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

A Project of:
The **Social Planning Council of Peel**
in collaboration with the Social
Planning Network of Ontario

Proceedings of the Community Dialogue in London and Area

Tuesday, February 12, 2008

London Public Library, Central Branch
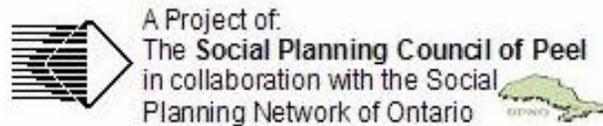**London, Ontario**

February 2008

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

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Introduction

On February 12, 2008 the sixth in a series of eight Community Dialogues was conducted in London as part of the *Advancing Cultural Diversity in Volunteer Management in the 519 & 905 Areas Project.* This Project is funded by the Ontario Ministry of Citizenship and Culture and under the lead sponsorship of the Social Planning Council of Peel.

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

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

Forty (40) community participants attended the Community Dialogue on February 12 in London (see Appendix A). Also participating were staff of the local hosts for the event, Michelle Baldwin of Pillar Nonprofit Network and Dale Jardine of the London and Area Association for Volunteer Administration (LAVA).

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

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

Michelle Baldwin and Dale Jardine provided some background to the day in welcoming the participants and introduced Khalil Ramal, MPP of London-

Fanshawe, who offered some opening words on the importance of voluntarism in engaging newcomers in the community.

Questions, Comments
Question: *Does this Project cover the 519 and 905 geographical areas in their entirety?*
Answer: No. The Project funder, Ontario Ministry of Citizenship and Immigration (MCI) identified eight regions within those two areas in which to conduct this Project: Durham, Halton, Kitchener-Waterloo, Cambridge, York, London, Guelph and Peel.

Question: *Thank you for organizing this Dialogue – this work is very timely. Could we receive a list of attendants and their contact information for networking purposes?*
Answer: Yes.

Question: *Does this Project define diversity only in terms of visible minorities?*
Answer: MCI envisioned the dialogues about newcomers, but participants in other regions have had broader perspectives. They have discussed the visible minority population as a whole, and other facets of diversity such as age, gender, sexual orientation, and disability. We are open to discussing other dimensions of diversity today.

Comment: *Pillar has focused on cultural diversity in its work and is committed to continuing in this direction. At the same time, Pillar is open to community feedback on other work that needs doing related to diversity in a broader sense.*

Highlights of Growing Cultural Diversity in London

Dr. T. Balakrishnan, Professor Emeritus in Demography at the University of Western Ontario, presented an overview of the changing demographic diversity of London. The presentation highlighted the significant demographic changes that have occurred in London. Dr. Balakrishnan's presentation is included as Appendix D.

Questions, Comments
Question: *Why is London's immigrant population growth so low compared to the rest of Ontario?*
Answer: Newcomers are attracted to areas with good job prospects, and where sponsors, family and friends are already living. London doesn't offer those opportunities. Most recent immigrants to Canada are settling in Toronto, Vancouver, and increasingly in Calgary.
Comment: *Is lack of jobs the real problem or is it racial intolerance?*

Question: *The presentation data covers what area?*
Answer: The figures are for the London Census Metropolitan Area (CMA). London CMA includes London, Central Elgin, St. Thomas, Southwold, Strathroy-Caradoc, Thames Centre, Middlesex Centre, and Adelaide Metcalfe.

Comment: *That means visible minorities make up 9.0% of the population of London CMA, and 10.9% of the population of the City of London.*

Comment: *Cities with high visible minority populations like Toronto have ethno-specific gathering places and places of worship. London doesn't have this. I can see why minorities chose destinations where they can speak to other people who are of their own culture rather than come to London to forge new frontiers and feel very much alone.*

Comment: *London's minority populations are too small to justify having their own institutions.*

Comment: *I think there's just a lack of recognition that they live in the city.*

Comment: *Nobody knows where they are. They are small but they are here.*

Comment: *I think Latin Americans now make up the largest population of visible minorities in London. This will probably be confirmed when 2006 data is released in April, 2008.*

Context for Addressing Cultural Diversity in Volunteer Management

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

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

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

Questions, Comments
Question: *I understand that London has a visible minority population of 10.9%. In my experience, London is not a very inclusive city. Only 4% of white-collar jobs go to visible minorities - we need to increase that number, and I think*

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

municipal government should be taking a strong lead. I'm particularly interested in legislation. What are the existing policies and why are they going unheeded?

Answer: The Social Planning Council of Peel's *Diversity Competency Toolkit* contains a module on legislation, including provincial policies, relevant to this field. To purchase a copy, contact the council at: 905-629-3044. There's often a gap between law and practice. Policies exist - it's our challenge to bring them into practice. For example, years ago, the City of Toronto required all contractors to comply with employment equity legislation.

