Bridging the Gap

Enriching the Volunteer Experience to Build a Better Future for Our Communities

Findings of a Pan-Canadian Research Study—Full Report

Volunteer Canada, in partnership with Manulife Financial, Carleton University Centre for Voluntary Sector Research & Development and Harris/Decima
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Montreal, Quebec         Service bénévole de l’Est de Montréal
Ottawa, Ontario          Centretown Citizens Community Association
Moose Jaw, Saskatchewan  Joe’s Place
Vancouver, British Columbia Vantage Point
Yellowknife, Northwest Territories The Centre for Northern Families

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First and foremost, we want to recognize the tremendous contributions of volunteers and voluntary organizations in building communities, as Canadians and as global citizens. This research is aimed at promoting, supporting and enhancing volunteer engagement and in no way suggests that we do not already enjoy the benefits of the time, talents, skills, energies, passions, and generosity contributed by so many in every corner of our country. We are especially appreciative to all those who lent their voices, through telephone interviews, on-line surveys, and focus groups, during the warm summer months of our research.

We wish to acknowledge the leadership of Volunteer Canada for recognizing this critical moment in history – the importance of gaining a better understanding of what Canadians are seeking in volunteering and how organizations can better engage volunteers. In particular, we want to recognize Wendy Mitchell, Director of Corporate Citizenship and Fund Development, and Ruth MacKenzie, President and CEO of Volunteer Canada, for their foresight and drive to initiate this landmark research study.

At the same time, we thank Manulife Financial for being our incredible leading corporate supporter on this project as part of Manulife’s extensive commitment to supporting volunteerism in Canada. In June 2010, Manulife announced its new signature cause program surrounding volunteerism with plans to support a host of initiatives promoting volunteer opportunities that capitalize on people’s unique skills, talents, and interests. We thank all Manulife employees and financial advisors who represent the corporation for their longstanding community work, and, specifically, Nicole Boivin, Senior Vice-President, HR and Communications, Manulife Financial, and Martha Terdik, AVP, HR & Communications, Manulife Financial for their exceptional ongoing contributions and support.

Sincere appreciation is expressed to the members of our Research Reference Group who contributed their expertise and experience, in all phases of this project, offering their insights and feedback around implications for volunteer engagement strategies. We thank co-chairs Nicole Boivin and Wendy Mitchell; Caroline Andrew, Christopher Stoney, Robin Wisener, Shawn Menard, and Jacqueline Nyiramukwende.

We are enormously grateful to the six host organizations whose efforts ensured that we captured the voices of people of all ages around the country. Many thanks to the staff and volunteers of Joe’s Place, Moose Jaw; Vantage Point, Vancouver; Service bénévole de l’Est de Montréal, Montreal; The Centre for Northern Families, Yellowknife; Lunenburg Queens Volunteer Centre, Chester; Centretown Citizens Community Association, Ottawa, who enthusiastically organized focus groups in their communities within a very tight time frame, with participation that exceeded our expectations.

Our research team approached their areas of inquiry with acute focus, curiosity and resourcefulness and we are enormously appreciative of their talent and dedication to this study. The collaboration with Harris-Decima provided a valuable dimension to this research and we want to acknowledge Megan Tam and Doug Anderson for their involvement in the surveys. We feel fortunate to have Ella Murphy-Zommerschoe as research assistant for this project; her extraordinary enthusiasm and commitment cannot be overstated.

Melanie Hientz, carried out her position of Research Co-ordinator with grace, dedication and absolute brilliance, looking after every detail at every step of the way, with no fear of the distance and speed with which we needed to travel to complete this research on time.

This report has been made possible as a result of the dedicated leadership of Paula Speevak Sladowski, who has continuously offered her invaluable wisdom and support. Her tireless vision, perseverance and kindness set an inspiring example.

Centre for Voluntary Sector Research and Development
Matching Skills to Organizations

- While matching is of key importance, many volunteers want to volunteer outside of their skill set as a way to learn and experience something new.

Volunteer Satisfaction

- Although satisfaction levels are high, the majority (62%) of volunteers cite having a negative experience volunteering. Organizational issues are cited as the primary cause for their negative experience.
- Volunteer satisfaction increases when volunteers are given the opportunity to use their personal and/or professional skills, abilities or talents.

Finding Volunteer Opportunities

- 68% of current volunteers said it is easy to find volunteer opportunities.
- Conversely, 10% of lapsed volunteers and 33% of those who have never volunteered said that it is **not** easy to find volunteer opportunities.
- Youth most commonly cite challenges in finding meaningful volunteer opportunities.
- Most current and lapsed volunteers are recruited into volunteering by friends or family, however a growing number describe a more pro-active and independent approach to getting involved.

Improving the Volunteer Experience

- There is extensive value in getting to know who people are, besides what they have to offer.
- All volunteer cohorts agree that voluntary organizations need to be clear about volunteer roles, expectations and timeframes.
- Volunteers also want to have greater flexibility in their arrangements, including creating their own volunteer opportunity.
- Many volunteers are looking for group activities, but few organizations have the capacity to offer them this experience.

What Volunteers are saying:

Tell me why you are asking me to do something- what is the purpose and how will it help people…

…follow-up by letting me know what the impact was of the time I contributed.

Tell me what you need and when you need it-but not how to do it and what time of day to do it.

I don’t necessarily want to volunteer doing what I do all day at work or at school
When it comes to retaining volunteers, 80% of organizations indicated that creating a warm environment was the most important factor, followed by investing in volunteer programs (64%).

Changes in the Volunteer Base

- 46% of organizations reported experiencing changes in their volunteer base, of these; over half reported that their demographic base has become younger.
- Only 9% of organizations reported greater ethno-diversity among their volunteer base

Volunteer Commitment

- Many organizations still want long-term commitment, but many more volunteers are looking for shorter term opportunities. Organizations are catching on, with a quarter of them having reduced the minimum time commitment requirement in the past 5 years - average now is 3-6 months

Recruitment and Retention

- Of the range of recruitment strategies listed, word of mouth is listed by 87% of organizations.
- Two thirds of organizations surveyed have a volunteer coordinator.
- About half of the organizations indicated they had well established formal practices relating to: volunteer recruitment, orientation and training.
- When it comes to retaining volunteers, 80% of organizations indicated that creating a warm environment was the most important factor, followed by investing in volunteer programs (64%).

Engagement Strategies

- This study suggests that the most yielding opportunity to engage the volunteer base is amongst lapsed volunteers. Data highlights that satisfaction levels are very high, and former volunteers cite a likelihood that they are at least somewhat inclined to volunteer in the future.
- The majority of organizations (58%) still do not have intentional strategies to engage employer-supported volunteers.
- Capacity concerns, i.e. time and resources are the most frequently cited challenges by organizations in their ability to tap into the skills of volunteers.

Our Volunteer base is younger

Many of our leadership volunteers are older

More new Canadians are seeking volunteer opportunities

Building the capacity of communities to effectively engage volunteers involves:

- Helping organizations to create volunteer opportunities that appeal to today’s volunteers and
- Greater promotion of volunteering to the public
RECOMMENDATIONS

YOUTH VOLUNTEERS

“Organizations need to get to know their volunteers personally, and learn about their skill set; this will improve long term engagement with us.”

EMPLOYER-SUPPORTED VOLUNTEERS

“I would be more likely to volunteer if I were recruited in, and supported by, my place of work. I would like to see the results of my work, which would ideally consist of clearly defined tasks that are different from what I do at my everyday job.”

FAMILY/BOOMER VOLUNTEERS

“Canada has a wealth of boomers - foot soldiers of social change. They bring skill sets not being properly harvested; instead they are disappearing on golf courses.”

“I want to volunteer as a family to instill the sense of volunteerism in my children to continue the betterment of community later in life.”

• Get to know your volunteers - encourage them, mentor them
• Be flexible and accommodating
• Greater online engagement- more available websites with volunteer listing and matching capacities
• Promote volunteerism in the media and at youth centers and community centers
• Be respectful about the tasks and roles that you assign to youth
• Less age discrimination
• Communicate feedback to your volunteers
• Provide benefits and incentives

• Many people come with professional skills, but many professionals are looking for volunteer tasks that involve something different from their work life
• Build meaningful relationships with volunteers and recognize their efforts
• Companies and corporations need to be more supportive of their employees’ volunteer activities
• Provide remote volunteering to increase accessibility for families and travelers
• Don’t burn out your volunteers. There are often a few people who take on a large load of volunteer responsibility- acknowledge that
• Be sensitive to gender, culture, language and age

• Develop HR strategies around volunteer management
• Find ways to make volunteering more family friendly and consider each member of the family and their specific needs
• Be sensitive to gender, culture, language and age
• Introduce volunteer opportunities during retirement seminars
• Provide casual opportunities for potential volunteers so they can test the waters before committing to an organization
• Assign economic value to volunteer activities; chart and calculate volunteer time.
• Provide greater online engagement and virtual communication options for volunteers
• Avoid excessive downloading of staff responsibility to volunteers, and be aware of potential competitiveness and power dynamics between them
1. EXECUTIVE SUMMARY

Preface
Fostering meaningful volunteer engagement in Canada is not a capacity issue, but rather a strategic one. There exists a robust volunteer sector, involving many active and potential volunteers who are seeking out opportunities that they find both meaningful and complementary to their lifestyles. The challenges lie in the ability of community leaders, businesses and policy-makers to effectively adapt and bridge the gap between what people are looking for and what organizations are offering.

This research study, Bridging the Gap: Enriching the volunteers experience to build a better future for our communities, seeks to bring a new understanding of the volunteering relationship, between volunteers and the organizations which seek to attract and deploy volunteers. The research from 2010 gathered practical information for use by volunteer organizations to attract and retain skilled, dedicated volunteers among four specific demographic groups: youth, families, boomers and employer-supported volunteers.

The 2010 research findings are based on a literature review of more than 200 documents, a general population telephone survey of 1,016 households, a survey of 551 volunteers, 18 focus groups around the country, in both urban and rural settings, with 236 participants, and an online survey of 208 non-profit and voluntary organizations. All primary research was conducted in Canada.

This research addressed two key questions:
1. What do Canadians want in their volunteer experiences?
2. What can non-profit and charitable organizations do to broaden their volunteer base and to better engage their volunteers?

To be able to answer these questions, the research delves into the deeper questions regarding the changing profile of Canadian society, the aspirations and expectations of volunteers, and the nature and needs of the organizations that engage volunteers. The research serves to illustrate the complexity of the volunteering relationship, a relationship that demands very different attitudes and responses from the employment relationship on the parts of both volunteers and organizations.

The reality of a changing world, shifting demographics and resource pressures mean that organizations must reevaluate all facets of their volunteer policies and processes. In order to maintain and extend organizations volunteer levels and to understand how to effectively tailor their policies and processes to different volunteer demographic cohorts, new approaches are a must. This research endeavour’s to jumpstart this reevaluation. Applying the lessons learned from this research can help bridge the gap to a more meaningful volunteer engagement, and solidify volunteerism as a fundamental value of a civil society and a true act of Canadian citizenship.
1. **CONTEXT**

1.1 **The World of Volunteering**

**The New Landscape for Volunteer Engagement**

Since the early 1980s, profound changes in Canada and the world in general have taken place, in terms of demographics, economic and political change, technological progress, and the resultant pressures and demands these impose on the government, business and non-profit/voluntary sectors. The research identifies the key dimensions that have influenced the contextual landscape for volunteering:

A. **Canadian Society**, including demographics, social trends, and major events
B. **Public Policy**, including those related to citizenship, mandatory community service, registered charities, non-profit organizations, and volunteering
C. **Non-profit/Voluntary Sector**, including the size, scope, key issues, and relationship with other sectors
D. **Volunteer Resource Management**, including the evolution of the profession, standards of practice, and key challenges
E. **Corporate Community Investment**, including employer-supported volunteering, corporate social responsibility, donations, sponsorships, pro-bono, and gifts in kind
F. **Community Engagement**, including the scope of volunteerism in relation to capacity building of the local community.

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**A. CANADIAN SOCIETY**

The pool of volunteers that is available to organizations is shaped by five key demographic factors, identified as:

1. Population / age
2. Labour market
3. Education
4. Immigration, and
5. Aboriginal communities.

**Population / age**

Statistics Canada has shown that the Canadian population is aging, with the generation born between 1945 and 1962 representing the post-WWII baby-boom now approaching retirement. The significance of the passage of this population bulge through the active working years into retirement will be felt in all
aspects of life, including the voluntary sector. The contribution of volunteers in Canada is high, with 12 million Canadians contributing almost 2 billion volunteer hours annually. The average hours volunteered is highest among seniors; therefore, with the baby-boomers entering retirement, the potential boost in volunteering, in terms of numbers of volunteers, skills and commitment, could be dramatic. The ‘baby-boomer’ volunteer cohort represents one of the four key cohorts under study.

At the same time, the proportion of under-15 population is at its lowest level ever and there is a marked decline of younger workers entering the workforce. Employers and volunteer organizations alike recognize the need to engage youth (those between the ages of 15 and 24). For this reason, ‘youth’ represents another important cohort for this study.

Labour market
Labour force status is important to understanding the likelihood of volunteering. Canadians who are employed, particularly on a part-time basis, are more likely to volunteer than those unemployed or not in the labour force. The amount of time that people devote to volunteering increases as the time spent in employment decreases.

Another angle of labour market status stems from the benefits of acquiring new skills, making contacts and keeping busy, all of which are valuable for those unemployed, particularly in cases of long-term unemployment. Interestingly, research has shown that there has been a surge of volunteering since the recession began.

Education
Education levels are a strong determinant of social engagement. Statistics Canada refers to a ‘civic core’ of volunteers in Canada and one of the strongest characteristics of this group is their high level of education. The same results have been found in international studies of organizational involvement.

Immigration
Canada is an increasingly multicultural nation, with new immigrants representing an increasingly large part of the volunteer workforce in Canada. Research in the past indicated that the longer immigrants lived in Canada, the more likely they were to volunteer. However, more recent surveys demonstrate a major shift in the way immigrants volunteer: the most recent immigrants to Canada are volunteering more than ever before, matching the rate of those who have been in Canada the longest. Immigrant volunteers provided 357 million hours volunteer work in 2003.

Having immigrant volunteers is of significant benefit to organizations, including increasing diversity and accessibility of a service to immigrant populations in general, broadening organizational skill capacity, broadening linguistic skills, and adding new outlooks and perspectives to an organization.

Aboriginal Communities
Much of the literature on volunteerism does not specifically address Aboriginal communities, despite the fact that Aboriginal People have a strong tradition of mutual support, giving back to nature and to
the community, and communal effort. Aboriginal women play a strong role in passing on traditional culture and values to children and youth. Volunteer activities have also been successful method of bringing together different communities within Canada together, to building bridges in society. Aboriginal and non-Aboriginal communities have come together for leisure activities, and within Aboriginal communities, their own cultural volunteer centres have been very successful in building bonds.

The Drivers: The Economy and Technology
These factors above reflect the profound changes in Canadian society that influence all aspects of public sector, business sector and volunteer sector thinking, in terms of who Canadians are and what decisions and choices they make. Organizations in all of these three sectors cannot rely on old truths and perceptions of the makeup of the Canadian population and the choices they make, when designing public policy, selling products, or attracting volunteers. In exploring the context which influences the decisions and choices made by Canadians and the way they make them, there are two main drivers which need to be considered.

- Economic downturn
- Technological changes, in particular social media and virtual volunteering.

<table>
<thead>
<tr>
<th>The economic downturn has had a major impact on volunteering in three ways.</th>
<th>The impact of new technology, particularly in the youth cohort, is highly significant and requires volunteer organizations to be technologically savvy and responsive. Social media, such as facebook and twitter is being used as a tool to support volunteerism, raise awareness of issues and mobilize campaigns. Increasingly, it is seen as a communications tool which cannot be ignored in attracting youth into volunteering. Recruiting volunteers through social media and moving to more flexible methods of volunteer mobilization such as self-organization have been described as relatively easy and highly effective adaptations for non-profit organizations.</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Financial donations are declining as individuals and businesses are not giving as generously as they did in the past.</td>
<td>- Organizations’ investment portfolios have been decimated on the volatile equity markets. Charities have been particularly hard hit, with almost half indicating that they are having difficulty fulfilling their mission and/or are facing increased demand for the services they offer.</td>
</tr>
<tr>
<td>- Contributions and grants from government and other granting bodies are harder to access.</td>
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</tbody>
</table>
B. PUBLIC POLICY
Changes in public policy have had an enormous impact on the roles of volunteer organizations and volunteers. All levels of government, federal, provincial / territorial and municipal, implement programs, policies and initiatives which affect volunteering.

Social policy changes over the past 30 years have changed the policy landscape in which non-profit and voluntary organizations and their volunteers work. In part these policy changes are a reflection of a changed society, one that is more multicultural, environmentally aware and mobilized. In addition, renewed interest in place-based decision-making and citizen engagement place greater responsibility on community associations and local organizers to respond and to build capacity in their communities.

At the same time as demands may have increased due to economic downturn, non-profit organizations have experienced cuts to people and programs. After a period of tremendous growth of funding for social programs, the last twenty years have seen a retrenchment of eligibility for benefits, amounts and length of payments, and programs support, as well as a policy of de-institutionalization of care in the community. Cuts in funding have limited what non-profit and charitable organizations can do to meet increased demand.

C. NON-PROFIT / VOLUNTARY SECTOR
The non-profit / voluntary sector has been the subject of intense interest and extensive research, through federal government support through the Volunteer Sector Initiative (VSI) and in partnership with non-profit organizations, think tanks, institutes and academia.

Part of the effort was to understand the range and number of non-profit and charitable organizations within the sector and the areas of activity they support, as shown in the following chart.

**Mandatory community service**
programs are usually introduced as part of a high school completion requirement, social assistance reform, and alternative sentencing programs. These have increased youth involvement in volunteering, and aim to promote citizenship, provide skills and work experience, and build character.

**Relationships between the volunteer sector/civil society and government**
have been the subject of growing interest and research. The Government of Canada and the voluntary sector began intensive dialogue regarding this in the late 1990s, resulting in a five-year Voluntary Sector Initiative (VSI) to strengthen relations and recognize the volunteer sector. Since then, there have been significant developments in provinces and territories to strengthen the relationship between the sectors.

Volunteer service awards promoted by government and the Governor General and Lieutenant Governors are important to recognize the values and achievements of volunteer and community leaders and to promote volunteerism.
The research from VSI considers the issues of the nature, size and scope of the voluntary sector; leadership, structure and governance issues; human resources management; financing and sustainability; and linkages to social economy programs and services and social enterprise. Essentially, the vital role of the voluntary sector and the responsibilities which fall to non-profit organizations are explored, particularly in the light of the relationship between the voluntary sector and government.

D. VOLUNTEER RESOURCE MANAGEMENT

The responsibilities and expectations of the voluntary sector made it essential for codes to be established governing the professionalism, standards and certification of volunteer resource managers. Volunteer Canada launched a Canadian Code for Volunteer Involvement in 2001 to offer volunteers a concrete standard to establish the roles and rights of volunteers.

Selection of volunteers through screening, use of technology and awareness of diversity issues increase the professionalism and human resource standards of private sector recruitment, and effectively establish the voluntary sector as an equal partner in society, along with the private and public sectors. This is in part a reflection of the significant economic value, as well as the social value, of volunteer time.

E. CORPORATE COMMUNITY INVESTMENT

Recognizing the social responsibilities of the private sector and the performance measures of multiple stakeholders and the corporate scorecard, corporate social responsibility, corporate citizenship and employer-supported volunteering have become standard features of corporate performance measures. In particular, in terms of the relationship with the voluntary sector, is the employer-supported volunteering scheme, where employees are encouraged and supported to volunteer.
F. COMMUNITY ENGAGEMENT
Community engagement and volunteerism play a significant role in place-based planning and consultation and capacity-building of the local community. The word ‘engagement’ is used often throughout the report, reflecting the need for building relationships and networks between different players in the voluntary sector. Community engagement is often used in the context of municipal governance to reflect the need to consult and engage local activists in neighbourhood-planning. Engagement is also used to describe the necessary relationship between volunteers and non-profit organizations.

Essentially, we see that engagement is the building of commitment on all sides, reflecting needs, resources and capacity of organizations and the aspirations and motivations of actual and potential volunteers.
1.2  A Review of the National Survey of Giving, Volunteering and Participating and the Canada Survey of Giving, Volunteering and Participation

Between 1997 and 2007 a number of national surveys were conducted exploring volunteerism, charitable giving and community participation: the National Survey of Giving, Volunteering and Participating (1997 and 2000) (NSGVP) and the Canada Survey of Giving, Volunteering and Participation (2004 and 2007) (CSGVP). While the role of volunteers is explored on a general level in these surveys, this research seeks to extrapolate data relating to the four main cohorts that form the framework for analysis.

