap and creates higher turnover levels. Vulnerable clients may be at risk when staff and volunteers are stretched and training and /or screening may decrease as a result."*

*"less families are being served"*

*"having volunteers being dedicated and helping out in a number of ways"*

**Commonalities:** Across the three categories, there is an increasing emphasis on fundraising.

**Question 49:** “Considering your responses to the previous questions, if there have been differences between “effectiveness now” and “effectiveness in the past”, is there a relationship to the position of administrator of volunteer resources? Yes or No”

CURRENTLY HAVE	PREVIOUSLY HAD	NEVER HAD
<ul style="list-style-type: none"> <li>❖ 60% of individuals in this category responded</li> <li>❖ 66% of them said “yes” there is a relationship between effectiveness and the presence of an AVR. 34% indicate there is not.</li> </ul> <p>More attention and resources are being directed to volunteer administration, resulting in: improved planning and preparation; cohesiveness; and increased awareness. However, there remains great concern regarding the instability of funding and potential for the decrease in AVR hours.</p> <p>Some respondents comment that even in the cases where an AVR is in place, finances or other issues may have lead an organization to engage an AVR with insufficient experience.</p>	<ul style="list-style-type: none"> <li>❖ A 94% response was realized</li> <li>❖ Of these 79% relate effectiveness to the presence of an AVR by answering “yes”, 21% say there is “no” correlation</li> </ul> <p>These respondents report that significant difficulties are now being incurred by other staff, particularly in smaller organizations.</p> <p>Diminishing administrative capacity, a loss of enthusiasm, cohesiveness and spirit were mentioned.</p> <p>In addition, there is a negative result in terms of service quality.</p>	<ul style="list-style-type: none"> <li>❖ there was a 67% response rate to this question</li> <li>❖ 53% see “no” connection, and 48% do feel there is a relationship between effectiveness and the presence of an AVR.</li> </ul> <p>The organizations in this category have never had an AVR and tend repeatedly to see it as a non-essential position, and yet almost half of them say here, that there is a connection to organizational and volunteer effectiveness and the presence of an AVR.</p> <p>Comments emphasize the lack of time and/or financial resources available for program development. Some indicate it would be too difficult to implement an AVR program now, because those duties are currently assumed by a number of people. It would simply be too onerous for these organizations to implement short-term structural changes.</p>

**Respondents’ Comments to follow**

**Question 49 Continued:**

*"More aware of risks to volunteers (liability etc.) and to agency and now have policies in place to safeguard. Also, tools like "police checks" and references hopefully help reduce risks to clients."*

*"The position of Administrator of Volunteer Resources has enabled our ED and other staff members to turn their attention to other specific duties. That has helped the agency to "plan" better, rather than just "react", to requests for service."*

*"always moving forward, assessing and identifying the areas that need to be improved, assessing and planning the actions required and implementing them"*

*"I think it is essential to raise levels of awareness"*

*"I believe there is a gap between volunteers and administration. An Administrator could bridge the gap, tying the system together more closely."*

*"Our agency went from stable funding and a full time volunteer coordinator to unstable funding and no volunteer coordinator. This has impacted on existing staff, putting in more hours to maintain service delivery and quality of service."*

*"Decreases in staff energy and output level; decreased community profile because of focus internally and energy required to maintain service levels and quality; greater focus required on fundraising, as opposed to volunteers and clients; inability to deliver additional training required to maintain number of volunteers required for highest quality service delivery; loss of team focus/connection."*

*"There has been a change since the focus was placed for more volunteers. It has been difficult to establish a viable program since it is not the position of any one employee and it still remains that way"*

*"There should be a position. It is in the works"*

*"Total level of staffing cut in half over the past two years. "*

*" The workload is very large."*

*"More review and research would be needed. With the decline in volunteerism in general you have to use your resources wisely"*

*"Hard to start a volunteer program since everybody is doing it"*

Question 4(a): "The position solely responsible for the administration of volunteer resources (either paid or unpaid) is/was full-time, part-time, or not applicable."		
CURRENTLY HAVE	PREVIOUSLY HAD	NEVER HAD
<ul style="list-style-type: none"> <li>❖ 53% Full-time</li> <li>❖ 47% part-time</li> <li>❖ On average, the position has been filled for 7.25 years</li> </ul> <p>It is unknown whether full-time versus part-time status may be related to organizational finances, or the size / scope of services, whether by choice or enforcement.</p> <p>Regardless, these organizations recognize the value and benefit of an AVR and demonstrate that commitment.</p>	<ul style="list-style-type: none"> <li>❖ 59% full-time</li> <li>❖ 40% part-time</li> <li>❖ 1% uncertain</li> </ul> <p>There is a correlation between this question and the responses to question #10 (i.e. "If your organization does not have a position solely responsible for the administration of volunteer resources, what is the rationale?").</p> <p>The primary reason for eliminating the AVR position was financial constraint, by a margin of 2:1 over the second highest reason, organizational restructuring or downsizing.</p>	n/a

