

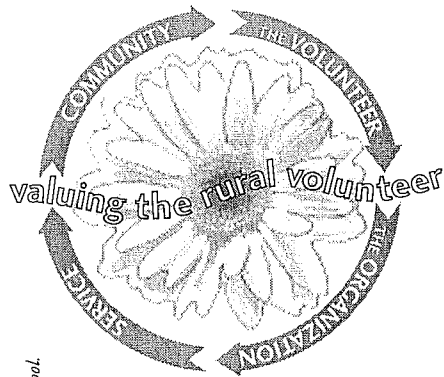


toolkit



valuing the rural volunteer ★ *valuing the rural volunteer* ★ *valuing the rural volunteer* ★ *valuing the rural volunteer* ★ *valuing the rural volunteer* ★ *valuing the rural volunteer*





acknowledgments

The *Valuing the Rural Volunteer* (VRV) project is an initiative of The Ontario Rural Council (TORC). TORC is an association of associations. It serves as a catalyst for rural dialogue, collaboration and action. The Council is a forum that brings together those who share a commitment to building strong rural communities and organizations.

THE ONTARIO RURAL COUNCIL

The *Valuing the Rural Volunteer* Toolkit was researched, written and produced by the VRV project team:

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- Ontario Trillium Foundation* — for providing funding support to the project
- Voluntary Sector Working Group (VSWG) of TORC, whose vision brought the project to fruition and for their ongoing advice and encouragement
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- Mary Robertson
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The *Valuing the Rural Volunteer* toolkit was designed by:



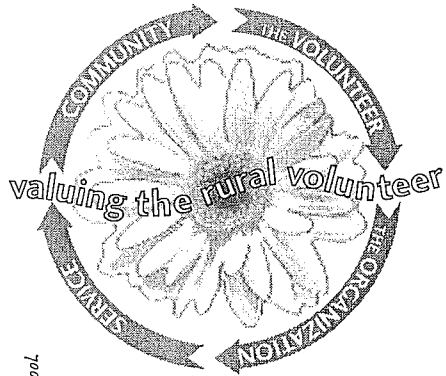
...The Word & Image Studio also contributed writing of the 'Communication' section*, pages 47-51, and wrote & designed the ad mats on page 52...
 *except for 'Are You A Good Communicator' and 'Follow-up for Full Effect'

*The Ontario Trillium Foundation is an agency of the Ministry of Culture. With \$100 million in annual funding from the province's charitable gaming initiative, the Foundation provides grants to eligible charitable and not-for-profit organizations in the arts, culture, sports, recreation, environment and social services sectors.



THE ONTARIO TRILLIUM FOUNDATION

[User] acknowledges the work of The Ontario Rural Council and the Valuing the Rural Volunteer project, through support from the Ontario Trillium Foundation, in the development and preparation of this tool.



introduction

Welcome to the *Valuing the Rural Volunteer* toolkit!

This toolkit has been developed after an extensive literature review as well as interviews with volunteers and volunteer managers from many sectors of the volunteer community and from many parts of the province of Ontario. We have integrated our findings from the research to develop the tools in this toolkit.

[User] acknowledges the work of The Ontario Rural Council and the Valuing the Rural Volunteer project, through support from the Ontario Trillium Foundation, in the development and preparation of this tool.

Valuing the Rural Volunteer (VRV), an initiative of The Ontario Rural Council (TORC), is aimed at building knowledge, tools and support for rural volunteers and the rural voluntary sector. The project is funded by the Ontario Trillium Foundation.

The VRV project emerged out of the work of TORC's Voluntary Sector Working Group (VSWG), who advised this project. The VSWG identified the need for tools to stimulate rural volunteerism, support rural organizations in their work and lead to the development of new skills that will enable organizations to thrive in the new age of volunteerism.

You may ask — Why a toolkit specifically for 'rural'? There are three key reasons:

1. There are a number of existing tools out there, but many have an urban focus and require some 'ruralization'.
2. Some rural-specific tools are lacking. One of the tools we have included in this toolkit helps rural volunteers identify what kind of 'rural' they are, giving them the language to describe themselves to funders and policy-makers.
3. Rural volunteer organizations may have less access to existing resources than their urban counterparts and may not have the local capacity to fulfill all of their needs. The tools in this toolkit aim to fill these gaps.

While this is a rural toolkit, it can be used by both rural and urban volunteers and volunteer organizations.