- Youth volunteers
- Family volunteers
- Baby-boomer volunteers, and
- Employer-supported volunteers.

Based on the NSGVP and CSGVP data availability, the following questions are addressed:

1. **Who** is volunteering in Canada?: Volunteer Characteristics
2. **What** are Canadian volunteers doing?: What are volunteering activities and interests? In what sectors are people volunteering?
3. **Why** are Canadians volunteering, or not volunteering?: What are volunteers and potential volunteers looking for; that is, what are their motivations? Conversely, what are the barriers keeping them from volunteering?
4. **How** are volunteers recruited?

The four surveys define volunteers as people 15 years of age and over "who volunteered, that is, who performed a service without pay, on behalf of a charitable or other non-profit organization, at least once in the 12-month reference period preceding the survey. This includes any unpaid help provided to schools, religious organizations, sports or community associations."\(^1\) More poetically, the 2004 CSGVP defines volunteers as "the heart of Canada’s charitable and nonprofit organizations."\(^2\)

It should be noted that methodological changes between the first two surveys and the second two surveys means cross-comparison of data difficult.

1. **WHO IS VOLUNTEERING IN CANADA?**

Canada has an impressive rate of volunteerism. Since 2004, the volunteer rate has shown a slight increase to sit at about 46% of the population aged 15 and older. Their contributions totaled over 2 billion hours, an amount equivalent to 1 million full-time jobs. Volunteers contributed an average of 168

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\(^1\) 2007 CSGVP, page 66.
\(^2\) 2004 CSGVP, page 32.
hours over the course of the year. As reported in the 2007 CSGVP\(^3\), these surveys demonstrate the dynamic and changing nature of the volunteer core, as the population demographics change and regional difference are brought into play.

### Table 1.1: Volunteer Rate (percentage)

<table>
<thead>
<tr>
<th>Total population (thousands)</th>
<th>Total volunteers (thousands)</th>
<th>Volunteer participation rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997</td>
<td>23,808</td>
<td>7,472</td>
</tr>
<tr>
<td>2000</td>
<td>24,383</td>
<td>6,513</td>
</tr>
<tr>
<td>2004</td>
<td>26,093</td>
<td>11,809</td>
</tr>
<tr>
<td>2007</td>
<td>27,069</td>
<td>12,478</td>
</tr>
</tbody>
</table>

### Table 1.2: Average Hours Volunteered

<table>
<thead>
<tr>
<th>Total hours volunteered (thousands)</th>
<th>Full-time year-round job equivalence</th>
<th>Average hours volunteered per year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997</td>
<td>1,108,924</td>
<td>578,000</td>
</tr>
<tr>
<td>2000</td>
<td>1,053,200</td>
<td>549,000</td>
</tr>
<tr>
<td>2004</td>
<td>1,984,000</td>
<td>1,033,019</td>
</tr>
<tr>
<td>2007</td>
<td>2,067,000</td>
<td>1,076,673</td>
</tr>
</tbody>
</table>

“Uber Volunteers”

Interestingly, one of the most significant findings in all four surveys is the concentration of volunteer service in a small cohort: the surveys call them Top Volunteers and they can also be described as Superstar Volunteers. Not only is a small group of volunteers responsible for the vast majority of volunteer hours, it was also found that individuals who participate in one form of prosocial behaviour are much more likely to engage in others. While this speaks to the impressive generosity of many Canadians, it also highlights the vulnerability of the volunteer sector, in that it relies on a small group of individuals.

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\(^3\) 2007 CSGVP, page 7.
Figure 1.1 shows this concentration of hours in a few volunteers.

**Figure 1.1: Distribution of volunteers and percentage of total volunteer hours contributed, 2007.**

![Bar chart showing distribution of volunteer hours]

Regionally there are differences in participation rates, with the Prairies scoring the highest and Quebec the lowest. In 2004 and 2007, the three northern territories were added to the survey. Yukon in particular scored very high in its participation rate.

**Table 1.3: Volunteer rates (percentage) disaggregated by province and territory**

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<tr>
<th></th>
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<tbody>
<tr>
<td>Canada</td>
<td>31</td>
<td>27</td>
<td>45</td>
<td>46</td>
</tr>
<tr>
<td>Newfoundland</td>
<td>33</td>
<td>31</td>
<td>42</td>
<td>47</td>
</tr>
<tr>
<td>PEI</td>
<td>36</td>
<td>37</td>
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<td>56</td>
</tr>
<tr>
<td>Nova Scotia</td>
<td>38</td>
<td>34</td>
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<tr>
<td>New Brunswick</td>
<td>34</td>
<td>29</td>
<td>44</td>
<td>48</td>
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<tr>
<td>Quebec</td>
<td>22</td>
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<td>Alberta</td>
<td>40</td>
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<td>48</td>
<td>52</td>
</tr>
</tbody>
</table>
Volunteer participation rates tend to increase with:
- Labour force status – employed
- Education level
- Age
- Household income

Gender is not a predictor of participation. While women in general tend to participate at a higher rate, men tend to volunteer more hours on average. Religious participation was a predictor of participation in the 1997 and 2000 surveys, but ceased to be a predictor in the two later studies.

**Figure 1.2: Volunteer rates disaggregated by age**

<table>
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<tr>
<th></th>
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<tr>
<td>BC</td>
<td>32</td>
<td>26</td>
<td>45</td>
<td>47</td>
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<tr>
<td>Yukon</td>
<td>--</td>
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<td>52</td>
<td>58</td>
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<tr>
<td>NWT</td>
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<td>53</td>
<td>46</td>
</tr>
<tr>
<td>Nunavut</td>
<td>--</td>
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<td>42</td>
<td>43</td>
</tr>
</tbody>
</table>
2. WHAT ARE CANADIAN VOLUNTEERS DOING?

The following tables highlight the volunteer rate by type of organization in 2007, the distribution of volunteer hours by type of organization in 2007, and the distribution of hours by activity in 2007. The activities and interests of Canadian volunteers did not change significantly between 2004 and 2007.

Religion accounts for the most hours (18%), followed by social services (16%), which, along with sports and recreation, has the highest volunteer rate (11%).
3. WHY ARE CANADIANS VOLUNTEERING OR NOT VOLUNTEERING?

Figure 1.8 illustrates the reasons given by Canada's volunteers in the four surveys: by far the most common reason to volunteer is a belief in the cause supported by organizations. The two reasons following are to use skills and experience, and being personally affected by the cause the organization supports.
Figure 1.8: Volunteer motivations

The most common cited barriers to volunteering were lack of time, unwillingness to make a long-term commitment, and not being personally affected by a problem. Non-volunteers reported that they gave money instead of time, and volunteers that, since they had already made a contribution, they did not feel the need to give more.

Figure 1.9: Barriers to volunteering, 2004 and 2007.

4. HOW ARE VOLUNTEERS RECRUITED?

In both 2004 and 2007, volunteers who approached organizations on their own initiative contributed more hours, on average, to the organization, than those who were asked to volunteer (148 hours vs. 108
The Internet is playing an increasingly important role in the experience of Canadian volunteering, particularly with youth.

Overall, the most common way for volunteers to be recruited was being asked by someone in the organization to volunteer. This is increasingly the case, as youth volunteers cited ‘not being asked’ as a major reason for not volunteering.

**Figure 1.10: How Volunteers Got Involved**

<table>
<thead>
<tr>
<th>Did not approach organization on their own initiative (55%)</th>
<th>Approached organization on their own initiative (45%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asked by someone in organization (69%)</td>
<td>Asked by friend or relative outside organization (20%)</td>
</tr>
<tr>
<td>Asked by their employer (5%)</td>
<td>Asked by someone else (6%)</td>
</tr>
<tr>
<td>Saw an advertisement (16%)</td>
<td>Responded to public appeal on TV or radio (3%)</td>
</tr>
<tr>
<td>Through internet (2%)</td>
<td>Through internet (2%)</td>
</tr>
<tr>
<td>Referred through another agency (2%)</td>
<td>Referred through another agency (2%)</td>
</tr>
</tbody>
</table>
2. Results

The contemporary data gathered in this research explored the following questions:

1. **Who** is volunteering in Canada?
2. **What** are Canadian volunteers doing?
3. **Why** are Canadians volunteering, or not volunteering?: What are volunteers and potential volunteers looking for; that is, what are their motivations? Conversely, what are the barriers preventing them from volunteering?
4. **How** are volunteers currently being engaged?

The results are derived from four primary research components:

- **Focus Groups**: Eighteen focus groups were conducted by volunteering organizations in six sites across Canada, representing different regions and type (urban/rural). The focus groups were organized to mirror the demographic volunteer constituencies: Youth, Baby-boomers, Family and Employer-supported. There were a total of 236 focus group participants.

- **Volunteer Surveys**: Completed by 551 volunteers through on-line and hard copy survey tools, these surveys explored volunteers past activities, levels of satisfaction, perceptions, motivations, interests and skills in relation to volunteering.

- **Organizational Perceptual Snapshot**: Researchers surveyed 208 Executive Directors, senior program managers and board members to understand their volunteer management practices, challenges in volunteer engagement, shifts in the demographics, motivations, and interests of volunteers, their capacity to offer skills-based volunteer opportunities, and specific strategies to engage youth, baby-boomers, families, and employer-supported volunteers.

- **Telephone Survey**: A total of 1,016 households were contacted by Harris-Decima to examine the volunteer activities over the past 12 months (June 2009-June 2010). The survey divided the respondents according to their level of volunteer engagement: current volunteers, those who have volunteered in the past (lapsed volunteers), and those who have never volunteered.

Results have been divided into four **Fact Sheets** that summarize some of the key findings for each demographic cohort: Youth, Family, Employer-Supported, and Baby-boomer volunteers. The findings are derived from data from the National Survey of Giving, Volunteering and Participating and the Canada Survey of Giving, Volunteering and Participation as well as the four primary research sources. The fact sheets provide snapshots of some of the key findings around each demographic cohort. For detailed analysis please refer to the formal report.
FACT SHEET: YOUTH VOLUNTEERS

Who are youth volunteers?
Youth volunteers are a particularly important demographic, and the relatively small size of this cohort makes effective recruitment techniques all the more important. In addition, youth have grown up in a very different world than the boomer generation. Youth tends to respond to technologically-advanced communications and recruitment techniques and are inclined to join their friends in volunteer work. Youth volunteers are the volunteers most affected by mandatory community service requirements included in high school graduation requirements.

Youth are defined in the NSGVP and the CSGVP as persons between 15 and 24 years of age.

How do they volunteer?
Youth participation rates are shown as compared with all volunteers: the youth volunteer participation rate was consistently higher than the overall rate, though the average hours volunteered by youth was lower.

Table 2.1: Youth volunteerism compared with total population

<table>
<thead>
<tr>
<th></th>
<th>Volunteer rate (youth)</th>
<th>Volunteer rate (total)</th>
<th>Average hours volunteered (youth)</th>
<th>Average hours volunteered (total)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997</td>
<td>33%</td>
<td>31%</td>
<td>125</td>
<td>149</td>
</tr>
<tr>
<td>2000</td>
<td>29%</td>
<td>27%</td>
<td>130</td>
<td>162</td>
</tr>
<tr>
<td>2004</td>
<td>55%</td>
<td>45%</td>
<td>139</td>
<td>168</td>
</tr>
<tr>
<td>2007</td>
<td>58%</td>
<td>46%</td>
<td>138</td>
<td>166</td>
</tr>
</tbody>
</table>
The participation rate for the younger cohort in the Youth category (age 15-19) was consistently higher than the older cohort. This is likely to partly due to the Mandatory Volunteering requirement. However, the average hours were higher among those aged 20-24.

What do youth volunteers do?
In 2007, the CSGVP asked Canadian youth what organizations and activities they were involved in. The data was disaggregating by age, between the 15 to 19 year olds and the 20 to 24 year olds. As illustrated in Figure 2.3 15 to 19 year olds were more likely than either 20 to 24 year olds or those over 25 to volunteer for almost all types of organizations. They were much more likely to volunteer for education and research organizations and sports and recreation organizations and somewhat more likely to volunteer for social services organizations.

Figure 2.3: Volunteer rate by organization type, 2007.
Why do youth volunteer?

The 2000 NSGVP was the first Canadian volunteer survey to ask about mandatory community service. Over 7% of those who volunteered in 2000 stated they were required to do so by their school, their employer or the government. This number was the same in 2004 and 2007. As the 2004 CSGVP notes, there is debate over whether this kind of community service should be included in the definition of volunteering. However, it is included in this survey.

The most common form of mandatory community service is volunteering in order to graduate from secondary school, in some cases, a school-board requirement, and in others, including Ontario, a province-wide requirement.

All youth looked at volunteer activities as supporting their search for employment, in skills development and networking.

Figure 2.4: Volunteer activities helping in employment, 1997 and 2000.

Interestingly, the barriers to volunteering perceived by youth are the same ones identified by volunteers in general: lack of time and inability to make a long-term commitment. Youth underlined the fact that no one asked them, suggesting that engaging friends and asking directly would be a good strategy. Youth, more than any other group, pointed to the internet as a means of communicating volunteer work. Facebook and other social media are other good ways of getting youth attention.
Figure 2.5: Barriers to volunteering more, 2007.
Recommendations for improved youth recruitment:

**Improve awareness around volunteerism**
- Through the media, internet, newspapers and television
- In the community, at youth and community centers, as well as at basketball courts and other venues frequented by youth
- Testimonies of other youth volunteers could be a good way to spark interest in youth
- Training of high school volunteer coordinators to help them make good placements

**Know and value your volunteers**
- Involve youth volunteers
- Tell them the broader implications of their volunteering
- Be friendly and make them feel appreciated
- Treat them as equals (with older people)

**Skills development and training**
- Need skills development and training, to support employment searches and university and job applications
- Certification where possible
- Give feedback

**Volunteer Management**
- Provide group volunteer opportunities. Youth like to volunteer with their friends.
- Perceived lack of opportunities for youth aged 14-18 and many felt that they were restricted due to their age
- Be flexible to accommodate work, school, friends, family
- Make it fun, be helpful and friendly
- Use job descriptions to give a clear picture of what they will do

**Benefits**
- Offer benefits more (e.g. food, concert or theatre tickets, and access to facilities like gym passes)
- Volunteer appreciation parties
- Provide bus tickets to help everyone attend the meetings

**Technology**
- Use internet
- Use social media, e.g. Facebook and Twitter
FACT SHEET: EMPLOYER-SUPPORTED VOLUNTEERS

The relationship between the private sector and the voluntary sector is based on the concept of corporate social responsibility, where corporations are held accountable for their social and environmental impact as well as their financial performance. This was sometimes called the ‘balanced scorecard’, based on the recognition that companies are accountable to stakeholders other than shareholders, such as the community, their employees, and the environment.

Over the past 20 years as part of their social responsibility scorecard, many companies introduced schemes to encourage and facilitate their employees’ participation in volunteer activities. Such schemes, sometimes known as Employee Volunteer Programs (EVP), can vary considerably in form, but they all are premised on the philosophy that the volunteer work in the community is a matter of corporate concern and should be a measure of the company’s success. It is seen as a win-win policy, as everyone involved benefits.

Some of the forms of employee volunteer programs include:

- **Non-profit board service** – where the employee can offer business know-how and the company can contribute intellectual capital;
- **Policies and practices** – that accommodate an employee who wishes to volunteer (through time-off, paid or unpaid; recognition schemes);
- **Skills-based volunteerism** – where the company offers a service to non-profit organizations by individuals or groups that takes advantage of personal talents or professional skills, training or experience;
- **Skills-based volunteer engagement strategy** – where the company facilitates a matching service, identifying the skills needed to perform specific projects or tasks and finding individuals with those skills;
- **Pro-bono work** – where the employer makes a donation of a skilled employee’s business knowledge and capabilities on a consultancy basis.
In Canada, two thirds of volunteers are employed and most of them full-time. In 2006, 79% of Canadian companies had EVPs, of which 78% were able to adjust work schedules; 71% were allowed time off without pay; and 29% were able to get time off with pay to volunteer (Easwaramoorthly et al, 2006).

**Who are employer-supported volunteers?**

Employment status is a predictor of the likelihood of a person volunteering. However, although the participation rate is higher, unemployed people or those not in the labour force volunteer more hours on average than part-time or full-time employees.

**Figure 5.1: Volunteer participation rate disaggregated by labour status**

**Figure 5.2: Average hours volunteered disaggregated by labour status**
The following chart lists different ways employers supported employee volunteerism, and the percentage of employed volunteers who reported this support.

Table 5.1: Employer support of volunteerism

<table>
<thead>
<tr>
<th>Support Type</th>
<th>1997</th>
<th>2000</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allowing employees to use the facilities and equipment of the business for volunteer activities</td>
<td>27%</td>
<td>28%</td>
<td>32%</td>
</tr>
<tr>
<td>Allowing employees to modify hours of work for volunteer activities</td>
<td>22%</td>
<td>27%</td>
<td>33%</td>
</tr>
<tr>
<td>Employee recognition for volunteering</td>
<td>14%</td>
<td>22%</td>
<td>23%</td>
</tr>
<tr>
<td>Non-monetary support for volunteering from employer</td>
<td>--</td>
<td>--</td>
<td>57%</td>
</tr>
<tr>
<td>Programs or policies in place to encourage volunteerism</td>
<td>--</td>
<td>--</td>
<td>29%</td>
</tr>
</tbody>
</table>

In 1997 and 2000, the most common form of employer support was allowing employees to use the facilities and equipment of the business for volunteer activities (27% and 28% of employees, in 1997 and 2000, respectively, reported this form of support). This was also a common form of support in 2004, with the most common support reported being allowing employees to modify hours of work for volunteer activity (33%).

Why do employer-supported volunteers volunteer?
Many employer-supported volunteers point to the new skills they can learn, which are valuable to the company as well as the employee.

Figure 5.3: Skills acquired through volunteering, percentage of volunteers, 2007.
Some employer-supported volunteers indicated that it was not attractive for them to do the same job for the volunteer organization as they did for their employer. They indicated that they wanted a break from their usual duties and welcomed the chance to learn new skills.

**Thoughts on volunteering**

**Volunteer motivations**
- Some volunteers see EVPs as an escape from work and an opportunity to do something different.
- Volunteerism is often seen as a hobby or personal interest and a way to create greater balance in their lives.
- Volunteering is also described as a personal duty, in which people feel they need to contribute their different gifts for a common purpose.
- Some employees were cynical about their company’s one-day volunteering events being more focused on corporate branding than community giving.

**Levels of support for volunteering**
- Participants noted differences in support given by different employers towards volunteering and the target charities and causes. Volunteers in Yellowknife stated that employers tend to support sports volunteering far more than social work volunteering.
- Some observers reported that there is a risk that EVPs can seem coercive (“arm-twisting” and therefore may not seem genuine volunteer work.

**Screening**
- Organizations would be much more effective at matching volunteers in their programs if they treated the volunteer application in a similar way as a job application.
- Organizations should have volunteer job descriptions, clearly defined expectations and time frames.
- Many indicated that organizations for which they volunteer lacked screening and interview processes.
- Some employer-supported volunteers indicated that skills are not matched to volunteer work and that employers tend to focus more on achieving the targets of the campaign.
- Some employer-supported volunteers felt that organizations can do too well at matching skills, and people end up doing the same job as their paid work in their volunteer work.
- Some volunteers indicated that it is up to the volunteer to be clear about what they will and will not do and communicate this to an organization.
Leadership and Management

- Participants felt that both corporations and voluntary organizations need to be supportive of employees’ volunteer activities, and that they should be flexible to accommodate volunteer work in relation to paid work.
- It was suggested that the best volunteer engagement involves HR support in the form of a volunteer coordinator to oversee screening and retention.
- Many volunteers complained about lack of follow-up with organizations where they had offered to volunteer; it was believed that this was because organizations do not have the administrative support to run volunteer programs.
- Volunteers commended the ability of leaders to take the time to hear from volunteers about their skills and aspirations.