Comment: *In Toronto, cultural groups work together as one to increase their power. London is different. The City of London offered my organization money not to fly the rainbow flag at City Hall on Gay Pride Day, and I was verbally assaulted by one cultural group here when I ran for the NDP. We are all minorities yet we don't work together. This is what the environment is like - London is intolerant of diversity of all kinds.*
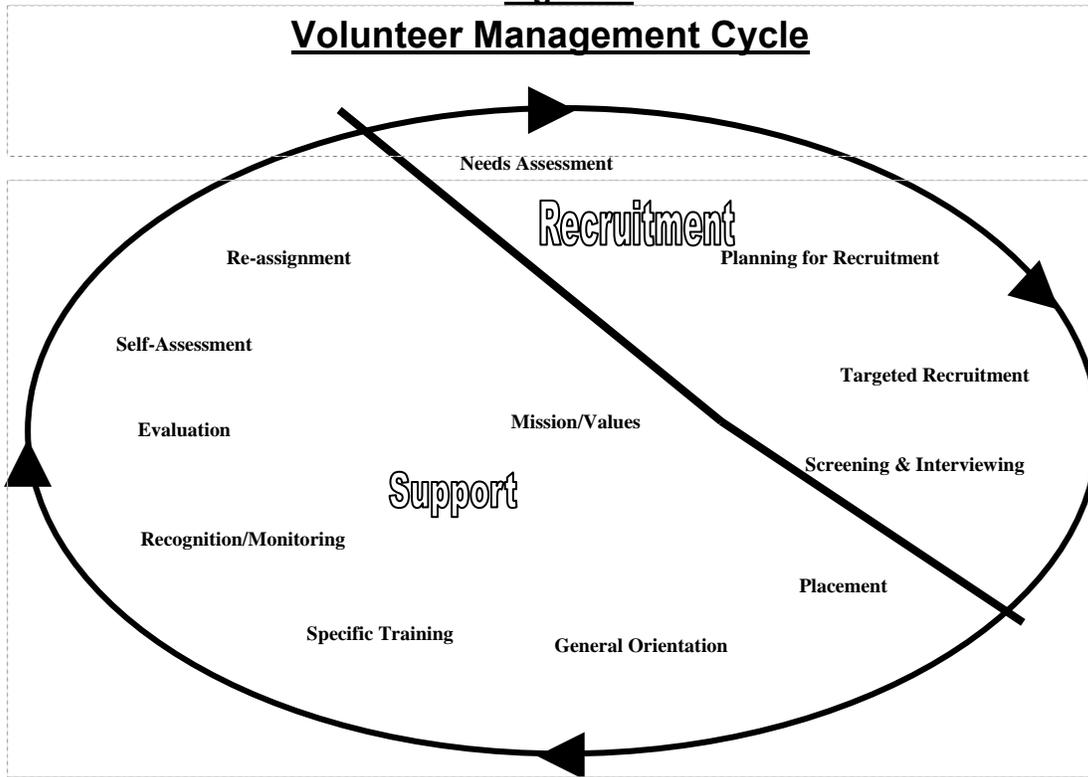
Comment: Different communities are at different stages of development when it comes to this conversation and this work. Toronto's political leaders must pay attention to their large constituency of visible minorities. Peel Region's must listen to their large South Asian population. Don't be so hard on yourself. This is newer to you than in it is to us in Toronto or Peel, and you don't have our sheer numbers. The law is on your side - you can point to it.

Applying Cultural Diversity to Volunteer Management

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

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

Volunteer Management Cycle

Needs Assessment

Recruitment

Re-assignment

Planning for Recruitment

Self-Assessment

Targeted Recruitment

Mission/Values

Evaluation

Screening & Interviewing

Support

Recognition/Monitoring

Placement

Specific Training

General Orientation

(Source: Volunteer Canada and the Ontario Volunteer Centre Network)

Issues and Challenges in London

Survey Findings:

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

As Appendix E indicates only ten London survey respondents answered most of the open-ended questions, so that these results cannot in any way be considered definitive for the London scene. Still they do offer some impressions worth reporting and comparing to the response from the communities in the 519 and 905 regions.

The survey asked respondents to describe in their own words what issues and challenges. In terms of supporting volunteers from diverse cultural backgrounds,

Table 1 shows that London respondents are fairly consistent with respondents from other regions in seeing "language & communications" (40%) and "lack of resources" (15%) as major challenges.

Table 1
Issues and Challenges in Supporting More Culturally Diverse Volunteers
London and Other Regions Response[*]

Challenges/Issues	London & Area (N=15)		Other Regions (N=99)	
	No. Resp.	%	No. Resp.	%
Language & communications	6	40%	43	43%
Lack of resources (staff, expertise, funding)	3	20%	15	15%
Cultural differences	2	14%	4	4%
Lack of knowledge & understanding	1	7%	6	6%
Transportation	1	7%	6	6%
Other	1	7%	16	16%
None	1	7%	6	6%
Lack meaningful roles for well-educated volunteers	0	0%	3	3%

Several London respondents referred to "cultural differences" as an issue, one commenting: *"what is seen as appropriate in one culture may not be so in another."*

Apart from issues and challenges, London survey respondents indicate an appreciation for the organizational benefits of culturally diverse volunteers. Table 2 shows that more half of the London response sees the value of culturally diverse volunteers in better serving a more multicultural community, higher than the response from the other regions (43%). Particular ways of expressing this benefit to the organization are:

> *"Assist us to evaluate services available at our organization for immigrants."*

> *"Bringing cultural knowledge, acting as translators."*

> *"Assisting with child care for culturally diverse parenting groups . . . Linking with parents in the community."*

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

"Participating in supporting activities that break the linguistic, social and cultural barriers after they arrive in Canada."

