

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



## **Proceedings of the Community Dialogue in Halton Region Tuesday, November 13, 2007 Community Development Halton Burlington, Ontario**

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

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<b>Introduction</b>	<b>3</b>
<b>Growing Diversity in Halton Region</b>	<b>4</b>
<b>Setting the Context for a Co-Creation Project</b>	<b>4</b>
<b>State of the Art in the Larger Field</b>	<b>6</b>
<b>State of the Art in Halton Region</b>	<b>8</b>
<b>Building Capacity: Possible and Positive Actions for Halton Region</b>	<b>15</b>
<b>Evaluation</b>	<b>17</b>
<b>Websites</b>	<b>18</b>
<b>Appendix A: Halton Community Dialogue Participants List</b>	<b>19</b>
<b>Appendix B: Halton Community Dialogue Agenda</b>	<b>20</b>
<b>Appendix C: Population Profile of Halton Region</b>	<b>21</b>
<b>Appendix D: Overview of the Key Management Functions in the Volunteer Development Cycle</b>	<b>23</b>
<b>Appendix E: Participant Evaluation of Halton Community Dialogue</b>	<b>25</b>

## **Introduction**

On November 13, 2007 the second of a series of eight Community Dialogues was conducted in Halton Region 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 Immigration and is under the lead sponsorship of the Social Planning Council of Peel.

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

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

Twenty-five community participants from Halton Region attended the Community Dialogue on November 13 in Burlington. Resource people from the Social Planning Council of Peel and from the local sponsor and host, Volunteer Halton/Community Development Halton (CDH), also participated. The session was facilitated and documented by the Social Planning Network of Ontario (SPNO). Appendix A identifies the participants in the session.

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

***Question:*** *How did the project get started and what will be the outcomes?*

The Project was initiated by the Ontario Ministry of Citizenship and Immigration, which was concerned that there was not enough attention to this issue in the 519 and 905 areas. The ultimate vision is for non profit organizations in 905 and 519 areas to have an ethnically diverse volunteer base, and for the organizations to have an increased capacity to reach out to, engage and support more culturally diverse volunteers. As well, the hope is that learnings will be generated that can be shared across the province.

## **Growing Diversity in Halton Region**

Ted Hildebrandt, Director of Social Planning for CDH, presented an overview of the changing demographic diversity of Halton Region.\*

Based on population data from the 2006 Census released by Statistics Canada at the beginning of September, Halton's population has grown (40%) much faster than the overall provincial population (26%) between 1991 and 2006, with the highest rate of growth in Milton (68%), Halton Hills (50%), and Oakville (44%). Over one in five persons in Halton Region in 1991 and 2001 was born outside of Canada, the highest proportion of foreign born being in Oakville (27%), which is about equivalent to the provincial average foreign born population in 2001.

The 1991 to 2001 period was a heavy period of immigration to Halton Region and it is expected that the last five years will show a continuation of this trend when immigration data by region from the 2006 census becomes available. The 2001 census indicates that about 55% of immigration to Halton came from European countries, including 30% from the United Kingdom. Between 1996 and 2001, however, the majority of immigrants came from non-European countries and the next census is expected to show a continuation of this trend since 2001.

It is clear that the face of Halton is changing and becoming more diverse. Between 1996 and 2001, the visible minority population increased from about 6% to 8%, especially in Oakville (rising from 9% to 13%). This trend is expected to show up in the 2006 census, especially for Oakville and Burlington. At 31% in the 2001 census, South Asians represent the largest visible minority group in the region, followed by Blacks (17%), and Chinese (16%). More than 60 languages other than English and French are spoken by the residents of Halton Region.

CDH has been developing mapping capability showing the settlement patterns of immigrants and visible minorities at the neighbourhood level. This kind of geographic picture helps agencies to develop programs and services appropriate to the nature and needs of the populations in their areas. When the 2006 census data is released at the census tract level, CDH will be able to provide this information in map form.

## **Setting the Context for a Co-Creation Project**

Following the demographic overview of diversity in Halton, dialogue participants were asked to discuss in small groups what they see as the issues in recruiting, engaging, supporting, and retaining culturally diverse volunteers in Halton Region?

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\* Appendix C provides two tables on the diversity of the Region as a whole. CDH's PowerPoint presentation on Diversity in Halton is available as a separate document.

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

- *Recruitment – actively engaging volunteers is a major challenge. Three out of four organizations in the group have not actively recruited immigrant populations. We have to “profile” volunteers that we want to reach – like a small business approach – target customers and profile customer clusters (i.e. “strategic targeted recruitment”). Potential volunteers have their own needs and motivations for participating (e.g. to get jobs, etc.). We need to understand their needs and communicate according to those needs – position your communication so they understand that you’ll fulfill their needs.*
- *“Volunteerism” is not necessarily a familiar concept to many newcomers. For example, an immigrant might identify as a member of a religious group (church, mosque, etc.), but not see their “volunteer” work through their faith group as being a “volunteer”.*
- *Language barrier – some newcomers want to volunteer but without language ability – how do organizations overcome that?*
- *References can be a challenge especially for things like police clearance for work with some vulnerable client groups (e.g. children, people with disabilities -- some organizations can’t accept volunteers without out police checks) Immigrants wishing to volunteer may not be able to provide sufficient records from their place of origin to satisfy police reference checks, for example. As a solution, one organization accepts a professionally written resume from previous country and, if attending an educational program, the agency will take evaluations from teachers as a reference.*
- *Organizational openness to its own change – this is as important as the need to recruit volunteers and to prepare them for volunteering in the organization. Two-way education and orientation are needed (e.g. responding to language issue, providing certain requirements such as a prayer room). How committed is the organization that is trying to recruit in providing culturally appropriate services? How committed are organizations to modify services to engage newcomers? To look at their needs and modify our programs to them?*
- *Non-diverse staffing can be a barrier. One organization noted that its volunteer base is more diverse than staff base, probably because newcomers want work experience. Many volunteers may be better educated than people using services. Does create the opportunity to respond more appropriately to more culturally diverse community needs and give immigrant volunteers training and experience to help with their*

