An Environmental Scan on Volunteering and Improving Volunteering

Michael Hall
A-J McKechnie
Katie Davidman
Fleur Leslie

Canadian Centre for Philanthropy ™
Le Centre canadien de philanthropie ᴹᶜ

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A-J McKechnie
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Executive Summary

This environmental scan reviews existing research on public attitudes and opinions about volunteering and reports on the results of a small number of key informant interviews with volunteers and individuals from voluntary organizations, businesses and governments. It outlines current strengths in volunteering, suggests areas for improvement, and identifies current gaps in our information about volunteering.

The scan reveals that there is only a limited amount of recent public opinion research about volunteering and volunteerism in Canada. Most research has focused on the perceived importance of volunteering and the barriers and motivations to volunteering. There is little research that examines the views of voluntary organizations, business or government about volunteering and volunteerism.

The main findings from the environmental scan are summarized below according to the following five themes: the Perceived Role and Value of Volunteers and Volunteering, Current Trends Affecting Volunteering and Volunteers, Understanding Motivations and Barriers to Volunteering, Satisfaction with Volunteering and Perceived Benefits, Approaches to Improving Volunteering. For each theme we first present our findings from the scan of existing research. Next we summarize the results of the key informant interviews.

1. The Perceived Role and Value of Volunteers and Volunteering

The Research

- The available research reveals that Canadians, including the general public, volunteers, voluntary organizations, corporations and governments think volunteering is important and valuable to Canadian society.

- Volunteering appears to be considered a valuable activity that provides benefits to volunteers and to the organizations that rely on volunteers.

- Canadians have a high level of trust in volunteers.

- Almost two-thirds of Canadians aged 18 to 35 expect to volunteer at some point in their lives. In 1997, almost one-third of Canadians volunteered.

- Volunteering is seen as a way to improve communities.

- There appears to be corporate support for volunteering.

- Perceptions about whether activities should be characterized as volunteering depend upon the perceived costs and benefits of the activity to the participant.

- There are concerns about volunteerism replacing paid workers; volunteer liability (expressed particularly with regard to sitting on boards of directors) and worries about the qualifications of volunteers.

Key Informants

- Key informants indicate that volunteering is important and that the work of most volunteer groups and many public departments would not be possible without them.
- Some indicated that Canadians may be concerned about volunteers replacing paid workers.
- Volunteers may not be valued by the organizations in which they serve and by society at large.

2. Current Trends Affecting Volunteering and Volunteers

The Research

- Although the numbers of volunteers increased between 1987 and 1997, the trends create some cause for concern about the health of volunteering in Canada. Only one-third of Canadians volunteer, and about 8% of volunteers contribute 72% of all volunteer hours.

- Research on the demand for volunteers is very limited. In 1993, there were three volunteers to every paid worker in the charitable sector. Some evidence suggests that social service agencies need more volunteers than they can find.

- Voluntary sector organizations may be facing challenges in effectively utilizing existing volunteers because of a lack of volunteer management capacity.

- There appears to be a need for recruitment practices to become more sophisticated to respond to a more diverse population of potential volunteers.

Key Informants

- Trends most commonly cited by key informants were the time pressures faced by volunteers, the demand for specific skills in volunteers, and the use of volunteering as a source of skill development.

- Some key informants suggest that volunteers are looking for new ways of volunteering (e.g., family volunteering), have greater expectations of volunteer experiences and are becoming more selective in their choice of volunteer activities.

- Voluntary organizations have an increasing need to develop management skills to recruit, train and retain volunteers.

- Voluntary sector respondents report having to deal with more intensive screening and risk management around the use of volunteers.

- Volunteering in rural areas may be threatened by the demise of smaller voluntary organizations.

- Changing demographics such as the loss of active senior volunteers, the lack of young volunteers, and an increasing number of volunteers whose first language is not English, were identified as posing challenges for voluntary organizations.

- Mandatory volunteering is considered to be a negative experience by many volunteers because it often requires volunteers to do work that is unfulfilling and it has the potential to undermine future volunteering. However, some respondents identified this as a potentially valuable approach to encouraging volunteering.

- The majority of key informants identified a need for more volunteers.

- Some volunteers believe there is a need for better utilization of existing volunteers.

3. Understanding Motivations and Barriers to Volunteering

The Research

- Belief in a cause and the opportunity to use one's skills are the top motivators for volunteers.

- Time scarcity is cited as the biggest barrier to volunteering. The reasons behind this have been less well researched. There is some evidence that employer support to volunteering can help to alleviate this barrier.

- Many people initially get involved in volunteering because someone approached them from an organization, suggesting that the recruitment activities of voluntary organizations are an important determinant of rates of volunteering.

Key Informants

- Some key informants identified the expenses of volunteering as a barrier.

- Poorly designed and managed volunteer programs were identified as a factor that impedes the recruitment and retention of volunteers.

- The lack of knowledge about volunteer opportunities may be a barrier.

- The need for people to be asked to volunteer may be a factor impeding volunteering.

- Language and literacy skills may serve as a barrier for newer Canadians.

- The undervalued nature of volunteering also may be a barrier.

4. Satisfaction with Volunteering and Perceived Benefits

The Research

- There has been very little research about the quality of volunteer experiences or volunteer satisfaction. That which has been done suggests that volunteers enjoy helping others and about half are satisfied with their experiences (over another third are somewhat satisfied).

- Volunteers have been found to earn more wages at subsequent jobs than non-volunteers.

Key Informants

- Volunteers report gaining a variety of skills from their activities.

- Volunteers appear to be satisfied with their volunteer experiences.

- Key informants also identified some negative aspects of volunteering. These include a lack of respect for volunteers, ineffective volunteer management, too much bureaucracy, and a lack of role clarity between paid and unpaid staff.

5. Approaches to Improving Volunteering

The Research

- In terms of future research and action, eight areas of further investigation emerge from the review of the research literature. These include research on:

  1) the image that Canadians have of volunteering to inform outreach and recruitment strategies;

  2) the nature of demand for volunteers;

  3) the rewards and satisfactions associated with volunteering;

  4) the impact of demographic and social change for volunteering and volunteer management;

  5) volunteer management and related capacity needs of voluntary organizations;

  6) the social and economic value of volunteering to volunteers, the community, and government;

  7) employer-supported volunteering and how it can most effectively support volunteering in Canada;

  8) the impact of mandatory community placements on volunteering, and

9) measures to address concerns that voluntary sector organizations have around liability, confidentiality and accountability issues, in order to mitigate the effect these have on recruiting and effectively using volunteers.

Key Informants

- Key informants predominantly felt that governments have a role to play in improving volunteering by providing better financial support to voluntary organizations to enable them to more effectively use volunteers. Other suggestions for government included: providing expertise, working to improve awareness of the sector, providing more recognition for the contribution of volunteers, supporting government employee volunteers and providing tax incentives for volunteering.

- Business was also seen to have a role in improving volunteering by proactively supporting their employees' volunteer activities.

- Many key informants identified the value of improved volunteer training and management for improving volunteering.

- Some respondents identified the importance of recognizing the needs of rural and aboriginal peoples.

The environmental scan reveals that Canadians generally appear to value volunteering. However, volunteerism in Canada appears to be facing a number of challenges. There are some areas where the research, despite being limited, reveals fairly consistent messages that are reinforced by the key informant interviews. For example, there appears to be a need for improved volunteer management capacity within voluntary organizations. In many other areas, however, there is need for additional research to guide any anticipated action. For example, any effort to recruit additional volunteers would be assisted by research that showed, among other things: how volunteering is perceived by different segments of the population; the rewards people seek from their volunteer experiences; and the current need or demand for volunteers. The design of a strategy for improving volunteering and volunteerism in Canada may, therefore, benefit from additional targeted research.

Introduction

As part of the Voluntary Sector Initiative, the National Volunteerism Initiative Joint Table (NVI) has the mandate to expand volunteer effort, promote volunteering and strengthen volunteerism in Canada. As the Table begins to consider and develop the key elements of an NVI, it requires an understanding of current public views, attitudes and opinions on volunteering particularly insofar as these views might suggest approaches for strengthening volunteerism in the country. The following provides an environmental scan that reviews existing research on public attitudes and opinions about volunteering and reports on the results of a small number of key informant interviews with volunteers and representatives of voluntary organizations, businesses and governments. It outlines current strengths in volunteering, current areas of weakness or vulnerability, and current gaps in our information about volunteering.

The importance of the NVI is demonstrated by studies that show both the massive contributions that Canadians make through their volunteering and the potential for large declines in these contributions. Over 7.5 million Canadians volunteer and through their efforts contribute their time through voluntary organizations to support others and their communities (Hall, Knighton, Reed, Bussière, Bowen and McRae, 1998). Their efforts over the course of a year equate to 590,000 full time jobs or a labour force that is greater in size than that of most provinces. However, most (72%) of the 1.11 billion hours of volunteer time contributed annually comes from the efforts of only 8% of Canadians (Hall & Febbraro, 1999). Any decline in the participation of these highly active volunteers is likely to have large repercussions on the overall availability of volunteer time.

The extent of public opinion research on volunteering is minimal. The areas investigated most frequently in the literature include the perceived importance of volunteering and the reasons people report to volunteer or not volunteer. Much of this work was done in the late 1980s and early 1990s for the Imagine program at the Canadian Centre for Philanthropy by the Decima Research Group. More recently, studies have been done by the Canadian Centre for Philanthropy (Bozzo, 1999; Hall *et al.*, 1998; Hall & Febbraro, 1999; Husbands, McKechnie & Gagnon, 2000), Ekos Research Associates (1999; 1998), the Canada West Foundation (McFarlane & Roach, 1999; Roach, 2000), and the Angus Reid Group (1997).

The literature scan reveals that while Canadians from all sectors of society think volunteering is important and a valuable activity there are a number of areas where efforts can be made that will help to strengthen volunteering. For example, some research suggests that voluntary organizations experience difficulties making optimal use of volunteers because of a lack of volunteer management capacity. Other research points to the need for voluntary organizations to respond to the needs of a changing and increasingly diverse population.

Key informant interviews with volunteers, voluntary organizations, corporations, and government provide additional perspectives on current opinions, attitudes and views

about volunteering. Key informants, for example, indicate that volunteering is an important activity and point to their indispensable role in providing important services in the community. They also are quick to identify the changing needs and interests of volunteers as well as the challenges many voluntary organizations face as they try to respond to these changing needs. Finally, they offer a number of suggestions for improving volunteering and volunteerism.

Before the results of the environmental scan are presented, we provide a brief description of the methodology of the study and outline its scope and limitations. The main body of the report provides the environmental scan, which consists of an integrated summary of findings from the literature review and the key informant interviews. The complete literature review with an accompanying annotated bibliography is included in the Appendices.

Methodology

The scan of public opinion, attitudes and views about volunteering was informed by a review of existing research literature and by key informant interviews.

The Literature Review

To identify and access existing research, the following activities were undertaken:

1. A bibliographic search of published literature through University of Toronto library databases including: the UTCAT catalogue; Social Science Abstracts; Social Services Abstracts; Sociological Abstracts; and a number of E-journals (Nonprofit World; Nonprofit Management and Leadership; Journal of Public Economics; Public Opinion Quarterly; Public Administration Review; and Social Indicators Research).

2. A search of the Canadian Centre for Philanthropy's voluntary sector research website (www.nonprofitscan.org) which includes a Catalogue of Research-in-Progress and an on-line library of published works. Both the Research-in-Progress Catalogue and the on-line library provide abstracts, contact information and links to research documents.

3. A search for information via the Internet using Copernic 2000, a meta-search software program.

4. A search of materials housed in the Research Library of the Canadian Centre for Philanthropy including research that had been collected by the Centre as part of the needs analysis it conducted for the International Year of Volunteers Research Program.

Key Informant Interviews

To obtain a preliminary understanding of the views of various stakeholders about volunteering we conducted a small number of interviews with volunteers (13) and with representatives from the voluntary sector (13), businesses (10) and government (5). Participants were selected according to a variety of criteria. Volunteers were recruited so as to be representative of a wide range and level of volunteer activity. Voluntary sector representatives were selected from national organizations as well as a small number of provincial or local organizations that focus on volunteers (e.g., local or provincial volunteer centres). Interviews with corporate sector representatives were restricted to those from large national companies because of the difficulty in both contacting representatives of small business and in adequately capturing the diversity of small business activities. Finally, government representatives were selected from both federal and provincial governments. The interviews were open-ended and semi-structured and took an average of 30 minutes (see Appendix D for the interview participant list).

Scope and Limitations of the Study

This report has been commissioned by the Joint Table of the NVI and was prepared within very tight time constraints over a period of three weeks. The results, therefore, rely on a review of research that we were able to access within the short period of time that was available. We have, however, identified and made note of all research that we discovered in the course of our review.

In addition, we conducted qualitative interviews with a small number of key informants. Because of the small number of interviews, this qualitative research should be considered exploratory only and in need of further verification. Despite these limitations, we expect that the report will be useful for stimulating thinking about how to strengthen volunteerism in Canada.

Findings from the Environmental Scan

Our review of existing research on public attitudes, opinions and views about volunteering and the results of the key informant interviews are presented below. The findings are organized around the following five themes:

1. The perceived role and value of volunteers and volunteering;

2. Current trends affecting volunteering and volunteers;

3. Motivations and barriers to volunteering

4. Satisfaction with volunteering and perceived benefits; and

5. Approaches to improving volunteering.

As will be seen, there is only a modest amount of research on public attitudes, opinions and views about volunteering.

Our review includes survey and focus group research that directly examines public opinion and attitudes as well as research on behaviours where these studies allow us to make inferences about underlying opinions and attitudes. For example, the rates of volunteering in the population from the *National Survey of Giving, Volunteering and Participating* provide an indication of the degree of public support for this kind of activity. Similarly, evidence about the extent to which corporations provide support to employee volunteers provides some insight into the attitudes and opinions of business about volunteering.

Most public opinion research regarding volunteering was conducted in the late 1980s and early 1990s for the Imagine program at the Canadian Centre for Philanthropy by the Decima Research Group. Although it is dated, it has been included in the review because of its relevance and because of the limited amount of other work that has been done in this area. More recently, the Canadian Centre for Philanthropy conducted a set of consultations and key informant interviews to inform the development of a research program for the International Year of Volunteers (Husbands, McKechnie & Gagnon, 2000). The Centre also commissioned the Angus Reid Group to conduct a focus group study of public attitudes about charities that included a discussion of volunteers (1997).

A small number of surveys conducted by organizations such as Ekos Research Associates (1998; 1999) have briefly touched on public opinions and attitudes about volunteering. Finally, the 1987 *Voluntary Activity Survey* (VAS) and the 1997 *National Survey of Giving, Volunteering and Participating* (NSGVP) also provide a limited amount of information on public attitudes. Most of this work has employed surveys of the general public and there is very little research on the attitudes and opinions of those in voluntary organizations, business or government. Husbands, McKechnie & Gagnon, (2000) are a notable exception in this case. The Canada West Foundation also surveyed, and conducted focus groups with, representatives from the voluntary sector (McFarlane & Roach, 1999; and Roach, 2000).

Research on the volunteer behaviour of individual Canadians comes primarily from the 1987 *Voluntary Activity Survey* (VAS) and the 1997 *National Survey of Giving, Volunteering and Participating* (NSGVP), which provide a good foundation of information of this sort. It also provides us with information about the experiences of volunteers in getting support from their employers. Information about the behaviour of voluntary organizations is drawn from the Canadian Centre for Philanthropy's *A Portrait of Canada's Charities* (Sharpe, 1994), and from Browne's *The "Third Sector" and Employment* (1996), both of which provide rather limited, and now outdated, information. There is only one recent study on the self-reported behaviour of corporations with regard to supporting volunteering, by Rostami and Hall (1996).