Table 2
Organizational Benefits of Ethno-culturally Diverse Volunteers
London and Other Region Response

Organizational Benefits	London & Area (N=12)		Other Regions (N=100)	
	No. Resp.	%	No. Resp.	%
Better serve a multicultural community	6	50%	43	43%
Bring new ideas and perspectives to org'n	3	25%	9	9%
Improve organizational inclusiveness &understanding	2	17%	25	25%
Other benefits for the volunteer	1	8%	9	9%
Other org'l benefits	0	0%	9	9%
Provide mentoring help to clients	0	0%	4	4%
None	0	0%	1	1%

Three responses in London (25%) indicate that an organizational benefit is the new ideas and perspectives that culturally diverse volunteers bring to the organization, which was expressed only nine times (9%) among the entire response from the five communities of the other regions. The London respondents express this value recognition as follows:

"Bring new and different talents/skills to our organization."

"Culturally diverse volunteers provide clients and staff with a unique opportunity for learning. Teaching staff new ideas from other cultures, increases awareness and broadens scope of understanding."

"By offering a different view and fresh pair of eyes to what we are doing, by sharing vast experiences."

Dialogue Participants' Issues and Challenges:
Dialogue participants were asked to discuss in small groups what they see as the issues in recruiting, engaging, and supporting culturally diverse volunteers in London.

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

- *Communication barriers. For example, one volunteer manager had difficulty supporting a committed and enthusiastic volunteer who spoke no English. There is also a need for multilingual brochures to reach and communicate with newcomers. But, volunteer managers don't have up-to-date demographics. How to know what language in which to print brochures?*

- *Some volunteer placements are too short (3 months) for managers to build a good relationship with a volunteer who speaks English as a second language; the time to build relationships is important t in order to meet their expectations and help develop their skills.*

- *Matching diverse volunteers in helping roles to white, older clients is a problem. Issues that come up are language barriers, varying religious beliefs. Sometimes clients are not tolerant of these challenges. How do we design an individualized plan and ensure that the volunteer has a good experience? There is a need for cultural understanding and education among the Staff and client base.*

- *A first problem is getting the word out on what nonprofits are all about. Then getting the word out on volunteer opportunities. Most people haven't been asked.*

- *Cultural understandings of volunteerism vary from community to community. In some communities working for free is unacceptable. People only volunteer for* resumé *building, university applications, etc..*

- *Newcomers can't find time to volunteer (many are small business owners). Still, statistics show that the busiest people – working, married women with children – tend to do the most volunteering. We're not getting the message out on how important it is for diverse communities to volunteer.*

- *Staff must be reflective of diverse communities if volunteers are to feel comfortable.*

- *Screening requirements are too difficult. Upfront cost of police check is a significant barrier to volunteering, since some newcomers are struggling to meet basic needs. A person who is new to the country can't give references. Immunization records were left behind in home country.*

- *There is a cultural stigma associated with some types of volunteer work in certain communities – e.g. AIDS organizations.*

- *Some volunteer jobs aren't meaningful, rewarding, and don't match high skill set of newcomers; turn people away. Sometimes volunteer managers just*

take whomever they can get without really working through the best fit for the volunteer tasks needed. How to break this habit?

- *There are also cross-cultural barriers within communities. Sometimes people don't want to be perceived as helping outside their own communities.*

- *Where to do outreach? How to find diverse volunteers? Also, how do we deal with the problem of no resources for outreach.*

- *How to foster newcomers' sense of connection to our organizations? 90% of volunteers have a connection to the organization they volunteer with.*

- *We also need to diversify the volunteer leadership at the governance level in our organizations. Newcomer volunteers should be made aware of organizational needs and expectations and how to contribute other than in direct helping roles and tasks.*

- *Scheduling conflicts. Volunteer work competes with paid work, family obligations. Do we need to change our hours of operation? Also, we must be aware of the transportation issue in our community and how it impedes volunteer participation.*

- *Need to convey benefits of volunteering to newcomers who are struggling for survival.*

Building Capacity in London

Survey Findings on Resources and Strategies
Although there was not adequate time to present the full survey findings to participants at the London Community Dialogue, the following does so.

Table 3 shows that a slightly smaller proportion of London survey respondents indicate that they have "no specific polices and practices" (21%) to support volunteers from diverse cultural backgrounds compared to the response from other regions (25%). More than a third of the London response reports that "diversity orientation and training" is done, which is higher than the response from the other communities (29%).

Table 4 reports on the Community Resources that survey respondents use to support culturally diverse volunteers. The use of "diversity training' is highest (25%), similar to the response in other regions (25%). About a third of respondents (32%) indicate using the support of other agencies when combining the response for other specific agencies and "other agencies" in general.