The *Valuing the Rural Volunteer* team grappled with several key concepts as part of this project. Defining the terms 'rural' and 'volunteer' proved particularly challenging. 'Rural' includes a continuum of communities, from remote hamlets through country villages to small towns on the outskirts of urban centres. 'Volunteer' can refer to someone who helps his neighbour pull out a fence post...someone on a parent/teacher council... someone who reads to the elderly. Rather than try to express an all-encompassing definition, we have tried to demonstrate the vast range of possibilities that these important concepts can represent.

The tools in this kit are a reflection of the interviews we conducted with volunteers and staff from 35 volunteer organizations representing a wide range of sectors. We also consulted with funders, policy-makers and academics as part of our process. The toolkit is a combination of new tools and adaptation of excellent existing material. It was tested with volunteers and staff at pilot workshops during the summer of 2002.

Now the first edition is ready for distribution. We would like to hear from you. You can e-mail us at info@torc.on.ca to tell us about your favourite tool; about how and where you used the toolkit; and to provide feedback for improvements.

— The *Valuing the Rural Volunteer* project team

The toolkit is organized into 4 sections:

- #1 • In the VOLUNTEER section, you will find:
 - ★ A tool to help rural volunteers conduct a self-inventory of their skills
 - ★ A valuation model: an overview of different ways to measure the value of your organization's volunteers
 - ★ A tracking system for volunteer hours
- #2 • In the ORGANIZATION section, you will find:
 - ★ An 'organizational health' tool
 - ★ A tool to help rural organizations see themselves in a rural context
 - ★ Featured existing tools from Volunteer Canada for recruitment, retention and recognition, with a special focus on youth
- #3 • In the SERVICE section, you will find:
 - ★ An extensive four-part tool on evaluation
 - ★ A fundraising tool
 - ★ Helpful tips on communication
- #4 • In the COMMUNITY section, you will find:
 - ★ A Networking and Partnership tool
 - ★ A tool to help communities value the voluntary sector

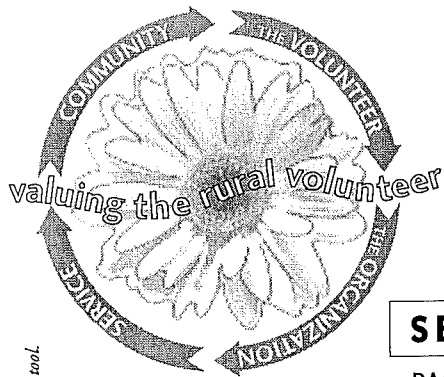
The toolkit is organized so that you can easily find the section that interests you most and the tools within the section that you want to use right away. We encourage you to add your own tools to this toolkit as well.

Please see the box (at left) for an overview and background of the toolkit and its contents.

We encourage you to photocopy (see *User Acknowledgment* at far left) and use the tools — however, this document is NOT FOR RESALE, in whole or in part.

The tools encourage participation; we hope you will enjoy using them.

ALL INFORMATION CURRENT AS OF OCTOBER 1, 2002 ★ *valuing the rural volunteer* ★ *valuing the rural volunteer* ★ *valuing the rural volunteer*



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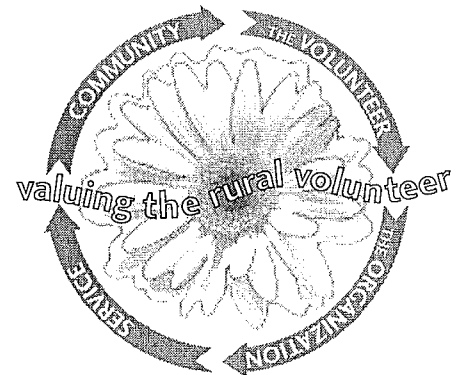
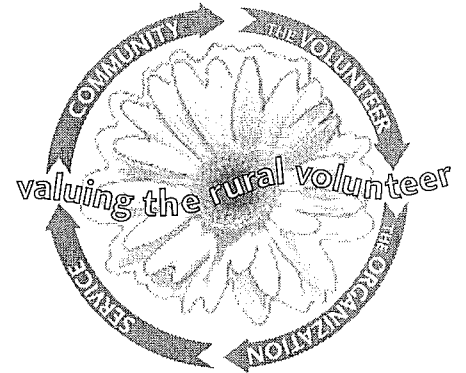


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Section 1 zeroes in on THE VOLUNTEER

REFERENCES & RESOURCES

Assigning Economic Value to Volunteer Activity: Eight tools for efficient program management, Michelle Goulbourne and Don Embuldeniya, 2002
www.nonprofitscan.ca

Focus on Volunteering CopyKit, 2nd edition, Susan J. Ellis, 1999, Energize, Inc.
www.energize.com