Interviews were conducted with four sets of key informants (volunteers, and representatives from the voluntary sector, business and governments). Rather than present the results for each set of key informants separately, we have integrated the findings. We present those findings that were common to all interviews and highlight important differences in opinions among key informant groups where these emerged.

In the following sections, we present the findings from the scan of research and the key informant interviews according to the report's five organizing themes. A complete review of the literature is provided in Appendix A.

1. The Perceived Role and Value of Volunteers and Volunteering

We begin by reviewing findings about how Canadians perceive the value and role of volunteers and volunteering.

The Research

Canadians, including the general public, volunteers, and voluntary organizations, think volunteering is important and valuable to Canadian society and that volunteers make important contributions to voluntary organizations (Ekos Research Associates, 1998; Angus Reid Group, 1997; Le Centre canadien de philanthropie et Le Centre pour l'avancement des associations du Québec, 1993; Decima, 1991). Perhaps reflecting this perceived value, more Canadians volunteered in 1997 than a decade earlier, and the total hours contributed increased (Hall et al, 1998).

Corporate support for volunteering is also evident. In a 1995 survey of large Canadian corporations, most reported providing at least some form of support to their employee volunteers, although it should be noted that only a quarter had a formal policy in place (Rostami & Hall, 1996; see also Decima, 1987). Such support, however, may be

declining.   Only 44% of employee volunteers reported receiving support from their employees in the 1997 NSGVP compared to 49% in the 1987 VAS (Kapsalis, 1999). However employees who did receive support in 1997 were receiving more forms of support than they were in 1987.

Many Canadians seem to expect volunteering to play a role in their lives. Almost two-thirds of Canadians aged 18 to 35 were found to have this expectation (Royal Bank, Angus Reid Group and d~Code, 1997). On the other hand, when asked what they would do if they had more spare time, most Canadians in 1989 reported that they would rather travel, play sports, visit friends or do hobbies than volunteer (Decima Research Group, 1989).

A small number of studies have examined how Canadians perceive volunteering, or the images that are conjured up by the term. A poll done by Ekos Research Associates in 1998 revealed that Canadians have a higher level of trust in volunteers than they do in any other occupational group except for nurses. An Angus Reid (1997) focus group study also found that the cynicism that underpinned participants' discussions about charitable donations was not evident in perceptions about volunteering.

In 1991, the Decima Research Group found that 62% percent of Canadians agreed or totally agreed that getting involved with a charity was one of the best ways they could improve their community. And, they perceived volunteering as an activity that held the potential to make a difference. Fifty-eight percent of Canadians disagreed with the statement: " I don't think people like me can do much to change society for the better."

Handy *et al*., (2000) show that views about what constitutes a volunteer activity depend upon perceptions about the personal costs and benefits of the activity. Those activities that incur greater cost and less benefit to the individual are more likely to be considered volunteer activities. In their study, participants used a five-point scale that assessed the degree to which a variety of activities would be considered to be volunteer activities. Participants rated a high school student required to do community service in the middle of the scale, presumably because they were gaining something (course credit) in return for their volunteer efforts.   Handy *et al.* also found that individuals involved with recognized charities were more highly rated on a five-point scale as volunteers than those involved in an unrecognized nonprofit group.

Most of the research on public attitudes about volunteering has not explored the possibility that Canadians may have concerns about the role volunteers play. Our review uncovered some concerns expressed by voluntary organizations in a focus group study and a statement issued by organized labour. The concerns included fears about volunteers replacing paid workers; relying on volunteers to fill gaps left by government cutbacks; volunteer liability (expressed particularly with regard to sitting on boards of directors); maintaining organizational confidentiality (given that volunteers may be exposed to sensitive information about clients); and about volunteers not having the necessary qualifications (Canadian Union of Public Employees, 2001; Canadian Union of Public Employees, 2000; McFarlane &Roach, March 1999).

In sum, the information we have on pubic attitudes and opinions about the value and role of volunteers and volunteering is quite thin, and not very much of it is recent or comprehensive.

Key Informant Interviews

When asked about the role that volunteers play in Canada today, all were unequivocal in their response that volunteers are very important to providing services to people in the community and that without volunteers many services for people in need would not exist and voluntary organizations would close. Examples of the kinds of services that were cited as depending on volunteers included: help for the elderly (at home and in institutions), help for people with disabilities, social services, and cultural organizations. A government respondent noted that 19 of 22 provincial ministries rely on volunteers, many of which are in the health sector. Respondents noted that although it is difficult to put a dollar value on the work of volunteers, volunteers contribute a great deal to the economy.

Voluntary sector, corporate and government key informants identified the important role that volunteers play in enhancing the quality of life and health of communities and in developing a better society. For example, a government respondent noted that *"volunteers are the glue that holds communities together"* while a voluntary sector representative stated that volunteer activity was *"the canary in the mine that tells us that our society is mature and healthy."* Corporate sector key informants identified the contributions that volunteers make to society by developing new skills through their volunteer activities and bringing them back into the workforce. Finally, government key informants noted that volunteers understand the need to help in society and are more able to develop innovative solutions to community problems because they do not have an alternative agenda beyond helping the cause for which they volunteer.

Some problems with the role of volunteers were also observed. Some key informants, for example, indicated that Canadians may be concerned about volunteers replacing paid workers. Others noted that volunteers are not valued by the organizations in which they serve and by society at large. For example, volunteers are often given the tasks that no one else will do and are perceived as lacking professional skills and qualifications.

2. Current Trends Affecting Volunteering and Volunteers

Volunteers and volunteering are subject to a variety of influences. Changing demands on individuals from increased work hours or increased family responsibilities will, for example, have an impact on the availability of volunteer time. In addition, any changes in the structure or operations of voluntary organizations are likely to have an affect on the volunteering experiences that these organizations provide.

The Research

Our scan of existing research suggests that there may be emerging issues around volunteer supply and demand. In particular, there may be a potential for a decline in volunteering and voluntary organizations may be facing difficulties both in recruiting and in making effective use of volunteers.

Almost one-third of Canadians currently volunteer according to the latest survey (Hall *et al.* 1998). However, volunteers devoted fewer hours, on average, to volunteering in 1997 compared to the time they devoted in 1987 (Hall *et al.,* 1998). Moreover, a small minority of Canadians (8%) provide the bulk of volunteer time (72%). These Canadians are not representative of the population as a whole. They tend to be older (45 and up), married, have children between the ages of 6 and 17, higher incomes, a post-secondary or university degree and to be religious (52% attend religious services weekly) (Hall & Febbraro, 1999). Any decline in the participation of this unique group of "core" volunteers is likely to have dramatic repercussions on the availability of volunteer time.

It is difficult to estimate the impact of any decline in volunteering because we know next to nothing about how many volunteers are actually needed. In 1993, three volunteers were used for every paid staff person in the charitable sector (Sharpe, 1994). A survey of social service agencies published in 1999 revealed that demand for volunteers among these agencies was on the increase, and agencies were experiencing difficulty recruiting volunteers, indicating a possible shortage of volunteers (McFarlane & Roach, March 1999). But it is difficult to tell with the information available whether these agencies faced a general shortage of volunteers per se, a shortage for volunteers with particular skills and experience, or simply lacked the capacity required to mount a successful recruiting drive. To our knowledge, there has been no other quantitative or qualitative inquiry into the nature of demand for volunteers in Canada.

Do voluntary organizations have the capacity to effectively utilize existing volunteers? Several studies have indicated that organizations are struggling to make effective use of volunteers because of a lack of capacity to recruit, coordinate, and retain them (McFarlane & Roach, March 1999; Roach, September 2000; Ministry of Community Development, Cooperatives and Volunteers, 1999; Husbands, McKechnie & Gagnon, 2000). There are also indications from the literature that there is a need for recruitment practices to become more sophisticated to respond to a more diverse population of potential volunteers (Husbands, McKechnie & Gagnon, 2000; Reed & Selbee, 2000). For example recruitment drives increasingly need to take into consideration the design of opportunities and messaging that will appeal to people with specific time needs or cultural expectations.

A key question that emerges from the scan of the literature on current trends affecting volunteers is around the nature of demand for volunteers. Do we need more people to get involved in volunteering, do we need existing volunteers to be used more effectively, or both? It might be the case that improving the capacity of organizations to take on volunteers would be a prudent prerequisite to increasing the numbers of volunteers. This

may be the reason that some Canadians have expressed concerns around the implementation of mandatory community service programs, which in the case of school programs are expected to send hundreds of thousands of new volunteers into the sector over the next four years (Ontario School Counsellors' Association, 2000).

Key Informant Interviews

Changing demands on volunteer's time were identified as important trends by volunteers and representatives from the voluntary sector, business sector and government. Some of the factors influencing the availability of time include the need for dual incomes in families, increasing expectations in the work environment and because of increasing family commitments were seen as significant barriers to volunteering. The amount of time that volunteers are willing to contribute appears to be changing. As a corporate sector key informant noted, voluntary organizations are responding to the reduced commitments that volunteers are willing to make by making volunteering more project-based so that commitments are not required for long periods of time.

Next in importance according to respondents is the issue of skills. Volunteers and others report that there is a greater demand from voluntary organizations for certain skill sets, particularly technological skills. Volunteers, on the other hand, are seeking skill development from their volunteer activities, as both volunteers and corporate sector respondents noted. According to one corporate sector respondent, employee volunteers are seeking "meaningful volunteer experiences to gain skills that can be listed on their resumes."

How people want to volunteer may also be changing. Key informants noted that Canadians are looking for new ways of volunteering. A government respondent observed, for example, that more people want to volunteer seasonally and to experience a variety of activities. Voluntary sector key informants noted that volunteers are being more selective than was the case in the past, and have greater needs and expectations particularly in terms of their desire to learn and exercise new skills. As one volunteer observed "*we have swung from a 'what can I do' volunteer to a 'what can you do for me' volunteer.*"

Voluntary sector and government key informants noted that voluntary organizations have a greater need to use management skills to recruit, train and retain volunteers. One respondent noted "*the question is not if there are enough volunteers but rather are they utilized effectively.*"

Voluntary sector respondents also report having to deal with more intensive screening and risk management and the implications this has for governance. A need for improving the governance of voluntary organizations (a volunteer responsibility) was also identified.

Demographic issues appear to be important. For example, voluntary sector respondents reported that they are finding it difficult to access seniors and youth and that there was a greater focus on engaging youth in their organizations. In addition, voluntary

organizations are not attracting volunteers that reflect our increasingly diverse population. One respondent noted that there was an "*enormous increase in the number of ESL (English as a second language) people coming in to volunteer and this is a problem because they need to speak English* [to be used by the organization]."

We specifically asked key informants whether or not there was a need for more volunteers. Some respondents indicated that there was a need for more volunteers, while some others noted that the greater priority is for the existing pool of volunteers to be utilized more effectively by voluntary organizations through improved volunteer management. One voluntary sector respondent pointed to the difficulty in getting enough volunteers to involve during the daytime. Another observed that their organization had enough volunteers because some tasks are not easily done by volunteers. "They are not always reliable to show up for scheduled hours and it can be tiring and too time consuming to train many volunteers to do the same job."

Government key informants identified a couple of other trends that are influencing volunteering and volunteerism. One was the demise of smaller voluntary organizations in rural areas. Another was the pressure for increased accountability and the tendency of voluntary organizations to have to operate in a more business like fashion. This was viewed negatively since voluntary organizations are seen to play a role that is unique from businesses.

The corporate sector appears to be getting more involved in support of volunteering, at least according to our corporate key informants. Volunteering was reported to be becoming more important to corporations for several reasons. First, it is seen to make an important and real contribution to the sustainability of communities and companies. Businesses are also beginning to realize that they become employers of choice if they allow their employees to volunteer. Post secondary graduates assess companies not just for the bottom line but according to whether they are considered good corporate citizens. Employee volunteering helps the general image of corporations and is an opportunity for staff to learn more skills. Corporations appear to be implementing formal programs for employee volunteering as well as recognition of volunteer activities, such as grants and time allotments as a way to foster volunteering among their employees.

We also asked key informants for their perspective on the issue of mandatory volunteering. There appear to be conflicting opinions across the various groups. As one volunteer commented, *"mandatory volunteering is an oxymoron!"* Approximately half of the volunteers interviewed consider mandatory community service to be negative for students and social assistance recipients because it forces people to do community work and 'flies in the face' of the ideals of being a volunteer. They expressed a concern that mandatory volunteering often has volunteers doing work that is unfulfilling and that this has the potential to turn people off volunteering for the rest of their lives. This may be a particular issue for students who are the future of volunteering. Some respondents describe this practice as a simplistic approach to teaching about civil society. Some also questioned the tendency to call them volunteers. As one respondent stated, *"It doesn't*

make sense to call mandated community service volunteering because it does not reflect the efforts of free will."

On the other hand, some respondents identified a number of benefits to mandatory volunteering. For example, *"Mandatory volunteering can expose the individual to something they may otherwise have not done and this may be a good and positive thing in his/her life."*

Voluntary organizations reported that they are ill equipped to handle either the financial or management problems that arise from mandatory volunteering. Some suggested that mandatory volunteering draws attention to the need for more intensive screening and risk management strategies.

3. Motivations and Barriers to Volunteering

The Research

Why do Canadians volunteer and what keeps them from volunteering more? The 1997 NSGVP shows that the key motivators for volunteering are belief in a cause and having an opportunity to use one's skills and experiences. The latter motivation was especially important for younger Canadians (aged 15 to 34) (Hall *et al*., 1998). Belief in a cause appears to be a major motivator.

The biggest barriers to volunteering appear to be time-related (Hall *et al*., 1998). Employer support for volunteering seems to help mitigate time pressures – employee volunteers who receive employer support volunteer more time than those who do not (Kapsalis, 1999). Another barrier is the lack of information about how to get involved (Husbands, McKechnie & Gagnon, 2000; Angus Reid Group, 1997; Decima Research Group, 1987).

Just under half of volunteers initially got involved in volunteering because someone approached them from an organization. This suggests that the recruitment activities of voluntary organizations are an important determinant of rates of volunteering in the country (Hall *et al*., 1998).

One of the biggest gaps in the literature in this area is the lack of a better understanding of the factors that lead Canadians to identify lack of time as their biggest barrier to volunteering. In some instances when Canadians identify that they lack the time to volunteer more, they are probably signaling that volunteering takes a lower priority to other discretionary activities in their lives (e.g., recreational activities, socializing, hobbies). In other instances, volunteering may indeed be more highly valued than other discretionary activities but there is simply little time to devote to volunteering because of

the demands of work, family and daily living. A better understanding of time-related barriers would provide direction to initiatives addressed at ameliorating the problem. For example, the support of employers in providing flexible working arrangements may reduce work demands on time while efforts to promote family volunteering may reduce the competition for time between volunteering and family.

Key Informant Interviews

Key informants often identified the importance that lack of time plays as a barrier to volunteering. Volunteers and government respondents pointed out that the personal expenses people incur can be a barrier (e.g., costs of transportation, meals, child care). As one respondent stated, *"If volunteers are going to incur costs and give their time, they are more likely to devote their volunteer hours to activities that benefit their family directly."*

Poorly designed and managed volunteer programs can impede the ability of organizations to recruit and retain volunteers. As one volunteer noted " *I had a bad experience when I volunteered by visiting a young person regularly in their home and nobody ever checked up to see how it was going. A friend of mine ended up giving up on volunteering because of that*." As a voluntary organization respondent observed, *"If someone goes to an organization to volunteer they [the organization] should have a plan in place to handle the volunteers. There is a need for volunteer coordinators to train, supervise, and follow up with volunteers… there are a lot ... that don't have them*." Another volunteer observed "*I think if volunteer programs are run well and are competent, volunteers are more likely to become involved and stay involved*."