**B. Organizational Effectiveness:**

Question 8(a): "Volunteers within this agency provide the following services: direct client service; fund raising; Board/Committee; peer support/counselling; administrative support; public relations; recreation; training; support/supervision of other volunteers; or other."		
CURRENTLY HAVE	PREVIOUSLY HAD	NEVER HAD
<p>Top five placements:</p> <ol style="list-style-type: none"> <li>1. Direct Client Service 15%</li> <li>1. Board/Committees 15%</li> <li>2. Administrative support 14%</li> <li>3. Fund raising 13%</li> <li>4. Public Relations 12%</li> </ol> <p>Where there is an AVR, volunteers participate in critical, high risk areas of the organization.</p> <p>Comments indicate that having increased numbers of volunteers facilitates increased fund raising activity and potential dollars raised.</p>	<p>Top five placements:</p> <ol style="list-style-type: none"> <li>1. Board/Committee 14%</li> <li>2. Direct Client Service 13%</li> <li>2. Fund Raising 13%</li> <li>3. Peer Support/counselling 12%</li> <li>3. Support/supervision 12%</li> </ol> <p>Where consistency has been replaced by fragmented management of volunteer resources, volunteers remain in key positions.</p> <p>Organizational safety, growth and sustainability may be at risk.</p>	<p>Top five placements:</p> <ol style="list-style-type: none"> <li>1. Board/Committees 18%</li> <li>2. Fund Raising 15%</li> <li>3. Administrative support 13%</li> <li>4. Public Relations 11%</li> <li>4. Direct client service 11%</li> </ol> <p>Volunteers are less involved in direct client service, but are still placed in other critical areas of the organization.</p>



**Question 9 :** "If your organization has a position solely responsible for the administration of volunteer resources (paid or unpaid, full or part time), what is the rationale for having and keeping this position?":

- the management of volunteers requires special skills and abilities
- volunteer resources must be appropriately administered in order to be effective
- the quality of service to clients is enhanced when volunteer participation is effectively managed
- appropriate volunteer programming provides valuable support to staff
- appropriate volunteer programming provides valuable support to clients
- the more volunteers we have, the greater our ability to cut costs in other areas
- the more volunteers, the greater our potential to raise funds
- other staff and/or services are not fragmented, as full attention may be given to their areas of expertise
- we are better positioned to manage risk and liability in volunteer services
- effective volunteer participation demonstrates, to funders, community ownership
- special project grant or additional funding       in response to needs assessment(s)
- there has always been one                               do not know
- other, please specify

CURRENTLY HAVE	PREVIOUSLY HAD	NEVER HAD
<p>Top five reasons:</p> <ol style="list-style-type: none"> <li>1. Volunteer resources must be appropriately administered</li> <li>1. The management of volunteers requires special skills</li> <li>2. The quality of service to clients is enhanced</li> <li>3. Appropriate programming provides valuable support to clients</li> <li>4. Volunteer participation promotes community ownership</li> </ol>	<p>Top five reasons:</p> <ol style="list-style-type: none"> <li>1. Quality of service to clients is enhanced</li> <li>2. Volunteer programming provides valuable support to staff</li> <li>3. Volunteer programming provides valuable support to clients</li> <li>4. Volunteer resources must be appropriately administered</li> <li>5. Management of volunteers requires special skills</li> <li>5. Other staff and/or services are not fragmented</li> </ol>	<p>n/a</p>

Continues on following page

**Question 9 Continued:**

"Managing Risk" ranks seventh

Organizations in this category recognize the link between effective management and the qualities and levels of support.

These organizations do not value the special skills and abilities of AVR's as highly as those organizations currently engaging one.

Considering the financial restraints alluded to in Question 10, along with a relatively low acknowledgement and/or understanding of the skills and abilities required for this role, the organizations may have viewed the elimination of this position as their best option.

Risk management ranked 10th. Again, alluding to Question 10, these organizations are forced to accept the risk of not effectively managing their potential liabilities in terms of volunteer programming.

- ❖ Client numbers range from 100 - 100,000
- ❖ Volunteer numbers range from 2 - 1,000
- ❖ Employee numbers range from 0-300

Some respondents report as many as 100,000 clients, 1,000 volunteers and 300 employees. . . yet, no one person is solely responsible for the administration of volunteer programming.