*employment opportunities (e.g. break down language barriers with client groups; one-to-one mentoring).*

- *Partnerships and collaborations could help develop more culturally diverse volunteer base. For example, Big Brothers and Big Sisters developed a relationship with another organization to recruit a few people who could relate to specific newcomer needs that they wished to serve.*
- *Confront cultural and systemic prejudices in community – need to make people feel safe for them to engage. Halton still a pretty homogeneous community and not welcoming of all kinds of diversity (e.g. sexual orientation, non-white, non-English speaking people, etc.). Even if a great majority of the population expresses support for diversity, the minority tends to be more outspoken. If people don't feel themselves represented or safe, they won't come forward to volunteer. Racist, homophobic and other prejudicial public statements and positions must be confronted and challenged for real change to occur.*
- *Financial limits – we don't have the money to – we're tied to insurance, it can restrict what we can, can't do sometimes, limits our capacity.*
- *We don't have a choice anymore – if Canada wants to survive globally, we have to strengthen our people power. We're losing new immigrants; they are not coming to Canada anymore; they have seen in the last 10 years the welcome was just a façade. Now we have to really integrate our programs*

### **State of the Art in the Larger Field**

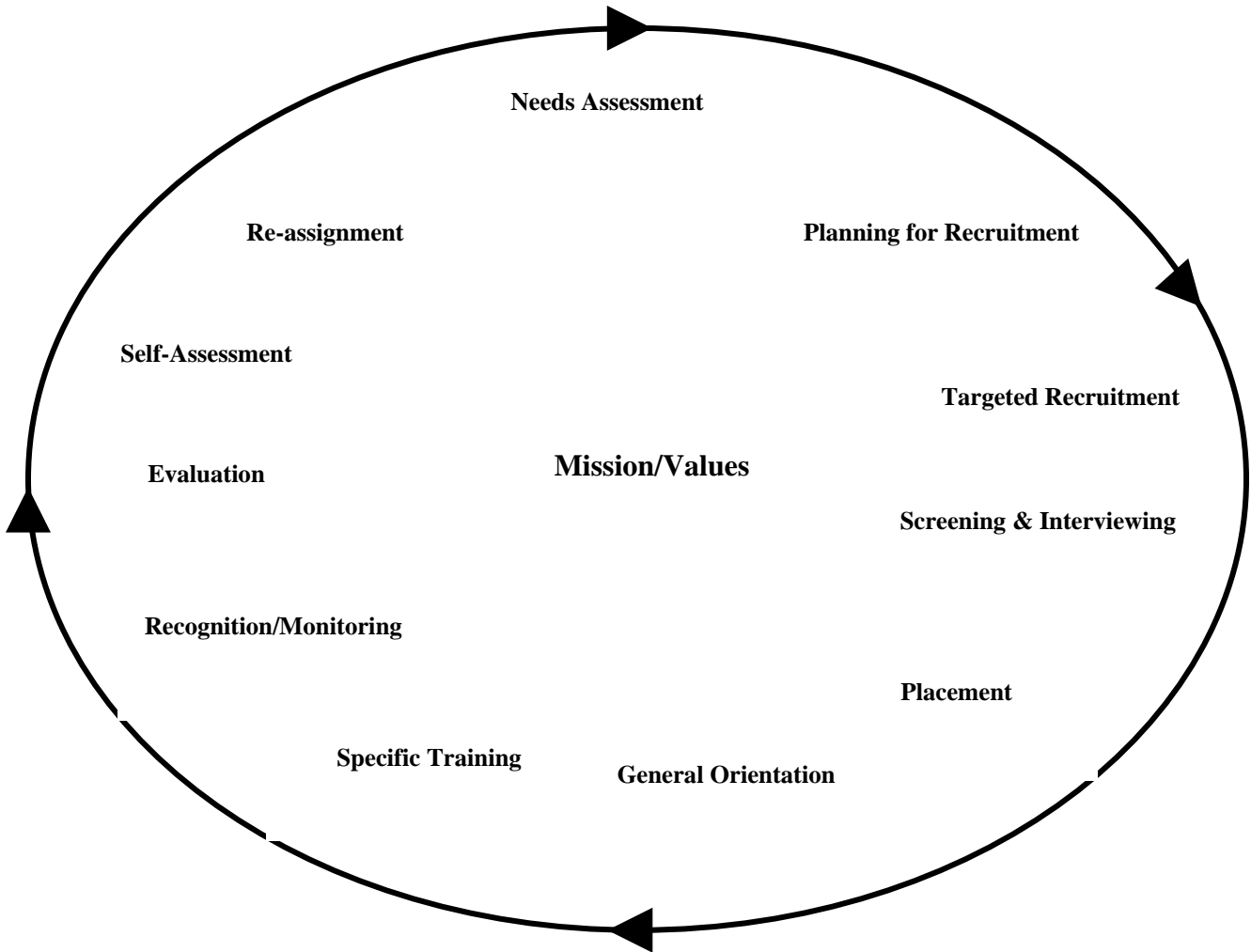
Paula DeCoito, Executive Director of the Social Planning Council of Peel, provided some context on developments in the field of diversity competence among organizations in the non-profit, public and private sectors. The particular challenge of the non-profit sector is the issue of diversity with respect to volunteer participation: how to manage the various stages of the Volunteer Development Cycle as conceptualized by Volunteer Canada in Figure 1. An overview and description of the key management functions in the Volunteer Development Cycle is provided in Appendix D.\*

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

**Figure 1**

**VOLUNTEER DEVELOPMENT CYCLE**



We have 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.