Building relations between where one works and where one volunteers

- Companies tend to prefer volunteering that improves and expand employees’ skills, rather than those that just place their workers in the community. Therefore, organizations need to respect the employer when their employees volunteer; even if the companies support their employees using work time to volunteer, boundaries need to be set, and the organizations need to accommodate work commitments – “I volunteer for you, I don’t work for you”.
- Organizations need to see employers as partners – if a company is going to allow their employees to use work time, there needs to be an agreement with the employer about how they can perhaps jointly recruit, match and recognize employer-supported volunteers. A few participants noted that it would be helpful if organizations approached workplace staff directly with agreed volunteer opportunities so that potential volunteers do not have to approach their employers for time off. Also noted was that a one-day volunteer event at a company or corporation is not a sufficient sign of support for volunteerism. It was suggested that workplaces could better foster a culture of volunteerism to enable meaningful participation by their employees in programs of their choice.

Volunteer Management

- Some organizations have excessively long application processes, while other organizations just require you to pass a criminal check and do not see if you actually fit in well.
- Participants noted that having remote volunteer options is important; the ability to work from home can make volunteering more accessible for families.
- It is also important for organizations to be flexible with their volunteers’ time to avoid burnout.
- Adaptive leadership was a by-product of their volunteer experience.
- It was suggested that volunteer opportunities should be given a set time frame – a two or three year rotation – instead of the expectation that volunteers want to commit to a long, open-ended period.
• It was also noted that, if people are given short term tasks, they are more likely to volunteer again.
• Organizations need to be aware of their volunteers’ restrictions and exercise greater awareness of diversity.

**Employer-supported Characteristics**
The employer-supported cohort identified their characteristics as:

- **Results-oriented** – they want short term, high skilled volunteering opportunities. They prefer to be able to select from a variety of tasks and projects within an organization.
- **Measuring progress** – employer-supported volunteers like to measure their efforts and know if they measure up to/are worth the time they are contributing.
- **Volunteerism as a hobby** – volunteering is seen as an activity distinct from work, with a clear end product, which is not always the case in day to day work.
- **Flexible volunteering** - volunteers want flexibility in terms of time and space. They would like the ability to work remotely and to know the minimum hours that are expected for the project/role.
- **Structured volunteering** – employer-supported volunteers do not want to contribute their time to an organization that isn’t structured and organized efficiently.

**Advice to organizations**

- Employer-supported volunteers indicated that they see the employer-supported volunteering experience as an equalizer in the workplace (no titles, no hierarchy).
- Many spoke of the need for leaders to listen to volunteers, be engaged and not make volunteers “feel like second-class citizens.”
- Build meaningful relationships with volunteers.
- Advertise volunteer opportunities in the community
- Solicit volunteers through word of mouth and social groups.
- Recognition that is personal to the volunteer.
FACT SHEET: FAMILY VOLUNTEERS

Family volunteering is not a designated cohort in the NGVP or CGVP, however it can be explored by examining volunteer rates in relation to marital status (NGVP 1997, 2000, CGVP 2004, 2007); presence of children in the household (2004 and 2007); and volunteer rates in relation to early life experiences (1997, 2000).

Although it remains a minor category in terms of overall volunteering opportunities, there is a distinct demographic cohort which has school age children. These volunteers wish to include their children, and perhaps other members of the extended family, in volunteer work, to provide opportunities for families to work together as a unit, and to teach children about the value of volunteerism.

Historically, this has always been an informal arrangement where parents took their children to their volunteer assignments. However, it is now gaining more prominence as a specific form of volunteering to allow children and adolescents to gain confidence and self-esteem through volunteering with the guiding hand of the caregiver(s). Family and boomer volunteers tend to value charitable activities highly and recognize that family participation in volunteer work can contribute to a happy, stable and rewarding family life.

Who are family volunteers?
Many Canadians volunteer as part of a group and about a quarter of volunteers (25% in 2004 and 26% in 2007) indicated that they volunteered as part of a group project with their immediate families. There is a greater likelihood of participating in volunteer work when there are children in the household, particularly those of school-age. However, the average hours of volunteer activity is lower than people with no children in the household.

This volunteer cohort is highly correlated with the boomer generation and is often included in data sets with baby-boomers as a subset with children. Family volunteering is partly a reflection of parents being time-constrained with family responsibilities, so that bringing children can be a way of keeping engaged in the adult world, and partly as a way of developing and teaching one’s children.

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Barriers to volunteering
- Lack of time
- Sometimes confidentiality and sensitivity of client situations makes those volunteer activities inappropriate for children
- Supervision of children

Thoughts on volunteering
- Family volunteers believe that many people want to volunteer, but that there is a lack of awareness of volunteer opportunities, especially those that might be appropriate for a family.
- Need to have special matching facilities for families to find volunteer opportunities where children can participate.
- Greater online engagement, as people increasingly get information through social networking and twitter, rather than by phone or email.
- Virtual communication through skype can provide greater options for families to remain engaged in their volunteering.
- Volunteer centres with coordinators to match volunteers to an organization.

Organizations responsibilities
- Take advantage of the enthusiasm of family volunteers
- Provide opportunities to develop youth through family volunteering (parents to teach skills)
- Assigning volunteers to appropriate tasks through job interviews, reviewing volunteers’ skills, exit plans and touchstones to give feedback for better engagement and retention.
- Casual opportunities (one-offs or two-offs) to allow family volunteers to try out volunteer assignments.
Family Volunteer Characteristics

Research from focus groups highlighted the view by family volunteers that there was a lack of family volunteering opportunities that were inclusive to an entire family. It was noted that supporting family volunteering can have a multiplier effect, in that organizations can get more people involved.

Characteristics associated with family volunteers include:

- **Busy schedules** - there are challenges relating to time and scheduling around babies and young children.
- **Family cohesion** - volunteering together provides a thread to tie various members of a family together.
- **Generational difference** - organizations need to effectively engage each family member in a variety of ways. Generations are different and organizations need to handle groups differently.
- **Passing on values** - parents often look for ways to engage their teenage children in volunteering because they feel their children have a sense of entitlement and they wish to shift teens’ attitudes and social awareness.

Advice to organizations

- Get to know your volunteers. Family volunteers often express concern about organizations’ efforts to get to know their volunteers and tap into their skills and enthusiasm.
- The interview process / screening works well for family volunteers to gauge their suitability for volunteer tasks.
- Organizations to learn about their family volunteers’ situations (e.g. daycare, babysitting, transport, meetings that accommodate children)
- Incorporate volunteer recognition for family volunteers to encourage families
FACT SHEET: BABY-BOOMER VOLUNTEERS

Baby-boomers are an important demographic to track as they are a very large cohort, they are readily and highly engaged in their communities, tend to be well-educated and possess professional skills useful to non-profit organizations. There is a considerable amount of attention paid to boomers, as they near retirement and prepare to leave the labour force. The expectation is that boomers will, following usual predictors of participation in volunteer activities, increase their volunteer work when they retire. They are likely to be healthy for a long time and enjoy fruitful retirement years.

However, many boomers are planning to work beyond their retirement, combining part-time or contract work with family, leisure and voluntary activities. Many will have considerable discretionary income, as they no longer have mortgages to pay, but enjoy good pensions. Many observers remark that boomers have always been socially aware and involved, as they grew up during a time of mass activism and confidence that people can change the world (e.g. the human rights movement). Boomers tend to want to contribute meaningful work to a worthwhile cause. They also are generous with money, making donations to a wide range of charities.

One section of the boomer generation that has not received wide attention is recent immigrants of boomer age. This group could be of central importance in helping to integrate and support new immigrants into Canadian society, with specific and valuable cultural and linguistic skills.

Who are the baby-boomers?
The exact age range of baby-boomers changes varies considerably between studies. This analysis uses the popular Canadian definition: those born between 1946 and 1962.

While baby-boomers and seniors are not the top age-groups in terms of overall participation rates, they are consistently and impressively high, and in terms of average hours of volunteering, they are clear leaders.
Thoughts on volunteering

- Baby-boomers tend to believe in community engagement and are generous with their time and money.
- They feel there is a lack of awareness of volunteer opportunities.
- Boomers feel that employers could provide seminars along the lines of retirement seminars for their outgoing retirees, to focus on volunteer opportunities. This is largely seen as a wasted opportunity to increase awareness around volunteerism for baby-boomers.
- There is a strong need for matching of skills / capabilities to volunteer opportunities. Boomers tend to have specific skills that they can offer on a professional level to volunteer groups.
- Some boomers may wish to try new challenges that are a change of direction from their paid employment work.
Volunteer organizations need to have strong volunteer coordinators and use job interview and screening techniques to understand clearly the skills and time commitments of the volunteer and discuss the needs of the organization.

Develop clear job descriptions and job specifications for volunteer opportunities, in line with professional human resource management techniques.

Exit plans and touchstones to give feedback for better engagement and retention.

Greater online engagement would be beneficial, allowing people to get information through as many online and social media outlets as possible.

Virtual communications to allow professionals who are frequently travelling to remain engaged.

Volunteer centres are very important as a place to bring together community opportunities, volunteers and organizations – to match skills to the organization.

Boomers may be interested in short-term ‘contract’ based volunteer opportunities that allow them to contribute to a defined project with a short timescale, possibly before making a longer term commitment.

Some baby-boomers felt that volunteer engagement is up to the individuals and that volunteers should speak up about what they want to do and what skills they want to use in an organization.

Volunteers can be complicit in recruitment difficulties, as people in the core group of volunteers become used to doing things a certain way, and may not accommodate new people with new skills and ideas.

Advice to organizations

- Get to know your volunteers
- Understand the volunteers’ family / work situations
- Possibly make daycare / babysitting available
- Make it clear what the economic value and the real time commitment needed for a volunteer opportunity, so that the value can be recognized.
- Volunteer recognition, to feel part of the organization and have a role in decision-making.
- Appropriate human resource capacity in the volunteer management.
- HR policies for volunteers and staff need to be the same.

Characteristics of Baby-Boomers

- **Meaningful engagement** - this cohort is looking for purpose in their volunteering engagements.
- **Available time and flexibility** – baby-boomers have more time and relatively flexible schedules compared with other demographic.
- **Organized organizations** – baby-boomers expect that organizations to be efficient and effective in their management of volunteers and staff.
- **Loyalty** - boomers indicated that they are willing to stay at an organization for many years as long as they are treated well.
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2. Introduction

_Bridging the Gap: Enriching the volunteer experience to build a better future for our communities_ captures the findings of a research study undertaken by Carleton University’s Centre for Voluntary Sector Research and Development, in collaboration with Harris-Decima, on behalf of Volunteer Canada.

There has been a growing sense among community leaders, businesses and policy-makers that people are looking to engage in community in new ways and that, while some organizations have adapted over time, many are not recruiting for the kinds of volunteer opportunities that Canadians would find both meaningful and complementary to their lifestyles. Sparked by this bubbling up of frustration in both potential volunteers and volunteer-involving organizations, the timing seemed right to try to bridge the gap between what people are looking for and what organizations are offering. With a special focus on youth, employer-supported, families and baby-boomer volunteering, this research was carried out in the spring and summer of 2010 to address two key questions:

1. **What are Canadians looking for in volunteering?**
2. **How can non-profit and voluntary organizations better engage volunteers?**
Methodology

These questions were addressed by gathering the views, perspectives, and volunteer experiences of Canadians (those who have volunteered and those who have never volunteered), leaders and managers of non-profit and voluntary organizations, and recent studies about volunteering and Canadian society.

Our methodology included:

- A literature review of more than 200 reports, studies, tools and resources.
- 18 Focus Groups in 6 communities around the country with a total of 236 participants
- A Volunteer Survey with 551 respondents
- A Perceptual Snapshot of Organizations, through an on-line survey with 208 respondents
- A Telephone Survey of more than 1000 households

**Literature Review** – A review of academic literature as well as community-based research, organizational documents, reports, tools, models and other resources was carried out in May and June of 2010. Researchers looked at Canadian, American and international material in the areas of volunteering (volunteering generally with a focus on youth, families, baby-boomers, and employer-supported volunteering), citizen engagement, non-profit/voluntary sector, civil society, corporate social responsibility and community/neighbourhood development. In total, more than 200 resources were reviewed.

**Focus Groups** – Six sites were selected for the focus groups, ensuring a mix of urban and rural communities, covering the five regions of the country; Chester, Nova Scotia; Montreal, Quebec; Ottawa, Ontario; Moose Jaw, Saskatchewan; Yellowknife, Northwest Territories; and Vancouver, British Columbia. Non-profit and voluntary organizations were contracted in each of these communities to host three focus groups each: (1) youth, (2) employer-supported volunteers, and (3) a combination of baby-boomers and families. The host organizations were responsible for the invitations, logistics and note-taking. Researchers from Carleton University facilitated the focus groups and analyzed the results. Participants were also asked to complete a questionnaire, as part of the volunteer survey. The focus groups took place in June and July of 2010.

Focus group participants were asked to share their views on voluntary action and their perceptions about how non-profit organizations engage volunteers. They were asked to identify the skills they would like to contribute to the community, to explore some of the barriers and challenges in volunteer activities, and to provide advice to organizations on how they can enhance the volunteer experience. (Refer to Appendix F for the focus group agenda)

By contracting community organizations to serve as hosts, this research study also served as a means of contributing to the capacity and status of the organizations, by providing resources, raising their profile and positioning their organizations as leaders within the community. Furthermore, many of those who attended the focus groups indicated that their participation
provided them with an opportunity to network with other volunteers and groups, and expand their awareness of the range of community organizations.

**Volunteer Survey** – A total of 551 volunteers completed the volunteer survey, half using an on-line survey tool, and half in hard copy prior to participating in the focus groups. Following the basic structure of the telephone survey, the questions explored past volunteer activities, levels of satisfaction, perceptions of voluntary organizations, their motivations, the interests and skills they wish to contribute, and advice to organizations on enhancing the volunteer experience.

**Organizational Perceptual Snapshot** – Executive Directors, senior program managers, and board members completed an eight-minute on-line survey between July 12 and August 11, 2010. They were asked about their volunteer management practices, challenges in volunteer engagement, shifts in the demographics, motivations and interests of volunteers, their capacity to offer skills-based volunteer opportunities, and specific strategies to engage youth, employer-supported, families and boomer volunteers.

**Telephone Survey** - A 25-minute general population telephone survey was carried out by Harris-Decima during the last ten days of June 2010. A total of 1016 households participated. They were asked about their volunteer activities over the past year, their motivations and interests in volunteering, their level of satisfaction and insights about their volunteer experiences, and how organizations could enhance the volunteer experience.

**Report Outline**

This comprehension report summarizes what we have learned through the layered, mixed research methodology outlined above and has been designed so that individual sections can be read and used independently, depending upon the needs and interests of the reader. We have organized this report into three main parts:

- **Part 1** - Executive Summary
- **Part 2** - Introduction
- **Part 3** - Context
- **Part 4** - Results
- **Part 5** - Conclusion
- **Part 6** - References and Resources
Part I – Executive Summary: This section provides a brief overview of the project and highlights key findings and recommendations of the research project.

Part 2- Introduction: This section provides information regarding the purpose, methodology and structure of the report.

Part 3- Context: This section begins with an overview of the dimensions that have changed the context for volunteer engagement, including drivers in Canadian society, relevant public policy, key issues in the non-profit and voluntary sector, the evolution of volunteer resource management, the emergence of corporate community investment and resurgence of citizen engagement. It includes a detailed comparative analysis of the four national research studies (National Survey of Giving, Volunteering and Participating, 1997 and 2000; and Canada Survey of Giving, Volunteering and Participating, 2003 and 2007), followed by a focused review of the literature on youth, employer-supported, families and baby-boomer volunteering.

Part 4 – Results: This section provides four analytical reports on the primary research carried out during this study, including the focus groups, volunteer survey, organizational perceptual snapshot and telephone survey.

Part 5- Conclusion: This section outlines the key findings as it relates to volunteer’s observations and feedback, organizations perspectives, as well evidence and information derived from the research project.

Part 6 – References and Resources: This section consolidates all the material that was reviewed during the literature reviews, provides a range of resources and guides for volunteer engagement, and includes our survey tools and research clearance and licenses. All resources will also be available through Volunteer Canada.

This report has been produced with the intention of informing and inspiring Canadians and non-profit/voluntary organizations to promote volunteering and to enhance volunteer experiences. It has been written for community leaders, practitioners and volunteers, businesses, policy-makers, funders, and researchers; all those with an interest in building civil society through volunteer engagement.
3.1 The World of Volunteering: A New Landscape for Volunteer Engagement
3.1 The World of Volunteering: A New Landscape for Volunteer Engagement

The world of volunteering has changed dramatically over the past 30 years. As we learn more about how today’s youth, workers, families, and baby-boomers want to engage with community, we want to better understand the evolving landscape, in which communities find themselves. This overview of the broader context will shed light on some of the experiences and perceptions that volunteers and prospective volunteers have expressed in the surveys and focus groups. It can also provide insights into the realities that volunteer-involved organizations are facing as they navigate these changes and challenges.

We have explored the following key dimensions that have influenced this evolving landscape:

A. **Canadian Society**, including demographics, social trends, and major events
B. **Public Policy**, including those related to citizenship, mandatory community service, registered charities, non-profit organizations, and volunteering
C. **Non-profit/Voluntary Sector**, including the size, scope, key issues, and relationship with other sectors
D. **Volunteer Resource Management**, including the evolution of the profession, standards of practice, and key challenges
E. **Corporate Community Investment**, including employer-supported volunteering, corporate social responsibility, donations, sponsorships, pro-bono, and gifts in kind
F. **Community Engagement**, including the scope of volunteerism in relation to capacity building of the local community
A. Canadian Society

Volunteerism in Canada has been shaped by a number of societal factors, ranging from demographic changes to the effects of urban planning and amalgamation. While the potential effects of some of these factors have been mapped, there remains uncertainty about how other changes will play out in the volunteer arena. This section explores five demographic factors, which have influenced volunteerism in Canada.

1.0 Population/Age
2.0 Labour Market
3.0 Education
4.0 Immigration
5.0 Aboriginal Communities

These factors either directly influence volunteerism in general in Canada, or they provide a demographic context which, if engaged strategically, can provide useful and essential input into the voluntary sector. In addition to these demographic factors, there are a number of drivers which have both influenced and swayed demographics in Canada. While there are many that can be drawn from, two main drivers have been targeted in this review. These are:

6.0 Economy
   6.1 Economic Downturn
   6.2 Globalized Economy

7.0 Technology
   7.1 Social Media
   7.2 Virtual Volunteering

These drivers have not only influenced demographics in Canada, they have done so in a manner that has affected volunteerism in particular. This review will start off by providing short summaries on each of the demographic factors listed, and then will highlight the impact of and changes in drivers. This graphic below highlights how the components interact with one another.
1.0 Population/Age

Statistics Canada’s Portrait of the Canadian Population, by Age and Sex reveals an aging Canadian population, with the first wave of baby-boomers beginning to turn 60 and enter into retirement. This statistic is made more significant when exploring the number of people aged 55 to 64 who are current workers. There were 3.7 million people in this age range in 2006, which was the highest number that Canada has experienced. Not only is Canada’s population aging, but a significant number of workers will be leaving the workforce.¹

In 2006, the baby-boomer population constituted nearly one out of three Canadians

This trend in population age will affect volunteerism in Canada in a number of ways, and presents an opportunity to re-think the ways that volunteers are engaged and retained. Firstly, the contribution of volunteers is high, with 12 million Canadians contributing almost 2 billion volunteer hours.² Exploring the demographic breakup of volunteers suggests that the aging population will have a particularly large effect on the sector. The average hours volunteered is highest among seniors. The ‘civic core’ or post WWII volunteers are now in their 70’s and 80’s and are expected to be leaving the volunteer force. Organizations are beginning to report shortages of volunteers, which is exacerbating existing recruitment and retention challenges encountered in the sector.³

While a significant core of the voluntary sector is leaving, there exists an enormous opportunity to engage the baby-boomers. As highlighted, the baby-boomers represent a large portion of the Canadian population and have the capacity to fill a significant gap in the voluntary sector. However, studies have suggested that there exists a number of characteristics associated with this group that need to be considered for the development of recruiting and retention strategies. Baby-boomers have higher levels of education than their predecessors and tend to seek out short-term and episodic volunteer opportunities that have explicit outcomes and benefits.⁴ These characteristics need to be considered to ensure baby-boomers do fill the gap left by their exiting predecessors.

The role of youth volunteers is also worth considering as the proportion of the under-15 population is at its lowest level ever at 17.7%.\(^5\) There is a marked decline of younger workers entering the workforce. The youth are also more likely than the previous generation to be caring for elderly parents, and as such, they may not have the freedom to volunteer. A decline in numbers of potential youth volunteers and their increased care responsibility for family suggests the need to effectively engage and retain current volunteers in the sector.