**Question #10 : "If your organization does not have a position solely responsible for the position of administration of volunteer resources, what is the rationale?"**

- financial constraints/loss of funding
- lack of perceived need
- we've never had one before
- volunteers assume these duties
- our local volunteer centre fills in the gaps
- vacancy has gone unfilled (due to attrition, maternity leave, amalgamation, etc.)
- support is available through our  regional office  provincial office  national office
- other, please specify
- organizational restructuring/downsizing
- someone else is already doing it, or pieces of it
- volunteers are able to organize themselves
- in response to needs assessment(s)
- do not know

CURRENTLY HAVE	PREVIOUSLY HAD	NEVER HAD																		
<p>Although all of these respondents currently have an AVR, many reported that they have had to reduce the position from full-time to part-time or even shorten part-time hours.</p> <p>These reductions are predominantly due to financial constraints.</p>	<p>Top 3 reasons:</p> <table border="0"> <tr> <td>1.</td> <td>Financial restraints</td> <td>42%</td> </tr> <tr> <td>2.</td> <td>Organization downsizing</td> <td>20%</td> </tr> <tr> <td>3.</td> <td>Someone else is doing it</td> <td>12%</td> </tr> </table> <p>In most cases, organizational downsizing / restructuring is linked to financial restraints.</p>	1.	Financial restraints	42%	2.	Organization downsizing	20%	3.	Someone else is doing it	12%	<p>Top 3 reasons:</p> <table border="0"> <tr> <td>1.</td> <td>Financial restraints</td> <td>24%</td> </tr> <tr> <td>2.</td> <td>Lack of perceived need</td> <td>19%</td> </tr> <tr> <td>3.</td> <td>Have never had one</td> <td>18%</td> </tr> </table> <p>"Lack of perceived need" ranked 2nd, yet not one of the respondents indicates that the rationale is based on needs assessment results.</p> <p>The absence of an AVR appears to be a matter of choice rather than necessity.</p>	1.	Financial restraints	24%	2.	Lack of perceived need	19%	3.	Have never had one	18%
1.	Financial restraints	42%																		
2.	Organization downsizing	20%																		
3.	Someone else is doing it	12%																		
1.	Financial restraints	24%																		
2.	Lack of perceived need	19%																		
3.	Have never had one	18%																		

**Questions 11 - 21 : “How Effective Is This Organization In: (indicating importance now vs in the past, and effectiveness now vs in the past)”**

- #11 Creating community awareness
- #12 Collaborating with other community agencies and service providers
- #13 Lessening the burden on families, caregivers, home support services, etc.
- #14 Building community commitment to our agency and its services as volunteers (at Board, service and support levels), as funders, and in support of special events
- #15 Protecting clients and volunteers from risk
- #16 Maintaining service levels and quality of service
- #17 Managing new requests for service and waiting lists
- #18 Recruiting volunteers, including Board Members
- #19 Retaining volunteers, including Board Members
- #20 Board governance
- #21 Ensuring that your workload as an individual is manageable

CURRENTLY HAVE	PREVIOUSLY HAD	NEVER HAD
<p>Top Responses:</p> <ol style="list-style-type: none"> <li>1. Collaboration</li> <li>2. Building community commitment</li> <li>2. Maintaining service levels and quality</li> <li>3. Creating community awareness</li> <li>4. Managing risk</li> <li>4. Recruitment</li> </ol>	<p>Top Responses:</p> <ol style="list-style-type: none"> <li>1. Maintaining service levels and quality</li> <li>1. Building community commitment</li> <li>2. Creating community awareness</li> <li>3. Retaining volunteers</li> <li>4. Recruitment</li> </ol>	<p>Top Responses:</p> <ol style="list-style-type: none"> <li>1. Creating community awareness</li> <li>2. Collaboration</li> <li>3. Maintaining service levels and quality</li> <li>4. Lessening the burden on families</li> <li>5. Protecting clients and volunteers from risk</li> </ol>

Continues on following page

**Question 11 - 21 Continued:**

"Board governance" ranks **lowest in importance and effectiveness.**

"Collaboration" is **50% more important** now than in the past and its **effectiveness has nearly doubled.**

"Building community commitment" is far **more important and effective.**

"Levels and quality of services" are **more important and more effective,** by significant measures.

"Community awareness" is nearly **twice as important** and nearly **twice as effective** now, as opposed to the past.

"Recruitment of volunteers" is significantly **more important and effective** now.

"Protecting clients and volunteers from risk" is **significantly more important and twice as effective.**

All of these priorities rank **much higher** now in terms of **importance,** but are being done **less effectively.**

"Volunteer retention, including Board members" is **more important** now, but **less effective** than previously. As demonstrated by the results of question 8a (services provided by volunteers), Board and committee work is the most common volunteer placement.

"Recruiting volunteers" is also **more important** now, but is being done **less effectively** than in the past. As discovered in the answers to question 50b (which pertains to potential organizational enhancement through the increased administration of volunteers), recruitment would be most enhanced.

"Community awareness" efforts are **most important,** significantly more so today than in the past, and are being done with **twice the degree of effectiveness.**

"Collaboration" is significantly **more important** now than in the past, and slightly **more effective.**

"Maintaining levels and quality of service" is significantly **more important** now and **twice as effective** as in the past.

"Lessening the burden" is slightly **more important** and **twice as effective** as compared to the past.

"Managing risk" is slightly **more important** and **much more effective** now.

Volunteers are not necessarily currently providing service to the areas of highest importance and effectiveness to organizations in this category (See question 8a - services provided by volunteers).