Other barriers that were mentioned included: the lack of information or knowledge about volunteer opportunities; the need for people to be asked to volunteer; and language and literacy barriers, particularly for newer Canadians.

One government participant offered an additional perspective by suggesting that the most critical barrier was the diminished value that society places on volunteering. Another suggested barrier was the perception that sometimes there is too much bureaucracy in organizations and not enough action being taken.

4. Satisfaction with Volunteering and Perceived Benefits

The satisfaction and benefits that people obtain from their volunteer experience is likely to be a critical factor in determining the amount of volunteering they do. It is important, therefore, to consider the extent to which volunteering could be made more rewarding to volunteers.

The Research

Volunteering appears to be considered a valuable activity that provides benefits to volunteers and to the organizations that rely on volunteers. Significantly more than half of individuals who volunteered in 1997 felt they gained interpersonal skills, communication skills, and increased knowledge; half of volunteers also gained organizational and managerial skills; and a significant minority cited fundraising and technical or office skills. A third of volunteers believed that their volunteering had given them new skills that could be applied directly in their jobs, and just under a third of employed volunteers thought that their volunteering had improved their chances of success in their paid jobs or businesses (Hall, *et al.,* 1998). Volunteers with employer support gained higher benefits with respect to the development of skills than did those without employer support (Kapsalis, 1999).

Most volunteers in 1997 also earned higher incomes than non-volunteers, according to an analysis of the 1997 *National Survey of Giving, Volunteering and Participating.* The overall wage premium of 4% was significantly higher for men and university graduates; increased with the age of volunteer; was negative for volunteers under the age of thirty (Day & Devlin, 2000b); and varied by region, being highest in British Columbia and lowest in Atlantic Canada (Day & Devlin, 2000a). The data suggest that the wage premium may be attributable to the professional contacts that volunteers make through their volunteer activities, rather than attributable to the skills they gain or the signaling of certain characteristics to a potential employer (Day & Devlin, 2000b).

There has been very little research into the levels of satisfaction that volunteers report to have with their experiences, or about how volunteer experiences correspond to the volunteers' expectations. In 1991, 92% of Canadians agreed that they really enjoyed helping others (Decima Research Group, 1991) and in 1987, about half of volunteers reported being satisfied with their volunteer experience, with another 43% reporting to be somewhat satisfied (Decima Research Group, 1987).

Voluntary sector organizations benefit from volunteering in the sense that those that use volunteers indicate that they are critical to the success of their operations (McFarlane & Roach, 1999). Corporations had mixed views on the benefits to be gained from supporting employee volunteering. Many corporations surveyed in 1995 agree that employee volunteerism will result in better relations with the community and an improved corporate public image, but did not think support for employee volunteerism added value to bottom line indicators such as job performance, employee relations, absenteeism rates, performance management, or employee recruitment (Rostami & Hall, 1996).

The information on the satisfaction and benefits gained by volunteers is particularly narrow, as it is focused almost exclusively on skills and earnings at the expense of "softer" rewards such as the gain of self-esteem or a sense of accomplishment. There has

been little examination of the benefits of volunteering to voluntary organizations or to businesses. This corresponds with the findings of Husbands, McKechnie & Gagnon (2000).

Key Informant Interviews

Volunteering is widely viewed to be a benefit to the individuals who volunteer. Most respondents cite commitment, caring, flexibility and the right attitude as key to being a satisfied volunteer. Dignity and respect are large factors in volunteer satisfaction. All of the volunteers interviewed stated that their volunteer experiences were very positive. Among the rewards of volunteering identified were the opportunity to: learn new skills, interact with other, and to contribute to the community. With regard to skill development one corporate respondent observed that career opportunities with the company often originate from skills derived from volunteer experiences.

Volunteers, however, also identified a number of negatives about volunteering. They pointed to a lack of respect for volunteers and volunteering, ineffective volunteer management due to underfunding and a lack of acknowledgement of the need for trained volunteers. One volunteers noted that the "endless requirements from government" for documentation in programs in which they are involved had reduced the volunteer time they spent with the clients of the agency for which they volunteered and that this had led to their disenchantment with volunteering.

5. Approaches to Improving Volunteering

Lastly, we provide a review of the research that has explored how to improve volunteering and report the recommendations of key informants about what needs to be done in this area.

The Research

Many of the studies that we reviewed on this tape offered suggestions for improving volunteering and volunteerism. In this section, we rely extensively on a review of the literature prepared by Husband, McKechnie & Gagnon (2000) as part of a needs analysis used to develop the International Year of Volunteers Research Program. These are primarily recommendations for further research that could be used to improve volunteering. They can be categorized in into the following broad areas:

- Examining the impact and implications of demographic and social change for volunteering and volunteer management to enable voluntary organizations to respond to these changes (Husband, McKechnie & Gagnon, 2000). For example do different demographic segments of the population have different needs, interests and expectations with regard to volunteering?

- Investigating the role, design and management of resources, infrastructure and governance to support volunteering and ensure that voluntary organizations have the appropriate capacity (Husband, McKechnie & Gagnon, 2000; Roach, 2000). Do current infrastructures promote volunteering and also derive the optimal benefit from the contributions of volunteers?

- Investigating the need for better information about the value of volunteering. Voluntary and nonprofit organizations should be able to demonstrate the economic and social value of volunteering to volunteers, the community at large, and governments in order to be able to better attract support for volunteer programs. (Husband, McKechnie & Gagnon, 2000).

- Examining the ways that employers can effectively support volunteering (Husband, McKechnie & Gagnon, 2000).

- Researching the impact of mandatory community placements on volunteering so that these programs can be designed to have optimal impact (Husband, McKechnie & Gagnon, 2000). For example, does mandatory volunteering provide a sufficiently rewarding experience to encourage further non-mandatory volunteering?

- Understanding the concerns that voluntary sector organizations have around liability, confidentiality and accountability issues in order to mitigate the negative impacts these concerns have on recruiting and effectively using volunteers (McFarlane & Roach, 1999). For example, there are types of work (such as crisis intervention) that volunteers, for liability reasons, cannot do without adequate training and clearly defined boundaries with paid professionals.

Several other areas for research and action emerged from our assessment of what is lacking in the literature. These include:

- Examining the image Canadians have of volunteering to inform recruitment and retention efforts. It would helpful to know, for example, what stereotypes are associated with volunteers and whether these are positive or negative. Negative stereotypes may deter Canadians from volunteering while positive stereotypes can be used advantageously in marketing efforts.

- Improving our understanding of the nature of demand for volunteers. It is important to know whether or not voluntary organizations require more volunteers and the types of volunteers that organizations may require. Does supply match demand?

- Understanding the rewards people obtain from volunteering and their satisfaction with volunteering in order to better design volunteer opportunities.

Key Informant Interviews

The research provides a number of suggestions for approaches that could be undertaken to improve volunteering and volunteerism. Key informants were also asked to provide suggestions in this regard.

A predominant response from all groups of key informants was that governments have a large role to play by providing more funding to build the management and volunteer training capacity of organizations. Other suggestions for government action included: partnering with organizations to provide expertise, working to improve awareness of the sector, providing more recognition for the contributions of volunteers, supporting government employee volunteering, and providing tax incentives for volunteering.

Several respondents noted the importance of addressing the unique needs faced by rural communities in Canada. As one person indicated, there is a tendency to forget that in many provinces there is a larger rural component that requires different approaches to volunteering. Some respondents identified a need to recognize the special needs of aboriginal populations.

Respondents from each of our four groups of key informants also indicated that business could become more involved in their communities, *"Volunteering is about more than good business, it is about partnerships and commitment to the community and its future."* Corporations need to improve volunteerism. Suggestions included making employee volunteer programs supported by management the norm; providing on-site events to promote volunteering and providing funds to match the volunteer contributions of employees; and capturing the interest of retirees is seen as a possible solution to declining interest in volunteering. Many corporate sector respondents interviewed indicated that their corporations were attempting to create such programs if they did not already have one in place. Respondents also suggested that more advertising and promotion strategies are needed to profile volunteering in Canada.

Less focus was placed on the role that the voluntary sector itself can play in the improvement of volunteerism although many respondents, including volunteers, suggested that voluntary organizations could improve their volunteer training and management. Other suggestions included better recognition strategies, providing improved opportunities for family and episodic volunteering and providing opportunities that are available in a less formal structure ("do it yourself volunteering"). A corporate respondent observed "we need to show how volunteering enhances personal development."

Other suggestions included working with the education system to: *"begin at the ground and work to imbue social values about civil society in young people so that they learn that it is a responsibility to work and volunteer for the greater good of the community*." One respondent argued that values are not taught through the school system, but rather are learned through culture and upbringing.

Conclusion

There is only a modest amount of research that examines public opinions, attitudes, and views about volunteering and volunteerism. Both the available research and our key informant interviews indicate that volunteering is widely viewed as being an important, valued and generally beneficial activity. Volunteers appear to be highly trusted and close to one-third of all Canadians volunteer.

There are, however, some concerns about volunteerism. These include concerns about the extent to which volunteers may be used to replace paid workers, as well as unease about the qualifications of volunteers and their ability to perform the tasks they undertake. Another issue that has received some attention is the personal liability of volunteers for their volunteer activities and, for volunteer board members, their personal liability for activities of the organizations with which they are involved. There are also some indications that volunteer roles may not be well respected within voluntary organizations and perhaps within society as a whole.

Volunteers are only represented among one in three Canadians, and a small proportion of those who do volunteer account for the bulk of all volunteer hours. There is little evidence, however, about the need or demand for more volunteers. Nevertheless, the majority of key informants did indicate that there is a need for more volunteers and there has been one study that reported a need for volunteers among social service organizations.

It appears that Canadians volunteer for both altruistic and instrumental reasons. Many volunteers appear to be motivated to volunteer because they believe in the cause the organization supports. However, many are also motivated by the opportunity to use and/or develop their skills. Many appear to get involved in volunteering because they are personally asked to contribute their time.

What keeps Canadians from volunteering more? The research suggests that lack of time and the nature of time commitments required by voluntary organizations appear to be the biggest barriers that are cited for not getting more involved. However, there appears to be very little research that explores why people indicate that they lack the time to volunteer. There is also an absence of research that provides suggestions for addressing time-related barriers to volunteering.

Key informants identified a number of other barriers to volunteering. These include: the undervalued nature of volunteering; the financial costs that volunteers incur; a lack of knowledge of volunteer opportunities; and, for newer Canadians, limited language and literacy skills. Key informants also pointed to a number of issues within voluntary organizations. These included the need for people to be personally asked to volunteer and poorly designed and managed volunteer programs.

How rewarding is volunteering and what benefits do Canadians identify receiving from their volunteer activities? The research appears to have little to offer on this topic. Volunteers report satisfaction from helping others through their volunteering and one study found that most volunteers are satisfied with their experiences. Key informant volunteers report that they have gained a variety of skills from their activities and also appear to be generally satisfied with their volunteer experiences.

Some key informants, however, identified some negative aspects about their volunteering. These include a lack of respect for volunteers within the organizations that use them, a lack of role clarity between paid and unpaid staff within voluntary organizations, and ineffective volunteer management.

Turning to what steps can be taken to improve volunteering in Canada, the research identifies a number of areas for further study and action. These include: 1) investigating the impact of demographic and social change on volunteering and the implications for volunteer management; 2) improving volunteer management and the related capacity needs of voluntary organizations; 3) identifying the social and economic value of volunteering to volunteers, the community, and government; 4) examining how employers can more effectively support volunteering in Canada; 5) exploring the impact of mandatory community placements on volunteering and examining how to maximize the value of such programs; and, 6) determining what measures can be taken to address concerns around liability, confidentiality and accountability issues.

One of the most frequent suggestions from key informants about how to improve volunteering and volunteerism was a call for governments to improve their funding of voluntary organizations. Business is also viewed as having the potential to contribute by encouraging and enabling employee volunteering. Many key informants, including volunteers, pointed to the need for voluntary organizations to improve their volunteer management, training and supervision for volunteers.

Finally, our review of the available research suggests that important critical information is still needed in order to develop a strategy for improving volunteering. Among other things, it would be useful to know: 1) the image or perceptions that Canadians currently have about volunteering as an activity; 2) the nature of current demand or need for volunteers; and, 3) the rewards and satisfactions associated with volunteering that reinforce volunteering behaviours.

The environmental scan reveals that Canadians value volunteering and consider it to be an important feature of Canadian life. Volunteerism in Canada, nevertheless, appears to face a number of challenges. There are some areas where the research, despite being limited, reveals fairly consistent messages that are reinforced by the key informant interviews. For example, there appears to be a need for improved volunteer management capacity within voluntary organizations. In many other areas, however, there is need for additional research to guide any anticipated action. For example, any effort to recruit additional volunteers would be assisted by research that showed how volunteering is perceived by different segments of the population (e.g. by youth or by seniors) and what

rewards people seek from their volunteer experiences. In addition, it would be helpful to have information about the current need or demand for volunteers (e.g., which types of organizations require volunteers the most and which types of volunteers are most needed). The design of a strategy for improving volunteering and volunteerism in Canada may, therefore, benefit from additional targeted research.

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Appendix A
Literature Review

Summary of the Literature

The research reviewed is mainly in two forms. The first is surveys and focus groups that directly examine public opinion. The second is information on public behaviour that is presented because it serves as an indicator of public opinion (for example, in the absence of other information, we deduce from the fact that many corporations support employee volunteerism that they think it is important).

The literature has been organized around five themes, and key findings are highlighted under each one. The five themes are:

- The perceived role and value of volunteers and volunteering;

- Current trends affecting Volunteering and Volunteers;

- Motivations and barriers to volunteering

- Satisfaction with volunteering and perceived benefits; and

- Approaches to improving volunteering.

The Perceived Role and Value of Volunteers and Volunteering

- *Most Canadians think volunteering is important*

- 75 % of Canadians reported that it is important for citizens to donate time/money to causes they believe in, and another 18% agreed that it is moderately important (Ekos Research Associates, 1998).

- 69% of Canadians think it's important for citizens to participate in voluntary organizations and another 21% think it's moderately important (Ekos Research Associates, 1998).

- In focus groups conducted by the Angus Reid Group in 1997, volunteering was seen to be a positive activity for individuals (Angus Reid Group, 1997).

- 58% of Quebeckers believe that one has to get involved in the community to improve the quality of one's life (Le Centre canadien de philanthropie et Le Centre pour l'avancement des associations du Québec, 1993).

- 49% of Quebeckers surveyed in 1993 were of the opinion that volunteering has a greater impact on a charitable organization than charitable giving. Forty-four percent

felt that they both had a comparable impact. Only 4 percent felt that volunteering had less of an impact than charitable giving (Le Centre canadien de philanthropie et Le Centre pour l'avancement des associations du Québec, 1993).

- 74% of Canadians agreed or totally agreed that they felt strongly about the need to get involved and make their community a better place in which to live (Decima Research Group, 1991).

- 62% percent of Canadians agreed or totally agreed that getting involved with a charity was one of the best ways they could improve their community (Decima Research Group, 1991).

- 59% of Canadians agreed or totally agreed that they were at a time in their lives when they want to give back to the community (Decima Research Group, 1991).

- 58% of Canadians disagreed with the statement: " I don't think people like me can do much to change society for the better" (Decima Research Group, 1991).