How to Estimate the Economic Contribution of Volunteer Work, David Ross, Heritage Canada, 1994
www.pch.gc.ca/progs/pc-cp/pubs/e/EstVolE.htm

Highlights from *The 2000 National Survey of Giving, Volunteering and Participating*, Statistics Canada, 2001

Volunteer Canada: *Important questions for volunteers*. Adapted from the Volunteer Centre of Ottawa-Carleton and the Volunteer Centre of Hamilton.
www.volunteer.ca

VIVE: Volunteers Involving Volunteers Effectively, Volunteer Canada
www.iyvcanada.org

Volunteer Connections: New Strategies for Involving Youth, Volunteer Canada
www.iyvcanada.org

What Counts: Social Accounting for Nonprofits and Cooperatives, Jack Quarter, Laurie Mook and Betty Jane Richmond; Prentice Hall, October, 2002.

What Volunteers Contribute: Calculating and Communicating Value Added
www.nonprofitscan.ca
(Printed version available from the Canadian Centre for Philanthropy www.ccp.ca)

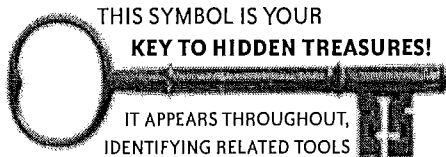
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WITHIN THE TOOLKIT THAT EXPAND ON THE TOPIC UNDER DISCUSSION. A USEFUL CROSS-REFERENCE!



Volunteer Central: Tools for the rural volunteer

Use these tools with rural volunteers to:

- ★ Assess motivation and skills
- ★ Set the stage for a positive volunteer experience

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What motivates you?

There are as many reasons to volunteer as there are rural volunteers. Knowing which reasons are true for you will influence your decisions about the kind of volunteering you choose to pursue.

Compare your reasons for volunteering with those of other rural volunteers, then use the 'Take Inventory' checklist (at right) to help focus your volunteer energies.

- You want to give back
- You have a personal interest
- To earn academic credit
- It's a tradition
- You believe in a cause and want to help
- Because you were asked
- You want to be involved in your community
- To influence policy-makers
- To make friends
- To build your résumé
- You have time on your hands
- To live a good life
- To gain knowledge and skills
- To be an agent of change
- To build relationships
- To work toward your dreams
- To meet other like-minded individuals
- To make a decision
- To learn something new
- To empower yourself
- Because you have the ability to contribute

TAKE INVENTORY

START BY ASKING YOURSELF A FEW BASIC QUESTIONS:

- ? Do I want to volunteer my professional skills or do I want to do something completely different?
- ? What types of things am I good at and like to do? (These can be professional skills or hobbies and recreational talents.) If you could trade work skills the way kids swap baseball cards, with whom would you trade and for which skills?
- ? What would I like to learn by volunteering?
- ? Could I learn these skills by volunteering?
- ? What things would I rather NOT do as a volunteer?
- ? How much time do I have to give?
How do I want to give this time?
 Do I want an on-going, regularly-scheduled assignment, OR
 would I prefer a short-term assignment, OR
 a one-time assignment?
- ? Do I want to work alone or with a group?
Or with a friend or my family?
- ? What would motivate me to work 7 days a week, 12 hours a day, for a month on an important project?

DID YOU KNOW...?



Canadians donated about 1 billion hours of volunteer time in 2000

The National Survey of Giving, Volunteering and Participating, 2000



Consult the **VOLUNTEER WHEEL**, below, to get a sense of the range of volunteer roles that you might step into:



AN ENLARGEMENT OF THIS DIAGRAM IS PROVIDED IN THE APPENDICES, ON PAGE 64

Volunteers are everywhere!

Volunteerism touches virtually every part of our lives. It can be so much a part of the fabric of programs and services we enjoy in our communities that we may not always count our contributions as 'real' volunteer work.

Take a moment to think about any time you spend interacting with a cause or a group and find yourself

on the **VOLUNTEER WHEEL**, above right. An important part of valuing volunteers is fully realizing the scope of the contributions that volunteers make in all areas of community life.

Common questions that volunteers may have:

Once you have found a volunteer position that fits your motivations, needs and skills, you may have other questions you need answered:

1. What is the organization's mission?
2. What volunteer work will I be doing? What are the expectations of my position? What are the opportunities for advancement and variety?
3. May I see a written job description for my volunteer work?
4. What is the required time commitment of the volunteer position? What is the time period of the position?
5. How will my volunteer work help to fulfill your organization's mission?
6. Which skills will I be able to use/develop?
7. Do I have a trial period? How long is it?
8. Who is my supervisor?
9. What kind of environment (formal, hectic, even-paced) will I be working in at your organization?
10. Will my out-of-pocket expenses be reimbursed?
11. How is your organization funded?
12. How many volunteers are involved in this program/the organization?
13. Does the volunteer position require you to run any background checks on me?
14. Can I be sued for any activities I may be involved in during my time as a volunteer here?
15. When can I start?