**C. The Volunteers' Perspective:**

**Questions 22 - 35 :**      **In my experience as a volunteer with *this agency*, it appears that (indicating importance now vs the past and effectiveness now than in the past):**

- #22 The organization has planned and is prepared for volunteer participation
- #23 I have a good understanding of the organization and its expectations of me and my role as a volunteer
- #24 There is a clear, 2-way process of screening and placing volunteers\
- #25 There are opportunities for me to use my skills appropriately
- #26 I have a safe environment in which to volunteer
- #27 I am provided with initial training before commencing my volunteer placement(s)
- #28 Once placed, I am provided with on-going training and opportunities for new learning
- #29 I am provided with opportunities and the support necessary to develop new skills
- #30 I am supported in my volunteer position by the availability of people and resources who can assist and direct me
- #31 I feel that I am part of a team
- #32 2-way communication and feedback regarding me and my volunteer placement are on-going
- #33 I know that I am helping a client
- #34 I feel a real sense of satisfaction, and know that my volunteer efforts are valued
- #35 My efforts are recognized

CURRENTLY HAVE	PREVIOUSLY HAD	NEVER HAD
❖ Note that there are 4 times as many NON-unionized as unionized environments	Note that there are 9 times as many NON-unionized as unionized environments	❖ Note that there are twice as many UNIONIZED as non-unionized environments, which may limit placement opportunities

**Questions 22 - 35 Continued:**

**Top Responses:**

1. The organization has planned and is prepared
2. The opportunity to use skills appropriately
3. Supported in volunteer position by availability of people and resources
4. Good understanding of the organization
4. Initial training prior to placement
4. Helping a client
4. Feeling satisfaction and valued

“Opportunities for ongoing training” and “opportunities for learning” and “feeling that volunteer efforts are recognized” followed the above priorities closely.

**Top Responses:**

1. Screening
2. Safe environment
2. Understanding organization and my role
3. Organization has planned and is prepared
3. Opportunity to use skills appropriately

In the majority of cases, as evidenced by responses to question 3b (length of time position vacant), the position has been vacant for less than one year. Volunteers in this category may continue to benefit from the groundwork laid by the AVR.

“Screening” is **more than twice as important** now than in the past, and is also **marginally more effective** .

**Top Responses:**

1. Safe environment
1. Feeling part of a team
2. Initial training
2. Understanding organization and my role
2. Feeling satisfied and valued
2. Efforts are recognized

“Screening” tied for the issue of **least importance**, with “on-going training”, “opportunity to learn new skills”, and “availability of support people”.

Recently, numerous incidents and lawsuits involving abuse of vulnerable clients, particularly children in educational and sporting environments, have been reported through the media. The lack of attention paid to screening is a factor.

Most of the respondents in this category are involved in recreation and education.

**Continues on following page**

**Questions 22 - 35 Continued:**

"A safe environment", "understanding the organization", "initial training", "developing new skills" and "being part of a team" are **more important and more effective** today.

"Feeling satisfaction" and "feeling valued" are both **more important** now but **less effective**.

"Helping a client" ranks 6th, although it scores **higher now in both importance and effectiveness**.

Volunteers are not as involved in direct client service as in the other categories, however, regardless of their placements, volunteers in organizations responding in this category still have access to vulnerable clients.

"Safe environment" is **slightly more important and effective** now.

Volunteers do what needs to be done, for the benefit of the organization. Although their skills may not necessarily be matched to tasks, choice is clearly not a priority. These volunteers appear to be satisfied and feel recognized nonetheless.

"Teamwork", "understanding the organization and my role", "feeling satisfaction and valued" and "recognition" are **twice as important and twice as effective** now as in the past.

"Initial training" is **much more important and twice as effective** now.



**D. Recognition from the Volunteers' Perspective:**

**Questions 36 a - l :** "In regard to recognition, please rate the following specific ways in which your organization might recognize you (importance now vs importance in the past and effectiveness now vs in the past)":

- #a On-the-spot praise
- #b Time with my supervisor
- #c Feeling appreciated
- #d New assignment(s) or promotion(s)
- #e Social interaction, and contact with others involved with the organization
- #f My input is welcomed and encouraged and valued
- #g Special events, dinners, banquets, ceremonies
- #h Awards and certificates
- #i Letters of reference
- #j Thank you notes, cards or letters
- #k Employment opportunities
- #l Community recognition, through the media or civic award nominations coming from your organization

**Question 37:** "There are regular, scheduled opportunities for two-way evaluation of my volunteer placement (importance now vs importance in the past and effectiveness now vs in the past)":

See table of results on following page:

Questions 36 (a - l) and 37 Continued:		
CURRENTLY HAVE	PREVIOUSLY HAD	NEVER HAD
<p>Top 5 Responses:</p> <ol style="list-style-type: none"> <li>1. Input welcomed / valued</li> <li>2. Feeling appreciated and valued</li> <li>3. Social interaction and contact with others</li> <li>4. Special events</li> <li>5. On-the-spot praise</li> <li>5 Thank you letters</li> </ol>	<p>Top 5 Responses:</p> <ol style="list-style-type: none"> <li>1. My input is welcomed</li> <li>2. Feeling appreciated</li> <li>3. Special events</li> <li>4. On-the-spot praise</li> <li>5. Social interaction</li> <li>5. Awards and certificates</li> </ol> <p>“Feeling supported” and “two-way communication” and “two-way evaluation” are <b>more important</b> now and <b>less effective</b> now.</p>	<p>Top 5 Responses</p> <ol style="list-style-type: none"> <li>1. On-the-spot praise</li> <li>2. Feeling appreciated</li> <li>3. Social interaction</li> <li>4. Time with supervisor</li> <li>5. Letters of reference</li> </ol> <p>“Input” ranks first in the other two categories, but is not included in the top 5 in this group. Because of the unionized environments and the nature of the work within these organizations, volunteers may not expect to have input.</p>
<p><b>Commonalities:</b> Across the three categories, “recognition” is <b>more important</b> and <b>more effective</b> than in the past. It seems that volunteers prefer recognition that is more sophisticated, i.e more intellectual than material:</p> <ul style="list-style-type: none"> <li>❖ relationship-based, in regard to relationships with organization, clients, supervisor and other volunteers;</li> <li>❖ feeling a sense of meaning and inclusivity as part of the team;</li> <li>❖ recognition needs to be tailored to the individual</li> </ul> <p>Across the three categories, community or civic / government recognition has the LEAST amount of meaning to volunteers</p>		

**E. The Clients' and Caregivers' Perspective:**

**Questions 38 - 48 :** In my experience as a client / caregiver to a client of this organization, it appears that (importance now vs importance in the past and experience now vs experience in the past):

- #38 Volunteers are available to help me
- #39 Measures are taken to keep me and the volunteer safe
- #40 Volunteers are carefully chosen
- #41 The organization's expectations of the services provided by volunteers are realistic
- #42 The organization has carefully thought out what volunteers should or should not do
- #43 Volunteers are well-trained and capable
- #44 There is someone to talk to if I have a problem with the organization's volunteer services
- #45 My input is encouraged, valued and considered appropriately
- #46 Volunteer services are meaningful to me
- #47 Volunteers deliver the services(s) as agreed
- #48 Volunteers are appreciated and recognized

CURRENTLY HAVE	PREVIOUSLY HAD	NEVER HAD

**Commonalities:** There are very few client respondents, compared to the number of overall replies. Some service providers may have regarded themselves as caregivers to clients, which they may be (in addition to being a service provider). The actual number of respondents to this series of questions is significantly higher than the number of respondents identifying themselves as clients or caregivers.

It is believed that some volunteers and employees may have inadvertently completed this section, rendering the data inconclusive.

**F. The Benefits of Engaging an AVR**

**Question 50(a): "If there were an opportunity for this organization to increase its level of administration of volunteer resources, it would be of benefit, *generally*, to:**

- |  |  |
|--|--|
| <input type="checkbox"/> Staff                     | <input type="checkbox"/> Clients                     |
| <input type="checkbox"/> Caregivers                | <input type="checkbox"/> Volunteers                  |
| <input type="checkbox"/> Board /Committee Members  | <input type="checkbox"/> Other Community Agencies    |
| <input type="checkbox"/> Home Care Providers       | <input type="checkbox"/> Government                  |
| <input type="checkbox"/> Long-Term Care Facilities | <input type="checkbox"/> Funders                     |
| <input type="checkbox"/> Other, please specify     | <input type="checkbox"/> Community Awareness efforts |

CURRENTLY HAVE	PREVIOUSLY HAD	NEVER HAD
<p>Top Responses:</p> <ol style="list-style-type: none"> <li>1. Clients</li> <li>2. Volunteers</li> <li>3. Staff</li> <li>4. Community Awareness</li> <li>5. Caregivers</li> </ol>	<p>Top Responses:</p> <ol style="list-style-type: none"> <li>1. Clients</li> <li>1. Volunteers</li> <li>1. Staff</li> <li>2. Community Awareness</li> <li>3. Other Agencies</li> </ol> <p>Board Members rank <b>seventh</b> in terms of benefiting from enhanced administration of volunteers. However, Board / Committees (as indicated in Question 8a) rank <b>first</b> in terms of where volunteers are most commonly placed.</p> <p>Agency effectiveness (as reflected in Question 18 and 19) indicate recruitment and retention of volunteers (including Board members) is poor.</p>	<p>Top Responses:</p> <ol style="list-style-type: none"> <li>1. Staff</li> <li>2. Volunteers</li> <li>3. Clients</li> <li>4. Community Awareness</li> <li>5. Board/Committees</li> </ol>

**Question 50(b):** “If there were an opportunity for this agency to increase its level of administration of volunteer resources, it would enhance our organization’s ability, *specifically*, to:

- |   |   |
|---|---|
| <input type="checkbox"/> Assess Needs   | <input type="checkbox"/> Develop Placement Descriptions |
| <input type="checkbox"/> Recruit Volunteers   | <input type="checkbox"/> Orient Volunteers              |
| <input type="checkbox"/> Place Volunteers   | <input type="checkbox"/> Monitor Volunteers             |
| <input type="checkbox"/> Problem-Solve  | <input type="checkbox"/> Recognize Volunteers           |
| <input type="checkbox"/> Evaluate   | <input type="checkbox"/> Discipline/Dismiss             |
| <input type="checkbox"/> Keep Records   | <input type="checkbox"/> Other, please specify          |
| <input type="checkbox"/> Develop policies for administration of volunteer resources |   |

CURRENTLY HAVE	PREVIOUSLY HAD	NEVER HAD
<p>Top Responses:</p> <ol style="list-style-type: none"> <li>1. Recruitment</li> <li>2. Recognition</li> <li>3. Monitoring</li> <li>4. Placement</li> <li>5. Orientation</li> </ol> <p>The importance of volunteers to successful fundraising is repeatedly noted.</p>	<p>Top Responses:</p> <ol style="list-style-type: none"> <li>1. Recruitment</li> <li>2. Monitoring</li> <li>2. Recognition</li> <li>3. Assess Needs</li> <li>4. Placement</li> </ol>	<p>Top Responses:</p> <ol style="list-style-type: none"> <li>1. Recruitment</li> <li>2. Monitoring</li> <li>3. Orientation</li> <li>4. Recognition</li> <li>5. Placement</li> </ol>

**Commonalities:** “Discipline / Dismiss”, “Record Keeping” and “Policy development” rank very low.

**G. Profile of Respondents:**

<b>Question 51: "The individual completing this questionnaire is an agency employee, volunteer or client/caregiver?"</b>		
<b>CURRENTLY HAVE</b>	<b>PREVIOUSLY HAD</b>	<b>NEVER HAD</b>
<p>Employees 52%</p> <p>Volunteers 38%</p> <p>Clients/Caregivers 10%</p> <p>Highest level of clients / caregivers is in this category.</p>	<p>Employees 35%</p> <p>Volunteers 58%</p> <p>Clients/Caregivers 7%</p> <p>Highest level of volunteer input is in this category.</p>	<p>Employees 73%</p> <p>Volunteers 25%</p> <p>Clients/Caregivers 2%</p> <p>Highest level of employee input is in this category.</p>

<b>Question 52: "How long have you been affiliated with this organization?"</b>		
<b>CURRENTLY HAVE</b>	<b>PREVIOUSLY HAD</b>	<b>NEVER HAD</b>
<p>❖ Ranges from 2 months to 22 years.</p> <p>The majority of respondents have been affiliated with the organization for approximately four years.</p>	<p>❖ Ranges from 2 months to 18 years</p> <p>The majority of respondents have been with the organization for 5 or more years</p>	<p>❖ Ranges from 6 months to 23 years.</p> <p>The average affiliation with the organization falls in the 8 to 10 year range</p>

<b>Question 3(b): "This position has been filled (or vacant) for what length of time?"</b>		
<b>CURRENTLY HAVE</b>	<b>PREVIOUSLY HAD</b>	<b>NEVER HAD</b>
<p>❖ Position filled ranging from 2 months to 40 years</p> <p>The majority of positions have been filled for approximately 3 to 5 years.</p>	<p>❖ Position vacant ranging from 1 month to 4 years</p> <p>The majority of positions have been vacant for less than one year. The absence of the AVR may not yet be felt to its fullest extent.</p>	n/a

<b>Question 5(c): "If this is/was a salaried position, please indicate the annual salary range."</b>		
<b>CURRENTLY HAVE</b>	<b>PREVIOUSLY HAD</b>	<b>NEVER HAD</b>
<p>❖ Salaries range from \$12 / hour to \$60,000 / year.</p> <p>The majority of salaries (prorated if part-time) are in the area of \$42,000 - \$44,000 annually.</p>	<p>❖ Salaries range from \$10 / hour to \$57,000 / year.</p> <p>The majority of salaries reported were in the \$35,000 range, however, there is a much greater spread evident at the low end of the range than with the organizations that currently have an AVR.</p>	n/a

<b>Question 7(a): “What position titles, or departments in your organization, are responsible for the following elements of the administration of volunteer resources:</b>		
<input type="checkbox"/> Assessing Needs <input type="checkbox"/> Developing Placement Descriptions <input type="checkbox"/> Recruitment <input type="checkbox"/> Screening <input type="checkbox"/> Orientation <input type="checkbox"/> Training <input type="checkbox"/> Placement <input type="checkbox"/> Monitoring <input type="checkbox"/> Problem-solving <input type="checkbox"/> Recognition <input type="checkbox"/> Evaluation <input type="checkbox"/> Discipline/Dismissal <input type="checkbox"/> Policy Development <input type="checkbox"/> Record-keeping		
CURRENTLY HAVE	PREVIOUSLY HAD	NEVER HAD
The AVR has the primary responsibility for the elements of the administration of volunteer resources.		
<b>Commonalities:</b> There is huge range in the variety of tasks and how those tasks are being assigned: from service volunteers, board volunteers, and administrative volunteers, to program staff, clerical staff, and to the Director of Human Resources, Executive Director and the organization’s whole staffing component.		