Many Canadians expect to volunteer at some point in their lives

- 64% of the Nexus Generation (aged 18 to 35) reported that they will likely volunteer in their community at some point in their lives (Royal Bank, Angus Reid Group and d~Code, 1997).

- 48% of Canadians in 1991 said they could make more time available for volunteer work (Decima Research Group, 1991).

- 63% of Canadians surveyed in 1989 reported that they were somewhat likely or very likely to volunteer, including 45% of those who had never volunteered (Decima Research Group, 1989).

- 14% said they would volunteer if they had more spare time. With more spare time, people would be more likely to travel, play sports/outdoor activities, visit friends/ family, or do hobbies (Decima Research Group, 1989).

Canadians trust the role of the volunteer

- In focus group discussions with Canadians about giving and volunteering, the cynicism that underpinned discussions on charitable donations did not play a major role in perceptions towards volunteering (Angus Reid Group, 1997).

- 81% of Canadians have a high level of trust in volunteers from NGOs. Only nurses are more trusted (89%) (Ekos Research Associates, 1998).

Volunteers are critical to the success of those voluntary organizations that use them

- A study of social welfare agencies pointed to the important role that volunteers play in their agencies, both in enabling a high quality of service provision and for being ambassadors for the agency and the issues it represents within the community (Canada West Foundation, March 1999).

Corporations place some importance on volunteering

- More than half of the 205 firms surveyed by Rostami and Hall (1996) in 1995 reported that they supported volunteer employees by doing things such as permitting the posting of information on voluntary organizations; encouraging executive and other staff to serve on boards of directors of voluntary organizations; granting access to company facilities; and adjusting work schedules.

- However only one quarter of the 205 businesses surveyed had a formal volunteering policy. These companies were more likely than others to take pro-active measures to encourage employee volunteerism. Medium sized companies (500 – 1,499 employees) were more likely to pro-actively support employee volunteerism than companies with 0 – 499 employees (Rostami and Hall, 1996).

- Young men (aged 15 to 34) were more likely to obtain authorization to take time off from work or to modify their hours of work for volunteering, and young people generally (under age 25) were more likely to be able to modify their work hours and to get recognition from their employer for volunteering (Kapsalis, 1999).

- 84% of large companies surveyed in 1987 were supportive of the idea of actively encouraging employee volunteerism, with 39% being very supportive and another 45% being somewhat supportive. Fifty-eight percent of smaller businesses were supportive of this idea, with 16% being very supportive and another 42% somewhat supportive (Decima Research Group, November 1987).

- 41% of large companies surveyed in 1987 reported to have a program or policies or procedures to encourage employees to carry out volunteer activities on behalf of charitable or non-profit organizations. Only 11% of smaller businesses had a program of this kind in place (Decima Research Group, November 1987).

Corporate support for volunteering may be on the decline

- The numbers of employees receiving support from their employers to volunteer in 1997 declined to 44% of employee volunteers from 49% a decade earlier. However, employees that were receiving support in 1997 received more forms of support than did their counterparts of a decade earlier (Kapsalis, 1999).

Current Trends Affecting Volunteering and Volunteers

Current trends impacting volunteering including cuts in funding; pressures to adopt mainstream business practices and to be accountable; alternative service delivery; and changing population demographics have been outlined elsewhere in the literature (see for example Dow, 1997; Canadian Centre for Philanthropy and Canadian Policy Research Networks 1998; and Reed and Howe, 2000). The purpose of this section is not to repeat a scan of this literature, but rather to highlight those trends that indicate something about the opinions of Canadians about volunteering or the need to improve volunteering (e.g. level of interest, or level of need for more volunteers).

A minority of Canadians formally volunteer

- One-third of Canadians volunteer. Almost one-quarter of these volunteers are 65 years of age and older, pointing to a possible decline in volunteering on the horizon if the recruitment of new volunteers does not keep pace.

Numbers of volunteers on the increase

- 7.5 million people volunteered in 1997. This represents an increase of 40% since 1987, compared to a 20% increase in the population of the country (15 and over). In particular, the volunteer rate of youth (aged 15 to 24) almost doubled between 1987 and 1997 (Hall, *et al.*, 1998).

Volunteers give less time

- The number of hours devoted to volunteering per person decreased over the last decade (Hall, *et al.*, 1998).

A small number of Canadians do most of the volunteering

- Of the 31% of Canadians who volunteered in 1997, the top third accounted for more than 80% of total volunteer time. The distinguishing characteristics of these "active" volunteers varied by region and community size, but generally involve some combination of: experiences with civic activity in youth, above-average education and occupation, a feeling of personal responsibility or interest in community affairs, a sense of satisfaction and control in life, having children under the age of 17 living at home in a larger than average household, and engaging not only in volunteering but in other forms of helping, contributing and participating, especially through religious organizations (Reed & Selbee, 2000).

The nature of the demand for volunteers is poorly understood

- The latest date for which we have information on the use of volunteers by voluntary organizations (charities only) is 1993. At that time, volunteers made up the majority of the charitable sector workforce, with about 3 volunteers to every paid worker. Organizations were divided roughly into thirds between those that were completely volunteer run (about 42 percent), those that did not use any volunteers at all (just under a third), and (by deduction), those who would have depended on the services of both paid workers and volunteers (Sharpe, 1994).

- About 26 percent of charities that used volunteers used from one to five volunteers, and another 22 percent reported using from six to 20 volunteers (Sharpe, 1994).

- A study of social welfare agencies reported a greater need for volunteers. Reasons given include funding cuts, the need to place greater emphasis on fundraising, and an increased demand for services (McFarlane & Roach, March 1999).

- Social welfare agencies reported difficulties in recruiting new volunteers, resulting in reliance on a small core of volunteers who they fear will burn out (McFarlane & Roach, March 1999).

Changing demographics

- Focus group participants from voluntary organizations across the country in 2000 spoke of the need to shape recruitment, retention and placement policies for volunteers in response to changing demographic trends involving age, gender, ethnocultural diversity, disability, special skill sets and time-sensitive needs. (Husbands, McKechnie & Gagnon, 2000).

- The specific trends with regard to youth and senior volunteering, volunteering by religious and ethnocultural groups, and volunteering by individuals by type of labour market attachment are not repeated here as they have been covered extensively elsewhere in analysis of the *National Survey of Giving, Volunteering, and Participating* (see for example Hall *et al.*, 1998; and Ekos Research Associates & Canadian Policy Research Networks, 1999)

Mandatory community service work

- The sector is increasingly being seen by governments as having a greater role to play in building social and human capital in their communities. In Ontario, high school students must now complete 40 hours of community involvement in order to graduate. The result is that the sector could host 700,000 students on placements over the next four years (Ontario School Counsellor's Association, 1999). Under the

Ontario Works program, some 60,000 recipients of social assistance will be required to do placements in the voluntary sector by 2001 (Canadian Union of Public Employees, 2000).

The definition of "volunteer" is important

- People's perceptions of who is a volunteer impacts their opinions and attitudes about the state of volunteering in Canada. Very little work has been done in this area. An article by Handy *et al.*, (1996) suggests that Canadians (as well as people from other cultures) associate greater degrees of volunteerism to an activity as it involves more personal cost to the individual performing it than personal benefit. Doing work that is easier (such as leading a weekly jogging team) or that comes with a benefit (such as course credit or free goods) is seen as less associated with volunteerism than work that is more demanding (such as forming a neighborhood crime prevention team) and comes with no benefit to the individual. Work with a recognized charity was also seen to be more highly associated with volunteerism than was work with an unrecognized group.

Understanding Motivations and Barriers to Volunteering

People volunteer because someone asked them to

- 44% of volunteers became involved because they were approached by someone from an organization. Another third approached organizations themselves (Hall et al., 1998).

- Participants who had volunteered in the past had usually been asked by someone they knew or were very interested in a specific cause (Angus Reid Group, 1997).

- 39% of respondents had been asked to volunteer during the year preceding the 1987 survey, most often by a voluntary organization. 85% of survey respondents who were asked had responded favorably (Decima Research Group, October 1987).

- 8% of people who had never volunteered would consider volunteering in some of their spare time if they were asked, and another 35% would be somewhat likely. Those most likely to respond favorably for the first time included: those under age 60 years of age, women employed part-time, younger married people and those married with children, singles with children, families with three or more children at home and people active in their communities (Decima Research Group, October 1987).

Corporate support can help to alleviate the time barrier

- Analysis of the NSGVP shows that employee volunteers with employer support tend to volunteer more hours than volunteers without such support, particularly when time off or a change in work schedule is provided (Kapsalis, 1999).

People are motivated to volunteer for a variety of reasons

- 96% of Canadians volunteered to help a cause in which they personally believe. The next most important reason is to use their skills and experiences (78%), followed by being affected or knowing someone who has been personally affected by the cause (67%), to explore their strengths (54%), to fulfill religious obligations or beliefs (29%), because their friends volunteer (25%) and to improve their job opportunities (22%) (Hall *et al*., 1998).

- Young Canadians (aged 15 to 34) were more likely to volunteer to use their skills and experiences and to explore their own strengths. Young Canadians between the ages of 15 to 24 were much more likely to volunteer to improve their job opportunities (although this could be due to the particularly poor youth labour market conditions that prevailed at the time of the survey) (Hall *et al*., 1998).

- 54 % of unemployed volunteers believed that their volunteering would increase their chances of finding a job, a figure that rises to 65% in the case of unemployed youth volunteers aged 15-24 (Hall *et al*., 1998).

- Participants in an Angus Reid focus group in 1997 felt that it was more rewarding to help local charities (Angus Reid Group, 1997).

- Incentives to become a volunteer identified by 45 volunteers interviewed in Ottawa-Carleton in 1992 included: achievement; recognition and feedback; personal growth; giving something back; bringing about social change; family ties; and friendship, support, bonding and a feeling of belonging (Volunteer Centre Ottawa-Carleton, 1992).

- 78% of volunteers in the area of sports, recreation and fitness volunteered to help others; 75% to contribute to a valuable area; 69% to have fun; 63% to promote sports and recreation; 62% to contribute where there family is active; 55% to contribute to community; and 51% to use their skills. Eighty percent also had "other reasons" for volunteering outside of the categories initially listed in the survey. These included benefiting children; personal enjoyment; filling a need; to repay sports and recreational organizations for what they have received; and to maintain good health and fitness. Less than half of the population volunteered in this area to learn new skills; for companionship/friendship; to fill spare time; to improve their careers; or to gain recognition (Rhyne, 1995).

- Religiously active volunteers (those who attend weekly or monthly services) form only 14 percent of the Canadian population, but make up 43 percent of volunteers, account for half of all the hours volunteered in Canada, and mostly volunteer in organizations outside the religious domain. Their motivations do not differ much from those of all volunteers, other than that they were more likely to cite "to fulfill religious obligations or beliefs" alongside the other reasons. This suggests that there may be more that determines likelihood to volunteer than reported motivations alone. Perhaps the community and information networks created by those who get together weekly explain the increased likelihood of getting involved?

- In Quebec, motives for volunteering in 1993 included wanting to be sensitive to the problems of others (29%), desire to support the cause (11%) and encouragement from other volunteers (10%). (Le Centre canadien de philanthropie et Le Centre pour l'avancement des associations du Québec, 1993).

Time commitment biggest barrier to volunteering

- A lack of extra time was the most often cited reason in 1997 for not volunteering or for not giving more time to volunteering, followed by another time-related reason -- an unwillingness to make a year-round commitment (Hall, *et al.,* 1998). The lack of time was also revealed in focus group discussions held with non-volunteers by the Angus Reid Group (1997), and was the most common reason given by Quebeckers (62%) surveyed in 1993 (Le Centre canadien de philanthropie et Le Centre pour l'avancement des associations du Québec, 1993).

- Limits on the amount of time that women have to volunteer due to domestic (including childcare) and job-related demands was noted by volunteers interviewed in 2000. Volunteers also cited increased workloads and burn-out as time-related factors that inhibited further volunteering (Husbands, McKechnie & Gagnon, 2000).

Not being asked or a lack of information are other commonly mentioned barriers

- 18% of volunteers reported that they did not volunteer more because they were not personally asked. About one-third of non-volunteers did not volunteer at all because they were not personally asked (Hall, *et al.,* 1998).

- A lack of knowledge on how to become involved did not emerge as a strong barrier in the 1997 *National Survey of Giving, Volunteering and Participating*, but it is interesting to note that it did arise several other times in the literature, as illustrated in the following three bullets.

- Volunteers interviewed in 2000 suggested that a lack of well-considered recruitment policies and the fact that potential volunteers are often uninformed about how to

become involved negatively impact recruitment in Canada (Husbands, McKechnie & Gagnon, 2000).

- Focus group discussions in 1997 with people who don't normally volunteer revealed that many participants do not volunteer because they do not have a clear idea of what activities they would like to get involved in (Angus Reid Group, 1997).

- 63% of people who would be likely to agree to volunteer for the first time did not know who to contact (Decima Research Group, October 1987).

Other barriers

- After time and commitment, the next most common reasons that volunteers did not volunteer more according to the results of the NSGVP were: a feeling that they had already made a contribution, that they give money instead of time, and that they were not personally asked. Among non-volunteers, after time and commitment, the next most common reasons for not volunteering were that they gave money instead of time, were not personally asked, and lacked interest (Hall, *et al.,* 1998).

- The least common barriers cited in the NSGVP related to health problems, financial costs, lacking interest, and not knowing how to become involved (Hall, *et al.,* 1998).

- Volunteers interviewed in 2000 also suggested that they did not receive sufficient recognition for their work, and did not appreciate being asked to donate money on top of donating their time (Husbands, McKechnie & Gagnon, 2000).

- Turnoffs to volunteering reported by 45 volunteers interviewed in Ottawa-Carleton in 1992 included: disorganized management; lack of board support; staff indifference; limited training and education; lack of contact and support; wrong assignment; perks that were withdrawn; and insufficient funding (Volunteer Centre Ottawa-Carleton, 1992).

- The most important aspects that made volunteering difficult for volunteers in the area of sport, fitness and recreation were work responsibilities (39%), family responsibilities (36%), and disliking the way in which the organization is run (27%). These three factors come up again for over a quarter of other respondents as being somewhat important (Rhyne, 1995).

- The factors least important to volunteers in the area of sport, fitness and recreation were lack of childcare (65%), transportation problems (57%), and lack of recognition (54%) (Rhyne, 1995).

- Although only 12% of volunteers in sports, fitness and recreation noted cost and 15% lack of skills as very important aspects that made volunteering difficult, when combined with those who felt it was somewhat important they amount to 40% and

43% of respondents respectively. It is also interesting to note that 63% of respondents felt that skills training courses were necessary for the type of volunteer work they did (Rhyne, 1995).

- Those who did not want to get involved in helping ex-offenders reintegrate into the community felt that the community had already done enough, that other groups in the community were more deserving of their attention, were concerned about not being qualified enough to volunteer, expressed fear for personal safety, felt that they were already paying taxes to fund correctional services, had little hope of making a difference, and were too busy. Some participants felt that financial compensation should be offered by the government for getting involved (Environics Research Group, October 2000).

Organizations face challenges in recruitment and management

- Representatives from voluntary organizations interviewed in 2000 reported that they were poorly informed about what initially brings a person to volunteer in a particular place and what keeps people volunteering. They reported a need to assess their ability to foster and sustain volunteer interest from a broad cross-section of the population. They also expressed a need for more support and information on providing volunteers with the training and support necessary for them to make an effective contribution to the organization. Finally, they identified a need for greater information on the background of their volunteers as part of the recruitment process (Husbands, McKechnie, & Gagnon, 2000).