Table 3
Formal Policies Supporting Volunteers from Diverse Cultural Backgrounds
London and Other Region Response

Formal Policies & Practices	London & Area (N=14)		Other Regions (N=95)	
	No. Resp.	%	No. Resp.	%
Diversity orientation & training	5	36%	28	29%
No specific policies & practices	3	21%	24	25%
Formal policies in place (diversity, anti-racism)	2	14%	21	22%
Staff Support	2	14%	9	9%
Uncertain/Other	2	14%	7	7%
Translation & Interpretation Support	0	0%	4	4%
Diversity Committee	0	0%	2	2%

Table 4
Community Resources Used to Support Cultural Diversity
London and Other Region Response

Community Resources Used	London & Area (N=12)		Other Regions (N=119)	
	No. Resp.	%	No. Resp.	%
Diversity Training	3	25%	28	24%
Other Agencies	2	17%	18	15%
Other (Diverse staff, Resource Guides, Research)	1	8%	13	11%
Volunteer centres	1	8%	21	18%
Media	1	8%	3	3%
Multi-cultural centres	1	8%	24	20%
Translation & Interpretation	1	8%	7	6%
None	2	17%	5	4%

The London survey response is fairly widely distributed over the various ways in which agencies recruit volunteers from diverse cultural backgrounds as shown in Table 5. There is an equal response for "no specific measures" (25%) and "targeted promotional materials and special outreach" (25%), which is a major divide in approach in other communities

as well. After that, the few remaining responses are "advertising" (17%), "networking" (8%) and "referral from other agencies" (8%), but, of course, these are all based on one or two responses because of the small rate of response.

Table 5
Methods of Recruiting Volunteers from Diverse Cultural Backgrounds
London and Other Regions Response

Methods Used	London & Area (N=12)		Other Regions (N=97)	
	No. Resp.	%	No. Resp.	%
No specific promotion or recruitment measures	3	25%	40	41%
Targeted promotional material & special outreach	3	25%	22	23%
Advertising	2	17%	10	10%
Other	2	17%	9	9%
Networking ("word of mouth")	1	8%	9	9%
Referral from other agencies	1	8%	2	2%
Volunteer centre	0	0%	5	5%

Possible and Positive Actions for London
Community Dialogue participants were asked to discuss in their groups "positive and possible" actions that could be taken over the next several years to build London's non-profit sector's capacity in the volunteer management of cultural diversity. Each group briefly presented their suggested "Possible and Positive" action to build capacity on this issue.   Participants then used "dotmocracy" to vote for their priority actions to build capacity in London for recruiting and supporting volunteers from culturally diverse backgrounds. Table 6 shows the results of the dotmocracy exercise.

Table 6
Community Dialogue Participants' Possible and Positive Actions to Build Capacity on
Cultural Diversity in Volunteer Management in London

Possible and Positive Actions to Build Capacity	No. Votes
Top Tier Priorities	
Database that: helps agencies locate diverse groups; allows diverse groups to research agencies/volunteer positions; facilitates inter-organizational communication about volunteers and positions available – so if there is a poor fit between a volunteer and an agency, they can be referred to a more appropriate organization.	28
Volunteer bank - "one stop shopping" for volunteers. Volunteers create their own profiles and search for the right organization to give them the best possible experience.	24
Hire more diverse staff.	20
Second Tier Priorities	
Education on diversity and volunteerism at school-age level. Early intervention – get kids involved now, they are the leaders of the future.	18
Continue Pillar's board diversity project.	17
Secure MCI funding for interpretation during recruitment process, especially for initial point of contact and throughout screening.	14
Mentorship program (pair individuals from same culture)	13
Create list of "outreach representatives" from each of London's cultural groups.	11
Third Tier Priorities	
Print multilingual literature.	8
Create list of ethnic media outlets.	4
Education, internal and external: staff and client base; and prospective volunteers.	2

Framework for an Inventory of Resources
Following the review of survey findings about resources and strategies used for recruiting and supporting more culturally diverse volunteers, the Dialogue participants were asked to use an "inventory of resources" guide and chart to think of specific examples of existing resources that they knew about in London. The Project intends to identify and catalogue this information for possible use or adaptation by other communities in the 519 and 905 areas and beyond. These sheets were collected before participants left.

Evaluation and Thanks

Participants were thanked for the attendance and participation in the Community Dialogue. Michelle Baldwin and Mindy Gordon of Pillar and Dale Jardine of

LAVA were thanked for their outreach and logistical organization and support for the Dialogue.

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

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

Websites

Pillar Nonprofit Network; www.pillarnonporfit.ca
London and Area Association for Volunteer Administration: www.londonava.com
Social Planning Network of Ontario: www.spno.ca
Social Planning Network of Peel: www.spcpeel.com
Developing the Diversity - Competent Organization: A Resource Manual for Non-Profit Human Service Agencies in Peel and Halton:
http://www.spcpeel.com/diversity.htm
Imagine Canada: www.imaginecanada.ca
Imagine Canada is providing a number of useful resources right now, such as workshops on risk management – visit:
http://www.imaginecanada.ca/?q=en/node/35