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Burnout... is a work hazard for volunteers, especially in rural communities where the same people tend to be involved in every volunteer project in town!

Be aware of the symptoms of burnout, which may include (but are not limited to): feelings of anger, hostility, loss of energy, loss of creativity, loss of a sense of satisfaction, a sense of purposelessness...

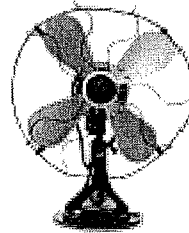
DO YOU...

- Have higher standards than most people?
- Tend to be more self-critical than self-accepting?
- Feel taken for granted, or discouraged in your work?
- Postpone requests or say, "I'll get to it," instead of saying "No"?
- Have trouble delegating tasks that you enjoy, knowing that others could complete them just as well or almost as well as you?
- Fall back on the phrase, "Well, somebody has to do it," when taking on yet another volunteer commitment?

AVOIDING BURNOUT

If you said 'yes' to any of the questions above, then you might be experiencing some degree of burnout. It might be time to:

- ★ Take a step back
- ★ Try something new
- ★ Delegate tasks
- ★ Celebrate accomplishments
- ★ Seek outside organizational help



Every volunteer experience is a learning experience. Use these questions to help you get the most out of your volunteer work and set new directions.

Volunteer Self-Evaluation

My 3 main goals for this volunteer position are/were:

Strengths I bring to the position are:

Skills I'd like to develop / Things I'd like to learn:

Who or what helped me to achieve my goals:

New skills I have learned:

Who or what helped me to acquire skills:

Areas where I have had difficulty:

Areas/skills that I feel need improvement:

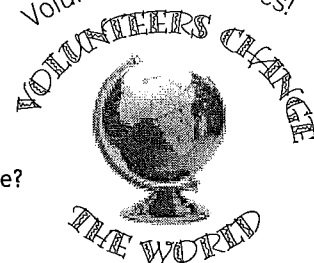
What I have learned from this volunteer position:

What would the organization be like if I had never volunteered there?

Do I want to continue in this role? Or would I rather explore other opportunities within the organization?



Volunteers make strong communities
 Volunteers get more hugs!
 Volunteers inspire the human qualities in others
 Volunteers make a difference
 Volunteers touch lives!





Exploring the value of rural volunteers

Use this tool to:

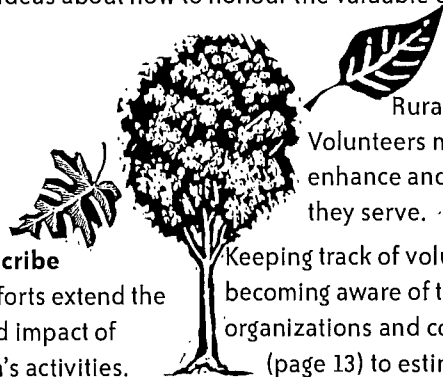
- ★ Substantiate funding requests
- ★ Communicate with stakeholders and the community
- ★ Provide a touchstone for volunteer appreciation efforts
- ★ Convince resistant salaried staff of the worth of volunteers
- ★ Start a conversation about volunteer value within your organization

“You couldn’t pay someone to do this work!”

Rural organizations know that the value of volunteers is truly priceless. From direct social service delivery to community beautification, rural volunteers do ‘what needs to be done’ — and more — to make our communities the places we feel proud to call ‘home’.

Organizations are exploring creative and convincing ways of describing these contributions. Part of this exploration is acknowledging the different ways that define and describe volunteer value. Reporting on volunteer effort in *economic terms* gives decision-makers an easy way to ‘see’ the significant contribution that volunteers make. This description is made meaningful, in *social terms*, through language and stories that convey the value of participation, caring and quality of life that volunteering contributes to our organizations and communities.

There is no standard way of summing up the value of rural volunteers. The 2 key ideas below can be a starting point for your own good ideas about how to honour the valuable contributions of volunteers in your organization.



2. Quantify/Describe
how volunteer efforts extend the scope, quality and impact of your organization’s activities.

One way to do this is by quantifying, in *economic terms*, the time individuals spend volunteering.