- Social welfare agencies reported inappropriate skills in the volunteer pool to be a challenge that prevents them from using more volunteers (McFarlane & Roach, March 1999).

- Social welfare agencies reported liability issues to be a concern that prevents them from using more volunteers (McFarlane & Roach, March 1999).

Satisfaction with Volunteering and Perceived Benefits

Canadians gain skills from volunteering

- Significantly more than half of individuals who volunteered in 1997 felt they gained interpersonal skills, communication skills, and increased knowledge. Half of volunteers also gained organizational and managerial skills, and a significant minority cited fundraising and technical or office skills (Hall *et al*, 1998).

- 34% of volunteers believed that their volunteering had given them new skills that could be applied directly in their jobs. 28% of employed volunteers thought that

thought that their volunteering had improved their chances of success in their paid jobs or businesses (Hall, *et al.,* 1998).

- Results from the 1997 NSGVP suggest that employer support is associated with higher benefits for the volunteers, particularly with respect to the gain of skills (Kapsalis, 1999).

Volunteers obtain higher earnings in the labour market than non-volunteers

- Volunteers earned higher incomes than non-volunteers according to analysis of the 1987 *Voluntary Activity Survey* where the premium was 7 percent (Day and Devlin, 1998) and the 1997 *National Survey of Giving, Volunteering and Participating*, where the premium was about 4% (Devlin, 2000b). The difference is thought to be in part attributable to the fact that the earlier sample included more men. Premiums were significantly higher for men and university graduates. The premium also increased with the age of volunteer, and was negative for volunteers under the age of thirty (Devlin, 2000b). The premium varied by region, being highest in British Columbia and lowest in Atlantic Canada (Devlin, 2000a). The data suggest that the wage premium may be attributable to the professional contacts that volunteers make through their volunteer activities, rather than attributable to the skills they gain or the signaling of certain characteristics to a potential employer (Devlin, 2000b).

Canadians enjoy helping others and are satisfied with their experience

- 92% of Canadians agree or totally agree that they really enjoy helping others (Decima Research Group, 1991).

- 49% of survey respondents described their volunteer experience as very satisfying and another 43% as somewhat satisfying (Decima Research Group, October 1987).

- The Big Brothers and Sisters program found a high rate of overall satisfaction among their volunteers. Satisfied volunteers were those most likely to report having fun, sharing new experiences, having a long-term impact on the child, and having volunteer's time valued by the child and parent (Allison, 2000).

- Overall, satisfaction levels of volunteers in the area of sport, fitness and recreation were high. The highest levels of satisfaction were with the feeling they were doing worthwhile work (86%), how enjoyable their work is (81%), the amount of work they had (73%) and the staff/ volunteer relations (72%) (Rhyne, 1995).

- The lowest levels of satisfaction in the area of sport, fitness and recreation were with the amount of training they had (55%), program delivery (57%), and the commitment participation of others (59%) (Rhyne, 1995).

- When volunteers in the area of sports, fitness and recreation were asked about their concerns, 68% reported concern that they were very or somewhat concerned about increased demands on volunteers. 60% reported that they were very or somewhat concerned with cutbacks in volunteer positions, and 56% were very or somewhat concerned about being taken to court (Rhyne, 1995).

Corporations see benefits of supporting employee volunteerism

- Over half of the 205 companies surveyed by Rostami and Hall (1996) in 1995 agree that employee volunteerism will result in better relations with the community and an improved corporate public image. Thirty to forty percent believe that it helps to maintain a healthy community; improves employee's sense of self-worth; and improves people skills. Companies were far less likely to believe that it increases employee job performance, employee relations, reduces absenteeism, enhances performance management initiatives, or improves the recruitment of new employees.

Organizations lack the infrastructure to effectively use volunteers and provide the satisfactory volunteer experience

- The primary reason cited by social welfare agencies for not using more volunteers is a lack of funding to coordinate them. Voluntary sector organizations report a need for additional resources and infrastructure to support volunteering, noting that it is something that many funders do not support (McFarlane & Roach, March 1999; Roach, September, 2000).

- In consultations with the voluntary sector in British Columbia, the lack of funding for paid staff to recruit and manage volunteers was identified as an issue limiting the effectiveness of the sector (Ministry of Community Development, Cooperatives and Volunteers, 1999).

- A study by the Canada West Foundation found that annual revenues of voluntary social welfare agencies seemed to set an upper limit on the number of volunteers they could manage, with no agencies with revenues under $100,000 reporting more than nine volunteers. Organizations that did not use volunteers cited the lack of funding to coordinate them as the primary barrier (McFarlane & Roach, March 1999).

- Representatives of voluntary organizations interviewed in 2000 identified a lack of infrastructure as contributing to long-term instability in organizations, noting that funders are often unwilling to support this component of nonprofit services (Husbands, McKechnie & Gagnon, 2000).

- In 1994, nonprofit organizations were less likely to train volunteers than they were to train paid workers (on average, 32 percent of these organizations trained volunteers compared to 56 percent of those who trained paid staff). When volunteers did receive

training, it was in a smaller range of areas compared to paid workers (Browne and Landry, 1996).

- Representatives of voluntary organizations interviewed in 2000 reported concerns with regards to issues around accountability. They identified a need for greater clarity around the boundaries of the roles of board members, management, staff and volunteers (Husbands, McKechnie & Gagnon, 2000).

- Representative of voluntary organizations interviewed in 2000 identified mandatory community placements as a contentious issue, potentially involving legal, ethical and financial risks that are not properly understood. They reported a lack of capacity to fulfill the demands placed on them by mandatory community service programs without adequate funding and training, as well as a lack of information as to what works and what does not work in this realm (Husbands, McKechnie & Gagnon, 2000).

Approaches to Improving Volunteering

More research is needed

- The literature review, key informant interviews and focus groups on volunteering by Husbands, McKechnie, & Gagnon (2000) contains a detailed research agenda for improving volunteerism in Canada. They prioritize six areas for research:

    1. The impact and implications of demographic and social change for volunteering in Canada;

    2. Volunteer motivations, recruitment, retention, recognition and placement in relation to demographic and social diversity;

    3. The role and impact of volunteer development on agency and volunteer effectiveness;

    4. Evaluating and demonstrating the value of volunteering;

    5. Examining the role, design and management of resources, infrastructure and governance to support volunteering; and

    6. Examining the role and function of volunteer managers, institutional design of volunteer management, and the impact of volunteer management on agency effectiveness.

- The review by Husbands, McKechnie, & Gagnon also outlines a number of priority research questions on employer supported volunteer programs, including:

    1. Are employee volunteer programs successful?

2. To what extent to they complement traditional volunteering; make up for a shortage of bodies or skills in the regular volunteer pool; and / or displace traditional volunteers;

3. Who benefits (corporations, employees, or nonprofit organizations) and how; and

4. To what extent do employees feel pressured into volunteering (are they another form of mandatory community service?

- Representatives of voluntary organizations interviewed by Husbands, McKechnie & Gagnon requested more research on the impact of mandatory community placements on:

  1. Curriculum-imposed volunteer work and the attitudes of students later in life toward volunteering; criminal offenders in relation to voluntary organizations;

  2. Traditional volunteering;

  3. Agency effectiveness, efficiency, and governance; and

  4. Staffing and volunteer-staff relationships.

- Our literature review confirmed the research gaps identified by Husbands, McKechnie & Gagnon to be relevant. Additional research gaps identified by this literature review include:

  1. The image of volunteering. Although we know that Canadians think volunteering is important, we don't have much information on what images are conjured up by the idea of volunteering.

  2. The nature of demand for volunteers. Do voluntary organizations need more volunteers than they can find? Or do they simply need to capacity to use existing volunteers more effectively? Do organizations experience a volunteer shortage of a particular nature (e.g. particular skill sets)? What are the ratios of paid to unpaid staff currently being used by voluntary sector organizations?

3. Levels of satisfaction with the volunteer experience. Do individual's expectations match up with their experiences? Why or why not?

Better recruitment and retention of volunteers is needed

- Focus group participants from voluntary organizations across the country in 2000 identified the need for information that will aid organizations to respond to changing demographic trends when recruiting and retaining volunteers (Husbands, McKechnie & Gagnon, 2000).

- Day and Devlin (1998) suggest that the data showing that volunteers fetch a wage premium in the labour market compared to non-volunteers be used to market volunteering to young people and other job-seekers.

- A study by Dulka *et al.* (1999) provides an example of a program designed to get seniors involved in volunteering in the care of elderly patients. Our scan of the literature uncovered a range of sources on how to get seniors more involved in volunteering. Similar types of information are also available for other specific sub-groups of the general population including youth, First Nations, and ethno-cultural groups. While it was outside the scope of this review to uncover and summarize all these types of reports, we simply noted that information of this kind is out there. We do not know whether it is making its way into the hands of the organizations that could benefit from it, or whether they have the capacity to make use of it.

- Representatives from faith groups interviewed by Bowen (1999) felt that they could improve their contribution to volunteering if forums were initiated in which they could meet and share ideas with other faith groups in their community (where such networks of faith groups do not already exist). Volunteer Centres were noted as the players who could create this opportunity.

- Representatives from faith groups interviewed by Browen (1999) also noted that greater communication between faith groups and Volunteer Centres could result in more knowledge about opportunities to volunteer among congregations, and greater sharing of information and resources.

- Focus group discussion on volunteering to help ex-offenders reintegrate into the community found that more information on corrections and on how to get involved would result in increased community participation. Focus group participants were however cynical about many potential sources of information. They were most responsive to the suggestion of disseminating information through school courses or programs, or through an independent Ralph Nader-type body that would collect information and present it to the public. Participants were asked how they would like to receive information. They were open to receiving mail about events they could attend, inviting them to order written material on the topic, or announcing a web page with information. They were open to the idea of speakers or a town hall meeting if they were permitted to have input to the process. They would like to receive information through TV and newspaper media as long as the media content was determined by a body that they trust (Environics Research Group, October 2000).

- Analysis of "active" volunteers from the NSGVP revealed that they have different characteristics across Canada depending on region and size of community. This kind of information would be useful to voluntary sector recruiters (Reed & Selbee, 2000).

- Analysis of "active" volunteers from the NSGVP revealed that values, such as concern for the public good, played a role in people's likelihood to volunteer. This could mean that it would be beneficial to promote positive attitudes and values towards volunteering as a way to encourage more volunteering (Reed & Selbee, 2000).

More resources and better infrastructure for volunteer management are needed

- The results of the Canada West survey (McFarlane & Roach March 1999) suggest that voluntary organizations require additional resources to handle recruitment, training and supervision of volunteers. One of seven policy recommendations the Canada West Foundation made after doing further interviews and roundtables with social service agencies in 2000 (Roach, September 2000) is that governments should increase investments in nonprofit sector infrastructure, including volunteers and volunteer co-ordinators.

- Representatives of voluntary organizations interviewed in 2000 reported a need for more volunteer management training to be able to effectively recruit and retain volunteers (Husbands, McKechnie & Gagnon, 2000).

Liability, confidentiality, and accountability are important issues

- The studies by both McFarlane & Roach (March 1999) and Husbands, McKechnie & Gagnon (2000) uncovered concerns by voluntary sector organizations with regards to liability, confidentiality, and accountability that need to be addressed.

Appendix B
Annotated Bibliography

Allison, S. (2000). *A Report of the Evaluation of Non-Traditional Programs Volunteer*. Calgary: Big Brothers & Sisters of Canada.

Big Brothers & Sisters of Canada interviewed 291 of their volunteers in order to evaluate their big brother and sister program. One of the findings was that it was very important for volunteers to receive feedback and to know that their time is valued by the agency, parents, and the child. They need to know they are having an impact. It was also important for them to have fun. Volunteers had a high overall level of satisfaction with the program. Satisfied volunteers were those most likely to report having fun, sharing new experiences, having a long-term impact on the child, and having volunteer's time valued by the child and parent.

Angus Reid Group. (1997). Perceptions of Charitable Organizations, #209302. Ottawa: Author.

This report is based on the results of six focus groups conducted in Toronto, Vancouver and Saskatoon, in the months of May and June 1997. All but one of the focus groups was composed of participants who were not regular or high donors or volunteers, but who held neutral to positive attitudes about charitable organizations and community involvement. The focus of the discussions were on perceptions of charitable organizations; awareness of charitable organizations and where people obtain their information; and what motivates people to support charitable organizations.

The cynicism that underpinned discussions on charitable donations did not play a major role in perceptions towards volunteering, and volunteering was generally seen to be a positive activity for individuals. In particular, those who were unable to donate money expressed a willingness to donate time. Much of the discussion focused on community-based activities for small social service organizations, with some participants expressing that it was more rewarding to help local charities. Many participants do not have a clear idea of what activities they would like to get involved in, or they cited lack of time to volunteer due to work or family responsibilities. Participants who were not regular volunteers but who had volunteered in the past had usually been asked by someone they knew or were very interested in a specific cause.

Bowen, K. (1999). Religion, Participation, and Charitable Giving: A report. Ottawa: Volunteer Canada.

This report is based on the *National Survey of Giving, Volunteering and Participating*, as well as interviews and focus groups in faith communities across the country. The results

of this survey show a strong correlation between people who identify themselves as religious and those who volunteer. The correlation increases in strength with the frequency with which religious people attend services. The religiously active (those who attend weekly or monthly services) who volunteer form only 14 percent of the Canadian population, but make up 43 percent of volunteers and account for half of all the hours volunteered in Canada. The majority of religiously active volunteers volunteer in organizations outside the religious domain. The 32 percent of Canadians who are religiously active account for 40 percent of all hours volunteered in secular organizations. There are no major differences between the motivations of the religiously active compared to religiously inactive volunteers, with the exception that more religiously active volunteers were more likely to cite "to fulfill religious obligations or beliefs" alongside other reasons. Although the proportions of religiously active vary across different population subgroups and regions, the greater propensity for religiously active to volunteer, compared to religiously inactive, generally holds true across population groupings by age, gender, education, income and region. Despite the already relatively high levels of volunteering among the religiously active, almost half of weekly attendees who do not volunteer.

There are several recommendations flowing from this report. Representatives from faith groups felt that they could improve their contribution to volunteering and giving if forums were initiated in which they could meet and share ideas with other faith groups in their community (where such networks of faith groups do not already exist). Volunteer Centres were noted as the players who could create this opportunity. It was noted that greater communication between faith groups and Volunteer Centres could result in more knowledge about opportunities to volunteer among congregations, and greater sharing of information and resources. The report stresses that representatives from faith groups unanimously stressed the importance of freedom from government regulation. At the same time, they felt it was important that governments recognize the importance of the spiritual in public life, and noted that the role of faith institutions often goes unappreciated.

Bozzo, S. (1999). Motivations for Giving and Volunteering. *NSGVP Fact Sheet* 6. [On-Line]. Available at: http://www.nsgvp.org. May 11, 2001.

According to the results of the 1997 *National Survey of Giving, Volunteering and Participating*, the top reason why most people volunteer (96%) is to help a cause in which they personally believe. The next most important reason is to use their skills and experiences (78%), followed by being affected or knowing someone who has been personally affected by the cause (67%), to explore their strengths (54%), to fulfill religious obligations or beliefs (29%), because their friends volunteer (25%) and to improve their job opportunities (22%). Young Canadians (aged 15 to 34) were more likely to volunteer to use their skills and experiences and to explore their own strengths. Canadians between the ages of 15 to 24 were much more likely than those in other age brackets to volunteer to improve their job opportunities. The likelihood that religious obligations drive a person's volunteering increases with age.