Appendix A

London Community Dialogue, February 12, 2008:
Participants List

Saleh	Alathamena	Outreach Worker	Settlement Services South London Neighborhood Resource Centre
Najwa	Aziz	Volunteer	
T.	Balakrishnan	Professor Emeritus	University of Western Ontario
Lauren	Barth	Volunteer and Leadership Coordinator	Boys' and Girls' Club of London
Pam	Beckles	Community & Volunteer Development Worker	Glen Cairn Community Resource Centre
Nicole	Buteau	Settlement Officer	ACFO de London-Sarnia
Stacey	Cassell	Program Coordinator	LDAO-London Region
Julia	DePaz	Volunteer Coordinator	Chelsey Park
Deb	Dicker	Special Events Coordinator, Public Relations and Development	The Salvation Army Ontario Great Lakes
Susan	Drouin	Volunteer Coordinator	Dearness Home
Eiman	Elkirail	Volunteer	
Mayssa	El-Sayegh	Constituency Assistant	Irene Matthyssen's office/ Immigration and newcomer settlement issues
Pat	Finch	Supervisor of Communications and Volunteer Programs	Children's Aid Society of London and Middlesex
Michelle	Gellatly	Program Manager / Acting Executive Director	Across Languages
Randy	Grozelle	Volunteer Coordinator / Assistant House Manager	London Ronald McDonald House
Cynthia	Guevarra	Volunteer	
Mariam	Hamou	Executive Assistant to Glen Pearson	Glen Pearson, MP, London North Centre
Terri-Lee	Higgins	Regional Service Coordinator	Hemophilia Ontario - South Western Ontario Region
Jo-Ann	Hutchison	Regional Advisor of Regional Services Branch	Ontario Ministry of Citizenship & Immigration
Dale	Jardine	President	LAVA
Momodou	Jeng	Manager of Social Research and Planning	City of London
Barb	Jones	Project Coordinator	Clothing Works
Patrice	Katsiroumbas	Human Resources Coordinator	London Regional Children's Museum
Jason	Lazar	Volunteer Coordinator	Mission Services of London

Denise	Marston	Coordinator of Volunteer Services	Thames Valley Children's Centre
Jen	McIntosh	Program and Volunteer Services Coordinator	Brain Tumour Foundation of Canada
Donnafaye	Milton	Community Outreach Coordinator	Student Services at Brescia University College
Colleen	Montgomery	Manager, Community Services	United Way of London & Middlesex
Dana	Nosella	Volunteer Coordinator	AIDS Committee of London
Anita	Parker	Area Commissioner	Scouts Canada
Paul	Pighin	Policy and Outreach Committee	Fanshaw NDP Riding Association/Irene Matthyssen's office/ AIDS Cte London
Khalil	Ramal	Member of Provincial Parliament	London-Fanshaw
Sarah	Ransome	Council Field Executive	Scouts Canada
Cindy	Silva	Public Programs and Services Coordinator	South West Ontario Canadian Diabetes Association
Evelina	Silveira	Diversity Consultant	Diversity @ Work in London
Ann	Tendijowski	Box Office & Volunteer Coordinator	Aeolian Performing Arts Centre
Pat	Tripp	Information Research Consultant	
Harold	Usher	City Councilor	City of London
Maria	Vasquez	Volunteer Services Coordinator	Childreach
Yusook (Jenny)	Yi	Volunteer	

Appendix B

**London and Area
Community Dialogue on Advancing Cultural Diversity
in Volunteer Management
Tuesday, February 12,
London Central Library, 251 Dundas St, London**

A G E N D A

9:00 AM   **Welcome and Introductions**
- *Project partners*
- *Overview of agenda*

9:10   **What is the Project about?**
- *Context for addressing cultural diversity*
- *Applying cultural diversity to volunteer management*
- *Project objectives, process, and deliverables*

9:35   **Highlights of Growing Cultural Diversity in London and Area**
- *How culturally diverse is your area and what are the trends?*

9:45   **Issues and Challenges in London and Area**
- *Survey results*
- *What are you encountering in the recruitment and support of volunteers with more culturally diverse identities and backgrounds into your organizations?*
- *Sampling of small group work issues*

10:45   **Break**
11:00   **Building Capacity**
- *What positive and possible actions could be taken to improve your capacity to recruit and support a more culturally diverse volunteer base?*

12:00   **Starting an Inventory of Resources**
- *Survey results on resources and good practices*
- *Framework for an inventory*
- *What knowledge and resources exists locally on this subject?*

12:25   **Next Steps and Evaluation**

12:30   **Conclusion**
This Community Dialogue was planned and organized by the Pillar Nonprofit Network and the London and Area Association of Volunteer Administrators and resourced and facilitated by the Social Planning Council of Peel, and the Social Planning Network of Ontario.

This project has been funded by the Government of Ontario.