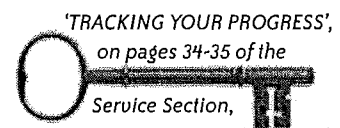
Another option is to use creative language to describe the impact in *social terms*.

1. Track volunteer contributions.

Rural volunteers are a precious community resource. Volunteers make untold gifts of time, energy and know-how that enhance and strengthen the community through the organizations they serve.

Keeping track of volunteer contributions is an important first step in becoming aware of the difference these gifts make in the life of rural organizations and communities. Use the sample VOLUNTEER TRACKING FORM (page 13) to estimate the ‘cost’ of volunteering to the volunteer, and to assist in keeping an accurate log of the number of volunteer hours donated to the organization each year.

Use the IN-KIND CONTRIBUTIONS TRACKING FORM (page 14) to stay on top of the in-kind goods and services your organization receives from the community.



contains innovative ideas to help you collect evidence of the value of rural volunteer organizations and the work that they do.

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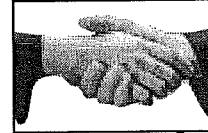


Ways to express volunteer value

ECONOMIC



SOCIAL



The work of volunteers makes significant *economic* contributions to organizations and communities. To date, there is no universally accepted Canadian dollar value for the work that volunteers do. One rule of thumb is that... *the value of each volunteer assignment should be assessed based on what it would cost to purchase that type of work in the marketplace.* Various organizations have developed **blanket estimates** that range from \$10 per hour* to \$17.38 per hour**.

**Based on conversations with organizations interviewed for the VRV project.*

*** David Ross: 'How to Estimate the Economic Contribution of Volunteer Work', Heritage Canada, 1994.*

For more information, see www.pch.gc.ca/progs/pc-cp/pubs/e/EstVolE.htm

The value of volunteers can also be expressed in economic terms as a **full-time job equivalent**. To do this, divide the total number of volunteer hours donated to the organization by the average number of hours in one full-time, year-round job in your organization.

Example:
$$\frac{\text{TOTAL NUMBER OF VOLUNTEER HOURS}}{40 \text{ HOURS PER WEEK} / 48 \text{ WEEKS}}$$

TO COME UP WITH A \$DOLLAR\$ EQUIVALENCY

...for each volunteer assignment, ask: "What kind of job most closely compares with that volunteer assignment?" For example, to what kind of job would you compare a driver? Another example: what would it cost to hire a tutor for an adult literacy program?

The work of volunteers makes significant *social* contributions to organizations and communities. It can be a challenge to find ways to describe the many invaluable yet intangible qualities of volunteerism such as passion, ownership and caring.

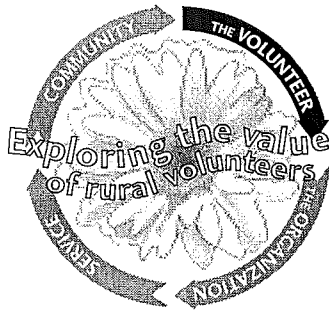
Economic and statistical data can only capture a small piece of an event. When these 'hard' data are layered with powerful personal experiences, a richer, more complete picture can be revealed. One tool that can capture the passion of volunteers, stakeholders and funders alike is **storytelling**. Stories are powerful because they are told by people who share in the events of the organization. Storytellers are able to describe the relationships that flow between people and the significance of events in ways that deepen the meaning of all that has happened. Stories can describe the impact of a volunteer effort or service in ways that economic descriptions cannot.

Adapted from VIVE: Volunteers Involving Volunteers Effectively, Volunteer Canada

What kind of stories should we tell?

- History
- Significant characters
- Accomplishments
- Failures that have been overcome
- Significance of belonging/independence
- The difference it made because the group was there
- What would have been different if the group hadn't been there?

NEW RESEARCH... is finding its way into the discussion about volunteer value. For more information on calculations that express an economic measure of volunteer value, see *Assigning Economic Value to Volunteer Activity: Eight tools for efficient program management*, by Michelle Goulbourne and Don Embuldeniya, 2002 (available on-line at www.nonprofitscan.ca) Also see *How to Estimate the Economic Contribution of Volunteer Work*, by David Ross, Heritage Canada, 1994, at www.pch.gc.ca/progs/pc-cp/pubs/e/EstVolE.htm



More about... Ways to express volunteer value

ECONOMIC



Quotes from organizations on the ECONOMIC value of volunteers:

"I wouldn't be where I am today without my volunteers: 20 volunteers contributed \$24,000 worth of work in 2001 and raised \$49,056.56 through fundraising efforts and personal donations."