<b>Question 7(b): “If a position is not devoted 100% to the administration of volunteer resources, approximately how much time is spent by others fulfilling these duties and responsibilities . . . % of workload and hours weekly?”</b>		
CURRENTLY HAVE	PREVIOUSLY HAD	NEVER HAD
❖ In those cases where an AVR is not full-time or 100% responsible, other staff involvement ranges from 2% (at one hour per week) to 80% (and 28 hours/week).  This represents an average 30-35 hour work week for staff within these organizations.	❖ Ranges from 5% (or 3 hours per week) to 85% (or 40 hours per week)  This represents an average 50-60 hour work week	❖ Ranges from 1% (or ½ an hour per week) to 40% (or 20 hours/week)  This represents an average 30-50 hour work week



**Question 1: "This organization is in the field of:**

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> health care            | <input type="checkbox"/> education              | <input type="checkbox"/> social service       |
| <input type="checkbox"/> long-term care         | <input type="checkbox"/> culture                | <input type="checkbox"/> recreation           |
| <input type="checkbox"/> special needs          | <input type="checkbox"/> municipal government   | <input type="checkbox"/> seniors' services    |
| <input type="checkbox"/> youth services         | <input type="checkbox"/> police/legal; services | <input type="checkbox"/> counselling services |
| <input type="checkbox"/> other, please specify" |   |   |

CURRENTLY HAVE	PREVIOUSLY HAD	NEVER HAD
<p>Top services represented:</p> <ol style="list-style-type: none"> <li>1. health care</li> <li>1. youth services</li> <li>2. counselling services</li> <li>3. social services</li> <li>4. special needs</li> <li>4. education</li> <li>5. police/legal services</li> <li>6. seniors' services</li> <li>7. culture/religion</li> </ol>	<p>Top services represented:</p> <ol style="list-style-type: none"> <li>1. counselling services</li> <li>2. social services</li> <li>3. special needs</li> <li>4. culture/religion</li> <li>5. health care</li> <li>6. funders</li> <li>6. education</li> <li>7. recreation</li> <li>8. seniors' services</li> </ol>	<p>Top services represented:</p> <ol style="list-style-type: none"> <li>1. recreation</li> <li>1. education</li> <li>2. municipal government</li> <li>2. seniors' services</li> <li>3. health care</li> <li>3. counselling services</li> <li>4. special needs</li> <li>5. youth services</li> <li>5. social services</li> </ol>

**Question 3(a): "This agency (or your specific branch office if you are part of a larger organization) currently has/ previously had but does not currently have/ has never had a position solely responsible for the administration of volunteer resources (either paid or unpaid)."**

CURRENTLY HAVE	PREVIOUSLY HAD	NEVER HAD
56% of total responses	18% of total responses	26% of total response

## **RESEARCHERS' OBSERVATIONS**

The data compiled through this research project confirms the severity of loss experienced in the absence of an AVR. The absence of a skilled, qualified Administrator of Volunteer Resources is shown to result in the decreased capacity of organizations and volunteers to: serve clients; protect themselves and clients from risk; raise funds; plan and be prepared; generate community awareness; develop partnerships; and promote voluntary action.

The AVR not only enhances internal relationships unifying volunteers, staff and clients, but externally, is able to link organization to community. The position of AVR is crucial to organizational synergy.

Noticeably, there is a philosophical shift in the nature of volunteerism / voluntarism. Volunteers are placed in more significant areas of trust now than ever before, and expect to be well-trained and involved in their service plans. With the exception of agencies which have lost the Administrator of Volunteers, organizations are recognizing and responding to volunteers' needs with greater effectiveness.

The expansion of roles for volunteers in additional / different ways is not necessarily negative, provided that volunteers are qualified and carefully recruited, screened, trained, supported and evaluated. The absence of an AVR significantly increases the level of potential risk and liability to all involved.

Organizations and volunteers are not working on their own to redefine voluntarism. The Government of Ontario is also re-evaluating civic action, through programs such as "Volunteer Linkages", "Ontario Works", and Community Involvement as a component of the secondary school curriculum,. Perhaps this represents an entire shift in cultural values relating to reciprocity and community support.

It is alarming that, as organizations struggle with decreased funding, downsizing and less administration of volunteer resources, the demand for service and the need to act collaboratively simultaneously increases.

The following observations, based on the research data, will illustrate where respondents either confirm or contradict the original hypothesis of the study:

## **Organizational Effectiveness:**

### **Managing Risk:**

The presence of an AVR enables the participation of volunteers in critical, high risk areas of the organization, such as direct client service, Board / Committees, and fundraising. The organization may be better positioned to sustain service levels.