Browne, P.L. & Landry, P. (1996). The "Third Sector" and Employment: Final report to the Department of Human Resources Development. Ottawa: Canadian Centre for Policy Alternatives.

This report analyzed Statistics Canada labour force data and surveyed charitable organizations, environmental organizations, cooperatives and trade unions to collect information on human resource issues in the nonprofit sector. The survey focused mostly on paid workers, examining working arrangements, staff distribution according to occupational category, salaries, changes of employment levels, reasons for increases and decreases in employment, expectations of future increases or decreases in employment, and training. Some of the survey however also focused on volunteers. The survey found that in 1995, nonprofit organizations were less likely to train volunteers than they were to train paid workers. On average, 32 percent of nonprofit organizations trained volunteers compared to 56 percent who trained paid staff. When volunteers did receive training, it was in a smaller range of areas compared to paid workers.

Canadian Centre for Philanthropy and Canadian Policy Research Networks. (April, 1998). *Voluntary Sector in Canada: Literature Review and Strategic Considerations for a Human Resource Sector Study.* Ottawa: Human Resources Development Canada.

This report assesses the feasibility of conducting a national Human Resources (HR) Nonprofit Sector Study. It provides an analytical overview of the existing literature, highlights gaps in the current state of knowledge, and explores the issues that might emerge in undertaking a Sector Study. The main sections of the report include: sectoral framework and definition; size and scope of the voluntary sector; operating and public policy context; human resource issues in the voluntary vector; sector initiatives on human resource issues; and considerations involved in a national sector study. The report, which included stakeholder interviews with representatives of nonprofit organizations, concludes that an HR Sector Study would provide a variety of benefits to the nonprofit sector in terms of strengthening its infrastructure and furthering its development. It would begin to address information gaps identified by sector stakeholders on topics such as workforce demographics; training; employment opportunities and trends; work conditions; compensation and benefits; the skills used and types of work performed in different organizations; and the different characteristics of the sector's paid and volunteer workforce, examining the special case of having to integrate the two workforces. The study considers three possible models for moving forward with an HR nonprofit sector study.

Canadian Union of Public Employees. (2000). What the Numbers Tell Us, *CUPE News*. Ottawa: Author.

The Canadian Union of Public Employees predicts that under the Ontario Works program, some 60,000 recipients of social assistance will be required to do placements in the voluntary sector by 2001.

Canadian Union of Public Employees. (2001).
http://www.cupe.ca/news/cupenews/showitem.asp?ID=671. May 16, 2001.

Visiting the CUPE website, the following statement, dated March 27, 2000, was found on volunteers:

"Volunteers and voluntary organisations have always made important contributions to communities and the public sector. In the past the voluntary sector has even been the catalyst for the creation of new public services. However, reliance on volunteering in a climate of cuts creates a real threat to the delivery of important public services.

As governments move to privatise, commercialise and eliminate services, the impacts are felt on families and communities. The use of volunteers has become an alternative service delivery model to deliver public services like contracting out or privatisation. Stitching together the huge gaps in services by relying on volunteers just won't work."

Devlin, R.A. (June, 2000a). *Labour-Market Responses to Volunteering: Regional Differences*. Applied Research Branch Strategic Policy Research Paper R-00-5-2E. Ottawa: Human Resources Development Canada.

Analyzing the *National Survey of Giving, Volunteering, and Participating*, Devlin found that the wage premium earned by volunteers in 1987 varied by region. The premium was 13% in British Columbia, 7% in Quebec, 5% in Ontario, 3% in the Prairies, and 1% in Atlantic Canada.

Devlin, R.A. (June, 2000b). *Labour-Market Responses to Volunteering: Evidence from the 1997 NSGVP*. Applied Research Branch Strategic Policy Research Paper R-00-5-1E. Ottawa: Human Resources Development Canada.

Analyzing the *National Survey of Giving, Volunteering, and Participating*, Devlin found that volunteers in 1997 continued to earn a wage premium compared to non-volunteers in employment as they did in 1987. The premium in 1997 was about 4% compared to 7% in 1987. The decline in premium over the decade is thought to be in part attributable to the fact that the earlier sample included more men. Premiums were significantly higher for men and university graduates. The premium also increased with the age of volunteer, and was negative for volunteers under the age of thirty. The data suggest that the wage

premium may be attributable to the professional contacts that volunteers make through their volunteer activities, rather than attributable to the skills they gain or the signaling of certain characteristics to a potential employer.

Day, K.M. & Devlin, R.A. (November, 1998). The payoff to work without pay: Volunteer work as an investment in human capital. In Canadian Journal of Economics. 31(5). 1179 – 1191.

Based on analysis of the 1987 *Voluntary Activity Survey*, Day and Devlin calculated that volunteer work increases job earnings. One average, volunteers earn 7 percent higher incomes than non-volunteers.

Decima Research Group. (1991). *Canadian Attitude and Behaviour Survey.* Toronto: Author.

A telephone interview was administered to a random sample of 1,000 adult Canadians between August 31 and September 15, 1991. The survey revealed that most Canadians enjoy volunteering and think it is important: 74% of Canadians agreed or totally agreed that they felt strongly about the need to get involved and make their community a better place in which to live. 62% percent of Canadians agreed or totally agreed that getting involved with a charity was one of the best ways they could improve their community. 59% of Canadians agreed or totally agreed that they were at a time in their lives when they want to give back to the community. 58% of Canadians disagreed with the statement; " I don't think people like me can do much to change society for the better." 48% of Canadians in 1991 said they could make more time available for volunteer work. 92% of Canadians agree or totally agree that they really enjoy helping others.

Decima Research Group. (September 1989). *Imagine Survey: Nation-wide attitude Survey*. # 3980-03. Toronto: Author.

One thousand adults 18 years and over were interviewed between September 11 and 20, 1989. The results showed that many Canadians report to be likely to volunteer, but given more spare time, they have other priorities. 63% of Canadians surveyed in 1989 reported that they were somewhat likely or very likely to volunteer, including 45% of those who had never volunteered. 14% said they would volunteer if they had more spare time. With more spare time, people would be more likely to travel, play sports /outdoor activities, visit friends / family, or do hobbies. The survey also showed that companies that encourage volunteerism tend to donate more money to charities.

Decima Research Group. (October, 1987). *Nation Wide Survey of Attitudes Toward Philanthropy.* #2549 Toronto: Author.

One thousand adults 18 years and over were interviewed between October 15 and 31, 1987. The survey revealed that 85% of survey respondents who were asked to volunteer during the year preceding the 1987 survey had responded favorably. Thirty-nine percent of respondents had been asked, most often by a voluntary organization. 8% of people who had never volunteered would consider volunteering in some of their spare time if they were asked, and another 35% would be somewhat likely. Those most likely to respond favorably for the first time included: those under age 60 years of age, women employed part-time, younger married people and those married with children, singles with children, and families with three or more children at home. 63% of people who would be likely to agree to volunteer for the first time did not know who to contact. The survey also gauged the satisfaction of volunteers, finding that 49% of survey respondents described their volunteer experience as very satisfying and another 43% as somewhat satisfying.

Decima Research Group. (November 1987). *The Study of Corporate Philanthropy: Business Sector Survey.* # 2580. Toronto: Author.

A total of 134 "big businesses" and 228 "smaller businesses" were interviewed in 1987. The survey revealed that the majority of big (84%) and small (58%) businesses support the idea of encouraging employee volunteerism. However, under half of big businesses actually had an employee volunteerism policy in place and even fewer small businesses (11%) had such a policy.

Dow, W. (1997). *The Voluntary Sector – Trends, Challenges and Opportunities for the New Millennium*. Vancouver: Volunteer Vancouver.

We were unable to obtain a copy of this report that documents trends in the voluntary sector in time for submission of the environmental scan because it is no longer available on-line.   The team performing the environmental scan has however made use of the document in past research (it is for example cited in Canadian Centre for Philanthropy and Canadian Policy Research Networks, 1998), and therefore felt confident citing it as a source for information on trends.

Dulka, I.M., Yaffee, M.J., Goldin, B. & Rowe, R.S. (March, 1999). The Use of Senior Volunteers in the Care of Discharged Geriatric Patients. In *Journal of Sociology and Social Welfare. (26)*1. 69 – 85.

The study provides an example of an innovative way to get seniors involved in volunteering. The study undertook to determine whether it would be possible to recruit

and train a cohort of senior citizens to function as volunteers in providing post-hospital support/advocacy to other seniors. They were interested to learn whether this would provide benefits to the senior patients, senior volunteers, and the community at large. The project, which recruited 13 senior volunteers to visit with 70 patients in their homes after being discharged from the hospital, was considered to be a success for all parties involved.

Ekos Research Associates. (1998). *Health Canada and National Health Charities: Working together to create value for Canadians*. Presentation to the Honourable Allan Rock. April 3, 1998. Ottawa: Author.

According to the results of the March-April 1997 *Rethinking Government* survey, volunteers from NGO's are one of the most highly trusted occupational groups. Eighty-one percent of survey respondents trusted volunteers, second only to trust in nurses (89%).

Ekos Research Associates. (1998). *Rethinking Citizen Engagement.* Presentation to PCO / CCMD Seminar Series. April 17,1998. Ottawa: Author.

The findings reviewed in this presentation were based on a stratified random telephone survey of 2042 Canadians aged 18 and over, and 13 focus groups, conducted in 1998.

Sixty-nine percent of Canadians think it's important for citizens to participate in voluntary organizations and another 21% think it's moderately important. Only 9% of respondents reported that it is not important.

Seventy-five percent of Canadians reported that it is important for citizens to donate time/money to causes they believe in, with another 18% agreeing that it is moderately important. Seven percent responded that it is not important.

Environics Research Group. (October 2000). *Public Attitudes Toward Correctional Issues in Kingston, Ontario*. #PN4661. Prepared for Correctional Service of Canada. Toronto: Author.

This report is based on a public opinion survey and focus groups. Six hundred Kingston and area residents were surveyed in July 2000; and six focus group sessions with segments of the Kingston and area general population were held in August 2000. This report provides some insights into individual's attitudes towards volunteering when asked about a concrete example of an opportunity to volunteer to help ex-offenders reintegrate into the community.

Three-quarters of survey respondents and most focus group participants felt that individuals and communities have a role to play in assisting offenders to return safely to

society when they are released from prison. Thirty-seven percent of survey respondents said they would consider volunteering in corrections, and considerable interest in volunteering was also expressed in the focus groups, despite the lack of a clear perception about what this would involve.

There was general agreement in the focus groups that more information on corrections and on how to get involved would result in increased community participation. Focus group participants were however cynical about many potential sources of information including the media, inmates and the government (although some were comfortable with the idea of an independent government body). They had mixed feelings about getting information from former inmates, correctional officers, the correctional service of Canada, the John Howard Society and Elizabeth Fry Society, the police, the church, and local MPs and MPPs, all of which were believed to have particular biases. Participants were most responsive to the suggestion of disseminating information through school courses or programs, or through an independent Ralph Nader-type body that would collect information and present it to the public. Participants were asked how they would like to receive information. They were open to receiving mail about events they could attend, inviting them to order written material on the topic, or announcing a web page with information. They were open to the idea of speakers or a town hall meeting if they were permitted to have input in the process. They would like to receive information through TV and newspaper media as long as the media content was determined by a body they trusted.

Reasons expressed by those who did not want to get involved in helping offenders reintegrate into the community include: feeling that the community had already done enough, feeling that other groups in the community were more deserving of their attention, concern about not being qualified to volunteer, fear for personal safety, feeling that they are already paying taxes to fund correctional services, little hope of making a difference, and being too busy. Some participants felt that financial compensation should be offered by the government for getting involved.

Hall, M.H., & Febbraro, A.R. (1999). Much Comes from the Few: The thin base of support for charitable and nonprofit organizations. *Research Bulletin*, *6*(2). Toronto: Canadian Centre for Philanthropy.

This report analyses data from the 1997 *National Survey on Giving, Volunteering and Participating* and reveals that charitable and nonprofit organizations rely on a small segment of the population to provide the bulk of charitable donations and volunteer time. Eight percent of all Canadians provide 72% of all volunteer hours, and 20% of Canadians provide 80% of the total dollar value of charitable donations. The population sub-group that gives the most tends to be older, have higher levels of education and income, and to attend religious services on a weekly basis. One implication of this is that a decline in religious activity could have a negative impact on giving and volunteering. The authors conclude that this represents a point of vulnerability for the sector. The information is however important to inform the activity of fundraisers and recruiters.

Hall, M.H., Knighton, T., Reed, P., Bussière, P., McRae, D., & Bowen, P. (1998). Caring Canadians, Involved Canadians: Highlights from the 1997 national survey of giving, volunteering and participating. Ottawa: Statistics Canada.

Numbers Volunteering: According to the numbers, it appears that interest in volunteering has increased among Canadians over the last decade. One-third of Canadians (7.5 million) volunteered their time to groups and organizations in Canada in 1997, which is 2.2 million more than volunteered in 1987. This represents an increase of 40 percent in the absolute number of volunteers since 1987 compared to a 20% increase in the population of the country (15 and over) over the same time period.

Hours volunteered: The overall number of hours contributed by volunteers has also increased over the last decade, but the number of hours devoted to volunteering *per person* has decreased. In 1997 volunteers contributed an average of 149 hours each, compared with 191 hours each in 1987.

Despite participation by one-third of Canadians in volunteering, there is a smaller subset of about one third of volunteers who account for 81 percent of the total volunteer hours.

Youth: The volunteer rate among youth (aged 15 to 24) almost doubled over the last decade. Youth are more likely to be volunteers than are individuals in any other age group, however youth volunteer fewer hours than those in other age groups.

Youth are more likely than those in other age groups to be motivated to volunteer to improve job opportunities, explore their own abilities, and to use their skills and abilities. When asked what keeps them from volunteering more, youth more than others cite not being personally asked by someone they know and not knowing how to get involved, although this represents only 25 percent and 18 percent of youth respectively.

Gender: Women, and those with higher levels of education and income were more likely than others to volunteer.

Region: More people volunteer in the prairies than in any other region. Other regions had volunteer rates of between 32% to 38%, with the exception of Quebec where the rate was 22%.

Employment Status: Individuals employed part-time were most likely to volunteer, followed by those employed full-time, the unemployed, and those not in the labour force.

Unemployed volunteers: 54 percent of unemployed volunteers believed that their volunteering would increase their chances of finding a job, a figure that rises to 65% in the case of unemployed youth volunteers (aged 15-24).

How volunteers become involved: 44 percent of volunteers became involved because they were approached by someone from an organization. Another third approached organizations themselves.

Activities in which volunteers are engaged: about half of volunteers helped to organize or supervise activities or events for an organization, 44% reported canvassing, campaigning or fundraising, 38% reported serving as an unpaid member of a board or committee, 28% performed consulting, executive, office or administrative work, and between 19% to 27% of volunteers reported providing information or helping to educate, influence public opinion or lobby others on behalf of an organization; teaching or coaching; providing care or support on behalf of an organization; and doing volunteer driving on behalf of an organization.

Organizations that volunteers support: five types of organizations accounted for the bulk of volunteer events and time: social service organizations, other recreation and social clubs, religious organizations, health organizations, and sports organizations.

Barriers to volunteering: The most often cited reason for not volunteering or for not giving more time to volunteering is having a lack of extra time. The next most commonly cited reason is that they are unwilling to make a year-round commitment, followed by the feeling that they had already made a contribution, or they give money instead of time. Eighteen percent of volunteers reported that they did not volunteer more because they were not personally asked. The less commonly cited reasons included barriers related to health problems, financial costs, lacking interest, and not knowing how to become involved).