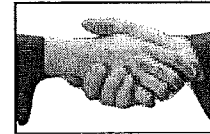


"We assign an hourly wage comparable to what it would be if we had to hire the work out."

"In the first 6 months, we've only used 19% of our food budget because of in-kind food donations."



SOCIAL



Quotes from organizations on the SOCIAL value of volunteers:



"Volunteers add to our success rate."

"With volunteers, more is accomplished."

"It's the volunteers who give character to the community."

"Volunteers have a sense of ownership... they want to make the difference..."

they want to play a role in improving the community."

REPORT TO FUNDERS & STAKEHOLDERS

The contributions of the voluntary sector extend far beyond our current ability to account for them. Many of the contributions of the voluntary sector and its social impacts never find their way into conventional accounting statements. It is a challenge for volunteer organizations to find ways to make these 'invisible' benefits better understood by stakeholders and the community-at-large.

GENERALLY, VOLUNTEERS HAVE SIMPLY NOT BEEN MENTIONED...

...on non-profit agency financial reports. To report that it cost \$7,200 to winterize the homes of 10 home-bound elderly people — without mentioning the \$4,000 worth of volunteer services or the actual \$2,000 worth of donated supplies — creates the risk that the reader will form some false conclusions about the actual value of the winterizing project. From a management perspective, never having to 'account' for the utilization of volunteers can result in wasting volunteer effort or in discounting its cost to the volunteer and its value to the organization.

(Excerpted, with edits, from 'Focus on Volunteering KopyKit,' 2nd Edition, by Susan J. Ellis, 1999, Energize, Inc. Available through Energize, Inc. 1-800-395-9800 or at their Website: www.energize.com)

SOCIAL ACCOUNTING OF VOLUNTEER VALUE...

Business uses 'value-added' to measure the wealth it creates by 'adding value' to raw materials. Voluntary organizations do likewise. Unlike business, organizations rely on volunteers to generate part of the value that gets added to purchased materials, products and services in the course of carrying out their programs and services. A new accounting model has been developed to help organizations use an **Expanded Value-Added Statement** to report on the financial value added by the non-financial contributions of volunteers. A how-to manual, entitled *What Volunteers Contribute: Calculating and Communicating Value Added*, is available on-line at www.nonprofitscan.ca. A printed version is also available from the Canadian Centre for Philanthropy (www.ccp.ca) A more detailed account of this model is also found in the book, *What Counts: Social Accounting for Nonprofits and Cooperatives*, by Jack Quarter, Laurie Mook and Betty Jane Richmond; Prentice Hall, October, 2002.

A final word...

When it comes to reporting the dollar value of volunteers in your organization, never use the phrase "volunteers save us money". This statement implies that you had resources you did not need to spend because volunteers are "free". A better and more accurate way to make the same point would be that volunteers enable you to spend every cent available — and then do even more...OR: volunteers extend the budget beyond anything you could otherwise afford.

(Excerpted, with edits, from 'Focus on Volunteering KopyKit,' 2nd Edition, by Susan J. Ellis, 1999, Energize, Inc. Available through Energize, Inc. 1-800-395-9800 or at their Website: www.energize.com)

IF YOU HAD ALL THE MONEY IN THE WORLD...
...would you still have volunteers?
Why?
What is it that volunteers bring to your organization that goes beyond dollars-and-cents?

[User] acknowledges the work of The Ontario Rural Council and the Valuing the Rural Volunteer project, through support from the Ontario Trillium Foundation, in the development and preparation of this tool.



Section 2 zeroes in on
THE ORGANIZATION

SECTION #2 • THE ORGANIZATION

PAGES 16-18 Taking the pulse of your organization

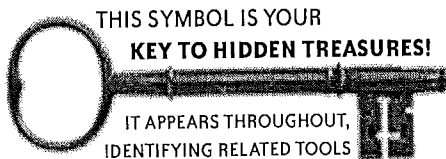
- page 16 Is your organization healthy?
- page 17 8 aspects of organizational health
What to do if your organization needs help
- page 18 Ask these penetrating questions...

PAGES 19-21 Are you rural...or are you rural?

- page 19 A way to describe your community...
- page 20 What kind of 'rural' are you?
- page 21 Sample planning questions

PAGES 22-26 The 3 Rs of volunteer management

- page 22 (1) Recruitment
- page 23 Strategies for involving youth
- page 24 10 Ideas for recruiting new leaders
- page 25 (2) Retention
(3) Recognition
- page 26 Volunteer recognition: Ideas that work!



WITHIN THE TOOLKIT THAT EXPAND ON THE TOPIC UNDER DISCUSSION. A USEFUL CROSS-REFERENCE!