The Project is starting with a framework for building an inventory of knowledge and resources on this issue, which includes collaborative arrangements at the community level and resources developed and used in the 519 and 905 areas. 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.

### ***Questions and Discussion:***

*Comment: HOPE partly funded by Trillium is to working to expand the volunteer base with more diverse participation.*

*Question: When the inventory is complete, where will it be hosted publicly?*  
A website will be created, which will include the inventory for public access along with all other materials produced and collected by the Project.

*Comment: At a strategic planning meeting for the Region last year, only three people talked about diversity, compared to eight people talking about land management, bicycle paths, etc. The physical environment is at top of the public policy agenda. Diversity should be as well.*

*Question: Is this policy filtering into the educators, educative administrators?*  
This Project is specifically for non profits but it can draw from the experience in other sectors, such as education and health. The two most progressive sectors on diversity: in the US, it is health; in Canada, education. There are intercultural tables within boards, diversity managers doing their work internally. To what extent they are actually practicing it is another issue.

### **State of the Art in Halton Region**

Peter Clutterbuck, SPNO facilitator for the Dialogue, reported out the results of an advance survey administered to all invitees to the Halton 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 will begin a research process that will result in the development of an inventory of resources in the 519 and 905 areas. The survey results reported for Halton provide some comparison with the results for Durham Region survey respondents.

Thirty-eight (38) Halton organizations responded to the survey as of mid-day November 12. Between 27 and 29 replied to the open-ended survey questions. Fifteen (15) of the respondents report serving the entire Halton Region, while six (6) say they serve a municipality and two (2) serve several municipalities in the

region. Another six (6) report serving both Halton Region and areas outside the Region, which is not uncommon, given Halton's geographic situation between Peel-Toronto and Hamilton. Although six (6) agencies state their main offices are in Oakville and another five (5) indicate Burlington, four (4) respondents have their main offices in Hamilton and one (1) in Mississauga.

Almost two-thirds (63%) of the respondents are registered charities with the remaining 37% being non-profits without charitable status. Fourteen (47%) indicate that they are Social Service agencies, while six (21%) are Health Service agencies. Four (13%) respondents are Recreation organizations and another two (5%) are Arts and Culture groups. The remaining three (14%) state their sectors as education, housing and advocacy.

Thirty-two (32) respondents provided information on their staff and volunteer numbers. There is 1,421 paid staff in total, ranging from one (1) to 413 paid staff, with a median number of staff of nine (9).\* The reported breakdown is 66% full-time and 34% part-time paid staff among the responding agencies. Fourteen (37%) respondents have full-time staff dedicated to managing volunteers and twelve (32%) have part-time paid staff in those positions. Nine (24%) report no paid staff or volunteers dedicated to volunteer management and two (5%) indicate a volunteer performing this function for the organization.

**Figure 2**

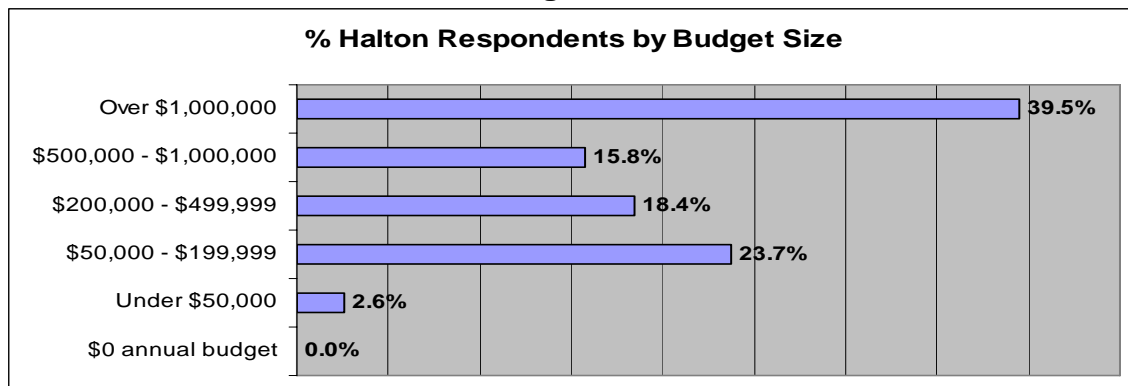


Figure 2 shows that the responding organizations are mostly medium to large in size with almost 58% having annual budgets between \$50,000 and \$1,000,000 and almost 40% having over \$1,000,000 annual budgets. Only one respondent reports an annual budget below \$50,000.

Thirty-three (33) organizations report a total of 9,088 volunteers, with a median number of 110, ranging from a low of 5 to a high of 1,125 volunteers.\* On average, 11.9% of the volunteers among responding agencies come from

\* 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.

\* This range excludes an outlier agency reporting 2,000 volunteers on its own.

outside the United Kingdom or North America. This increases to 17.8% when three agencies engaged in support to immigrants are included in the figures. Only 2.9% of all volunteers, averaging thirteen (13) volunteers per agency, are reported to be new to Canada in the last five years.

**Table 1**  
**Organizational Benefits of Ethno-culturally Diverse Volunteers**  
**Halton and Durham Region Surveys**

Organizational Benefits	Halton Region (N=27)		Durham Region (N=22)	
	No. Resp.	%	No. Resp.	%
Better serve a multicultural community	12	44%	8	36%
Improve organizational inclusiveness & understanding	10	37%	4	18%
Provide mentoring help to clients	0		2	9%
Other org'l benefits	4	15%	0	
Other benefits for the volunteer	1	4%	7	32%
None	0		1	5%

Table 1 shows the range of benefits that responding organizations see resulting from outreach and engagement of more culturally diverse volunteers. Facilitating the organization's ability to serve a more culturally diverse clientele is the most frequent response (44%) as in Durham Region (36%), but a higher proportion of Halton respondents (37%) than Durham respondents (18%) identify benefits related to improving the organizational understanding of diversity and inclusiveness as an organizational benefit.