What volunteers feel they gain from volunteering: Significantly more than half of volunteers felt they gained interpersonal skills, communication skills, and increased knowledge from volunteering, and half also gained organizational and managerial skills. A significant minority also gained fundraising and technical or office skills. 34 percent of volunteers believed that their volunteering had given them new skills that could be applied directly in their jobs. 28 percent of employed volunteers thought that their volunteering had improved their chances of success in their paid jobs or businesses.

Employer support for volunteering: employees make up 65% of all volunteers, and many reported receiving support from their employers. To support their volunteer activities, 27% reported that their employer allowed employees to use business equipment and facilities, 24 percent were able to take time off, 22 percent received approval to modify their hours of work, and 14 percent received recognition from their employer. Young men (aged 15 to 34) were more likely to obtain authorization to take time off or to modify their hours of work, and young people generally (under age 25) were more likely to be able to modify their hours and to get recognition.

Handy, F., Cnaan, R.A., Brudney, J. L., Ascoli, U., Meijs, L.C.M., & Ranade, S.
(2000). Public Perception of "Who is a Volunteer": An Examination of the Net-Cost Approach from a Cross-Cultural Perspective. In *Voluntas: International Journal of Voluntary and Nonprofit Organizations. 11*(1). 45 – 65.

This article examines perceptions of who is a volunteer among Canadians as well as in the Netherlands, India, Italy and the two American States of Georgia and Philadelphia. 646 Canadians responded to a questionnaire designed to test a series of hypotheses built around the theory that people are more likely to consider someone a volunteer as the costs to the person rise and the benefits decline. The authors find some support for their hypotheses, although they also find that what constitutes people's perceptions of costs and benefits requires further investigation. They find that remuneration (whether monetary or otherwise) has a negative impact on people's perceptions of who is a volunteer. If a person is seen to be personally benefiting, then they are seen to be less of a volunteer. People are seen to be more of a volunteer when the costs to the individual are higher (e.g. working for a demanding agency or doing demanding work). A high school student required to do community service was ranked in the middle on a five point scale ranging from (1) not a volunteer to (5) definitely a volunteer; presumably because they are gaining something (course credit) in return for their volunteer efforts. The authors also found some evidence that people working for recognized charities are considered to be more of a volunteer than someone working for an unrecognized nonprofit group.

Health Canada. (1998). *Community Action Resources for Inuit, Métis and First Nations: Finding resources.* Ottawa: Department of Public Works and Government Services Canada.

This is an example of a resource kit that explains how to recruit and retain volunteers, targeted to a particular sub-group of voluntary sector organizations (Inuit, Métis and First Nations).

Husbands, W., McKechnie, A-J., & Gagnon, M. (2000). An Assessment of the Need to Improve the Body of Knowledge on Volunteers and Volunteering in Canada. Toronto: Canadian Centre for Philanthropy.

This report contains a detailed research agenda for improving volunteerism in Canada. It is based on an extensive literature review, focus groups with representatives from voluntary sector organizations, and key informant interviews with researchers and volunteers across the country. It points to specific gaps in research in six priority areas:

1. the impact and implications of demographic and social change for volunteering in Canada;

2. volunteer motivations, recruitment, retention, recognition and placement in relation to demographic and social diversity;

3. the role and impact of volunteer development on agency and volunteer effectiveness;

4. evaluating and demonstrating the value of volunteering;

5. examining the role, design and management of resources, infrastructure and governance to support volunteering; and

6. examining the role and function of volunteer managers, institutional design of volunteer management, and the impact of volunteer management on agency effectiveness.

The review also covers corporate and employee volunteering programs (pp.33-34). The report unearthed the limited amount of research on the mechanisms used by corporations to support volunteering, the benefits that might be gained by corporate participation in providing support to volunteerism, and what volunteer organizations should consider when partnering with a company as a source of volunteers. The review outlines a number of priority research questions on employer-supported volunteer programs including:

1. Are employee volunteer programs successful?

2. To what extent do they:

    a. Complement traditional volunteering;

    b. Make up for a shortage of bodies or skills in the regular volunteer pool;

    c. Displace traditional volunteers;

3. Who benefits (corporations, employees, or nonprofit organizations) and how; and

4. To what extent do employees feel pressured into volunteering (are they another form of mandatory community service?

Representatives of voluntary organizations interviewed by Husbands, McKechnie and Gagnon requested more research on the impact of mandatory community placements on:

1. Curriculum-imposed volunteer work and the attitudes of students later in life toward volunteering; criminal offenders in relation to voluntary organizations;

2. Traditional volunteering;

3. Agency effectiveness, efficiency, and governance; and

4. Staffing and volunteer-staff relationships.

Institute for Social Research. (2000). *2000 – 2001 World Values Survey*. Michigan: University of Michigan.

This survey asked respondents in almost one hundred countries (including Canada) a few questions that could be relevant to public opinion on volunteering. These include: the kinds of voluntary organizations respondents belong to, which ones of those they volunteer with, whether they have been or would be involved in activist activities, and

how much confidence people have in a range of types of organizations including the churches, labour unions, the environmental protection movement, and the women's movement. There are also questions about people's opinions on the church.   We were not able to track down any of the survey results or analysis in the time frame provided for the environmental scan.

Institute for Social Research. (1998). *1995 – 1998 World Values Survey*. Michigan: University of Michigan.

The 1995 – 1987 survey is similar in nature to the 2000 – 2001 one described above.

Jones, F. (Autumn, 1999). Seniors Who Volunteer. In *Perspectives on Labour and Income. 11*(3). 9 – 17.

The 1997 *National Survey on Giving, Volunteering and Participating* showed that while the rates of volunteering decreased with age, seniors tend to volunteer more hours than volunteers in other age groups.

Kapsalis, C. (August, 1999). *Analysis of Volunteering: Employer support for employee volunteerism.* R-99-11E.b. Ottawa: Applied Research Branch, Strategic Policy, Human Resources Development Canada.

This study uses data from the 1997 *Survey of Giving, Volunteering and Participating* and the 1987 *Voluntary Activity Survey*.

In 1997, 44 percent of employee volunteers received support from their employer to volunteer. This represents a decrease from the numbers receiving support a decade earlier (49 percent). However, employees that were receiving support in1997 received more forms of support than did their counterparts of a decade earlier.

The study notes the most common sources of support (see annotation for Hall *et al.,* 1998).

In 1997, the volunteer employees most commonly supported by employers were working in philanthropic activities (79 percent), followed by work in associations and unions (69 percent). These are not however the activities in which most employee volunteers are involved. Employee volunteers are most heavily involved in culture and recreation and social services activities, which have slightly lower than average incidence rates of employer support. Specific activities that had a higher than average incidence of employer support were firefighting or first aid, education or lobbying, and consulting or administrative tasks.   The activities most commonly engaged in by employee volunteers were organizing or supervising events, canvassing and fundraising, and being an unpaid member of a committee.

There are indications that employee volunteers with employer support tend to volunteer more hours than volunteers without such support, particularly when time off or a change in work schedule is provided. There are also signs that employer support is associated with higher benefits for the volunteers, particularly with respect to the gain of skills.

Le Centre canadien de philanthropie et Le Centre pour l'avancement des associations du Québec. (Septembre 1993). *Perceptions et comportements de la population Québécoise face au don.* Sondage du Forum Québécoise de la philanthropie 1993. Montréal: Le Group Léger & Léger institut de sondage.

This report is based on a representative telephone survey of 1,001 Quebeckers aged 18 years or older. According to the results, 58% of respondents are of the opinion that one has to get involved in the community to improve the quality of one's life. Ninety-six percent of respondents are of the opinion that volunteering is a form of charitable giving. This holds true for both donors and non-donors. Forty-nine percent of respondents were of the opinion that volunteering has a greater impact on a charitable organization than charitable giving. Forty-four percent felt that they both had a comparable impact. Only 4 percent felt that volunteering had less of an impact than charitable giving.

Motives for volunteering included wanting to be sensitive to the problems of others (29%), desire to support the cause (11%) and encouragement from other volunteers (10%). Reasons for not volunteering included not having enough time (62%), health problems (13%), and never having thought of it (9%).

Respondents perceived that the groups that benefit from volunteer activity include sports and recreation, diseases, education, and poverty.

Thirty-eight percent of respondents reported that their employer encourages employees to volunteer.

McFarlane, S. & Roach, R. (March, 1999). Making a Difference: Volunteers and non-profits. *Research Bulletin 2*. Calgary: Canada West Foundation.

The findings in this research bulletin are based on a telephone survey of 72 non-profit social welfare agencies in BC, Alberta, Saskatchewan and Ontario, from July 1998 to January 1999. In the section of the survey on volunteers, respondents talked about the important role that volunteers play in their agencies, both in enabling a high quality of service provision and for being ambassadors for the agency and the issues it represents within the community. Respondents reported a greater need for volunteers because of funding cuts, the need to place greater emphasis on fundraising, and an increased demand for services. This requires additional resources to handle recruitment, training and supervision.

Not all social welfare agencies surveyed make use of volunteers, or they use them on a limited basis. Most would like to use them more, provided they do not displace paid staff. The primary reason cited for not using more volunteers is a lack of funding to coordinate them. Other reasons reported by respondents for not using many volunteers included liability issues, inappropriate skills in the volunteer pool and a philosophical belief that people should be paid for their work. Some organizations also expressed concerns about difficulties in recruiting new volunteers, resulting in reliance on a small core of volunteers who they fear will burn out. Challenges faced by voluntary sector organizations in using volunteers include: designing meaningful experiences for volunteers while respecting liability, confidentiality, and accountability issues; and finding volunteers that can offer a commitment to match the needs they have.

Ministry of Community Development, Cooperatives and Volunteers. (1999). Building our Communities: Celebrating and strengthening the voluntary sector and volunteering in British Columbia. Victoria: Author.

This report is based on 137 written responses to a survey from volunteers, voluntary organizations, governments, corporations and interested individuals from more than 50 communities across British Columbia. The purpose of the survey was to get feedback on a draft paper entitled *Draft Strategy Promoting the Volunteer and Community Services Sector in British Columbia.* In providing feedback, representatives of the voluntary sector noted that the lack of funding for paid staff to recruit and manage volunteers was limiting the effectiveness of the sector.

Ontario School Counsellors' Association. Web Page. http://osca.ouac.on.ca/ July, 2000.

This web page has a section devoted to the issue of the requirement for student Community Involvement in Ontario high schools. The Association reports that this means that the voluntary sector could see an influx of up to 700,000 students requesting placements over the next four years. The web site notes that this could create potential opportunities as well as challenges. It is designed to help voluntary sector organizations develop programs that involve youth volunteers, provide them with a positive introduction to volunteering.

Reed, P.B. & Howe, V.J. (2000). Voluntary Organizations in Ontario in the 1990s. In *Information and Insights for the Nonprofit Sector: Building a knowledge base.* Issue No. 1. Ottawa: Statistics Canada.

This report is based on in-depth interviews with executive directors from 40 organizations in 8 diverse communities in Ontario. The purpose of the study was to understand how different kinds of voluntary organizations are coping and to ascertain the state of the voluntary in Ontario. The trends found included: organizations were

becoming more formal, having to use business-oriented practices, struggling to become more efficient, were implementing new organizational structures, are experiencing shifts in types of funding from grants to contracts, find greater competition between organizations, are trying to find ways to prove their worth, have concerns about liability, are trying to cater to the needs of a more diverse population, and were feeling vulnerable.

Reed, P. & Selbee, L. K. (2000). Distinguishing Characteristics of Active Volunteers in Canada. In *Information and Insights for the Nonprofit Sector: Building a Knowledge Base.* Issue No. 2. Ottawa: Statistics Canada.

This report uses data from the *National Survey of Giving, Volunteering and Participating* to analyze the differences between the "active volunteers" and those who did not volunteer at all. Active volunteers are the top third of volunteers who accounted for more than 80% of all time volunteered. The study found that the distinguishing characteristics of the active volunteers vary across regions and community size. Factors that commonly distinguish the active group include: experiences with civic activity in youth, above-average education and occupation, a feeling of personal responsibility or interest in community affairs, a sense of satisfaction and control in life, having children under the age of 17 living at home in a larger than average household, and engaging not only in volunteering but in other forms of helping, contributing and participating, especially through religious organizations. On the basis of these results, the author recommends that recruiting information be tailored to the unique attributes of communities, and that promoting values that support volunteering may be an effective way to raise the likelihood of people volunteering.

Rhyne, D. (1995). *Volunteerism in Sport, Fitness and Recreation in Ontario.* Toronto: Institute for Social Research, York University.

This study is based on two random telephone surveys of 2018 and 3000 Ontarians in 1994. The focus of the study is on sports, fitness and recreation. Relevant questions in this survey cover reasons for volunteering, satisfaction with volunteering, aspects of volunteering that make it difficult to volunteer, and concerns of volunteers.

Reasons for volunteering: 78% volunteered in this area to help others, 75% to contribute to a valuable area, 69% to have fun, 63% to promote sports and recreation, 62% to contribute where there family is active, 55% to contribute to community, and 51% to use their skills. Less than half of the population volunteered in this area to learn new skills, for companionship/friendship, to fill spare time, to improve their careers, or to gain recognition. 80% also had "other reasons" for volunteering outside of the categories initially listed in the survey. These included benefiting children, personal enjoyment, filling a need, to repay sports and recreational organizations for what they have received and to maintain good health and fitness. Some of these findings vary slightly by gender and age.

Difficulties in volunteering: The most important aspects that made volunteering difficult for volunteers were work responsibilities (39%), family responsibilities (36%), and disliking the way in which the organization is run (27%).   These three factors come up again for over a quarter of other respondents as being somewhat important. The factors least important to respondents were lack of childcare (65%), transportation problems (57%), and lack of recognition (54%). Although only 12% of respondents noted cost and 15% lack of skills as very important aspects that made volunteering difficult, when combined with those who felt it was somewhat important they amount to 40% and 43% of respondents respectively. It is also interesting to note that 63% of respondents felt that skills training courses were necessary for the type of volunteer work they did.

Concerns of volunteers: 68% reported concern that they were very or somewhat concerned about increased demands on volunteers.   60% reported that they were very or somewhat concerned with cutbacks in volunteer positions, and 56% were very or somewhat concerned about being taken to court.   The majority of respondents were least concerned about being injured and the costs of volunteering.

Satisfaction with volunteering: Overall, levels of satisfaction were high, although relatively high proportions of people were also undecided in their responses. Over half the respondents were satisfied with all eleven aspects of volunteering about which they were asked. The highest levels of satisfaction were with the feeling they were doing worthwhile work (86%), how enjoyable their work is (81%), the amount of work they had (73%) and the staff/ volunteer relations (72%). The lowest levels of satisfaction were with the amount of training they had (55%), program delivery (57%), the commitment participation of others (59%).

Roach, R. (September, 2000). Building Better Partnerships: Improving relations between governments and non-profits. *Research Bulletin 5.* Calgary: Canada West Foundation.

This research bulletin is based on a series of telephone interviews and roundtable discussions held with nonprofit social service agency staff in 2000. The aim of the discussions was to find ways to improve the relations between governments and non-profits. One of the seven resulting policy recommendations is that governments should increase investments in nonprofit sector infrastructure, including volunteers and volunteer co-ordinators. Non-profit social service agencies noted that infrastructure is something that other funders often do not support, but that would go a long way to improving the effectiveness of the sector.

Rostami, J. & Hall, M. (1996). *Employee Volunteers: Business support in the community*. Ottawa: Canadian Centre for Philanthropy and Conference Board of Canada.