In organizations without an AVR, consistency has been replaced by fragmented management of volunteer resources, yet volunteers remain in key positions. Organizational safety, growth and sustainability and quality and levels may be at risk.

When volunteers are not involved in direct service to clients, liability may be reduced. The lack of direct volunteer involvement in client service may be a risk management technique itself.

Recently, numerous incidents and lawsuits involving abuse of vulnerable clients, particularly children in educational and sporting environments, have been reported through the media. The lack of attention paid to screening across the three categories, particularly in the recreation and education fields, is shocking. Volunteers in organizations which have never had an AVR rank screening as their least important issue. In the absence of an AVR, volunteers may be unaware of the risks they are assuming in their placements.

Discipline / Dismissal, Record Keeping and Policy Development consistently rank very low, which again suggest that quality control and risk management in volunteer programming is not a priority.

Although feeling supported, two-way communication and two-way evaluation are **more important** today, they are **less effective**. This validates the need for and importance of on-going personal contact with volunteers, in terms of both volunteer recognition and quality control / risk management

Some respondents report as many as 100,000 clients, 1,000 volunteers and 300 employees. . . yet, no one person is solely responsible for the administration of volunteer programming. Would this happen in the private sector?

It would be interesting, albeit impossible, given the anonymous nature of this study, to assess whether effectiveness remains high over an extended period of time, in those organizations which no longer have an AVR,. Even short-term absences have been noted as having potential long-term impact.

### **Governance / Accountability:**

At the governance / accountability level of organizations, there is increased difficulty in the recruitment and retention of leadership volunteers. Organizations report low effectiveness in the areas of planning, policy development and overall governance. At the same time, diminishing financial and human resources are barriers to changing the effectiveness levels. In assessing the

connection between organizational effectiveness and the presence of an AVR, those organizations which, at some point, have had an AVR, attribute effective planning, preparation, cohesiveness and increased awareness to the AVR position. Those who have never had one see no such relationship.

.Volunteer recruitment and retention ( including Board members)" is **more important** now, but is **less effective**. As demonstrated by the results of question 8a (services provided by volunteers), Board and Committee work is the most common volunteer placement. Boards may not be recognizing and therefore not accessing the recruitment, retention, training and management skills AVR's can offer to their organizations.

### **Direct Service to Clients:**

The quality of customer service and satisfaction is dependent upon appropriately skilled, trained and placed human resources, effectively managed by appropriately skilled, trained and placed leaders

In the absence of an AVR, staff are clearly stressed, overburdened and working longer hours, which impacts on quality and levels of service. They indicate that an increase in the administration of volunteer resources would help them serve clients more effectively.

Staff and volunteers have more and more responsibilities and this trickles down to service. The end result is that clients suffer.

All categories indicate that staff, volunteers and clients would benefit from the enhanced administration of volunteer resources. It is expected that levels of direct client service would increase most significantly for those organizations which do not currently have an AVR.

### **Recognition:**

Across all three categories, community or civic / government recognition has the **LEAST** amount of meaning to volunteers. Volunteers are saying, through this survey, that they prefer recognition that is more sophisticated, i.e tailored to them as individuals, and more intellectual than material. Volunteers desire recognition which is relationship-based, in regard to their involvement with the organization, clients, supervisors and other volunteers. They desire a sense of meaning and inclusivity as part of a team and they want to feel that their input is welcomed and valuable.

From the results of this research, it would appear that government dollars are being spent on recognition which is meaningless to volunteers.

Part of recognizing volunteers is defining "volunteer". Are board / committee members, coaches, parent aids, parent advisory committee members, co-op students, Community Service Order placements, Workfare recipients, etc., included in volunteer stats? The data collected indicates that "volunteer" is defined in a variety of ways by a variety of organizations.

**Benefits of Engaging an Administrator of Volunteer Resources:**

The case for engaging an AVR is most strongly made by those respondents who have previously, but do not currently have one (either paid or unpaid). Clearly, these respondents appreciate the impact an AVR has on them individually and on organizational outcomes.

Many organizations comment on the connection between an AVR and an increase in fundraising potential. There is a critical distinction between the skill sets necessary to raise funds and those necessary to manage human resources. Yet the roles of many AVR's have been changed to include fundraising responsibilities, when in fact, they would be most effective in the recruitment and management of fundraising volunteers.

The average salary range of agencies currently engaging an AVR is higher than those who eliminated the AVR position. This leads to the conclusion that the AVR, not as highly valued or paid as in some other organizations, may therefore have been more readily dispensable. It may also be concluded that qualified people will find opportunities where remuneration reflects recognition and appreciation of the skills and potential outcomes the AVR brings to the organization.

These results indicate that organizations acknowledging the importance and complexity of the effective administration of volunteer programs and the ensuing benefits, when able, are willing to remunerate individuals for their skills.