### 2.0 Labour Market

The likelihood of volunteering varies significantly with labour force status. Canadians who are employed, particularly on a part-time basis, are more likely to volunteer than those who are unemployed or not in the labour force. Conversely, and perhaps not surprisingly, the amount of time that people devoted to volunteering increases as the time spent in employment decreases.

Labour force status also appears to be linked to some volunteer motivations. For example, volunteers who are unemployed or employed part-time are more likely to volunteer than those who are employed full-time or are not in the labour force. Motivations for volunteering are cited as: improving job opportunities, exploring strengths (70% and 64%, respectively), and to using skills and experiences (86% of both groups).\(^6\)

Barriers to volunteering also vary significantly according to Canadians’ labour force status. Canadians who are employed, particularly on a full-time basis, are more likely to say that they did not volunteer because they had no time or because they were unwilling to make a year-round commitment compared to than those who are unemployed or not in the labour force. (81% of those employed, compared to approximately 50% of those unemployed or not in the labour force).\(^7\)

Canadians who are not in the labour force are more likely than others to say that they did not volunteer because of ill health or disability (46%). Those who are unemployed are significantly less likely to say that they gave money instead of volunteering (23%) and significantly more likely (33%) to cite the costs associated with volunteering as a barrier. Those who are unemployed are also more likely to say that they did not volunteer because they had not been

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6 Ibid.

Volunteers who had completed only some post-secondary education contributed the largest number of hours, on average (173), followed by those with a university degree (166) or a post-secondary diploma (165). Those with a high school diploma or less volunteered somewhat fewer hours, on average (150 hours and 154 hours respectively).

Finally, new research released by Volunteer Centres Ireland today shows that unemployed people benefit both from the act of volunteering and from its ‘by-products’: respondents acknowledged that it felt good to help others, but also that they benefited from learning new skills, making contacts and keeping busy. It has been shown elsewhere that long-term unemployment can leave a scarring effect, making it more difficult for people to re-enter the workforce. Volunteering can assist in averting some of the long-term damage.

Furthermore, unemployed people could leverage their volunteer work toward receiving new training and new employment. Both this report and a new report issued by the Corporation for National and Community Service show a surge in volunteers since the recession.

3.0 Education

While many factors are associated with social engagement, level of education has been shown to be one of the most important determinants in previous research. In a study of active volunteers, Statistics Canada (2000) found that there was a “civic core” of volunteers in Canada and one of their most distinctive characteristics was being “well-educated.” In a cross-national study of organizational involvement including data from 32 countries, Schofer and Fourcade-Gourinchas (2001) identified that level of education, along with employment status, were the most important individual characteristics.

Research shows that Canadians with higher levels of formal education are more likely to volunteer than those with

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8 Ibid.
lower levels. However, the precise nature of this link remains largely in the proverbial black box. While it is known that people attend school, and then experience a boost in their level of engagement, what happens to them while in school to lead to an increase in engagement is not well understood.\textsuperscript{13}

However, there are trends which demonstrate problems with education as the “universal solvent”. The individual-level relationship does not appear to hold up when examining trends in the aggregate. Across much of the industrialized world, education levels have been rising while political engagement of all sorts has been falling. For example, Wattenberg (2002, 28) compares voter turnout rates for 16 OECD member nations from the 1960s to the present and finds that, on average, turnout has fallen by 13.2\%.\textsuperscript{14} Furthermore, the impact of rural/urban settings provides an interesting distinction to the rule, as Canadian rural areas have a higher share of volunteerism while they have a lower share of individuals with higher levels of education attainment.

The motivations for volunteering are fairly consistent across education groups, with some differences in those with less than a high school diploma, likely attributable to age. The relative importance of some barriers to volunteering did vary according to level of education. Those with less education were more likely to mention health concerns or physical disabilities as a barrier to volunteering (34\% of those with less than a high school education vs. 13\% of those with a university degree) and less likely than those with more formal education to say that they did not have extra time to volunteer (59\% vs. 71\% or more for those with higher levels of education). This may be partially attributable to lower levels of education in older Canadians. Those with more education were also less likely than those with less than high school to cite the financial costs associated with volunteering as a barrier. This may be at least partially attributable to the fact that Canadians with higher levels of education tend to have higher household incomes.\textsuperscript{15}

4.0 **Immigration**

Immigrant volunteers contributed almost 357 million hours of volunteer work in 2003. Previous studies of volunteerism in Canada, the 2000 National Survey of Giving, Volunteering and Participating (NSGVP) and the 2003 General Social Survey, found that the longer immigrants live in Canada, the more likely they are to volunteer. The 2004 CSGVP shows a major shift in which immigrants volunteer: the most recent immigrants to Canada are volunteering more than ever

\textsuperscript{13} Ibid.
before, matching the rate of those who have been in Canada the longest. The shift in immigrant volunteerism suggests that new attitudes about volunteering may be emerging.\textsuperscript{16}

Immigrant volunteers provide unique benefits to organizations including: increasing diversity and accessibility of a service; broadening organizational skill capacity; broadening linguistic skills; and adding new outlooks and perspectives to an organization.

Immigrants’ motivations to volunteer focuses largely on social motivators, and can be divided into three major themes:

- **Personal/Practical:** the desire to gain skills and knowledge to enhance employability and adjust to Canadian culture. (This motivator was least likely to be described by the immigrant volunteers themselves, and was more commonly mentioned by volunteer coordinators as the volunteer motivations for immigrant volunteers.)
- **Personal/Social:** strengthening confidence and social connections. Volunteers cited using existing skills and creativity, which was most often associated with valuing the boost in confidence that came from applying skills successfully.
- **Universal duty/values-driven volunteering:** this includes volunteering for causes they believe in; volunteering as repaying a debt of gratitude to older generations friends, family, and community and to Canada, their new country; and volunteering as a universal duty, part of the human condition.\textsuperscript{17}

The biggest barrier to volunteering was finding out about volunteer opportunities. Referrals through ESL classes or immigrant-serving community organizations were common ways in which immigrants got involved in volunteering; also personal connections were frequently cited. However, new immigrants may know fewer people as they have had less time to develop social networks. “Not being asked” has been consistently cited by new immigrants as a deterrent to volunteering (2004 CSGVP, 2003 General Social Survey, 2000 National Survey of Giving, Volunteering and Participating). Economic barriers were also mentioned as barriers to volunteering, such as transit costs and babysitting. Lack of fluency in English limited volunteers in some agencies, but in others mentoring and strategic placement created ways for volunteers to contribute even with a lack of English. Fluency in English increases with practice, so coordinators who invest in low-English volunteers end up with a multilingual group of volunteers.\textsuperscript{18}

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\textsuperscript{17} Ibid

\textsuperscript{18} Ibid
5.0 Aboriginal Communities

"Giving of ourselves is the most important gift we have to offer."\(^{19}\)

In the Constitution Act, Aboriginal people are defined as Indian, Métis or Inuit. Indian refers to Status or Non-status, off- or on-reserve. There are currently 558,175 Registered Indians; and 1,319,890 people of Aboriginal origin.\(^{20}\)

Much of the large body of literature on volunteerism does not specifically address Aboriginal communities. This omission is significant as Aboriginal individuals have a unique understanding of volunteering (e.g., Auchterlonie, 2005; National Aboriginal Voluntary Organization, 2002; Volunteer Alberta, 2004) and face unique situations and barriers.\(^{21}\) The research that has been conducted on volunteerism amongst Aboriginal communities shows low participation rates in formal volunteerism amongst most demographic cohorts. The literature shows, however, that the definition of volunteerism must be expanded to include forms of informal volunteerism. This would give a more fair representation of the Aboriginal communities’ participation rates.

“To honor the bounty mother earth instills upon us, it is our privilege to offer a gift in return.”\(^{22}\)

The terms ‘volunteer’, ‘volunteering’, and ‘volunteerism’ are not traditionally used in Aboriginal communities. Instead, Aboriginal communities have a strong intrinsic tradition of helping others, caring, and sharing (Auchterlonie, 2005; Little, 2005; Little et al., 2005; Mowatt & Young, 2006a, 2006b; National Aboriginal Voluntary Organization, 2002; Volunteer Alberta, 2004). ‘Helping out’ involves unofficial community contributions.\(^{23}\)

This is part of the Aboriginal sacred circle: a cherished image in Aboriginal communities, symbolizing togetherness, community and life (Pidgeon & Hardy Cox, 2002). This symbol was reflected in motivations for volunteering: giving back, helping the community, role modeling and mentoring speak to ideas of reciprocity, working together, and selflessness. There is a belief that children learn the importance of volunteering by actively volunteering alongside their parents.\(^{24}\)

The Aboriginal population in the NWT tends to volunteer on an informal basis to promote a thriving community and the overall welfare of the community. A report prepared on Aboriginal volunteer participation in the Northwest Territories gave an overview of the Aboriginal

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\(^{21}\) Loeber, L. et. al. (2007). Lessons Learned: Recruiting, Training and Retaining Aboriginal Volunteers at Sport Events. University of Regina and Imagine Canada.


\(^{23}\) Ibid.

\(^{24}\) Ibid.
community, and identified their characteristics, motivations volunteering, likes and dislikes, and best recruiting practices.

Volunteer activities have also been successful method of bringing together different communities within Canada. Volunteerism has been instrumental in “building bridges” between cultures in Canada. Social stigmatization/barriers can be forgotten as two communities bond over a common goal.\textsuperscript{25}

Aboriginal communities have recently been successful within their own cultural volunteer sector. They have created, for example, \textit{The Aboriginal Centre} in Winnipeg and \textit{Neeginan}, a spiritual community centre.\textsuperscript{26} \textit{The Aboriginal Centre} has been very successful, attaining budget surplus and the “Aboriginal community has shown its capacity in institution building.”\textsuperscript{27} However, it should be noted that, despite the tradition of volunteerism within the Aboriginal community and their gross efforts, without the proper funding from the Canadian voluntary sector and private sector, as well as federal and municipal government bodies, these programs cannot thrive.\textsuperscript{28}

Volunteers from the Aboriginal community can be described as “sociable, dedicated, outgoing, empathetic, happy, and culturally-motivated individuals.”\textsuperscript{29} The majority of these volunteers are women. This could reflect the strong role women play in upholding the tradition of volunteerism within the Aboriginal community. One study highlighted that Aboriginal women articulated a preference to be asked personally to help. In addition, showing respect, explaining the benefits of volunteering, and involving Elders are important components of recruiting Aboriginal women. (Mowatt & Young, 2006a, 2006b, Institute for the Advancement of Aboriginal Women)\textsuperscript{30}

Motivations to do volunteer work range from “to help others, to feel good and to make a difference,” to “tradition [and] being Aboriginal in nature.”\textsuperscript{31} Volunteers from the Aboriginal community generally do not appreciate a volunteer environment that is overly structured and they also do not appreciate “confrontational or aggressive leadership styles.”\textsuperscript{32} Under-
representation of the Aboriginal community in the volunteer sector, especially in leadership, governance and decision making is of concern for both the volunteer sector and for Aboriginal communities.  

Strategies for effectively engaging Aboriginal volunteers range from understanding the difference between formal and informal volunteering and acknowledging informal volunteering to giving recognition to the Aboriginal community and its traditions. 

Although many Aboriginal people volunteer, capacity is an issue. Aboriginal people face numerous and unique challenges to participating as volunteers, including:

- Lack of transportation and poor economic conditions.
- Isolation of support and/or capacity
- Systemic barriers, including racism, cultural insensitivity, and lack of relationships between Aboriginal and non-Aboriginal people.
- Mainstream hierarchy titles (such as chief) conflicting with community values.
- Lack of self-esteem and perspective of purpose.
- Family and extended family crises, such as poverty, crime, incarceration, and substance abuse. (Daitch et al., 2005; Little et al., 2005; Riemer et al., 2003)

Beyond broad work to decrease systemic barriers, possible solutions include an Aboriginal Volunteer Centre that can recruit, train, refer and support volunteers who want to work within Aboriginal communities, and for Aboriginal people who want to volunteer either within or outside of Aboriginal communities (Riemer, et al., 2003).

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36 Loeber, L. et. al. (2007). Lessons Learned: Recruiting, Training and Retaining Aboriginal Volunteers at Sport Events. University of Regina and Imagine Canada.
DRIVERS

6.0 Economy

6.1 Economic Downturn
The voluntary sector consists of a paid workforce of 2 million Canadians, and its millions of volunteers which make up a considerable element of the labour force of the country. The voluntary sector is a bigger contributor to the GDP than Canada’s entire manufacturing industry.

Voluntary organizations have felt the brunt of the economic downturn, in three particular ways. First, donations are declining as individuals and businesses are not giving as generously as they did in the past. Second, contributions and grants from governments and other granting bodies are harder to access. Third, organizations’ investment portfolios have suffered from the volatile equity markets.37

Charities have been especially challenged, with almost half indicating that they are having difficulty fulfilling their mission and/or are facing increased demand for their products and services. Almost a quarter of these charities say their existence is at risk.38 In addressing these challenges, organizations have drawn more heavily on volunteers to help them meet their missions. More than half of these organizations have increased their reliance on volunteers. 83% of charities surveyed by Imagine Canada reported that they are experiencing high levels of stress due to an increased reliance on volunteers.39

While increased reliance on volunteers remains a temporary approach to dealing with a challenging

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38 The survey was sent by Imagine Canada (see reference below) to 3,126 leaders of registered charities with annual revenues of $30,000 or more that were not religious congregations (approximately half of registered charities meet these criteria). We received responses from 1,508 individuals, for a total response rate of 48%. We limited the survey to registered charities to allow for direct comparison with information available from the Canada Revenue Agency.
economic climate, there are concerns about the sustainability of this approach. Increasing the burden on volunteers can lead to burnout and possibly result in inadequate service delivery.\textsuperscript{40} There is also doubt regarding whether there are enough volunteers to meet the large gaps in human service provision.

A report on hard hit social planning in Toronto highlighted the effects of the economic crisis on agencies in Toronto and noted that 56% of agencies increased their reliance on volunteers, with 37% of agencies reporting increased use of volunteer hours, while 36% recruited more volunteers.\textsuperscript{41} A serious consequence of the financial difficulties of volunteer organizations is that a number are having difficulty maintaining paid staff. Organizations are being forced to lay off staff, often those responsible for managing volunteers. In this event, organizations lose capacity to mobilize the efforts of their willing volunteers, and do not have the capacity to recruit new volunteers.\textsuperscript{42}

6.2 Globalized Economy
A globalized economy is said to have made the world smaller and “flatter” (Friedman, 2005), having a considerable impact on volunteerism in Canada. In a globalized economy, the economic crisis in one country can create considerable turbulence in another. The recent economic downturn has highlighted how interconnected economies are and how the effects have been felt on communities at all levels. Volunteers are often needed to provide services that markets and states are unwilling or incapable of providing. Volunteerism becomes a glue for communities under distress.

The global arena has also opened up the world of volunteering, and volunteers are no longer as bound by borders as they once were.\textsuperscript{43} As a result Canadians are able to engage in international volunteering, and simultaneously international volunteers are coming to Canada to experience working in a range of positions, whether it be farming in Saskatchewan or teaching in Nunavut. The evolution of international volunteering is said to be a “diverse, highly professionalised, evolving and essentially complex activity involving a wide range of issues and different kinds of organisation and individual.”\textsuperscript{44} With the evolution of international volunteering, the concept of global responsibility has emerged, whereby volunteering is said to have adapted as a humanizing response to the “rapid and impersonal forces of global change.”\textsuperscript{45}

\textsuperscript{42} Volunteer Canada. (2009). Presentation to Commons Finance Committee.
\textsuperscript{45} Ibid.
7.0 Technology

7.1 Social Media
Social media has been used as a tool to support volunteerism, whether in the form of political activities being organized on Facebook, or organizational campaign messaging on Twitter. It has provided tools for organizations and volunteers alike to communicate and engage in virtual mobilization. Social media can be especially useful as a recruiting tool, used to spread an organization’s mission, goals and objectives to a large cohort of people. While social media is being used by all cohorts to varying degrees, it has certainly gained a prominent position as a communication outlet for youth. Strategies aimed at attracting youth into volunteering may give serious consideration to social media.

Exploring youth trends as it relates to volunteering suggests that it is now less common for young people to join large membership organizations. Instead, what is more common is online expression whereby opinions and views are shared instantly with individuals and communities nationally and internationally. Self-organization is increasingly becoming a method for volunteer mobilization. Given this, Allison Fine notes that a challenge for non-profit organizations and their leaders in the connected age is “recognizing that using social-media tools is easy compared with adopting a new mindset for social change.”

Non-profit organizations are a part of large networks of people, institutions, resources, and information. As a result, Fine argues that “old-fashioned, top-down management approaches for setting activist agendas and designing fund-raising and volunteering efforts will lead inevitably to disappointing results”. While social media provides tools for volunteers and organizations alike, it can be best applied when incorporated with an openness and engagement with the “connected age”.

7.2 Virtual Volunteering
Technology has had a significant impact on volunteering, changing both its methods and practices. Virtual volunteering is one of the most evident examples of how technology has influenced volunteerism. Virtual volunteering means “volunteer tasks completed, in whole or in part, via the Internet and a home or work computer or a hand held device (like a cell phone).” Other names used to describe virtual forms of volunteering include online volunteering, cyber service, and telementoring or teleturtoring.

Volunteering in this form is popular for its flexibility in terms of geography, allowing people to volunteer from home or any space that they desire. It is often encouraged due to the perceived control that it grants the volunteer, as people feel a greater sense of autonomy with respect to their work and contribution. While the Internet is said to have enabled “a structural shift of

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48 Ibid
power from sellers to users” (Bollier, 1999) it has also contributed to a change in power dynamics in which virtual volunteers feel they have a larger role to play in determining the place and time of their volunteer participation.

There have been significant shifts in public policy related to volunteering and the non-profit and voluntary sector over the past 30 years. At the same time, the changes in social policy have had an enormous impact on the roles that voluntary organizations and volunteers are being called upon to play in communities. This section provides a review of a selection of federal, provincial, territorial, and municipal government programs, policies, and initiatives in the following broad categories:

1.0 Social Policy
2.0 Mandatory Community Service Programs
3.0 Relationship between Governments and the Non-profit/voluntary sector
4.0 Volunteer Service Awards

While there have been several proactive programs and policies to promote the inclusion of people from diverse cultures into the (paid) workplace through employment equity and human rights legislation, the non-profit and voluntary sector has not had the benefit of a deliberate strategy to include volunteers from diverse cultures, especially with regard to governance volunteers who serve on boards and committees. Non-profit organizations are beginning to apply the same standards with their human resource practices for volunteers as with paid employees.

A number of changes in Canadian social policy over the past 30 years have created challenges and opportunities for non-profit and voluntary organizations, volunteers, and the communities they serve. Multiculturalism and religious diversity, funding cuts to social programs, de-institutionalization, and a renewed interest in place-based decision-making have all had far-reaching and long-lasting effects.

**Multiculturalism, Diversity, and Social Inclusion**

Multiculturalism policies have evolved considerably since the 1970s when the Canadian Multiculturalism Act was enacted, moving from a focus on celebrating differences to one on

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inclusive citizenship, “encouraging integration but not assimilation”. The Act calls for federal departments, institutions, and agencies to develop policies and programs that “enhance the ability of individuals and communities of all origins to contribute to the continuing evolution of Canada”.

Cuts to People and Programs

In the 1980s, there was tremendous growth in funding to social programming, including enhanced social assistance benefits for individuals and families as well as increased funding to social-service providers (public agencies and non-profit/voluntary organizations). In some cases, this meant that work, previously done by volunteers, was now being carried out by paid professional social workers, case-aids, recreations workers and vocational counselors, and integration workers. By the mid-nineties, this trend was reversing. The criteria for people’s eligibility for benefits was narrowing, the amounts and length of benefits were decreasing, and the program supports in the community were either scaled back or eliminated altogether. As the demands on community agencies increased, their capacity to serve decreased. Some organizations had as much as 80% of their funding cut, with as little as 60 days notice.

Those involved on boards and as executive directors of these organizations, turned to the community to begin making donations and volunteering their time. Some would say that this was the impetus for more intentional corporate community investment and skills-based volunteering, as companies were being asked to pick up the slack through sponsorships, donations, gifts-in-kind, donations, and employee volunteering.

These cuts also saw significant downsizing of the public service and there were many young retirees who had taken buy-out packages and were now available to offer management, policy, and planning skills to community organizations.

De-institutionalization

The move away from institutional and residential care also peaked in the 1990s and has continued during the first decade of this millennium. More people with disabilities, mental health problems, and those recovering from physical illness are in theory being cared for in the community. This created an enormous burden on community agencies, at a time when their capacity to serve was being diminished. It also shifted the responsibility to family members, social networks, and volunteers.