**Table 2**  
**Community Resources Used to Support Cultural Diversity**  
**Halton and Durham Region Surveys**

Community Resources Used	Halton Region (N=29)		Durham Region (N=20)	
	No. Resp.	%	No. Resp.	%
Multicultural Centre	9	31%	3	15%
Volunteer Centre	4	14%	4	20%
Diversity training	4	14%	6	30%
None	4	14%	3	15%
Other Agencies	2	7%	4	20%
Other responses	6	20%	0	

Table 2 indicates the resources that Halton and Durham agencies use. The multicultural and volunteer centres in both regions are highly cited as a community

resource on diversity in volunteer management. Diversity training is identified as a community resource as well. Notably about the same proportion of respondents in both regions report no community resources used. Of the “other responses” of six Halton agencies, none were very specific except for one indicating it provides “in-service training” and another that it provides translation of materials.

**Table 3**  
**Formal Practices Supporting Volunteers from Diverse Cultural Backgrounds**  
**Halton and Durham Surveys**

Formal Policies & Practices	Halton Region (N=24)		Durham Region (N=16)	
	No. Resp.	%	No. Resp.	%
No specific policies & practices	12	50%	3	19%
Formal policies in place (diversity, anti-racism)	5	21%	7	44%
Diversity orientation & training	3	13%	5	31%
Diversity Committee	2	8%	0	
Uncertain/Other	2	8%	1	6%

Table 3 indicates that half of the responding agencies (12) have no formal policies on diversity, inclusion, anti-racism, etc., while five (21%) state that they do, compared to seven (44%) Durham respondents. Diversity orientation and training or having a diversity committee are identified as in place by five other Halton agencies. Several examples of more formal approaches cited by Halton survey respondents follow:

*“Diversity Committee – A committee dedicated to improving our outreach, Board structure, inclusion, interpretation, recruitment and retention of volunteers and staff from diverse cultural backgrounds.”*

*“All volunteers must go through an orientation/training session before beginning with us. Within our code of conduct we talk about Diversity and Equity . . . (as a volunteer I agree to) >respect each other despite race, religion, colour, age, gender or creed >use appropriate language that will not offend others > encourage each other to learn > will not bully, victimize, or use demeaning humour or sexist comments.”*

Table 4 shows that when asked what methods are employed to recruit volunteers from diverse cultural backgrounds, five (22%) agencies indicate targeted promotional material and special outreach to certain communities, about the same as in Durham. Twelve (12) respondents, however, say that they have no specific promotion or recruitment measures for ethno-cultural groups, preferring a more generic form of outreach for volunteers, as the following statements indicate:

*“Our brochure and website states that we promote equal access to all [client group] wanting to use our services . . . We advertise in various papers and websites as well.”*

*“We are open to all, we don’t actively promote.”*

*“I do general recruitment, nothing targeted to any specific group.”*

*“We welcome anyone with interest in volunteering to apply for volunteer positions.”*

Similar responses came from Durham respondents that did no special targeted outreach or promotion, but Durham respondents also expressed greater reservations more frequently about the appropriateness of targeted outreach and promotion.

**Table 4**  
**Methods of Recruiting Volunteers from Culturally Diverse Backgrounds**  
**Halton and Durham Surveys**

Methods Used	Halton Region (N=23)		Durham Region (N=18)	
	No. Resp.	%	No. Resp.	%
No specific promotion or recruitment measures	12	52%	14	78%
Targeted promotional material & special outreach	5	22%	4	22%
Advertising	2	9%	0	
Other	2	9%	0	
Not applicable	2	9%	0	

Table 5 shows the major barriers that respondents identify to supporting volunteers from culturally diverse backgrounds. There are similar responses from both Halton and Durham respondents with language barriers being mentioned most frequently in responses (more than 40%), and lack of resources in terms of staff and funding being the second most frequent response. Transportation is identified by two Halton respondents as a barrier to volunteer involvement from more culturally diverse communities.

**Table 5**  
**Barriers to Supporting Volunteers from Diverse Cultural Backgrounds**  
**Halton and Durham Surveys**

Barriers	Halton Region (N=22)		Durham Region (N=19)	
	No. Resp.	%	No. Resp.	%
Language & communications	9	41%	8	42%
Lack of resources (staff, expertise, funding)	5	23%	3	16%
Transportation	2	9%	0	
Lack of knowledge & commitment	2	9%	2	11%
Other	4	18%	3	16%
None	0		3	16%

**Table 6**  
**Overcoming Barriers in Halton and Durham Surveys**

Ways to Overcome Barriers	Halton Region (N=23)		Durham Region (N=12)	
	No. Resp.	%	No. Resp.	%
More resources (funding and staff)	7	30%	2	17%
Training	5	22%	2	17%
Interpretation & translation	3	13%	1	8%
Other	3	13%	0	
Partnering/mentoring	2	9%	3	25%
More connections & networking with diverse communities	0		4	33%
Don't know	2	9%	0	

More resources (30%) and training (22%) are the two most frequent needs to overcome these barriers. Partnering of volunteers and mentoring is also identified as a way to break down barriers. Mentoring and networking directly with ethno-cultural communities was raised by more than half the twelve respondents to this question in Durham with suggestions such as the following:

*“Better networking with various organizations within the community.”*

*“It would be helpful to have more dialogue with groups to help better understand an appropriate and respectful manner in which to recruit.”*

*“Getting more opportunities to speak at diverse cultural and religious centres about the volunteer opportunities available to them.”*

*“Meeting with people face to face in their own communities, school, church, etc. to explain services and reduce feelings of uncertainty.”*