This survey of 205 companies focused on corporate attitudes towards supporting volunteering in Canada. Only one quarter of companies had a formal volunteering policy in 1995. These companies were more likely to have a formal volunteer program with assigned personnel; to support community volunteering, have better managed volunteer programs, integrate volunteer efforts with other corporate investment activities in the community; and to have plans to increase their level of support in the coming year. However, many respondents provided support to volunteers regardless of whether they had a formal policy, even if the support was more to accommodate the volunteer initiatives of employees rather than to encourage it.

More than half of the firms permitted the posting of information on voluntary organizations; allowed employees to use office communication channels; encouraged executive and other staff to serve on boards of directors of voluntary organizations; encouraged and supported employee groups that are involved in the community; invited employees to become involved in projects endorsed by the company; provided donations or in-kind support to organizations their employees were involved in; appealed to volunteers to volunteer for specific organizations or projects; encouraged volunteer work as a way to gain skills and experience for professional or career development; granted access to company facilities; adjusted work schedules; and allowed time off without pay. Eight percent of the companies surveyed had established programs for retired workers.

Forms of support provided by fewer than half the companies surveyed include: allowing speakers from voluntary organizations to address employees when requested; counting relevant volunteer work as experience when considering a candidate for a position or promotion; referring employees on request to a local volunteer center or community agency; featuring appeals in internal newsletters; holding volunteer fairs on company premises; inviting speakers from voluntary organizations to address employees; offering retirement planning that promotes volunteer work as leisure activity; establishing volunteer programs for retired employees, allowing leaves of absence without pay, and providing recognition to volunteer employees (articles in newsletter, letters, awards).

Over half of companies agree that employee volunteerism will result in better relations with the community and an improved corporate public image. Thirty to forty percent believe that it helps to maintain a healthy community; improves employee's sense of self-worth; and improves people skills. Companies were far less likely to believe that it increases employee job performance, employee relations, reduces absenteeism, enhances performance management initiatives, or improves the recruitment of new employees.

Medium sized companies (500 – 1,499 employees) were more likely to pro-actively support employee volunteerism than companies with 0 – 499 employees.

Royal Bank, Angus Reid Group, & d~Code. (1997). *Building Bridges: New perspectives on the nexus generation.* Toronto: Authors.

In April 1997, the Angus Reid Group conducted the third wave of the Royal Bank - Angus Reid *Quality of Life* survey. They surveyed 1,500 adults with a sub-sample of 598 people between the ages of 18 and 35. Sixty-four percent of this sub-sample, dubbed the "Nexus Generation," report that they will likely volunteer in their community at some point in their lives.

Sharpe, D. W. (1994). A Portrait of Canada's Charities: The size, scope and financing of registered charities. Toronto: Canadian Centre for Philanthropy.

This Portrait of Canada's Charities is based on the 1991 Public Information Returns (T3010) of registered charities and a Canadian Centre for Philanthropy survey of Canadian registered charities. In 1993, volunteers made up the majority of the charitable sector workforce, with about 3 volunteers to every paid worker. Organizations were divided roughly into thirds between those that were completely volunteer run (about 42 percent), those that did not use any volunteers at all (just under a third), and (by deduction), those who would have depended on the services of both paid workers and volunteers. About 26 percent of charities that used volunteers used from one to five volunteers, and another 22 percent reported using from six to 20 volunteers.

Volunteer Centre Ottawa-Carleton. (1992). *Why People Volunteer.* Ottawa: Voluntary Action Directorate, Multiculturalism and Citizenship Canada.

This study involved interviews with 45 volunteers from health and social services organizations in the Ottawa-Carleton region. The specific goals of this study were (i) to record the feelings and personal experience of volunteers in order to increase our understanding of what is important to them about their volunteer work; (ii) to discover the initial attractions of volunteer work; (iii) to identify factors which tend to keep volunteers involved *(satisfiers)* and those which tend to alienate them *(turnoffs)*.

Incentives to become a volunteer identified by interviewees include: achievement; recognition and feedback; personal growth; giving something back; bringing about social change; family ties; and friendship, support, bonding and a feeling of belonging.

Turnoffs included: disorganized management; lack of board support; staff indifference; limited training and education; lack of contact and support; wrong assignment; perks that were withdrawn; and insufficient funding.

Appendix C
Questionnaires

Voluntary Sector Questionnaire

CATEGORY:
NAME:
TITLE:
LOCATION:

Hello my name is _____. I am calling on behalf of the Canadian Centre for Philanthropy. We have an appointment booked today at _____ to conduct an interview that will take about half an hour.

We are conducting an environmental scan to inform discussions at the Joint Table for the National Volunteerism Initiative (NVI), a joint initiative of the Voluntary Sector and Federal Government. The purpose of NVI is to gather information to expand the volunteer effort and promote volunteering in Canada.

This survey asks questions about opinions, attitudes and views the public has about volunteering and the value of volunteering. In particular, we are surveying members of the voluntary sector, the corporate sector, the government and volunteers themselves.

1. What role do volunteers play in Canada today? (*Prompt; are volunteers very important to service provision for communities or could it be done by commercial organizations?*)

2. In your opinion are there any negatives to volunteers in Canada?

3. What do you see as some of the current trends in volunteering?

4. Could you tell us about your satisfaction with your volunteer experience?

5. How important are volunteers?
    5.1. to voluntary organizations
    5.2. to your organization

6. Should Canadians be volunteering more?

7. From your perspective, are more volunteers needed? Why? Why Not?

8. Are the right types of people volunteering?

9. What would an ideal volunteer look like?

10. What would you consider an ideal volunteer experience to be?

11. Would more marketing/recruitment prompt Canadians to respond to volunteering?

12. What sorts of things might keep people from volunteering or from volunteering more? (*Prompt: finding the right volunteer fit? Receiving proper training? Time?*)

13. What institutions do you think have an influence on the state of volunteering in Canada? (*gov't., business, schools, faith groups?*)

14. What do you think are the possible impacts of mandatory community service placements? (*Prompt: in schools, by government re courts or welfare*)

15. How will this impact on voluntary organizations?

16. What about impact on volunteers?

17. Do we need to promote/develop civic or social values around volunteering?

18. Could government be doing anything to improve volunteering?

19. Can business be doing anything to improve volunteering?

20. Can you think of any successful approaches to improving volunteering?

On behalf of the Canadian Centre for Philanthropy, thank you for your time.

Government Questionnaire

CATEGORY:
NAME:
TITLE:
LOCATION:

Hello my name is _____. I am calling on behalf of the Canadian Centre for Philanthropy. We have an appointment booked today at _____ to conduct an interview that will take about half an hour.

We are conducting an environmental scan to inform discussions at the Joint Table for the National Volunteerism Initiative (NVI), a joint initiative of the Voluntary Sector and Federal Government. The purpose of NVI is to gather information to expand the volunteer effort and promote volunteering in Canada.

This survey asks questions about opinions, attitudes and views the public has about volunteering and the value of volunteering. In particular, we are surveying members of the voluntary sector, the corporate sector, the government and volunteers themselves.

1. What role do volunteers play in Canada today? (*Prompt: How important are they? What sorts of benefits do they provide? Are there any problems or negative aspects associated with the roles of volunteers?*)

2. What are the current trends in volunteering today?

3. Should Canadians be doing more volunteering? (*Prompt: do we need more volunteers, do we need existing volunteers to do more?*)

4. Are the right types of people volunteering? If no, what needs to be changed? What types of people do we need (*skill sets, availability?*)

5. What sorts of things keep people from volunteering more?

6. What sort of person is an ideal volunteer?

7. What would you consider to be an ideal volunteer experience?

8. What institutions do you think have an influence on the state of volunteering in Canada? (*government, business, schools, faith groups*)

9. In your opinion, should government be doing anything to improve volunteering? If so, what?

10. What are government's perceptions of volunteering?

11. Does your government department have policies in place to support employee volunteerism?
    11.1.   If yes, why? What is your experience with such policy?
    11.2.   If no, why not?

12. What can be done to improve volunteering in Canada*? (Prompt: gov't., business, schools, faith groups)*

13. Do you have any suggestions or thoughts about how this might happen?

14. Do you have any examples of successful initiatives? (*Prompt: improved numbers of volunteers, programs, interest in your company by the community*)

On behalf of the Canadian Centre for Philanthropy, thank you for your time.

Corporate Questionnaire

CATEGORY:
NAME:
TITLE:
LOCATION:

Hello my name is _____. I am calling on behalf of the Canadian Centre for Philanthropy. We have an appointment booked today at _____ to conduct an interview that will take about half an hour.

We are conducting an environmental scan to inform discussions at the Joint Table for the National Volunteerism Initiative (NVI), a joint initiative of the Voluntary Sector Initiative and the Federal Government. The purpose of the project is to gather information to expand the volunteer effort and promote volunteering in Canada.

This survey asks questions about opinions, attitudes and views the public has about volunteering and the value of volunteering. In particular, we are surveying members of the voluntary sector, the corporate sector, the government and volunteers themselves.

1. What role do volunteers play in Canada today? (*Prompt: How important are they? What sorts of benefits do they provide? Are there any problems or negative aspects associated with the roles of volunteers?*)

2. What are the current trends in volunteering today?

3. Should Canadians be doing more volunteering? (*Prompt: do we need more volunteers, do we need existing volunteers to do more?*)

4. Are the right types of people volunteering? If no, what needs to be changed? What types of people do we need (*skill sets, availability?*)

5. What sorts of things keep people from volunteering more?

6. What sort of person is an ideal volunteer?

7. What would you consider to be an ideal volunteer experience?

8. What institutions do you think have an influence on the state of volunteering in Canada? (*government, business, schools, faith groups*).

9. Can you think of any examples of successful approaches to improving volunteering?

10. In your opinion, should business be doing anything to improve volunteering? If so, what?

11. What are business's perceptions of volunteering?

12. Do you think there are strategies that business could use to improve employee volunteering? (*time off, matching strategies, volunteer opportunities*)

13. Does your corporation have policies in place to support employee volunteerism?
    13.1.   If yes, why? What is your experience with such policy?
    13.2.   If no, why not?

14. What do you think could be done to improve volunteering in Canada*? (Prompt: gov't., business, schools, faith groups*)

On behalf of the Canadian Centre for Philanthropy, thank you for your time.

Volunteer Questionnaire

CATEGORY:
NAME:
TITLE:
LOCATION:

Hello my name is _____. I am calling on behalf of the Canadian Centre for Philanthropy. We have an appointment booked today at _____ to conduct an interview that will take about half an hour.

We are conducting an environmental scan to inform discussions at the Joint Table for the National Volunteerism Initiative (NVI), a joint initiative of the Voluntary Sector and Federal Government. The purpose of NVI is to gather information to expand the volunteer effort and promote volunteering in Canada.

This survey asks questions about opinions, attitudes and views the public has about volunteering and the value of volunteering. In particular, we are surveying members of the voluntary sector, the corporate sector, the government and volunteers themselves.

1. What role do volunteers play in Canada today? (*Prompt; are volunteers very important to service provision for communities or could it be done by commercial organizations?*)

2. What do you see as some of the current trends in volunteering today?

3. In your opinion are there any negatives to volunteers in Canada?

4. Could you tell us about your satisfaction with your volunteer experience?

5. Do you think Canadians should be volunteering more?

6. Do you think you would be willing to volunteer more? Why? Why not?

7. From your perspective, are more volunteers needed? Why? Why Not?

8. Are the right types of people volunteering?

9. What would an ideal volunteer look like?

10. What would you consider an ideal volunteer experience to be?

11. Would more marketing/recruitment prompt Canadians to respond to volunteering?

12. What sorts of things might keep people from volunteering or from volunteering more? (*Prompt: finding the right volunteer fit? Receiving proper training? Time?*)

13. What institutions do you think have an influence on the state of volunteering in Canada? (*gov't., business, schools, faith groups?*)

14. Do you agree with mandatory community service volunteering? (*Prompt: in schools, by government re courts or welfare*)

15. What do you think could be done to improve volunteering in Canada? (*Prompt: gov't., business, schools, faith groups, voluntary organizations*)

16. Can you think of any successful approaches to volunteering?

On behalf of the Canadian Centre for Philanthropy, thank you for your time.

Appendix D
Participant List

Voluntary Sector

NAME	TITLE	ORGANIZATION	LOCATION
Susan Piggot	Executive Director	St. Christopher House	Toronto
Paddy Bowen	Executive Director	Volunteer Canada	Ottawa
Martha Parker	Executive Director	Calgary Volunteer Centre	Calgary
Joanne Linzey	President	Metro United Way	Halifax
Maaike Asseldrgs	Executive Director	Canadian Cancer Society (Nt'l)	Toronto
Joelle Twinney	Coord. Volunteer Development	Canadian Cancer Society (Ontario)	Toronto
Pat Blakeney	Manager	Wild Rose Foundation	Edmonton
Bill Saul	President/CEO	Kids Help Phone	Toronto
Karen Takacs	Executive Director	Canadian Crossroads International	Toronto
Tracey Mann	Executive Director	Volunteer Saskatchewan	Saskatoon
Marianne Price	CEO	Parks & Recreation Ontario	Toronto
Martin Itzkow	Director	Manitoba Intersectoral Secretariat on Voluntary Sector Sustainability	Winnipeg
Joan Williams	Program Director	Via-Vitae Community Palliative Care	Thunder Bay

Government

NAME	TITLE	ORGANIZATION	LOCATION
Don McRae	Sr. Policy Analyst	Corporate Policy & Strategic Planning, Canadian Heritage	Hull
Michael Kilpatrick	Sr. Policy Advisor	Ministry of Citizenship, Culture and Recreation, Ontario	Toronto
Corrin Duguay	Coordinator, National Volunteer Program	Parks Canada	Hull
Paul Reed	Senior Social Scientist	Statistics Canada	Ottawa
Liz Johns-Wade	Probation Officer/ Coordinator of Volunteers	Provincial Corrections, Probation and Parole	London

Corporations

NAME	TITLE	ORGANIZATION	LOCATION
Gloria Tice	Community Relations Coordinator	Dofasco Inc.	Hamilton
Kathy Glubber	Manager, Charitable Foundation	Suncor Energy	Calgary
Catherine Rowan	VP, Corporate Affairs Internal Communications	Nestlé Canada	Toronto
Leanne Kitchen	Manager, External Relations	Glaxo Smith-Kline	Kitchener
Don McCreesh (BM)	SVP Human Resources	Celestica Inc.	Calgary
Sharon Cobban	Manager, Volunteer Program	Manulife	Toronto
Elizabeth Geller	Community Investment	Vancouver Savings and Credit Union City	Vancouver
Charliene Boudreau	Director of Community Affairs	Pan Canadian Petroleum	Calgary
Carmen Robert	Public Affairs Specialist	Clarica	Montreal
Leslie Gosselin	Manager, Adverstising and Comunity Relations	SaskEnergy	Saskatoon

Volunteers		
NAME	**VOLUNTEER ORGANIZATION**	**LOCATION**
Dori Jaffe	Volunteer Vancouver	Vancouver
Peter Paczko	Volunteer Saskatchewan	Saskatoon
Joey Mann		
Richard Winograd	Volunteer Centre Winnipeg	Winnipeg
Don Dyssart	Timmins Volunteer Centre	Timmins
Suzanne Dajenais		
Jose Riccio	Via Vitae Community Palliative Care	Thunder Bay
Bernadette Nagy	Centre d'action bénévole de Montréal	Montreal
Chantel Bordage	Saint John Volunteer Centre NB	St John's
Tom Currie	Volunteer Resource Centre Halifax	Halifax
Darlene Steele	Community Service Council Volunteer Centre	St John's
Carol Borsu	Carl Jung Foundation	Toronto
Leo Madore		