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There were examples of people who had spent the first 30 years of their lives living in a facility for people with developmental disabilities who were now living in supportive housing or group homes. Many have observed that their quality of life was enormously changed. Others have seen serious gaps between what vulnerable people need and what community services can provide. With shorter hospital stays, people are being discharged, after major surgery, strokes, accidents, and other life-altering medical events.

Often, family members are called upon to serve as caregivers to fill the gap that was previously filled by public institutions and services. Care-giving leave (with and without pay) is now provided in many jurisdictions and places of employment. Volunteers are now being asked to provide respite to caregivers and many of those who might normally be available to volunteer are now occupied with their own family care-giving responsibilities.

Cities, Communities and Placed-Based Decision-Making

The Federation of Canadian Municipalities (FCM) played a key role in promoting the importance of cities as the locus of social, economic, and environmental wellbeing for Canadians. The “New Deal for Cities” was launched in 2004, establishing a task force, chaired by Mike Harcourt. Released in June 2006, the report, “Restless Cities, Resilient Places”, had three key themes:

- Place Matters
- Double Devolution
- Four Dimensions of Sustainability

Citizens inherently know what is needed in the communities where they live and are in the best position to determine how to mobilize their own assets and to direct the resources that are available to them. Even beyond the recognition of regional differences, federally supported local solutions are needed for sustainable communities. This makes the case for the double devolution, shifting the responsibility and resources from federal, to provincial/territorial, to municipal governments.

The report suggested that “the four dimensions of sustainability include a prosperous economy, healthy environment, social inclusion and a Canadian culture vibrant with creativity and innovation”.

Paradoxically, just as the federal government was returning to a focus on citizen engagement in local decision-making in small geographic spaces, municipal restructuring was underway across the country, creating mega-cities. In addition to the amalgamation of cities, we saw the merging of hospitals, school boards, and several non-profit organizations. This trend placed even greater importance on volunteering in neighbourhood and community associations to give voice to local issues.

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2.0 Mandatory Community Service Programs

There have been a number of mandatory community service programs emerge, over the past 30 years. Most notably are those associated with high school graduation requirements, social assistance reform, and alternative sentencing programs. These public policies and programs have placed increased responsibility on non-profit organizations to appropriately screen, select, train, supervise, and evaluate program participants. A scan of various mandatory community service programs in several jurisdictions reveals three common stated purposes:

- To promote citizenship
- To develop skills and gain work experience
- To demonstrate character

Many programs aim to promote a sense of citizenship; a responsibility to contribute to community, to participate in civic life, and to be part of shaping the kind of society you want to live in. Others focus on providing people (often youth, recent immigrants, or those seeking employment) an opportunity to increase their prospects for paid employment by testing out career paths, developing or refining skills learned in a classroom, or leveraging the experience as reference for employment or admission to school. Others look to community service to demonstrate that a person’s character is caring, active and responsible, capable of showing compassion for others.

There have been conflicting reports on whether or not participation in a mandatory community service program increases or decreases a person’s likeliness to volunteer their time in the future.

Examples of mandatory community service include:

- 40 hours of community involvement in order to graduate from a high school
- 17 hours each week of community service in order to receive social assistance (welfare) benefits
- 120 hours of community service, following a criminal conviction (community service order) or in advance of a sentencing hearing
- 100 hours of community service to be eligible to apply to a college or university program

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3.0 Relationships between Governments and the Non-profit/voluntary Sector

In Canada and around the world, there has been growing interest in the relationship between governments and civil society, through the non-profit and voluntary sector. The Government of Canada and the voluntary sector began intensive dialogue regarding this in the late 1990s, resulting in a five-year Voluntary Sector Initiative (VSI)\textsuperscript{59}, with all provinces and territories developing the ideas within their own jurisdictions. While they differ in terms of language, structure, scope, and current status, most of these initiatives have four common purposes:

1) To recognize the value of the non-profit and voluntary sector in building sustainable communities
2) To strengthen the relationship between government and the non-profit/voluntary sector
3) To build the capacity of the non-profit and voluntary sector
4) To improve the legislative environment in which non-profit and voluntary organizations operate

In 2008, in Calgary, and in 2009, in Halifax, leaders and senior public servants from provinces and territories came together for what was called A Gathering of Counterparts\textsuperscript{60} to share information, experiences, challenges, and benefits of building intentional relationships between provincial/territorial governments and the non-profit and voluntary sector. The table that follows\textsuperscript{61} was developed over these two years to identify features of these relationships.

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\textsuperscript{59} The Voluntary Sector Initiative (VSI) ran from 1999 to 2005 to strengthen the relationships between the Government of Canada and the voluntary sector; to build the capacity of the voluntary sector; and to improve the legislative environment. $95 Million was invested by the federal government and the work was carried out by seven tables, jointly chaired and composed of senior federal officials and leadership in the voluntary sector.

\textsuperscript{60} The Gathering of Counterparts was jointed hosted by the Canadian Federation of Voluntary Sector Networks and the Alberta Non-profit and Voluntary Sector Initiative

Features of Non-Profit/Voluntary Sector – Government Relationship

<table>
<thead>
<tr>
<th><strong>Non-Profit/Voluntary Sector – Government Initiative</strong></th>
<th>Joint initiative to create an intentional relationship between government and the non-profit/voluntary sector</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Framework Agreement</strong></td>
<td>Declaration, accord, or policy that articulates the value of the sector, the importance of non-profit/voluntary sector-government collaboration, principles of engagement, and common purposes</td>
</tr>
<tr>
<td><strong>Lead Ministry</strong></td>
<td>Responsible for linking with the non-profit/voluntary sector</td>
</tr>
<tr>
<td><strong>Minister</strong></td>
<td>Responsible for the non-profit/voluntary sector in Portfolio</td>
</tr>
<tr>
<td><strong>Secretariat</strong></td>
<td>Bureaucratic structure, within government, with staff to undertake the implementation and promotion of non-profit/voluntary sector-government collaboration</td>
</tr>
<tr>
<td><strong>Advisory Council</strong></td>
<td>Members of the non-profit/voluntary sector to provide advice to government on programs and policies</td>
</tr>
<tr>
<td><strong>Non-Profit/Voluntary Sector Leadership Organization</strong></td>
<td>Network, council, chamber, or consortium that reflects the diversity, deals with sector-wide issues, and builds connection, cohesion, and capacity of the sector</td>
</tr>
<tr>
<td><strong>Government Relations Committee</strong></td>
<td>Individuals from the public, private, and non-profit/voluntary sector to develop strategies for the non-profit/voluntary sector to relate to government</td>
</tr>
<tr>
<td><strong>Joint Mechanism</strong></td>
<td>Comprised of leaders from the non-profit/voluntary sector and government to guide, promote, and monitor the collaborative relationship</td>
</tr>
<tr>
<td><strong>Horizontality Vehicle</strong></td>
<td>Inter-departmental, inter-ministerial body that is convened and mobilized to generate interest and involvement across government</td>
</tr>
<tr>
<td><strong>Engagement Strategy</strong></td>
<td>Cross-sector consultation, information-sharing, and mobilization around emerging issues and development of collective agenda</td>
</tr>
<tr>
<td><strong>Knowledge Hub &amp; Communications</strong></td>
<td>Web-site containing information and resources related to the non-profit/voluntary sector, e-bulletins, newsletters, and alerts</td>
</tr>
</tbody>
</table>

In all these initiatives, the critical roles and contributions of volunteers were recognized.

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4.0 Volunteer Service Awards

All provinces and territories in Canada, as well as the federal government, have volunteer service awards that are given out each year. They are organized through a range of government departments, branches, and ministries, as well as through the Governor General and Lieutenant Governors, including:

- Citizenship
- Community Service
- Social Services
- Municipal Affairs
- Heritage
- Human Resources
- Sports and Recreation

These awards often recognize specific length of service (5 years, 10 years, 20 years, life-time), age groups (youth, adults, seniors), people served or sub-sector (for example, those volunteering with youth, people with disabilities, poverty, culture, literacy, environment), and type of service (leadership, life-saving, social change).

In some cases, there is a selection panel appointed and the public is invited to submit nominations. In other cases, organizations are able to provide lists of volunteers from their organizations who meet the criteria established. Some awards are in the name of the government, while others are established in the name of an outstanding citizen or first recipient.

At the community level, many United Ways, Community Foundations, Volunteer Centres, Boards of Trade, and municipal governments also have volunteer recognition awards. These may be sponsored and hold the name of a corporation or service club.

Public recognition of volunteer service is considered to be an important public statement that values and promotes voluntary action.

C - Non-Profit/Voluntary Sector

In the early part of the millennium, there was a surge of interest, resources, and energy invested in research about the non-profit and voluntary sector in Canada. Largely funded by the federal government, through the Voluntary Sector Initiative, or carried out directly by Statistics Canada, the research was conducted in partnership with voluntary sector leadership organizations, foundations, think tanks, institutes, and the academic community. The following section briefly covers the following:

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64 Imagine Canada (formerly the Canadian Centre for Philanthropy), Volunteer Canada, The Canadian Council for Social Development, and other research partners carried out research in collaboration with Statistics Canada
a) The nature, size, and scope of the non-profit/voluntary sector
b) Sector-wide leadership, governance, and structure
c) Human resource issues (paid employees)
d) Financing and sustainability in the current economy
e) Linkages with social capital, social economy, social enterprise.

a) Nature, size, and scope:

The most recent information available is the National Survey of the Non-profit and Voluntary Organizations\(^{65}\) conducted in 2003, reported that there were 161,000 legally incorporated non-profit organizations in Canada. Approximately half of these organizations are also registered charities. The majority (64%) have a local mandate (neighbourhood, community, or region), and (66%) have annual operating budgets of less than $100,000 per year, with fewer than two paid employees.

Distribution of organizations


b) Sector-wide Leadership, Governance, and Structure

Many questions have baffled leaders in the non-profit/voluntary sector, academics, and policy makers for decades. For example, where does the non-profit/voluntary sector get its voice? Who initiates dialogue with business, governments, and the public at large on behalf of the sector? How is the non-profit and voluntary sector structured?
Bob Wyatt (2009), Executive Director of the Muttart Foundation, explored these issues. He recognized that there have been many successful efforts to influence public policy, within pockets of the non-profit sector. The following quote from Wyatt is revealing:

“But on many, arguable most, issues affecting the voluntary sector as a whole – whether regulatory, contract, funding, or recognition – we have been woefully inadequate.”

Non-profit organizations have a long history of easily forming networks, coalitions, associations, and other collaborative bodies based on a shared geography, population served, sub-sector, or issue. These networks tend to share three common purposes: to build connections, cohesion, and capacity. For example, in local communities, youth-serving organizations, agencies serving immigrants, service-providers in a certain neighbourhood, or organizations trying to improve social policy for homeless people come together around their shared interests. At provincial/territorial or national level, we see hundreds of associations that bring together organizations within a sub-sector, such as environmental organizations, or those focused on literacy, home-support, hospice care, sports, or heritage preservation.

There have been three parallel developments over the past two decades:

1) The coalescing of national organizations to co-ordinate their efforts to engage in dialogue with the federal government
2) The repositioning of a national organization to be recognized as the focal point for federal public policy dialogue, and
3) Cross-sector networks have formed in cities, provinces, and territories to address sector-wide public policy and capacity-building issues in their respective jurisdictions.

Volunteers serving on boards as well as those involved in public education, social justice, and other advocacy activities may find this ambiguous leadership structure frustrating. Unlike the business community with the Canadian Chamber of Commerce, or various industries that have strong associations, many people feel that the distributed and organic leadership in the non-profit sector has weakened its voice.

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68 The Voluntary Sector Round Table was established in 1997 by 13 national organizations. The Voluntary Sector Forum was formed in 2002, with representatives was various subsectors and regions. Neither of these still exist.
69 Imagine Canada was formed out of the Canadian Centre for Philanthropy and National Voluntary Organizations in 2007, to deal with sector-wide public policy issues.
70 The Canadian Federation of Voluntary Sector Networks was formed in 2002 to link these networks together
c) Human Resources

In addition to the more than 12 million Canadians who volunteer their time, it is estimated that there are 1.2 million people in paid employment in the non-profit and voluntary sector (7% of the labour force). The IPSOS-Reid survey, conducted in 2008 for the HR Sector Council, found that 71% work in full-time positions, 76% are women, 89% identify themselves as white, one quarter do not have any employee benefits, and more than half have worked in their organizations for more than five years.

As for the organizations (the employers), two-thirds reported having difficulty recruiting qualified staff within the previous year. Part of this may be attributed to the predominance of short-term project funding, which means that organizations can only offer short-term contract positions. Furthermore, given that compensation and benefits are considerably better in the public and private sectors, it can be difficult to compete.

Succession planning is also a key concern. With the large numbers of executive directors reaching retirement age, the elimination of many middle management positions due to funding cuts, and the challenges in recruiting younger workers to the sector, there is concern about an impending leadership and management void.

In order to effectively engage volunteers and to lever the skills and assets in the community, there needs to be a threshold of stability and skills-level among the paid employees. Using new communications technologies and social networking are essential skills that those employees currently in longer-term positions whose training focused more on in-person communications may lack.

d) Financing and Sustainability in the Current Economy

The shifts in funding patterns that marked the new millennium and are largely still in effect today were first documented in 2003 in “Funding Matters: The Impact of Canada’s new Funding Regime on the Voluntary Sector”. Key findings included:

- Shift from core-funding to project-based funding
- Reluctance to fund administrative costs
- Shorter-term (as opposed to multi-year) funding
- Increased reporting requirements

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72 Ibid.
74 Alberta Non-profit Workforce Council
Pressure to partner and collaborate with other organizations
Other funding and in-kind contributions expected

Funding issues were also explored by the Federal Government’s Blue Ribbon Panel led by Treasury Board in 2007, and the Community Investment Task Force led by Human Resources and Skills Development Canada in 2008.

With the economic downturn in the fall of 2008, efforts were made by voluntary sector leaders, academics, and policy-makers to better understand the potential impact on the non-profit sector. Key concerns and potential strategies that emerged from consultations with community organizations included:

- The capacity for foundations to continue making grants
- The importance of collaboration and sharing resources
- Continued focus on diversified funding sources and social innovation

Volunteers who serve on boards are experiencing stress related to financial sustainability. As financing becomes more complex and competitive, so do the relationships with funders and donors. Many organizations have indicated that they are finding it difficult to recruit board members because of the increased focus on fund development and the risks and liabilities associated with uncertainty.

Direct-service volunteers involved in a program may become discouraged or even displaced when staff members suddenly leave or when the programs are cancelled.

e) Linkages to Social Economy, and Social Enterprise

The social economy has been defined differently over time and in different regions of Canada, with Quebec considered to be in the forefront of its development. Broadly speaking, it is commonly understood to include programs, services and products that contribute to both social development and economic development. With an emphasis on supporting people in gaining and keeping meaningful employment, the social economy includes daycares, co-operatives, supportive housing, and training programs. Some of these service providers may be non-profit organizations that engage volunteers in their work.

Human Resources and Skills Development Canada held a series of workshops around the country in 2006 and, in their background material, provided the following definition:

“The social economy is a grass-roots, entrepreneurial, not-for-profit sector based on democratic values, that seeks to enhance the social, economic, and environmental conditions of communities, often with a focus on their disadvantaged members.”

The Canadian Community Economic Development (CEDNet) defines social economy as follows:

“The Social Economy consists of association-based economic initiatives founded on values of:

- Service to members of community rather than generating profits
- Autonomous management (not government or market controlled)
- Democratic decision-making
- Primacy of persons and work over capital
- Based on principles of participation and empowerment”

The non-profit sector is not synonymous with the social economy, but there are many shared values. With the increased pressure on organizations to diversity their funding base, many have looked at social enterprise as an avenue for increasing revenues.

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The 1980s and 1990s saw the professionalization of the field of volunteer resource management. Community colleges were developing certificate programs and professional associations were establishing standards of practice and certification programs, in most regions of the country. Volunteer resource management practices were being adapted from (paid) human resources practices, including position descriptions, recruitment strategies, screening and selection criteria, orientation and training, probation and evaluations and seasonal recognition programs.

Launched by Volunteer Canada for the International Year of Volunteers 2001, the Canadian Code for Volunteer Involvement offers a framework for volunteer-involving organizations, covering values, standards, and practices, and delineating roles and responsibilities of volunteers, paid employees (where they exist), and the board of directors. The code offered volunteers something concrete against which they could assert their rights and expectations for their involvement.

By 2005, things started to take a dramatic turn. Organizations began to look at more integrated human resource systems. Human resources management and departments incorporated the functions of volunteer resource management. This ensured consistency of policies so that employment standards, human rights legislation, employment equity, and privacy legislation, all of which applied to paid employees, were also applied to volunteers. Educational programs for human resource managers were redesigned to include a volunteer resource management component. (Many community colleges had closed their certificate programs in volunteer resource management).

After a decade of transformation, Volunteer Vancouver changed its name to Vantage Point to reflect its new way of helping organizations to engage communities. Part of their new way of doing business is to build leadership capacity, working with Executive Directors and Board Chairs, rather than exclusively with managers and co-ordinators of volunteers. Part of this new thinking is that the skills of engaging volunteers needs to be a core competency of all staff members and that the leadership needs to set the tone and expectations across the organization.

78 The Canadian Association of Volunteer Resources (CAVR), The Association of Volunteer Administration (AVA), Provincial Association of Volunteer Resources of Ontario (PAVR-O), and several local associations are examples.
Volunteers are now approaching leaders of organizations to offer the specific skills and talents needed. This new arrangement provides people with more entry points and establishes the Volunteer Resource Manager as the resource person to all other staff regarding volunteer policies and practices.

**Screening**

In the early 1990s, there was increased awareness about the importance of screening people working with vulnerable people, including children, youth, people with disabilities, and frail, elderly people. The National Campaign on Screening was jointly funded by Justice Canada, Health Canada, and the Solicitor General of Canada, and many provinces and territories began to require their funded agencies to ensure that appropriate screening policies were in place. On the one hand, this increased the level of professionalism in the field of volunteer resource management. On the other hand, it created a more bureaucratic and lengthy process for those wishing to volunteer.

**Technology**

Databases of volunteer opportunities and volunteer management software began to appear in the early 1990’s as well. This helped those working in volunteer resource management with their administrative and reporting functions, once issues of capacity (having the hardware, software, and training) were overcome. Industry Canada initiated a program to build the technological capacity of voluntary organizations. Some public and private foundations had special technology granting programs. For volunteers who have grown up with technology, technology is used to find volunteer opportunities and carry out volunteer work.

**Diversity**

Immigrant settlement workers began to recommend volunteering as a vehicle to integration: practicing a new language, gaining Canadian experience, and making social contacts. Volunteer centres in Vancouver, Toronto, Hamilton, Ottawa, and Montreal developed resources and training programs to help organizations better integrate volunteers new to Canada.

As Canadian society became more diverse, as a result of immigration, non-profit organizations needed to increase their capacity to serve people of diverse cultures. Volunteers with language and cultural knowledge were an invaluable resource to mainstream organizations; however,

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81 The National Campaign on Screening was launched in 1995, by Volunteer Canada. The Ontario Screening Initiative, funded by the Ontario Ministry of Citizenship, was carried out by Volunteer Canada from 199-2002. Screening resources can be found at www.volunteer.ca
82 Volnet was launched in 1998, as part of the Industry Canada’s program, Connecting Canadians. Over three years, funding for 10,000 internet-capable computers was provided, along with training and other support.
there appeared to be some practical and attitudinal barriers for newcomers who wanted to volunteer. While there has been some progress in this area, more needs to be done to create welcoming and inclusive volunteer-involving organizations.

Attributing an Economic Value to Volunteering:

There has been considerable debate about whether or not to attribute an economic value to volunteer time. In addition to the philosophical questions that this raises, there are also some practical implications and a range of methodologies to consider. Organizations are often asked to calculate the in-kind contributions to their work when applying for funding because there is an expectation that a grant is matched with either cash or in-kind contributions. Volunteer time can be counted by either using an average hourly wage or by calculating the value of an individual’s time, based on their profession. Many volunteers feel that this type of calculation demeans the spirit of their gift of time, while others feel that it demonstrates the value of their contributions.