Several hopeful insights and cautions offered by Halton survey respondents at the end of the survey are:

*“We find that many of our youth are from a culturally diverse background. They are well integrated. This starts a cycle and I would hope that the youth will continue to stay involved and change the face of the volunteer over time.”*

*“It only takes a few people in an organization to make it very difficult to be welcoming to culturally diverse volunteers and staff. Even though the majority of those who work side by side with volunteers are accepting and welcoming, and have received diversity training, the management team is what creates the climate and makes the judgments about how much we can advance cultural diversity.”*

### **Questions and Discussion:**

*Question: Halton is considered high socio economic, compared to Durham. Does this factor into the way Halton responded? Do they have access to more resources?*

The Halton response seemed to be more detailed with a stronger sense that organizations had been dealing with the issues for a little bit longer time than Durham agencies. Given that, it was a little surprising that making more personal connections and partnering connections to engage immigrants came up less frequently in Halton.

*One participant argued that Halton is a more affluent society and that higher socio economic level makes you more Western. Volunteering is not a valued quality of western society*

*Question: Is it retired people, disposal time, volunteer? Does that influence how agencies see volunteerism, compared to those who work, have less free time? Volunteerism is very personal – it starts with an affinity for an organization. It requires time. Over a period of time, people make certain connections with organizations that they are comfortable with, and then they give back to the organizations.*

*Question: Does it have some bearing on who was completing the survey?*

Senior staff, volunteer coordinators likely filled out the survey

*Question: How versed are they with the subject matter?*

Some respondents may have been positioned at a level where they don't know what's happening on the ground. But some of the questions about formal policies and practices, we would expect higher level staff to be familiar with.

*Comment: It was hard to give numbers of visible minority volunteers in the survey because the agency does not track that.*

It would be better for the survey to ask more clearly that its request for volunteer numbers should be best estimates.

*There may be lack of comfort around even estimating how many visible minority volunteers there are, reminds one of the “eye count” survey in early 90s – to this day, people have never forgotten how it was to self identify or look at colleagues and determine. When we ask people to look at their volunteer base, people have to decide, is someone from Egypt, Spain, a visible minority? We should keep in mind that not everybody is comfortable identifying someone as a visible minority.*

### **Building Capacity: Possible and Positive Actions for Halton Region**

Community Dialogue participants were asked to discuss in their groups, the state of development in the non-profit sector on the issue of cultural diversity in volunteer management. In this respect, is the Region “under-developed”, “developed”, or “well-developed”? Further, if there has been some level of capacity development in this area, has it occurred in an even way across the small, medium and large organizations in the sector?

The various functions of volunteer management were assigned to three small groups for generation of proposed “positive and possible” actions that could be taken over the next several years to build the Halton non-profit sector’s capacity in the volunteer management of cultural diversity.

*After group discussions, participants generally concluded that the Region’s state of development is somewhere between under-developed and developed. Suggestions for “positive and possible” action to improve capacity in this area by volunteer management function include:*

#### **Recruitment and Orientation**

- *Better recruitment from the families and faith communities of the people that we are serving; and to ask these target communities how to do this.*
- *ASK people -- 35% of people say they don’t volunteer because they haven’t been asked they need to be asked.*
- *An agency should be flexible when it comes to training and orientation*
- *Specific job descriptions work best - what does a volunteer need, and what do they have to offer in exchange?*
- *Be inclusive and show diversity in your advertising and promotion.*

#### **Planning and Recruitment**

- *Get the issue on the agenda of the decision makers in your organization (board; high ranking staff). Don’t have it be just an add-on, optional thing*
- *Advocate for a volunteer management position – once the board gets it, you need someone in the organization with a specific responsibility for it, otherwise the momentum is lost, and the initiative fizzles out.*

- *Agencies should share best practices and successful strategies – sometimes there is competition for funding dollars and for what’s seen as the same small pot of volunteers*
- *Pool resources and knowledge on how to tap into the volunteer pool and everyone wins. The volunteer pool is way deeper and wider than agencies think.*
- *Develop specific descriptions of volunteer positions – people may be volunteering without knowing because there’s no concept of it in their culture – so if they see a description they might say “I can do this”.*
- *Agencies should partner with municipalities to create an overall socially inclusive environment where people feel “safe to come out”. Sometimes a person may have the skills and capacity that we are looking for, but there is this sense of being “the invisible person” – someone who doesn’t participate at the civic level.*
- *Make volunteer opportunities meaningful and match skills and needs. Newcomers arrive with education and skills. A volunteer opportunity to make photocopies is not meaningful nor will it help a newcomer move forward – match roles to their capabilities.*
- *Ensure your materials, generic outreach, website, trade shows, etc – reflect that your organization is diversity competent. If people see that all you have is “this little diversity thing over here”, they won’t take you seriously*
- *Translate things for ESL people.*

### **Supervision, Evaluation, and Recognition**

- *This group struggled with how to develop some positive and possible actions on supervision and management. A lot of our focus has been on outreach and recruitment. Should not just general good supervision and evaluation management practices be properly adapted to volunteer management in this area? The private sector (e.g. banking industry – see bank of Nova Scotia and TD Bank websites) may have some guidance for us on this matter, since the private sector sees the human resource value of immigrants and their purchasing power in the marketplace.*
- *The police in some communities are also showing some awareness of recruiting and training more culturally diverse recruits. Because they’ve been criticized for being insensitive, they’re trying all kinds of new strategies. The initial focus shifts from recruitment to retention; you can recruit tons of people and fail in the long term if none of them stay.*
- *The volunteers of today are different. We no longer have long-standing, 25 year volunteers. The people coming in to volunteer are coming in to gain experience to become employed. We’ve done our job well if they do become employed, because they may still be willing to come back and give us 2 or 3 hours a week. All that nurturing of relationships ...*
- *We’re looking at the demographics of the aging population. Canada is now opening its doors to more family reunions – at a certain point we’re going to have more seniors from communities that are now considered*

*new. Even if you're recruiting someone for a year, but they're only staying for six months, you've lost that person. So where will our long-term recruits come from?*

- *We need to create more inclusive communities period, otherwise people will hide in their communities, feeling invisible, not participating even though they have time. They need to be asked.*

The three small groups presented their positive and possible actions to the whole group. Individual participants then used six markers to vote for their highest priority action using “dotmocracy”. The result is presented in Table 7.