REFERENCES & RESOURCES

Beyond Police Checks: The definitive volunteer and screening guidebook, Linda L. Graff; Linda L. Graff and Associates 1999 (0-9684760-1-5)

The Board Development Website has excellent information on board development and other useful resources, including a checklist on the key elements of a healthy organization.
www.boarddevelopment.org/

Handling Problem Volunteers, Steve McCurley and Sue Vineyard; Heritage Arts Publishing 1998 (0-911029-47-8)

ICA Associates Inc. trains facilitators and does organizational consulting. They have many excellent publications for sale on topics dealing with organizational health.
579 Kingston Road, Toronto, ON M4E 1R3; tel. (416) 691-2316; e-mail ica@icacan.ca; www.icacan.ca

Measuring Up: Assessment Tools for Volunteer Programs, Steve McCurley, Sue Vineyard; Heritage Arts Publishing; Downers Grove, Illinois, 1997

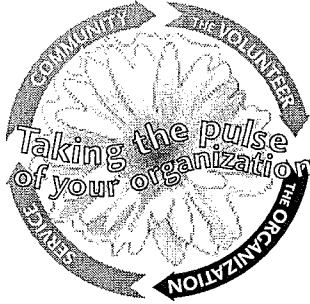
Ontario Ministry of Agriculture and Food (OMAF) has more than 50 factsheets related to volunteers and volunteer organizations. See www.gov.on.ca/OMAF; then go to Rural Affairs; then to Information, Resources and Factsheets)

Recruiting Volunteers for Difficult or Long-Term Positions, Steve McCurley; Heritage Arts Publishing; ISBN 0911029303

75 Cage-Rattling Questions to Change the Way You Work, Dick Whitney, Melissa Giovagnoli; McGraw-Hill, New York

Volunteering in an Unionized Environment, Colin Thacker; Johnstone Training and Consultation Inc. 1999 (1-895271-25-8)

When Everyone's A Volunteer: The effective functioning of all-volunteer groups, Ivan H. Scheier; Energize, Inc. 1992; ISBN 0940576120 (Focusing on how to run a volunteer organization with the manager, too, as a volunteer)



Taking the pulse of your organization

Use this tool to:

- ★ Quickly gain insight into the health of your organization
- ★ Discern your organization's priorities
- ★ Discuss the strengths and challenges in your organization

In a small community, word gets around quickly: If you are a great organization, people will want to be a part of whatever you do!

IS YOUR ORGANIZATION HEALTHY?

If you are having challenges with recruitment of volunteers, the problem may not be a lack of willing volunteers or a poor marketing campaign — the problem may be internal.

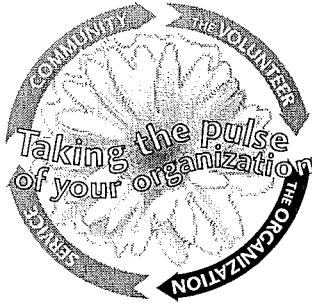


What follows, on the next page, are some questions you may need to consider in your quest to be a great organization. The diagram below identifies some key topic areas. Remember: there are no right or wrong answers, but the discussion may help you to improve your organization's health.



AN ENLARGEMENT OF THIS DIAGRAM IS PROVIDED IN THE APPENDICES, ON PAGE 65

[User] acknowledges the work of The Ontario Rural Council and the Valuing the Rural Volunteer projects, through support from the Ontario Trillium Foundation, in the development and preparation of this tool.



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What to do if your organization needs help:

Don't be afraid to bring in outside support to help you improve your organization's health. In fact, you should be proud of the fact that you are taking positive measures to make a better organization.

PLACES TO LOOK FOR SUPPORT:

- ★ Other groups — in or outside your community — that are flourishing
- ★ Concerned individuals in your community
- ★ Non-profit support organizations
- ★ Organizational consultants

8 aspects of organizational health

#1 • INCLUSIVENESS

- ? How do newcomers feel in your organization?
- ? How do you make room for different personality types, skills, world views, etc.?
- ? How do you treat your volunteers?

#2 • MANDATE

- ? Is what you're doing the best response to the perceived need? How do you know?
- ? Is your mandate still relevant to the current organizational and community situation?
- ? Are you struggling to find purpose in your organization?

#3 • INNOVATION

- ? Is there room to try new things within your organization?
- ? Are you responding to changes in your community?
- ? Are you a learning organization?

#4 • RELATIONSHIPS

- ? What is the level of trust in your group?
- ? Do volunteers and staff enjoy the social aspect of the organization?
- ? Do individuals feel valued?