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Appendix C

Overview of the Key Management Functions

in the Volunteer Development Cycle

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

Source: Volunteer Canada
http://new.volunteer.ca/en/resources/management/theory

Volunteer Management Theory
The central idea of volunteer management theory is the volunteer management cycle.
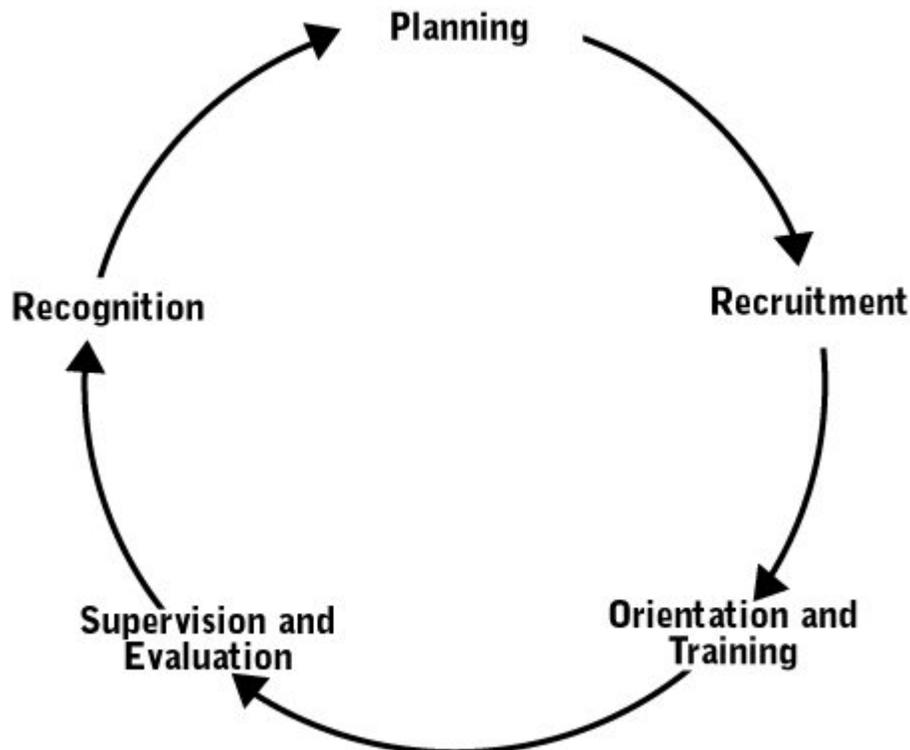
Planning is essential for the success of any volunteer program and involves

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

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

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

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

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

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

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

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

⊗ Ontario

Diversity in London CMA

Dr T.R.Balakrishnan
Emeritus Professor of Sociology
University of Western Ontario

A presentation to Pillar non profit network and L.A.V.A.
February 12, 2008

Introduction

Canada's changing ethnic composition
• from 1960 s today.
•200 ethnic groups
•Increase in immigrants
•Two thirds of immigrants visible minorities

Causes for change
•Decreasing birth rates. Immigration essential for sustaining population, keep aging slow and labour market requiremetns.
•More than half of population growth due to immigration
•Changes in immigration laws in early 1960s nondiscriminatory

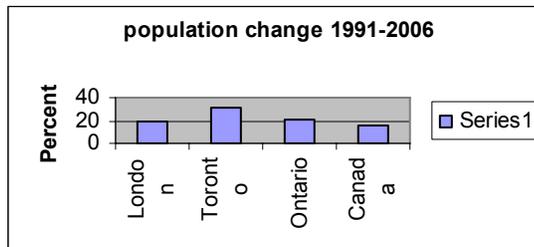**Population change in London 1991-2006**

•   London's growth moderate compared to Toronto, Ontario or Canada as a whole
          see chart 1
•   Lower than comparable cities such as Hamilton or Waterloo- Kitchener

Table 1: Population Change 1991-2006

London	19.90 %
Toronto	31.10 %
Ontario	20.60 %
Canada	15.80 %

**Chart 1: Population Change 1991-2006**

Immigrant population change during 1991-2006

- Percent of foreign born or immigrants has not changed in London during the period. 19.1 percent were immigrants.
  See chart 2.
- Much lower than in Toronto or comparable cities
- Even lower than in Canada as a whole.

Table 2: Percent of immigrant population 1996-2006

	1996	2006	% change
London	19.1	19.1	0
Toronto	41.6	45.4	9.1%
Ontario	25.3	28.3	11.9%
Canada	17.2	19.8	15.1%

Chart 2: Percent of immigrant population 1996-2006
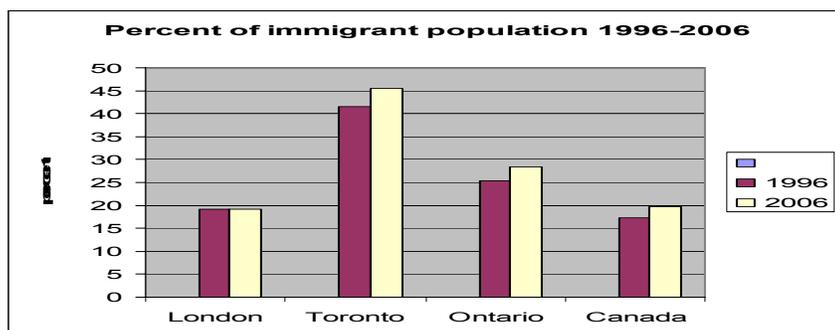
Visible minority population

- Data on ethnic origins from 2006 census will be published only in April 2008. Detailed analysis at census tract level can be made so that geographic distribution of ethnic groups within the city can be analyzed.
- We depend on 2001 data for now.
- See table
- While population increased 8.5 percent during 1996-2001 visible minority population increased by 26.3 percent. Proportion of white ethnic groups increased much less than visible minorities due to changing immigration