**Table 7**  
**Community Dialogue Participants’ Possible and Positive Actions to Build Capacity on Cultural Diversity in Volunteer Management in Halton Region**

Possible and Positive Actions to Build Capacity	No. Votes
<b>Recruitment and Orientation</b>	
Advertisement and promotion – be inclusive and show diversity in promotional outreach	14
Recruiting – what I need, what I have to offer	7
Agency flexibility – training, orientation, job descriptions	6
Recruit from families/faith communities	5
Ask – 35% of people aren’t asked	3
<b>Planning and Recruitment</b>	
Make volunteer opportunities must be meaningful – matching skills and needs	15
Pool resources and knowledge to tap into deep volunteer resource – stats are growing therefore agencies may see benefit of working together	14
Print materials at outreach sessions must reflect diversity to encourage/attract newcomers/diverse populations	10
Advocate for the volunteer manager position in your organization	9
Provide volunteer descriptions so volunteers can identify how their skills/knowledge can be used	8
Share agency best practices in open forums – communication; learn how to reach out and engage diverse communities	6
Ensure diversity considerations are valued and reported to Board to take action	5
Translate materials, visibly diverse ads, etc	3
Agencies and municipalities working together to provide opportunities for volunteers	2
Competition of recruitment – funding and volunteers – need to break barriers and share – mobilizing – go beyond ‘individualist’ practices	0

## **Evaluation**

Participants were thanked for the attendance and participation in the Community Dialogue. Before leaving, participants were asked to complete and submit an evaluation form. The results of the participant evaluation are included in Appendix E.

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



## Websites

Volunteer Halton/Community Development Halton: [www.cdhalton.ca](http://www.cdhalton.ca)

Halton Multicultural Council: [www.halton-multicultural.org](http://www.halton-multicultural.org)

Social Planning Network of Ontario: [www.spno.ca](http://www.spno.ca)

Social Planning Network of Peel: [www.spcpeel.com](http://www.spcpeel.com)

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

<http://www.spcpeel.com/diversity.htm>

Regional Diversity Roundtable of Peel:

<http://www.unitedwaypeel.org/WhatWeDo/OurProgramsandInitiatives/tabid/72/Default.aspx>

Imagine Canada: [www.imaginecanada.ca](http://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

### **Halton Community Dialogue, November 13, 2007: Participants List**

Amy Obendorfer-Woods	Erinoakkids	Volunteer Coordinator
Ann Coburn	Volunteer Halton	Director
Anne King	Acclaim Health	Director Community Support Services
Carm Bozzo	Halton Women's Place	Development Supervisor
Dennis Yeu	HOPE	Community Liaison
Eunice Quash	SAVIS	Volunteer Coordinator and Administrative Assistant
George Wale	Burlington Art Centre	Director of Programs
Heather Thompson	Transitions for Youth	Supervisor of Volunteer Services
Janet Davidson	Town of Milton	Coordinator of Accessibility and Special Needs
Joanna Matthews	Halton Multicultural Council	Executive Director
June Holmes	Cama Woodlands Nursing Home	Manager of Resident Programs
Leanne Sedentopf	Town of Halton Hills	Special Events and Volunteer Services Coordinator
Lee-Ann Babin	Milton Community Resource Centre	Volunteer Coordinator
Marcus Logan	HOPE	Executive Director
Maureen Brown	Diversity Trainers Plus	President and Principal
Michelle Miller	Canadian Diabetes Assoc.	Coordinator of Volunteer Development
Mira Jankovic	Halton Multicultural Council	Coordinator of Volunteers and the Host Program
Nancy Beddoe	Oakville Seniors Ctr.	Recreation Supervisor
Norma Lindner	Burlington Museum Board	Volunteer Program Administrator
Robin Halliwell	Multiple Sclerosis Society of Canada	Client and Services Coordinator
Tara Evershed	Milton Seniors Ctr.	Program Assistant
Tracy Newton	Big Brothers & Sisters of Hamilton/Burlington	Director of Services
Veronica Tyrrell	Halton Carribbean Association	President and Principal
Jolaine Montgomery	Links2Care	Friendly Visiting Coordinator
Susan Crawford	Halton Multicultural Council	Job Search Coordinator

**Appendix B**  
**Halton Region**  
**Community Dialogue on Advancing Cultural Diversity**  
**in Volunteer Management**  
Tuesday, November 13,  
Volunteer Halton/Community Development Halton, 860 Harrington Court,  
Burlington

**A G E N D A**

- 8:30 AM**      **Welcome and Introductions**
- 8:45**            **Highlights of Growing Cultural Diversity in Halton Region**
- 9:00**            **Setting the Context for a “Co-creation” Project**
- *What is the Project about?*
  - *What are the issues in Halton?*
- 9:30**            **State of the Art in the Larger Field**
- *What do we know about cultural diversity in volunteer management?*
  - *How can we think about an inventory of cultural diversity resources in volunteer management?*
- 10:00**          **Break**
- 10:15**          **State of the Art in Halton Region**
- *What did survey respondents tell us?*
  - *How do we assess our region’s state of development?*
- 10:30**          **Building Capacity**
- *How could we move our region into the next level of development in cultural diversity capacity for volunteer management?*
- 11:30**          **Next Steps and Evaluation**
- 11:45**          **Conclusion**

This Community Dialogue was planned and organized by Volunteer Halton/Community Development Halton in conjunction the Halton Multicultural Council as a community partner, and resourced and facilitated by the Social Planning Council of Peel, and the Social Planning Network of Ontario

This project has been funded by the Government of Ontario.