An on-line tool to help organizations calculate the economic value of volunteering can be found at www.volunteerscount.ca

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E - Corporate Community Investment

Businesses and business owners have been contributing to communities in a variety of ways and over the past 30 years, there has been an expansion, formalization, and more recently integration of their giving. These types of contributions include:

- Charitable donations
- Sponsorship of events
- Pro-bono services
- Gifts of products
- Volunteering

There are many terms that have emerged to describe some or a combination of these types of gifts. Corporate Social Responsibility, Corporate Citizenship, and Employer-supported volunteering are the most common and longer lasting terms and are not mutually exclusive and often are used interchangeably. They do however carry different meanings:

**Corporate Social Responsibility** refers to the adoption of socially responsible purchasing and manufacturing practices that do not exploit individuals such as child labour or those working for less than a living wage. It could also refer to recycling practices, fair-trade or locally grown ingredients, and ensuring that their business does not have an adverse affect on the community.

**Corporate Citizenship** recognizes a business as a member of the community with responsibilities to contribute to the quality of life of other citizens. This could include the range of giving listed above.

**Employer-supported Volunteering**, also called employee volunteering, or corporate volunteering, refers to a range of volunteer activities carried out by workers, either on their own time or on work-time. There are several handbooks and guides available to help workplaces establish employee volunteering programs. The most common types of employer-supported volunteering include:

- Workplaces (companies, government departments, or non-profit organizations) that give employees one day a month of their paid work time to volunteer at a place of their choice,
- Teams of workers volunteering together at a special event or fund raiser,
- Individuals or teams of workers volunteering regularly at an organization,
- Workers whose volunteer activities (outside of work) are recognized by their employer,

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www.volunteercalgary.ab.ca
• Workplaces that provide small grants to organizations where their employees volunteer.

What has changed over this past decade is that workplaces are looking to integrate these approaches so that they can have a more focused impact in the community. Rather than dealing with requests from organizations for products, money or people on an individual and ad hoc basis, companies are establishing priorities or selecting a single cause for their giving.
The concept and practice of community engagement is by no means a new phenomenon and can be traced back to the earliest forms of Greek democracy. In spite of this, citizen participation remains an elusive and ‘fundamentally contested concept in the literature’.

Moreover, in debates about inclusive forms of local governance terms such as ‘community engagement’, ‘community-based planning’, ‘collaborative community building’, ‘citizen participation’, ‘civic engagement’, ‘collaborative participation, and ‘public participation’ tend to be used interchangeably. While all of these terms and approaches share an implicit commitment to grass roots involvement in civil society and public policy, a clearer understanding of the theoretical and practical implications is required. As Morse (2006) argues, while there seems to be widespread agreement in the public administration community on the importance of public participation, there is no consensus about what is meant when the term is used.  

According to Chaskin (2003), neighbourhood-based governance requires mechanisms and structure to coordinate participation and provide for accountability:

By neighbourhood-based governance, I mean the engagement of neighbourhood-level mechanisms and processes to guide civic participation, planning, decision making, coordination, and implementation of activities within the neighbourhood, to represent neighborhood interests to actors beyond it, and to identify and organize accountability and responsibility for action undertaken.

For the Harewood Institute, ‘meaningful civic engagement’ means discovering and utilising public knowledge about their communities and establishing value priorities so they can be traded-off when this, inevitably, becomes necessary:

Civic engagement is appropriate when an agency is seeking to learn from the public. But learning is more than simply soliciting input, adding up the responses, and using that data to make a decision that is allegedly supported by citizens. It is about gaining and using public

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knowledge. Public knowledge is the collection of values that people in the community hold — not their attitudes about various policy choices. It is also about how they rank these values, and what trade-offs they are willing to make when the values seem to be in conflict. This kind of knowledge can only be gained through meaningful civic engagement.91

A recent Queensland Government report on community engagement alludes to varying degrees of participation.

Community engagement refers to the connections between the governments, citizens and communities on a range of policy, program and service issues. It encompasses a wide variety of government-community interactions ranging from information sharing to community consultation and in some instances, active participation in government decision-making process.92

A renewed focus on local governance and place based policy-making has generated debate amongst wide variety of public policy actors including international organizations, federal, local, and municipal governments, non-governmental organizations, and citizens themselves. A recent World Bank publication (Ackerman 2005) for example, from the Social Development Papers: Participation and Civic Engagement series, suggests that civic engagement is becoming increasingly prominent and, as a consequence, its impact will need to be studied further:

At the same time, citizen participation in policy planning and decision making is gaining more prominence, in contrast to the traditional reliance on public officials for exclusive leadership role. ‘This trend is expected to grow as democratic societies become more decentralized interdependent, networked, linked by new

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information technologies, and challenged by so called ‘wicked problems’. 

Most recently, Canada, along with Europe and the US has shown renewed interest in community engagement, especially in neighbourhood planning. A number of Canadian governmental and non-governmental publications acknowledged that the local knowledge emerging from the community is an integral asset for future development and growth as well as the implementation of municipal renovation projects. In their report for the FCM and the Laidlaw Foundation (2003), Cutterbuck and Novick emphasised the importance of ‘social infrastructure’ in respect of its physical infrastructure programmes and economic growth. The significance of the report for Infrastructure Canada was summarised in an internal report as follows:

The social infrastructure of Canada’s urban communities is described as the “new frontier” of federal responsibility that at once reflects and yet extends the idea that federal investments in human and civil assets are essential for the economic and social well-being of the country. 

In respect of the significance for federal policies and programs, the report’s recommendations were clear to Infrastructure Canada:

Due to the varied nature of urban communities across the country, highly structured programs and uniform policies related to physical and social infrastructure will fail to meet needs of individual communities. Policies and programs should therefore be developed, at least in part, at the grassroots level and through mechanisms that enable and encourage local citizen participation. (INFC. 2008, 3)

Place based policy making, as it is termed, is a specialized area of horizontal or integrated management. While acknowledging the failure of the silo approach to address complex problems, place based policy making also rejects a top-down, one-size-fits all approach. It seeks instead ‘place-sensitive modes of policy intervention – strategies constructed with knowledge of the particular circumstances in communities, and delivered through collaborations crossing

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functional boundaries and departmental silos’. Place based policy making recognizes that increasingly, policy problems and aspects of their solution are grounded in particular spaces – whether a ‘distressed’ neighbourhood or a community experiencing rapid growth. At the municipal level, a place based approach to policy making focuses on different neighbourhoods or regions within the city and is currently at the centre of the Obama administration’s approach to policy making and reform.

At the local level, the place based theme is echoed in a number of recent Canadian reports. In 2004, the Federation of Canadian Municipalities produced a document ‘Our Place in the World: Municipal Government and Canada’s International Policies and Programs,’ discussing ways of sharing successful Canadian experiences in municipal planning with the developing world. In 2005, Canadian Policy Research Networks (CPRN) discussed place-based public policy in the publication titled ‘Place-based Public Policy: Towards a New Urban and Community Agenda for Canada.’ In 2006, the final report of the External Advisory Committee on Cities and Communities, led by Mike Harcourt, reached similar many similar conclusions, urging a strong emphasis on place.

Resident-led models of neighbourhood engagement have also been emerging in Canada with a growing number of government and community sponsored initiatives currently being undertaken. For example, Vibrant Communities, a community-driven effort to reduce poverty in Canada, has been pursuing a collaborative multi-sector approach in fifteen communities. The Government of Canada program, Action for Neighbourhood Change is a pan-Canadian project that involves four national and five local partners in an effort to regenerate and improve the quality of life in five selected neighbourhoods. At the municipal level, there are further examples of citizen initiatives, such as Creative Neighbourhoods as well as municipal government led initiatives, such as the City of Saskatoon’s Local Area Planning initiative, which gives residents an active role in determining the future of their neighbourhood. Similar initiatives have surfaced in cities such as Calgary, Winnipeg, Toronto and Vancouver.

These initiatives are crucial because citizen engagement is not a naturally occurring phenomenon. It does not follow from making an opportunity available that people will be motivated to participate nor equipped to understand and participate in deliberations. As Smock (2004) explains:

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97 Creative Neighbourhoods is a not-for-profit, Ottawa-based group of planning and design professionals, social planners, business people, artists and citizens that seeks functional and beautiful public space and unique neighbourhoods with vital local organizations.
If we are truly interested in creating a more democratic society, we must build residents’ skills as public actors, develop their capacity to engage in collective action, create democratic decision-making structures for identifying community needs and priorities, and develop strategic action campaigns to solve community problems.98

Recognizing the need to build capacity is only the first step in the challenge, however. The next is identifying what capacities to enhance, how to approach the task, and who should be involved.

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3.2 Volunteerism in Canada:
3.2 VOLUNTEERISM IN CANADA

Introduction

This research is based on the following sources:


The report is divided into five volunteer cohorts: Volunteerism (overall); Youth Volunteers; Family Volunteers; Baby-Boomer Volunteers; and Employer-Supported Volunteers. To the extent that it is possible, based on data availability, the following questions are addressed in each section:

1. **Who** is volunteering in Canada: Volunteer Characteristics
2. **What** are Canadian volunteers doing: What are their volunteering activities and interests? In what sectors are people volunteering?
3. **Why** are Canadians volunteering, or not volunteering? What are volunteers and potential volunteers looking for; that is, what are their motivations? Conversely, what are the barriers preventing them from volunteering?
4. **How** are volunteers recruited?

The report will examine trends through the four surveys. However, the survey methodology from each year evolved based on lessons learned from the previous surveys. Methodology was changed so significantly between the 2000 survey and the 2004 survey that it would be erroneous to compare results between the first two surveys and the second two surveys: for example, the overall Canadian volunteer rate jumped from 27% in 2000 to 45% in 2004. Though there are external factors that could indeed have contributed to a volunteer rate increase over these years, the magnitude of the methodological changes make it impossible to extract changes or trends over the ten year period covered by the surveys (Refer to the Methodology section at the end of section 2.2 for an overview of survey methodology used in the four data sources).

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99 “For example, Ontario and British Columbia introduced a requirement for high school students to complete some volunteer hours prior to graduation. This could induce not only young people but also their parents to get involved. Also, 2001 was the International Year of the Volunteer, which could have contributed to heightened awareness of the importance of volunteering. And substantially more employed volunteers are indicating that their employers are supporting volunteer activities.” *Survey of Giving, Volunteering and Participating, 2004: pg. 69.*
I. VOLUNTEERISM (OVERALL)

The four surveys define volunteers as people 15 years of age and over "who volunteered, that is, who performed a service without pay, on behalf of a charitable or other non-profit organization, at least once in the 12-month reference period preceding the survey. This includes any unpaid help provided to schools, religious organizations, sports or community associations." More poetically, the 2004 CSGVP defines volunteers as "the heart of Canada's charitable and nonprofit organizations." This section takes a microscope to this heart, looking first at the makeup of Canada's volunteering population; then to the ways in which Canada's volunteers engage; the reasons behind their volunteering; and how volunteers are recruited. It will then turn to Top Volunteers, the core group of people who do most volunteering in Canada.

WHO VOLUNTEERS: Volunteer Characteristics

This section will first look at volunteers nationally and then provincially. Table 1.1 below gives the volunteer rates for the four years surveyed. Please note there was a methodological change between 2000 and 2004, making it impossible to compare between the first two surveys and the second two surveys.

Table 1.1: Volunteer Rate (percentage)

<table>
<thead>
<tr>
<th>Total population (thousands)</th>
<th>Total volunteers (thousands)</th>
<th>Volunteer participation rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997</td>
<td>23,808</td>
<td>25.7</td>
</tr>
<tr>
<td>2000</td>
<td>24,383</td>
<td>26.7</td>
</tr>
<tr>
<td>2004</td>
<td>26,093</td>
<td>45</td>
</tr>
<tr>
<td>2007</td>
<td>27,069</td>
<td>46</td>
</tr>
</tbody>
</table>

Table 1.2: Average Hours Volunteered

<table>
<thead>
<tr>
<th>Total hours volunteered (thousands)</th>
<th>Full-time year-round job equivalence</th>
<th>Average hours volunteered per year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997</td>
<td>1,108,924</td>
<td>149</td>
</tr>
<tr>
<td>2000</td>
<td>1,053,200</td>
<td>162</td>
</tr>
<tr>
<td>2004</td>
<td>1,984,000</td>
<td>168</td>
</tr>
<tr>
<td>2007</td>
<td>2,067,000</td>
<td>166</td>
</tr>
</tbody>
</table>

100 2007 CSGVP, page 66.
101 2004 CSGVP, page 32.
Between 1997 and 2000, there was a 13% decline in the percentage of people who volunteer, despite an almost 2.5% increase in the Canadian population 15 years and over. Along with the decline in volunteer rate was an accompanying drop in volunteer hours (see Table 1.2). The approximately 1 billion hours of volunteer time contributed in 2000 represent the equivalent of 549,000 full-time year-round jobs. Compared with 1997, there has been a decrease of 29,000 full-time year-round volunteer job equivalents.102 However, those who were volunteering appeared to be doing more; thus, in 2000, volunteer organizations were relying on a somewhat smaller core group of people to provide the bulk of charitable dollars and volunteer hours.103

In 2004, 11.8 million Canadians or 45% of the population aged 15 and older volunteered during the one-year period preceding the survey. Their contributions totalled almost 2 billion hours, an amount equivalent to 1 million full-time jobs. Volunteers contributed an average of 168 hours over the course of the year.104 In 2007, the rate of volunteering was largely unchanged. However, "the number of volunteers has increased by 5.7% due, in part, to the increase in the size of the population aged 15 and over."105 Almost 12.5 million Canadians or 46% of the population volunteered, and they volunteered almost 2.1 billion hours in 2007 - the equivalent of close to 1.1 million full-time jobs.

Because of the methodological change between 2000 and 2004, it is not possible to generalize about volunteering trends like increasing or decreasing volunteer rates or average hours volunteered. However, as articulated in the 2007 CSGVP106, these surveys demonstrate the dynamic and changing nature of the volunteer core. This dynamism is particularly evident when volunteer rates are disaggregated provincially. Figure 1.1 and Table 1.3 show volunteer rates by year, disaggregated by province. In 2004 and 2007, the three Northern Territories are also included.

102 2000 NSGVP, page 32.
Figure 1.1: Volunteer rates (percentage) disaggregated by province and territory

Table 1.3: Volunteer rates (percentage) disaggregated by province and territory

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Canada</td>
<td>31</td>
<td>27</td>
<td>45</td>
<td>46</td>
</tr>
<tr>
<td>Newfoundland</td>
<td>33</td>
<td>31</td>
<td>42</td>
<td>47</td>
</tr>
<tr>
<td>PEI</td>
<td>36</td>
<td>37</td>
<td>47</td>
<td>56</td>
</tr>
<tr>
<td>Nova Scotia</td>
<td>38</td>
<td>34</td>
<td>48</td>
<td>55</td>
</tr>
<tr>
<td>New Brunswick</td>
<td>34</td>
<td>29</td>
<td>44</td>
<td>48</td>
</tr>
<tr>
<td>Quebec</td>
<td>22</td>
<td>19</td>
<td>34</td>
<td>37</td>
</tr>
<tr>
<td>Ontario</td>
<td>32</td>
<td>25</td>
<td>50</td>
<td>47</td>
</tr>
<tr>
<td>Manitoba</td>
<td>40</td>
<td>36</td>
<td>50</td>
<td>54</td>
</tr>
<tr>
<td>Saskatchewan</td>
<td>47</td>
<td>42</td>
<td>54</td>
<td>59</td>
</tr>
<tr>
<td>Alberta</td>
<td>40</td>
<td>39</td>
<td>48</td>
<td>52</td>
</tr>
<tr>
<td>BC</td>
<td>32</td>
<td>26</td>
<td>45</td>
<td>47</td>
</tr>
<tr>
<td>Yukon</td>
<td>--</td>
<td>--</td>
<td>52</td>
<td>58</td>
</tr>
</tbody>
</table>
"Given the social and economic differences among Canada's provinces and territories, it is not surprising to find provincial and territorial variation in volunteer rates and hours."\textsuperscript{107} These volunteer rates also differ significantly because some provinces mandate volunteerism as part of their high school curriculum, (this will be discussed in the youth section).

In 1997, the prairie provinces had the highest rates of volunteer activity. "Over 40\% of the population in Manitoba, Saskatchewan, and Alberta engaged in volunteer activity. Together, these three provinces contribute over 21\% of Canada's volunteers from 16\% of the country's population, etc." (31, 1997). In 2000, declines were evident in every province, except for Prince Edward Island.

In 2004, the Northern Territories were included in the survey for the first time, and followed Saskatchewan (54\%) in the highest volunteer rates with a 53\% volunteer rate in the Northwest Territories and 52\% in the Yukon. The lowest volunteer rates were in Quebec (34\%). In 2007, the volunteer rate increased in most provinces and territories. "The largest increases occurred in Prince Edward Island (from 47\% to 56\%), Nova Scotia (48\% to 55\%), and Saskatchewan (54\% to 59\%). In contrast, the rate of volunteering declined in Ontario (50\% to 47\%). Between 2004 and 2007, the average hours volunteered declined in many provinces. The largest decreases were seen in Saskatchewan where average hours dropped 21\% (from 188 hours in 2004 to 147 hours in 2007) and British Columbia, which fell by 14\% (from 199 hours in 2004 to 172 hours in 2007).\textsuperscript{108}

This section will now return to the volunteer population from a national perspective, disaggregating by various characteristics. The four surveys laid to rest stereotypes that volunteers are primarily people outside of the workforce, and identify a number of strong volunteering groups and demographic trends. In all four surveys, age proved to be a significant factor. In general, "the likelihood of volunteering decreases with age while the number of hours volunteered increases,"\textsuperscript{109} as illustrated in Figures 1.2 and Figure 1.3. As discussed in the section on youth, 15-24 year olds consistently had the highest volunteer rate, while those 65 and over had significantly higher average annual volunteer hours.

<table>
<thead>
<tr>
<th>NWT</th>
<th>--</th>
<th>--</th>
<th>53</th>
<th>46</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nunavut</td>
<td>--</td>
<td>--</td>
<td>42</td>
<td>43</td>
</tr>
</tbody>
</table>

\textsuperscript{107} 2004 CSGVP, page 38.  
\textsuperscript{108} 2007 CSGVP, page 46.  
\textsuperscript{109} 2007 CSGVP, page 38.
Figure 1.2: Volunteer rates disaggregated by age

Figure 1.3: Average hours disaggregated by age

The differences between male and female volunteering are not great; however, when the volunteering population is disaggregated by sex, each survey reveals that females have a slightly higher rate of volunteering, while males volunteer slightly more, on average (see figures 1.4 and 1.5).
Household income tells an interesting story. Volunteer rates increase with income, as shown in Figure 1.6 (1997 omitted because of different income categories); while, with a few variations, as shown in Figure 1.7, average hours tend to decrease with income.

Figure 1.6: Volunteer rates disaggregated by income
Figure 1.7: Average hours disaggregated by income

When Canadian volunteers were disaggregated by education in the four surveys, it was revealed that those with more education tend to volunteer more than those with less education (see Figure 1.8). In all four surveys, the group with the highest volunteer rate had a university degree, while the group with the lowest volunteer rate had less than a high school diploma. Average volunteer hours did not follow a clear pattern in the years surveyed, though in each year, those with less than high school education contributed the least volunteer hours, on average.

Figure 1.8: Volunteer rates disaggregated by education
WHAT DO VOLUNTEERS DO?

This section will look at the types of organizations in which volunteers are involved; and what they do for these organizations. Questions, and wording of questions changed significantly between 2000 and 2004; therefore, for simplicity's sake this section will examine only 2004 and 2007. The figures below use 2007 data, which was almost identical to 2004, except that in 2004 a volunteer rate of 2% was reported for business and professional associations and unions, and it accounted for 2% of total volunteer hours. This was not included in 2007 data.

Figure 1.9: Volunteer rate by type of organization, 2007 (percentage).

Figure 1.10: Distribution of volunteer hours by selected organization type, 2007.
Religion accounts for the most hours (18%), followed by social services (16%), which, along with sports and recreation, has the highest volunteer rate (11%). Volunteers were also asked what they do when they are volunteering. These were followed by religion and education, which both had volunteer rates of 10%. Again, 2007 data will be used here, as it is almost identical to 2004.

Figure 1.11: Volunteer rate by type of activity, 2007.

Figure 1.12: Distribution of volunteer hours by type of activity, 2007.
In terms of the distribution of volunteer hours by activity, 45% of volunteers reported organizing or supervising events; this also contributed the most volunteer hours (15% of total volunteer hours), followed by fundraising (14%). Sitting on a committee or board; teaching, educating or mentoring; and counselling, or providing advice, all contributed 9% of the total volunteer hours.