#5 • COMMUNICATION (external)

- ? How do you describe your organization to others? Does every volunteer in your organization describe it the same way?
- ? Have you identified key messages for your organization?

#6 • COMMUNICATION (internal)

- ? Where does information get 'blocked' in your organization?
- ? What do staff and volunteers say when leadership is out of the room?
- ? How is conflict resolved within your organization?

#7 • LEADERSHIP

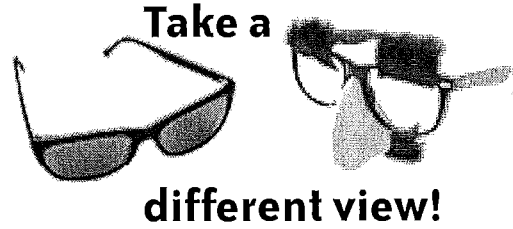
- ? Who is leading your organization? Who are the influential decision-makers in the organization? How do the leaders and influential people work together?
- ? Where are the gaps in skills within your organization's leadership?
- ? How is the work distributed in your organization?

#8 • SUCCESSION PLANNING

- ? What are your dreams for the future — and how are you working toward making those dreams come true?
- ? How do you cultivate younger people and future leaders in your organization?



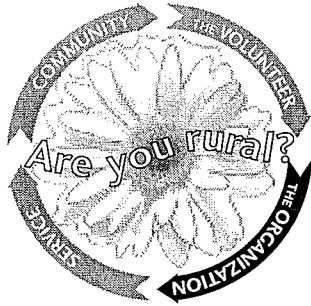
**Shake
things
UP!**



Ask these penetrating questions...

- ? What would your organization be like... IF YOUR MOTHER RAN IT?
- ? Pretend your organization is a RELIGION: What are the core beliefs? What constitutes a sin?
- ? What is the most likely reason someone would want to *join* your organization?
What is the most likely reason someone would *leave* it?
- ? What is the MOST INNOVATIVE practice, service or product that your organization launched in the past year? What catalyzed that innovation?
- ? Which of these concepts — teamwork, learning, organization, continuous improvement, leadership, quality — is the BIGGEST JOKE in your organization?
- ? What are the TOP 10 REASONS YOUR GREAT IDEAS FALL APART?

Adapted from "75 Cage-Rattling Questions to Change the Way You Work," Dick Whitney and Melissa Giovagnoli, McGraw-Hill, New York



Are you rural? ...or are you rural?

A WAY TO DESCRIBE YOUR COMMUNITY
AND CREATE A BETTER ORGANIZATION

Use this tool to:

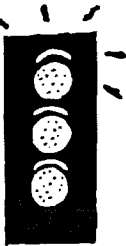
- ★ Quickly find ways to describe your 'rural-ness' to your stakeholders
- ★ Confirm the perception that 'rural' is distinctive and requires distinct consideration
- ★ Validate your work to funders
- ★ Identify concerns, challenges and opportunities associated with rural volunteerism
- ★ Be more strategic in your planning
- ★ Help you feel less isolated

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'RURAL'
CAN BE:

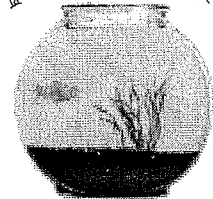
MINING • FORESTRY • FARMING • BUSH • FIRST NATIONS • SMALL TOWN • VILLAGE • INDUSTRY • TOURISM • CULTURE • TUNDRA • SMALL BUSINESS • BIG BUSINESS ...

How many
stoplights
does
your
rural
community
have?
0? 15? 75?



Knowing what kind of 'rural' you are will help you better consider your own needs locally and also help you communicate your situation to funders and policy-makers — many of whom are located in urban centres.

DOES REMOTE = RURAL?



DID YOU KNOW...?

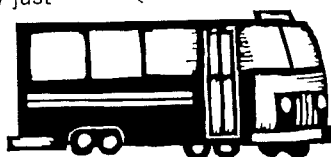
Some volunteer organizations cover an area the size of France, over 2 time zones!

DID YOU KNOW...?

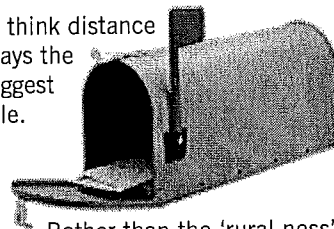


In some rural areas, residents only have access to party-line telephones.

"When I talk about the transportation challenges, people ask me, 'Why don't they just take the bus?' What bus?!?"



"I think distance plays the biggest role."



Rather than the 'rural-ness', it's the remoteness that presents the problem."