## Appendix C

### Population Profile of Halton Region

#### CULTURAL DIVERSITY IN HALTON REGION, 2001: FACT SHEET

##### Population

Total Population (2006):	439,256
Total Population (2001):	375,229
Population Growth 2001 & 2006 (%):	17.1%

##### Immigrant Population

Total Immigrant Population	83,250
% of Total Population	22.4%

##### Immigrants by Place of Birth (Top 3)

1. United Kingdom	25,185	30.3%
2. United States	4,055	4.9%
3. Italy	3,945	4.7%

##### Period of Immigration

Total Immigrant Population	83,245	100.0%
Before 1961	20,375	24.5%
1961-1970	17,185	20.6%
1971-1980	15,630	18.8%
1981-1990	13,835	16.6%
1991-1995	7,615	9.1%
1996-2001	8,605	10.3%

##### Immigrants by Municipalities

Region	IMM(#)	% of Total Population
Canada	5,448,480	18.4%
Ontario	3,030,075	26.8%
Halton Region	83,250	22.4%
Oakville	39,610	27.6%
Burlington	31,285	20.9%
Milton	4,945	15.9%
Halton Hills	7,405	15.4%

##### Age at Immigration

Total Immigrant Population	83,250	100.0%
0-4 years	9,675	11.6%
5-19 years	23,875	28.7%
20 years and over	49,690	59.7%

##### Total Population 15 years and over by Generation Status

Total Population(15+)	295,345	100.0%
1st Generation	81,930	27.7%
2nd Generation	73,880	25.0%
3rd Generation and over	139,525	47.2%

##### Visible Minority Population

Total Visible Minority Population	32,550
% of Total Population	8.7%

##### Visible Minority Groups (Top 5)

1. South Asian	10,110	2.7%
2. Black	5,660	1.5%
3. Chinese	5,175	1.4%
4. Filipino	2,255	0.6%
5. Arab	1,650	0.4%

##### Visible Minorities by Municipalities

Region	VM(#)	% of Total Population
Canada	3,983,845	13.4%
Ontario	2,153,045	19.1%
Halton Region	32,550	8.7%
Oakville	18,630	13.0%
Burlington	11,260	7.5%
Milton	1,035	3.3%
Halton Hills	1,625	3.4%

##### Language (Mother Tongue)

Total Population by Mother Tongue		% of Total Population
Total Population by Mother Tongue	372,410	100.0%
Multiple responses	3,470	0.9%
Single responses	368,945	99.1%
English	306,985	82.4%
French	6,900	1.9%
Non-official languages	55,055	14.8%
<b>Top 5 Non-Official Languages</b>		
1. Italian	6,050	1.6%
2. Portuguese	4,985	1.3%
3. German	4,955	1.3%
4. Polish	4,850	1.3%
5. Dutch	3,435	0.9%

Source: The Social Planning Council of Peel (based on Statistics Canada, Census of Canada, 2001; 2006)

## THE VISIBLE MINORITY POPULATION\* IN HALTON REGION, 2001: FACT SHEET

<b>VM Population</b>		
Male	15,855	48.8%
Female	16,620	51.2%
Total VM Pop. in Private Households	32,475	100.0%
<b>Age Groups</b>		
0-4 years	2,640	8.1%
5-9 years	2,830	8.7%
10-14 years	2,790	8.6%
15-24 years	4,900	15.1%
25-44 years	10,500	32.4%
45-64 years	7,005	21.6%
65+ Years	1,790	5.5%
<b>Place of Birth</b>		
Total VM Population	32,475	100.0%
Born in Canada	11,410	35.1%
Born outside Canada	21,060	64.8%
<b>Period of Immigration</b>		
Total Immigrant VM Population	20,400	100.0%
Before 1961	270	1.3%
1961-1970	2,270	11.1%
1971-1980	4,690	23.0%
1981-1990	5,150	25.2%
1991-2001	8,020	39.3%
<b>Language (Mother Tongue) [single/multiple responses]</b>		
Total VM Population	32,470	100.0%
English	16,440	50.6%
French	260	0.8%
Non-official languages	15,770	48.6%
<b>Marital Status</b>		
Total VM Population Aged 15+	24,205	100.0%
Never married (single)	7,460	30.8%
Legally married (and not separated)	14,755	61.0%
Separated, but still legally married	575	2.4%
Divorced	700	2.9%
Widowed	715	3.0%
<b>Home Ownership</b>		
Total VM Population	32,470	100.0%
Owners	26,000	80.1%
Renters	6,475	19.9%
<b>Census Family Status</b>		
Total VM Population	32,470	100.0%
Census family persons	30,205	93.0%
Spouse	14,470	44.6%
Common-law partners	540	1.7%
Lone parents	1,095	3.4%
Children in census families	14,095	43.4%
Non-family persons	2,270	7.0%
<b>Household Living Arrangements</b>		
Total VM Population	32,470	100.0%
Total persons in family households	31,270	96.3%
Total persons in non-family households	1,200	3.7%
Living with relatives	105	0.3%
Living with non-relatives only	310	1.0%
Living alone	780	2.4%
<b>Education</b>		
Total VM Population Aged 15+	24,210	100.0%
Less than Grade 9	965	4.0%
Grades 9 to 13	6,080	25.1%
Without Certificate	3,680	15.2%
With Certificate	2,400	9.9%
Trades Certificate or Diploma	1,445	6.0%
College	5,175	21.4%
Without Certificate or Diploma	1,415	5.8%
With Certificate or Diploma	3,755	15.5%
University	10,550	43.6%
Without Degree	2,790	11.5%
With Bachelor's Degree or higher	7,755	32.0%
<b>Employment</b>		
Participation rate (15+)		73%
Employment rate (15+)		68%
Unemployment rate (15+)		7%
<b>Income (2000) [Individual]</b>		
Average employment income		\$37,191
Median employment income		\$29,957
<b>Source of Income</b>		
Employment income		87%
Government transfer payments		6%
Other		7%
<b>Low Income Persons</b>		
Total VM Population in Private Households Reporting Income Status	32,460	
Low income persons	4,860	
Incidence of low income in 2000		15%