Table 3: Changes in visible minority populations, London, 1996-2001

	1996	2001	% change
Total Population	393,575	427,215	8.5%
Vismin Population	30,325	38,300	26.3%

Table 4: Percent of visible minority populations London, Toronto and Canada 1996 and 2001

	1996	2001
London	7.7 %	9.0 %
Toronto	31.6 %	36.8%
Canada	11.2 %	13.4%

Specific visible minority populations, London 2001

- Blacks of all places of origin form the biggest group. About a fifth of all visible minorities are blacks from the Caribbean, U.S.A and Africa.
- Next biggest group are Arabs and West Asians forming about 19.7 percent of the visible minorities.
- Other important groups are South asians 12.9 percent, Chinese 12.2 percent and latin americans 11.7 percent.
- London's visible minorities profile is somewhat different from all of Canada's.

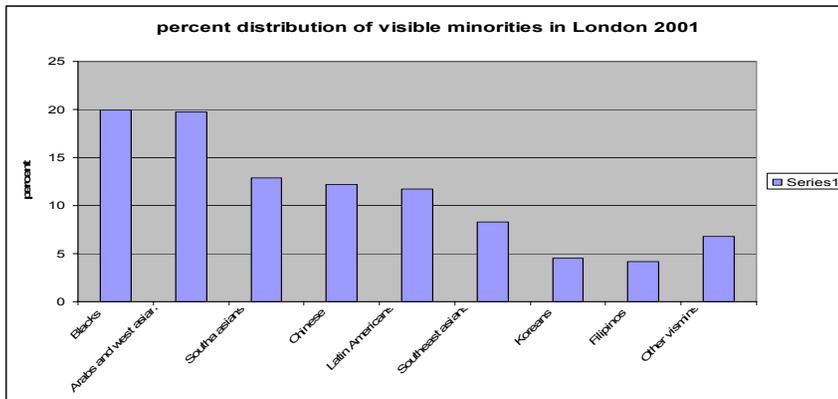**Chart 3: Percent distribution of visible minorities in London 2001**

percent distribution of visible minorities in London 2001

Table 5: Percent distribution of specific visible minority groups. London, Toronto and Canada 2001

	London	Toronto	Canada
Blacks	19.9	18.1	16.6
Arabs and West Asians	19.7	5.6	7.6
South Asians	12.9	27.7	23.0
Chinese	12.2	23.9	25.9
Latin Amer	11.7	4.4	5.4
Southeast asians	8.3	3.1	5.0
Koreans	4.5	2.5	2.5
Filipinos	4.2	7.8	7.7
Other vismins	8.8	6.8	6.8

Implications of demographic profile

- assessment of needs: ethnic minorities may have special needs- size, geographic location and demographic characteristics will enable assessment of needs: health, language facility, employment etc.
- Volunteer profile to represent overall population profile
- Matching volunteers to clients by similar ethnic backgrounds if considered desirable. Overcome language and culture barriers.

Appendix E

Overview of Survey Respondents from London

Twenty-seven (27) organizations in London and Area responded to the survey as of mid-day February 9. Ten (10) respondents replied to the open-ended survey questions.

All respondents indicated that their main office locations are in London with three indicating London and Middlesex as their main office location. Fourteen respondents (53%) report serving London and the surrounding area. Ten organizations (37%) serve one or several municipalities within the county and three (11%) serve a specific community or neighbourhood.

Ten respondents (47.5%) are registered charities and another ten (47.5%) are non-profit organizations without charitable status. One respondent is a municipality and did not reply to the open-ended questions. Half the respondents (10) are Social Services, five (25%) are Health Services, two (10%) are Arts and Culture organizations and three (15%) are in other non-profit fields.

Figure 1 indicates that the survey respondents strongly represent the larger end of the non-profit sector with more than 70% having annual budgets over $1,000,000. Only three respondents have budgets under $500,000. Three (14.3%) have annual budgets between $500,000 and $1,000,000.

Figure 1
London and Area Respondents by Size of Annual Budgets
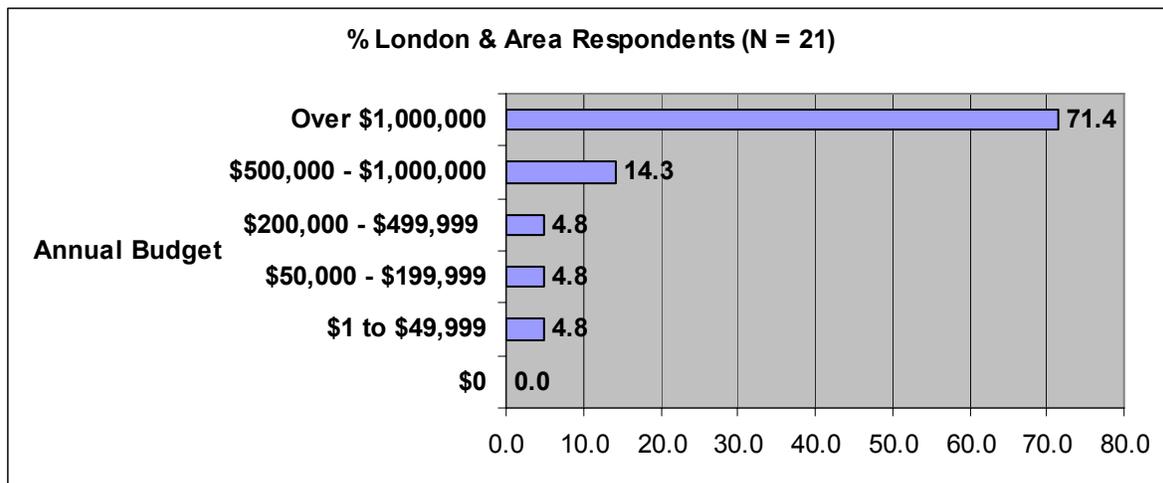
% London & Area Respondents (N = 21)