**Direct Help and Civic Participation**

The four surveys recognize that "focusing on any one type of supportive activity...gives us only a narrow perspective on the extent to which Canadians provide support to one another and their community." Though not volunteering, specifically, the 1997, 2000 and 2004 examined Canadian's civic participation; that is, belonging to an organization or group, such as community association, service club or union. In 1997 and 2000, 51% of Canadians reported civic participation, and in 2004, the number was 66%. Volunteers were more likely to engage in civic participation than non-volunteers.

Respondents were also asked about directly helping people, rather than volunteering through an organization. Rates of direct help were very high: in 1997, 71% of Canadians reported directly helping others; in 2000, the number was 77%; and in 2004 and 2007, it was 83%.

As an example, in 2007, volunteers engaged in the following forms of direct help:

- 60% helped with work at someone's home, including cooking, cleaning, gardening, maintenance, painting and shovelling snow;
- 53% provided someone with health-related or personal care, including emotional support, counselling, visiting, providing advice, and unpaid babysitting;
- 47% helped by assisting with shopping or by driving someone to a store or appointment;
- 29% helped with paperwork tasks such as writing letters, doing taxes, filling out forms, banking, paying bills, and searching for information;
- 16% helped someone with unpaid teaching, coaching, tutoring, or assisted with reading; and
- 25% provided help directly to someone in some other way.

**WHY VOLUNTEER: Motivations and barriers**

What motivates people to volunteer? Figure 1.13 illustrates the reasons given by Canada's volunteers in the four surveys. By far the most common reason to volunteer is a belief in the cause supported by organizations. The two reasons following are to use skills and experience, and being personally affected by the cause the organization supports.

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110 1997 NSGVP, page 47.
111 2007 CSGVP, page 53.
The surveys also asked non-volunteers what barriers impeded them from volunteering more, or volunteering at all. Because questions and wording changed between 2000 and 2004, results presented here are from 2004 and 2007 only. The 2007 survey indicates that it only asked volunteers who volunteer less than 1500 hours what prevented them from volunteering more, while the 2004 survey asked all volunteers. The results are disaggregated between volunteers and non-volunteers. Approximately three quarters of volunteers indicated that the biggest barrier to volunteering is lacking time; the next most common barrier was inability to make a year-round commitment. These barriers show that organizations must look to ways to accommodate busy, dynamic schedules and appreciate volunteers' time.
Finally, this section will look at religion and its relation to volunteerism. As articulated in the 1997 NSGVP, "Philanthropy, whether in the form of volunteering time or donating money, is encouraged in all major religions. It comes as no surprise, then, that people with strong religious ties volunteer at rates higher than the rest of the population." The 1997 and 2000 surveys asked respondents about religious affiliation, church attendance, and whether they would consider themselves religious. The 2004 and 2007 survey asked only about religious attendance. Figures 1.15 and 1.16 illustrate the responses.

Figure 1.15: Volunteer rates and religion, 1997 and 2000.

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112 1997 NSGVP, page 32.
In 1997 and 2000, church attendance was the biggest predictor of higher rates of volunteerism. Those who attended church once a week volunteered at a rate of 46% in 1997 and 41% in 2000, compared with those who did not attend church weekly, who volunteered at a rate of 28% in 1997 and 24% in 2000. 2004 and 2007 show the same pattern.

In trying to explain declining volunteerism from 1997 to 2000, the 2000 NSGVP writes, "[b]ecause religious belief appears to be a hallmark of giving and volunteering, it is also possible that declines in volunteering can be attributed to declining religiosity."\textsuperscript{113} There is no evidence to prove or disprove this hypothesis; however, the importance of this group of volunteers is without a doubt. As written in the 2004 CSGVP, "Although they only comprised 19% of the total population, those who attended religious services weekly contributed 35% of all volunteer hours in Canada. This small group of volunteers contributed 86% of all hours volunteered to religious organizations, and 24% of all hours volunteered to non-religious organizations."\textsuperscript{114}

**HOW: VOLUNTEER RECRUITMENT**

In the four surveys, volunteers reported many different ways they got involved in volunteering. The 2004 and 2007 CSGVPs divided the responses between self-initiated volunteering and those who did not approach an organization on their own initiative. Figure 1.17 shows the 2004 results.

The 2007 CSGVP did not report on ways volunteers were approached; however, the division between those who approached organizations on their own initiative and those who did not was the same. In both 2004 and 2007, volunteers who approached organizations on their own initiative contributed more hours, on average, to the organization, than those who were asked to volunteer (148 hours vs. 108 hours, in both 2004 and 2007). The Internet is playing an increasingly important role in the experience of Canadian volunteering. This will be discussed in the section on youth and volunteering.

\textsuperscript{113} 2000 NSGVP, page 54.
\textsuperscript{114} 2004 CSGVP, page 37.
Figure 1.17: How Volunteers Got Involved

<table>
<thead>
<tr>
<th>Did not approach organization on their own initiative (55%)</th>
<th>Approached organization on their own initiative (45%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asked by someone in organization (69%)</td>
<td>Saw an advertisement (16%)</td>
</tr>
<tr>
<td>Asked by friend or relative outside organization (20%)</td>
<td>Responded to public appeal on TV or radio (3%)</td>
</tr>
<tr>
<td>Asked by their employer (5%)</td>
<td>Through internet (2%)</td>
</tr>
<tr>
<td>Asked by someone else (6%)</td>
<td>Referred through another agency (2%)</td>
</tr>
</tbody>
</table>

Recruiting Volunteers\(^{115}\)

What the Survey Tells Us: Initial statistics from the survey gives us some preliminary insights into the lessons that can be learned by organizations and individuals responsible for recruiting and managing volunteers.

Ask, and ask again. More volunteers get involved because someone asks them than in any other way. Volunteers explain that they don’t volunteer more, and non-volunteers explain that they don’t volunteer at all, due to the fact that no one has ever asked them.

Be flexible. People have different styles of volunteer involvement. Women volunteer more often; men generally give more time. People with higher education volunteer more often, but the unemployed and people who work part time do more hours of volunteer work.

Acknowledge that time is a precious commodity. Like not being asked, not having enough time was given as the most common reason for people not to volunteer more, or not to volunteer at all. Voluntary organizations can find ways to involve many people, some of whom may not have a lot of time to give, but all of whom together can make a difference.

“UBER” VOLUNTEERS

One of the most significant findings in all four surveys is the concentration of volunteer service in a small cohort: the surveys call them Top Volunteers. They can be seen as Uber Volunteers. Not only is a small group of volunteers responsible for the vast majority of volunteer hours, it was also found that individuals who participate in one form of prosocial behaviour are much more likely to engage in others. While this speaks to the impressive generosity of many Canadians, it also highlights the vulnerability of the volunteer sector, in that it relies on a small group of individuals. "What emerges is a portrait of society in which most citizens provide modest, albeit important, levels of support to one another, but which also depends heavily upon the contributions of a small core of particularly engaged citizens. In

\(^{115}\) 1997 NSGVP, page 41.
short, a lot do a little, but a little do a lot. It is evident that any decline in the number of core supporters is likely to have a dramatic impact.\textsuperscript{116}

This section will first look at concentration of volunteer support; it will then examine the characteristics of “Superstar Volunteers”; and, finally, it will look at links between different forms of prosocial behaviour.

Concentration of volunteer support reveals that the average total hours contributed reported above does not accurately depict distribution of volunteer time; indeed, the average is much higher than the time most volunteers commit. In the four surveys, volunteers were grouped based on the number of hours they volunteered. Each survey grouped the volunteers somewhat differently; however, each revealed a small group of Canadians who contribute the majority of volunteer hours. Figure 1.18 illustrates the 2007 results, wherein 10\% of volunteers contribute 54\% of volunteer hours. “Expressed in terms of the Canadian population, 4.6\% of Canadians (i.e., 10\% of the 46\% of Canadians who volunteer) accounted for 54\% of total volunteer hours.”\textsuperscript{117}

\textbf{Figure 1.18: Distribution of volunteers and percentage of total volunteer hours contributed, 2007.}

In 2004 and 2007, the CSGVP grouped the third and fourth column of volunteers together and called them: "Top volunteers - the 25\% of volunteers who account for 77\% of all volunteer hours." These people are key contributors to Canada's charitable and non-profit organizations. Who are these top volunteers and what distinguishes them from other volunteers? The 2004 and 2007 explored the demographics of Top Volunteers. Table 1.4 offers a snapshot from 2007, giving the percentage of volunteers in each category (demographic) who are top volunteers; the number of top volunteers in each category as a percentage of the total population; and the percentage of total annual volunteer hours contributed by the top volunteers in each category.

\textsuperscript{116} 2004 CSGVP, page 61.
\textsuperscript{117} 2007 CSGVP, page 37.
Table 1.4: Top Volunteers

<table>
<thead>
<tr>
<th></th>
<th>Percentage in category who are top volunteers</th>
<th>Number of top volunteers in category as a percentage of total population</th>
<th>Percentage of total annual volunteer hours contributed by top volunteers in category</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 to 24</td>
<td>11</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>25 to 34</td>
<td>8</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>35 to 44</td>
<td>12</td>
<td>2</td>
<td>15</td>
</tr>
<tr>
<td>45 to 54</td>
<td>13</td>
<td>2</td>
<td>16</td>
</tr>
<tr>
<td>55 to 64</td>
<td>13</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>65 and older</td>
<td>12</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td><strong>Sex</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>11</td>
<td>6</td>
<td>38</td>
</tr>
<tr>
<td>Female</td>
<td>12</td>
<td>6</td>
<td>40</td>
</tr>
<tr>
<td><strong>Marital Status</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Married/common law</td>
<td>12</td>
<td>7</td>
<td>49</td>
</tr>
<tr>
<td>Single, never married</td>
<td>10</td>
<td>3</td>
<td>20</td>
</tr>
<tr>
<td>Separated/divorced</td>
<td>11</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Widow/widower</td>
<td>10</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than high school</td>
<td>6</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>Graduated from high school</td>
<td>10</td>
<td>2</td>
<td>11</td>
</tr>
<tr>
<td>Some postsecondary</td>
<td>11</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Postsecondary diploma</td>
<td>12</td>
<td>4</td>
<td>25</td>
</tr>
<tr>
<td>University degree</td>
<td>17</td>
<td>3</td>
<td>21</td>
</tr>
<tr>
<td>-------------------</td>
<td>----</td>
<td>---</td>
<td>----</td>
</tr>
<tr>
<td><strong>Labour force status</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employed</td>
<td>11</td>
<td>6</td>
<td>42</td>
</tr>
<tr>
<td>Unemployed</td>
<td>13</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Not in labour force</td>
<td>13</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td><strong>Household income level</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than $20,000</td>
<td>8</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>$20,000 to $39,999</td>
<td>10</td>
<td>2</td>
<td>14</td>
</tr>
<tr>
<td>$40,000 to $59,999</td>
<td>11</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>$60,000 to $79,999</td>
<td>12</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>$80,000 to $99,999</td>
<td>13</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>100,000 or more</td>
<td>14</td>
<td>3</td>
<td>21</td>
</tr>
<tr>
<td><strong>Presence of children in the household</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No children in household</td>
<td>11</td>
<td>7</td>
<td>47</td>
</tr>
<tr>
<td>Pre-school aged children only</td>
<td>7</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Both pre-school and school aged children</td>
<td>12</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>School aged children only</td>
<td>14</td>
<td>3</td>
<td>23</td>
</tr>
<tr>
<td><strong>Religious attendance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weekly attendance</td>
<td>23</td>
<td>4</td>
<td>26</td>
</tr>
<tr>
<td>Not a weekly attendee</td>
<td>9</td>
<td>7</td>
<td>44</td>
</tr>
</tbody>
</table>
Table 1.4 shows that "top volunteers can be distinguished from others by their religious activity, education, income and the presence of school-aged children in their household. Those who report attending religious services at least once a week are much more likely than others to be top volunteers (23% were top volunteers vs. 9% of those who did not attend weekly). The likelihood of being a top volunteer also tends to increase with educational attainment and household income. For example, 17% of those with a university degree were top volunteers, as were 14% of those with annual household incomes of $100,000 or more. Top volunteers are also more likely to be found in households with only school-aged children present (14% of those from these households were top volunteers)."  

**Forms of Social Involvement**

As mentioned above, not only is a small group of volunteers responsible for most volunteer hours, volunteers are more likely than non-volunteers to provide other forms of social support, and the likelihood of providing other types of support increases with the amount of time contributed to prosocial behaviour. For example, in 2000, "more than 9 out of every 10 (93%) of the top 25% of volunteers (those contributing 188 hours or more annually) made charitable donations in 2000 compared with 73% of those who did not volunteer. Similarly, 79% of Canadians in the top 25% of volunteers were involved in community organizations compared with 42% of non-volunteers. These results are similar to those observed in 1997."

Figure 1.19 shows the distribution of Canadians based on the number of different forms of social involvement (donating, direct helping, participating and volunteering) to which they contribute. 31% of Canadians are involved in all four forms, followed closely by 30% engaged in three forms. 11% of Canadians are engaged in only one form, and 4% are engaged in none. "Taken together, 85% of Canadians engaged in two or more and 62% took part in three or more forms of social involvement."

This is based on 2004 data. The 2007 results are slightly different, as the 2007 CSGVP does not include participating as a form of social involvement.

**Figure 1.19: Number of forms of social involvement undertaken, 2004.**

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118 2007 CSGVP, page 41.
119 2000 NSGVP, page 47.
120 2004 CSGVP, page 57.
Intensity of social involvement also increases with the number of forms undertaken. Again, using 2004 data, "those who undertook one or two forms, on average, donated $203 over the year and volunteered 121 hours. In contrast, those who participated in all four forms of involvement gave $593 and volunteered 186 hours."\footnote{2004 CSGVP, page 59.}

**Figure 1.20: Average annual donations and average annual volunteer hours by number of forms of social involvement, 2004.**

The 1997 NSGVP speaks to the interconnected involvement of Canadians, saying "[f]rom these results, a portrait emerges of an engaged core of citizens who are actively involved in multiple facets of their community's life."\footnote{1997 NSGVP, page 47.} The 2004 survey elaborates: "These various behaviours may be best understood as simply being different ways in which Canadians express their underlying values and needs - to become involved, to connect, to care, to give back and to express one's interest."\footnote{2004 CSGVP, page 57.}
II. YOUTH VOLUNTEERS

One of the key findings in all four surveys was that youth volunteer differently than other Canadian age groups. As demonstrated in the overall volunteer section, “generally speaking, the likelihood of volunteering decreases with age while the number of hours volunteered increases”\textsuperscript{124}. Beyond different volunteering patterns, youth volunteer for different causes and are influenced by different motivators. Unlike the rest of the Canadian population, youth volunteerism cannot be predicted based on level of education, employment, income, or family status. Youth volunteerism is also significantly influenced by mandatory volunteerism in certain provinces.

This section will examine youth volunteer patterns, the types of volunteer activities in which youth are involved, the influence of mandatory community service, volunteerism as youth job training, and the internet as an emerging volunteer recruitment trend.

**WHO ARE YOUTH VOLUNTEERS?: Characteristics**

Youth are defined in the NSGVP and the CSGVP as persons between 15 and 24 years of age.

High youth volunteer rates is demonstrated in Table 2.1, which compares volunteer rates and average hours volunteered between youth and the total population surveyed. Figure 2.1 shows the consistency with which youth volunteer rates surpass total volunteer rates, and total average hours volunteered surpass youth average hours volunteered. Please note that, as mentioned previously, it is inaccurate to compare between 1997 and 2000, and 2004 and 2007, as methodology was significantly altered between 2000 and 2004.

Table 2.1: Youth volunteerism compared with total population

<table>
<thead>
<tr>
<th></th>
<th>Volunteer rate (youth)</th>
<th>Volunteer rate (total)</th>
<th>Average hours volunteered (youth)</th>
<th>Average hours volunteered (total)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997</td>
<td>33%</td>
<td>31%</td>
<td>125</td>
<td>149</td>
</tr>
<tr>
<td>2000</td>
<td>29%</td>
<td>27%</td>
<td>130</td>
<td>162</td>
</tr>
</tbody>
</table>

\textsuperscript{124} 2007 CSGVP, page 38.

"Youth involvement in voluntary activities has multiple benefits: It provides opportunities for them to acquire useful skills, experience and contacts, and to feel they are making a contribution to their communities. Youth involvement also helps voluntary and charitable organizations regenerate themselves ... Although the participation rate of Canadian youth in volunteer activities is high, the amount of time they spend in volunteer activities is low compared with other age groups."

(NSGVP 1997, 38)
The 2004 and 2007 survey divided the “youth” category between the 15 to 19 year olds and the 20 to 24 year olds (see Figures 2.1 and 2.2 below), and found notable differences: as described in the 2008 CSGVP, “[t]hose aged 15 to 19 were much more likely to volunteer than were 20 to 24 year olds (65% vs. 47%). However, 20 to 24 year olds volunteered more hours on average (182 vs. 116). Compared to 2004, the volunteer rate for 15 to 19 year olds held steady, but the rate for 20 to 24 year olds declined somewhat to 47%. The average annual hours reported by 15 to 19 year olds declined 9% (from 127 hours in 2004 to 116 hours in 2007) while the average annual hours increased 13% among 20 to 24 year olds (from 161 hours to 182 hours).”

Figure 2.1: Youth Volunteer Rates, 2004 and 2007

Figure 2.2: Average Youth Volunteer Hours, 2004 and 2007

Youth volunteer rates vary substantially between provinces, in part because some provinces offer credit courses for ‘volunteering activities’ or mandate volunteering as a high school graduation requirement (note, for example, Ontario’s comparatively low volunteer rate in 1997 and 2000 and comparatively high

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125 2007 CSGVP, pages 51-52.
volunteer rate in 2004 and 2007, after mandating volunteering in secondary school. Youth mandatory volunteering will be discussed below. Figure 2.3 illustrates volunteer rates disaggregated by province. The Northern Territories were included in the survey only in 2004 and 2007. Where provinces are excluded, data was unavailable or deemed unreliable by the survey.

Figure 2.3: Youth Volunteer Rates by Province

WHAT DO YOUTH VOLUNTEERS DO?

In 1997 and 2000, the NSGVP asked Canadian youths about the kind of organizations in which they were involved and the types of volunteer activities they did. Canadian youth reported that they supported the following organizations:

- Education and research (25% of youth volunteer activities in 1997 and 23% in 2000; and 29% of youth volunteer hours in 1997 and 19% in 2000)
- Social services (22% of activities in 1997 and 20% in 2000; and 20% of hours in 1997 and 22% in 2000)
- Religious organizations (11% of activities and 14% of hours in 1997; not reported in 2000)
- Arts, culture and recreation, including sports (not reported in 1997; 20% of activities and 18% of hours in 2000).\textsuperscript{127}

In 2007, the CSGVP asked Canadian youth the same question, this time disaggregating their results between the 15 to 19 year olds and the 20 to 24 year olds. As illustrated in Figure 2.4 “...15 to 19 year olds were more likely than either 20 to 24 year olds or those over 25 to volunteer for almost all types of organizations. They were much more likely to volunteer for education and research organizations (28% vs. 9% for 20 to 24 year olds and those 25 and over) and sports and recreation organizations (15% vs. 10% for 20 to 24 year olds and 11% for those 25 and over) and somewhat more likely to volunteer for social services organizations (15% vs. 11% vs. 10%).”\textsuperscript{128}

**Figure 2.4: Volunteer rate by organization type, 2007.**

Based on results from the 1997 and 2000 survey, Figure 2.5 illustrates the types of volunteer activities in which young Canadians are involved.

\textsuperscript{127} Information from 1997 NSGVP, page 40, and 2000 NSGVP, page 46.
\textsuperscript{128} 2007 CSGVP, pages 51-52.
Figure 2.5: Types of volunteer activities in which young Canadians are involved

WHY DO YOUTH VOLUNTEER?: Mandatory community service, motivations and barriers

While youth are motivated to volunteer for many of the same reasons as the rest of the Canadian volunteering population, they are also moved by unique incentives and responsibilities. This section will first turn to mandatory community service, and then to volunteering as a way of building personal professional capacity.

The 2000 NSGVP was the first Canadian volunteer survey to ask about mandatory community service. Over 7% of those who volunteered in 2000 stated they were required to do so by their school, their employer or the government. This number was the same in 2004 and 2007. As the 2004 CSGVP notes, there is debate over whether this kind of community service should be included in the definition of volunteering\textsuperscript{129}. As it is an important factor in youth volunteering, it is included in this section.