\* All Visible Minority Population figures are for residents in private households.  
 Note: Totals may not exactly equal the sum of their components due to rounding.  
 Source: The Social Planning Council of Peel (based on Statistics Canada, Census 2001, Special Custom Cross-Tabulation).

## Appendix D

### Overview of the Key Management Functions in the Volunteer Development Cycle

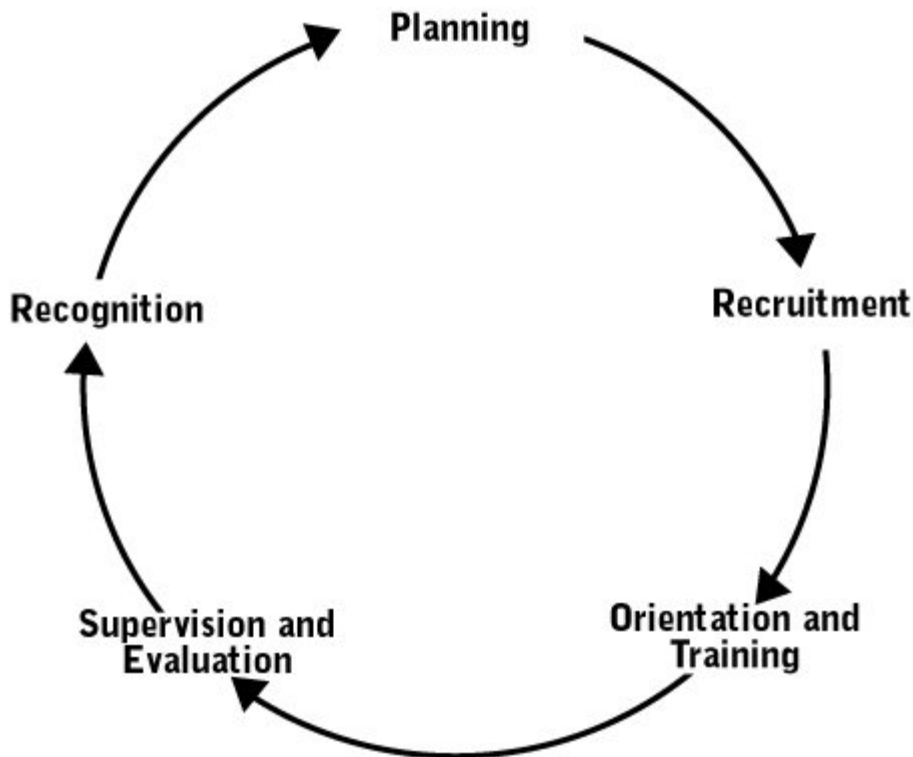
The Volunteer Canada website provides the following overview of volunteer management theory. Their overview provides the context for what we mean by “volunteer management” in the “Advancing Cultural Diversity in Volunteer Management” project.

Source: Volunteer Canada

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

#### **Volunteer Management Theory**

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



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

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

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

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

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

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

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

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

**ADDENDUM:**

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

This project has been funded by the Government of Ontario.



**Appendix E**

**Participant Evaluation of Halton Community Dialogue**

**(No. Respondents = 18 out of 25 Participants)**

***Please indicate by circling the appropriate number the degree to which you DISAGREE or AGREE with each of the following statements about the Halton Region Community Dialogue.***

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

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE  
**0            0            3            13            1            No Answer=1**

Comments:

- 

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

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE  
**0            0            6            6            3            NA=3**

Comments:

- **I have a better understanding of the session.**
- **Did not receive survey**
- **Difficult to contribute to some questions – we don't "track" some of the info requested**

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

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

Comments:

- **Thank you for respecting the time as much as possible**
- **Yes you left room for audience input**

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

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

Comments:

- **Very interesting project – I would be interested in attending sessions in the regions**
- **Tent cards – for name and more importantly to list the organizations**

5. The presentation on the state of research and knowledge about cultural diversity in the larger voluntary sector was helpful and informative.

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE  
**0            1            2            10            2            NA=3**

Comments:

- **Yes, but too much time spent on “reading to group” – prefer interaction**
- **It as helpful to see the comparisons with other areas**

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

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

Comments:

- **I enjoyed the group discussion – it was helpful to hear from other agencies**
- **Good points ere brought to the table – found I am naïve in certain views**

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

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE  
**0            1            1            9            6            NR=1**

Comments:

- **Was great**
- **A bit of a pressure cooker to go through the agenda – a lot of material to cover. Overall, well done**

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            0            2            5            8            NR=3**

Comments:

- **I need to start with my own community**

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            1            2            3            6            3            2**

Final Comments:

- **Good morning**
- **Would have preferred to have more opportunity to interact on the content**
- **Thank you – it was very good**
- **Very helpful information & statistics – thank you**
- **Thanks for the networking opportunity and overview of what Halton is doing**

**in the development of the diversity issue – First time attending – very new to volunteer management – the start of more opening practices – Heavy on the presentation of statistical info – I guess research studies sides that way.**

- **Excellent**

**Evaluations entered to November 14, 2007**

This project has been funded by the Government of Ontario.