Annual Budget	%
Over $1,000,000	71.4
$500,000 - $1,000,000	14.3
$200,000 - $499,999	4.8
$50,000 - $199,999	4.8
$1 to $49,999	4.8
$0	0.0

Table A
Overview of Paid Staff in London and Area Survey Respondents

Staff	London & Area
Total Number -	1,338 in 13 agencies
• Full-time	914 (68.3%)
• Part-time	424 (31.6%)
Median # Staff	32

Table A shows that thirteen (13) respondents provided information on their paid staff numbers. There is 1,338 paid staff in total, ranging from two (2) to 305 paid staff, for an average of 89.2 staff and a median number of staff of thirty-two (32).
≈ The reported breakdown is 68.3% full-time and 31.6% part-time paid staff among the qualifying responding agencies.

Table B
Dedicated Volunteer Management Personnel
in London and Area Survey Respondents

Human Resources Dedicated to Volunteer Management	No. & Per Cent of London & Area Respondents	
▪ FT Paid Staff	11	(64.7%)
▪ PT Paid Staff	1	(5.9%)
▪ Volunteer Posit'n	1	(5.9%)
▪ None	3	(17.6%)
▪ Other	1	(5.9%)

Table B shows that 11 respondents (64.7%) have full-time staff dedicated to managing volunteers and only one (5.9%) has part-time paid staff in those positions. Three (17.6%) report no paid staff or volunteers dedicated to volunteer management and one (5.9%) indicate a volunteer performing this function for the organization. One (5.9%) reports some "other" arrangement.

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

London Community Dialogue
Advancing Cultural Diversity in Volunteer Management
Tuesday, February 12, 2008, London

Participant Evaluation of the Community Dialogue
(No. Respondents = 31 out of 40 Participants)

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

Strongly DISAGREE 1 ------- 2 -------- 3 ----------- 4 ------------ 5 Strongly AGREE
0   1   6   9   14   No Answer= 1
Comments:

- **The follow-up reminder was great.**
- **I think more information on new initiative (sic).**
- **It was very clear – perhaps seemed as though it would provide more answers to this dilemma.**

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

Strongly DISAGREE 1 ------- 2 -------- 3 ----------- 4 ------------ 5 Strongly AGREE
0   0   8   10   7   No Answer= 6
Comments:

- **My table had great culturally diverse representation.**

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

Strongly DISAGREE 1 ------- 2 -------- 3 ----------- 4 ------------ 5 Strongly AGREE
0   1   4   17   9

Comments:

- **Great dialogue – unfortunately battled with time.**

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

Strongly DISAGREE 1 ------- 2 -------- 3 ----------- 4 ------------ 5 Strongly AGREE
**0   0   4   14   12   No Answer=
1**
Comments:

- **Needed to know more about cultural diversity and less about Project overview.**

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

Strongly DISAGREE 1 ------- 2 -------- 3 ----------- 4 ------------ 5 Strongly AGREE
       0   **1**   **4**   **18**   **2**

Comments:

- **Would have been more helpful if discussion had happened following the release of 2006 stats.**

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

Strongly DISAGREE 1 ------- 2 -------- 3 ----------- 4 ------------ 5 Strongly AGREE
       0   **0**   **4**   **8**   **19**

Comments:

- **It was good to hear different perspectives.**
- **At our table political agendas seemed to sidetrack volunteerism discussion.**

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

Strongly DISAGREE 1 ------- 2 -------- 3 ----------- 4 ------------ 5 Strongly AGREE
       0   **0**   **0**   **11**   **19**

Comments:

- **Need to curb political pundits.**
- **Felt somewhat rushed due to length of some speakers.**

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

Strongly DISAGREE 1 ------- 2 -------- 3 ----------- 4 ------------ 5 Strongly AGREE
       0   **1**   **3**   **8**   **19**

Comments:

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

1--------2---------3---------4---------5---------6---------7---------8---------9----------10
0   **0**   **0**   **0**   **0**   **2**   **1**   **15**   **9**   **4**

Final Comments:

- **I learned many new things today. Thank you.**
- **Well done Pillar, LAVA, and Project staff. There is so much to learn – what a great start.**
- **Informative meeting.**
- **Excellent.**
- **Thank you Pillar, another meaningful meeting.**
- **Great.**

- **Excellent and to the point. Came away with real solutions and support.**
- **As a national organization, would be very interested in similar discussions happening in other provinces.**