The most common form of mandatory community service is volunteering in order to graduate from secondary school, in some cases, a school-board requirement, and in others, including Ontario, a province-wide requirement. In 2000, for example, 35% of those who were required to volunteer were between the ages of 15 and 19\textsuperscript{130}. In 2004 and 2007, 69% and 66% of youths aged 15 to 19 who were required to volunteer said they were mandated by their high school, and 61% and 36% of 20 to 24 year olds who were required to volunteer said they were mandated by their school. About a third (31% in 2004 and 32% in 2007) of the total volunteers who were required to do so said they were mandated by their school.\textsuperscript{131}

The 2007 CSGVP disaggregated youths who were required to volunteer between those aged 15 to 19 and those aged 20 to 24. As Figure 2.6 below illustrates, the percentage of volunteers aged 20-24

\textsuperscript{129} 2004 CSGVP, page 42.
\textsuperscript{130} 2000 NSGVP, page 39
\textsuperscript{131} 2004 CSGVP, page 46 and 2007 CSGVP, pages 51-52.
required to do so was the same as the percentage of total volunteers, while those aged 15-19 was significantly higher (16%). This shows that it is indeed secondary school mandated volunteerism that is responsible for boosting youth volunteering.\textsuperscript{132}

Figure 2.6: Percentage of volunteers who were required to do so, 2007.

Moving beyond mandatory community service, the 1997, 2000 and 2004 surveys also looked to general motivations for youth, and found that youth tend to be motivated by different factors than the rest of the population. In 2004, youth were more likely to agree that they volunteered:

- "To improve their job opportunities (65% of 15 to 19 year old volunteers agreed compared to 44% of 20 to 24 year olds and 13% of those 25 and older);
- To explore their own strengths (65% of 15 to 19 year old volunteers agreed compared to 62% of 20 to 24 year olds and 45% of those 25 and older; and
- Because their friends volunteer (54% of 15 to 19 year old volunteers compared to 47% of 20 to 24 year olds and 41% of those 25 and older).\textsuperscript{133}

Findings were similar in 1997 and 2000. In 2000, it was also found that "youth are less likely to volunteer to help a cause in which they believe (90% versus 96% for non-youth), because they were personally affected by the cause the organization supports (59% versus 71% for non-youth), or to fulfill religious obligations or beliefs (19% versus 28% for non-youth).\textsuperscript{134} Many people consider volunteering as a way to build professional capacity; to hone their skills, and even to find employment. The 1997 and 2000 NSGVP reveal that this is especially true for young Canadians (see Figure 2.7).

\textsuperscript{132} 2007 CSGVP, pages 51-52.  
\textsuperscript{133} 2004 CSGVP, page 46.  
\textsuperscript{134} 2000 NSGVP, page 46.
Barriers

In 2007, the CSGVP compared barriers to volunteering reported by youth with the rest of the adult population (see Figure 2.8 below). Findings were similar. However, youth volunteers, particularly 15 to 19 year olds "were more likely to report that they did not volunteer more because they were not asked (45% of 15 to 19 year olds vs. 39% of 20 to 24 year olds and 27% of those 25 and over) or because they did not know how to become involved (35% vs. 21% and 11%). The 15 to 19 year old group was also more likely to report being dissatisfied with a previous volunteering experience (13%). On the other hand, 20 to 24 year olds were more likely than others to report that they did not volunteer more because they did not have the time (79%) and because of the financial cost of volunteering (15%)."\textsuperscript{135}

\textsuperscript{135} 2007 CSGVP, page 52.
None of the surveys addressed youth recruitment strategies, in particular. However, as youth were much more likely to report not volunteering because they did not know how to become involved or because they were not asked, and because the internet is such an important communications tool in the youth demographic, the internet as a growing part of volunteer recruitment and experience is included here.

The 2004 and 2007 CSGVP asked respondents whether they used the Internet in some way as part of volunteering, and whether they use the Internet to seek out volunteer employment. In 2004, about 20% of volunteers said they used the Internet in volunteering and 8% said they used it to seek out volunteer opportunities. In 2007, these numbers increased to 23% and 10%, respectively. The Internet seems to present itself as an increasingly viable way of reaching out to potential youth volunteers.

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Figure 2.9: Volunteering and the Internet

% of Volunteers using internet in volunteer activities
% of volunteers using Internet to seek out volunteer opportunities
III. FAMILY VOLUNTEERS

The surveys from 1997 to 2007 approach Canadian volunteers as individuals; however, it is acknowledged that people’s relationships and responsibilities, and, in particular, their family unit, influences who volunteers and how they do it: “Family volunteering opportunities can stretch the precious time of volunteers if tasks are designed so that the entire family can take part” 137.

The 2000 NSGVP writes, “A deepening time-crunch in Canadian families and growing family incomes seems to be important factors in the patterns of growth and decline in volunteering, participating and giving between 1997 and 2000, but even these relationships require further exploration and confirmation.” 138 Thus, this section will examine volunteer rates in relation to marital status (1997, 2000, 2004, 2007) and presence of children in the household (2004 and 2007); and, volunteer rates in relation to early life experiences (1997, 2000).

WHO ARE FAMILY VOLUNTEERS?

Many Canadians volunteer as part of a group and about a quarter of volunteers (25% in 2004 and 26% in 2007) 139 indicated that they volunteered as part of a group project with their immediate families. Figure 3.1 presents volunteer participation rates disaggregated by marital status and Figure 3.2 presents volunteer hours disaggregated by marital status.

Figure 3.1: Volunteer participation rates by marital status.

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There is no clear pattern related to marital status. In 1997 and 2000, married people were most likely to volunteer followed by single people; while in 2004 and 2007 single people were the most likely to volunteer followed by married people. However, in all years surveyed separated, divorced and widowed people donated more hours on average than those who were married or single.

Stronger patterns are seen in the relationship between volunteering and presence of children in the household, as illustrated in figure three below.

As articulated in the 2007 CSGVP, “The likelihood of volunteering is higher among those with school-aged children in the household than among others. Those with only school-aged children present were most likely to volunteer (62% [compared with 59% in 2004]), followed by those with both pre-school and school-aged children (54% [compared with 53% in 2004]). In contrast, those with only pre-school-
aged (41% [compared with 43% in 2004]) or no children in the household (39% [compared with 40% in 2004]) were least likely to volunteer. Those with either pre-school children only or with both pre-school and school-aged children reported the fewest average volunteer hours (110 and 147, respectively [compared with 125 and 141 in 2004]) while those without children in the household contributed the most hours (184 [compared with 191 in 2004]). Compared to 2004, there was a modest increase in the likelihood of volunteering among those with only school-aged children.\textsuperscript{140}

Figure 3.4: Average hours volunteered by presence of children in the household, 2004 and 2007.

WHY DO FAMILY VOLUNTEERS VOLUNTEER?: focus on the family

Focusing on the needs and wants of family volunteers is useful exercise, both in terms of the present Canadian volunteer tapestry and the future one. The following is an amalgamated list from the 1997 and 2000 NSGVP of youth life experiences that appear to be related to volunteering in adulthood, compared with the volunteer rate for all Canadians (31% in 1997 and 27% in 2000)\textsuperscript{141}:

- Active in student government (51% volunteered in 1997 and 42% volunteered in 2000);
- Active in religious organizations (45% in 1997 and 39% in 2000);
- Had a parent who volunteered (43% in 1997 and 39% in 2000);
- Belonged to a youth group (42% in 1997 and 35% in 2000);
- Did some kind of volunteer work (40% in 1997 and 36% in 2000);
- Did door-to-door canvassing (40% in 1997 and 33% in 2000);
- Were helped by others (not reported in 1997, and 35% in 2000);
- Saw someone they admired helping others (not reported in 1997, and 34% in 2000); or
- Participated in an organized team sport (not reported in 1997, and 31% in 2000).

\textsuperscript{140} 2007 CSGVP, page 39, with data from 2004 CSGVP, page 35.
\textsuperscript{141} 1997 NSGVP, page 34; 2000 NSGVP, page 39. This data was not collected in 2004 and 2007.
According to the 1997 NSGVP, “[t]he survey results suggest that the early life experiences of Canadians bear some relationship to the likelihood of volunteering in their adult years. Compared with the volunteer rate for all Canadians (31.4%), the volunteer rate was substantially higher among people with specific life experiences during their youth...These findings demonstrate how, for many, the roots of volunteering are put down early in life and how an interest in contributing as a youth is likely to be maintained as an adult.”

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1997 NSGVP, page 34.
IV. Baby-Boomer Volunteers

Baby-boomers are an important demographic to track, as they are a large generation, with many moving to retirement. Though it is not possible to compare over the ten years spanned by the surveys because of survey methodological changes, the 2000 NSGVP speaks to the importance of demographic change: "Changing demographic conditions also influence giving, volunteering and participating. For example, an aging population will have consequences for giving and volunteering. For some, age brings greater discretionary income to channel towards charitable donations, as mortgages are retired and housing costs are reduced. For others, aging may bring declining health that interferes with the ability to volunteer. Other demographic factors such as changes in the ethnocultural composition of the population, immigration and increased population mobility may also exert an influence." 143

WHO ARE BABY-BOOMER VOLUNTEERS?

The exact age range of baby-boomers changes depending on where you look or whom you ask. This analysis uses the popular Canadian definition: those born between 1946 and 1962. However, the analysis looks at ten year age brackets, so no clear analysis of that exact demographic can be formed.

Instead, we will return to Figure 1.2 and 1.3 from the first section, replicated here:

Figure 1.2: Volunteer rates disaggregated by age

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143 2000 NSGVP, page 53.
The general trend is that volunteer rates decrease with age and average volunteer hours increase, especially after the age of 65 (retirement). Will this trend continue as baby-boomers age? How can organizations accommodate the differing needs of baby-boomer volunteers as they get older, and, particularly, as they leave the labour market?

Below are volunteer participation rates and average hours disaggregated by labour status.

**Figure 1.3: Average hours disaggregated by age**

**Figure 4.1: Volunteer participation rate disaggregated by labour status**
Those employed have higher rates of volunteerism than those who are unemployed or not in the labour force; however, those not in the labour force consistently volunteered the most hours, on average (as in 1997 and 2000) or the second most (after those who are unemployed, as in 2004 and in 2007).

Though these surveys do not offer concrete data from which to analyze baby-boomers as a demographic, they certainly offer general demographic trends from which to point non-profit and volunteer organizations in a way that can accommodate the evolving needs and wants of baby-boomer volunteers.
V. EMPLOYER-SUPPORTED VOLUNTEERS

The 1987 National Volunteer Activity Survey (VAS) challenged the assumption that most volunteers are people outside of the workforce; indeed, the 1987 survey and the four surveys presented in this research reveal that the majority of volunteers are employed. In 2000, for example, approximately 67% of volunteers were employed (compared with 65% in 1997), 30% were not in the labour force, and 4% were unemployed. Trends were similar in all years surveyed. Thus, this section examines volunteer participation rates in relation to labour force status; employer support of employee volunteerism; and job skills garnered through volunteerism.

WHO ARE EMPLOYER-SUPPORTED VOLUNTEERS?: Volunteerism and Labour Force Status

The figure below demonstrates that in all four surveys the volunteer participation rate for employed persons was higher than that of unemployed persons and those not in the labour force. In 1997 and 2000, employment was further disaggregated into full-time and part-time positions, revealing that part-time workers were the cohort of volunteers with the highest participation rate.

Figure 5.1: Volunteer participation rate disaggregated by labour status

An examination of volunteer hours, however, tells a slightly different story, as illustrated in Figure 5.2. The 2007 CSGVP explains, “[T]hose who were employed were most likely to volunteer (50%), while those who were not in the labour force (44%) or unemployed (38%) were less likely to volunteer.

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144 2000 NSGVP, page 33.
145 Employed is defined in the four surveys: “People who worked for pay or profit during the week preceding the survey are considered employed, as are those who had a job but were not at work for reasons such as illness, family responsibilities or vacation. Persons on layoff are not considered employed.” (Appendix A: Glossary of Terms)
146 “Full-time workers are defined as those who usually work 30 or more hours a week; part-time workers usually work fewer than 30 hours a week.”

113
However, those who were unemployed or not in the labour force contributed more hours (205 and 190 average hours, respectively) than those who were employed (150). This pattern is similar to that reported in 2004, with the exception that those who were unemployed were less likely to volunteer and contributed fewer hours than they had in 2004\textsuperscript{147}.

**Figure 5.2: Average hours volunteered disaggregated by labour status**

This pattern was not evident in 1997, with unemployed volunteers contributing fewer hours than employed volunteers, though those not in the labour force did have the highest average volunteer hours (176)\textsuperscript{148}. In 2000, both unemployed volunteers and those not in the labour force contributed more hours on average than employed volunteers (175 and 193, respectively, versus 147 hours)\textsuperscript{149}.

**HOW DO EMPLOYER SUPPORTED VOLUNTEERS VOLUNTEER?: Employer support of volunteerism**

As discussed in the overall volunteer section, the biggest barrier to current volunteers volunteering more, and non-volunteers volunteering at all, is time. Committing time to volunteering means juggling a host of responsibilities: whether or not a workplace is sensitive or supportive of volunteerism can make a huge difference in a person’s ability and inclination to volunteer.

This section looks at different ways employers support their employees’ volunteerism. It includes content from the 1997, 2000 and 2004 surveys, as the 2007 CSGVP did not ask questions about employer support. The following chart lists different ways employers supported employee volunteerism, and the percentage of employed volunteers who reported this support.

\textsuperscript{147} 2007 CSGVP, page 39.
\textsuperscript{148} 1997 NSGVP, page 29.
\textsuperscript{149} 2000 NSGVP, page 34.
Table 5.1: Employer support of volunteerism

<table>
<thead>
<tr>
<th>Support Type</th>
<th>1997</th>
<th>2000</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allowing employees to use the facilities and equipment of the business for volunteer activities</td>
<td>27%</td>
<td>28%</td>
<td>32%</td>
</tr>
<tr>
<td>Allowing employees to modify hours of work for volunteer activities</td>
<td>22%</td>
<td>27%</td>
<td>33%</td>
</tr>
<tr>
<td>Employee recognition for volunteering</td>
<td>14%</td>
<td>22%</td>
<td>23%</td>
</tr>
<tr>
<td>Non-monetary support for volunteering from employer</td>
<td>--</td>
<td>--</td>
<td>57%</td>
</tr>
<tr>
<td>Programs or policies in place to encourage volunteerism</td>
<td>--</td>
<td>--</td>
<td>29%</td>
</tr>
</tbody>
</table>

In 1997 and 2000, the most common form of employer support was allowing employees to use the facilities and equipment of the business for volunteer activities (27% and 28% of employees, in 1997 and 2000, respectively, reported this form of support). This was also a common form of support in 2004, with the most common support reported being allowing employees to modify hours of work for volunteer activity (33%).

In 2004, over half of volunteers (57%) with an employer reported non-monetary support for volunteering from employers and 29% reported employer-supported programs or policies in place to encourage volunteerism. Seventeen percent of volunteers who were supported by an employee volunteer program reported that the program included financial donations to the organization commensurate with the hours volunteered. The 2004 CSGVP further elaborates: “Not all employers are equally likely to have a program or policy in place to encourage volunteering. Canadians working in the areas of Finance, Insurance, Real Estate and Leasing (53%) and Public Administration (52%) were more likely to report that their employer had a program or policy in place.”

Employer support was not uniform between different demographics. In 1997, for example, slightly less than one-quarter of respondents (22%) said they had received approval to modify their hours of work in order to take part in volunteer activities. This approval was granted to a larger percentage of young people under 25 (28%) than to those aged 25 to 44 (23%) or 45 to 64 (17%), and to a larger percentage of young men (31%) than young women (24%). Furthermore, “among workers who volunteered, 14% said that they had received recognition from their employer. Here again, a larger proportion of young people under 25 said that they had received this type of support (16%).”

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150 2004 CSGVP, page 43.
Similarly, in 2000, younger volunteers appear to be more likely than others to receive some types of employer support. “Men aged 35 to 44 and women aged 15 to 24 were more likely to report having received approval from employers to modify work hours (30% and 34%, respectively).”

The table below, taken from the 2004 CSGVP, illustrates the percentages of employed volunteers receiving employer support disaggregated by age and household income. Again, younger volunteers were slightly more likely to receive employer support, with likelihood decreasing with age after the 25 to 34 age group. Additionally, volunteers with higher household incomes were more likely to report receiving support from their employer.

Table 5.2: Employer support of volunteers (percent), disaggregated by age and income, 2004.

<table>
<thead>
<tr>
<th>Age group</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>57</td>
</tr>
<tr>
<td>15 to 24</td>
<td>59</td>
</tr>
<tr>
<td>25 to 34</td>
<td>60</td>
</tr>
<tr>
<td>35 to 44</td>
<td>57</td>
</tr>
<tr>
<td>45 to 54</td>
<td>56</td>
</tr>
<tr>
<td>55 to 64</td>
<td>54</td>
</tr>
<tr>
<td>65 and older</td>
<td>45</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Household income</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $20,000</td>
<td>49</td>
</tr>
<tr>
<td>$20,000 to $39,000</td>
<td>50</td>
</tr>
<tr>
<td>$40,000 to $59,000</td>
<td>56</td>
</tr>
<tr>
<td>$60,000 to $79,000</td>
<td>56</td>
</tr>
<tr>
<td>$80,000 to $99,000</td>
<td>62</td>
</tr>
<tr>
<td>$100,000 or more</td>
<td>62</td>
</tr>
</tbody>
</table>

152 2000 NSGVP, page 47.
153 2004 CSGVP, page 43.
WHY DO EMPLOYER SUPPORTED VOLUNTEERS VOLUNTEER?: Building capacity through volunteerism

Beyond altruistic intentions, many people view volunteerism as a way to build professional capacity. As Figure 5.3 illustrates, more than one third (34% in 1997 and 37% in 2000) of volunteers believed that their volunteer activities had given them new skills that could be applied directly in their paid jobs or businesses. This view was particularly strong among youth (46% in 1997 and 49% in 2000).

Figure 5.3: Percentage of volunteers who believed that their volunteer activities had given them new skills that could be applied directly in their paid jobs or businesses, 1997, 2000.

“One of the benefits of volunteering is the opportunity it provides volunteers to learn new skills. Two thirds (66%) of volunteers reported that their volunteering had provided them with interpersonal skills, such as understanding and motivating people, or being better able to handle difficult situations. Almost half (45%) indicated that they acquired communication skills, 39% obtained organizational or managerial skills, and 34% reported increased knowledge about specific subjects like health, women’s or political issues, criminal justice or the environment. About a third (32%) acquired fundraising skills and 25% obtained technical or office skills (e.g., first aid, coaching computer skills and bookkeeping).” 154 The 2007 CSGVP elucidates on skills acquired through volunteering in the figure 155 below.

154 2007 CSGVP, page 49.
155 2007 CSGVP, page 49.
This provides interesting insight to employers, as articulated in the 1997 NSGVP: “Companies may want to consider the results of this survey in relation to their human resource policies of promoting volunteering. Two-thirds of volunteers indicated that they developed new skills from volunteering and almost one-third of all volunteers stated that these were skills they could apply directly to their jobs. Thus companies may want to review existing practices to further encourage this behaviour.”

NSGVP, page 48.
METHODOLOGY

As mentioned in the introduction, all information in the surveys is taken from the following sources:


Generally, the surveys rounded to the closest whole number. When this was not the case, the researcher rounded the number. This section will give a brief overview of the methodology in each section, and focus on the methodological changes between 2000 and 2004.

**Caring Canadians, Involved Canadians: Highlights from the 1997 National of Giving, Volunteering and Participating (NSGVP)**

The purpose of the NSGVP was to ask Canadians 15 years of age and over about the ways in which they support one another and their communities through their involvement in giving, volunteering and participating. The resulting NSGVP data file contains a representative sample of 18,301 Canadians aged 15 and over, reflecting a 78.4% response rate.

The NSGVP was carried out by Statistics Canada as a supplement to the Labour Force Survey and was conducted over a period of three weeks.\(^{157}\)

**Caring Canadians, Involved Canadians: Highlights from the 2000 National Survey of Giving, Volunteering and Participating (NSGVP)**

“The NSGV, given its scale, furnishes the most comprehensive assessment of giving, volunteering and participating ever undertaken in Canada and, perhaps, in the world. It asked Canadians a series of questions about how they:

- Give money and other resources to individuals and to charities and non-profit organizations;
- Volunteer time to charitable and voluntary organizations and directly to individuals; and
- Participate in organizations by becoming members.

The content and methodology used in the 2000 NSGVP were, for the most part, the same as in the 1997 NSGVP...The 2000 NSGVP is based on a representative sample of 14,724 Canadians aged 15 and over and reflects a 63% response rate.”\(^{158}\)

\(^{157}\) *1997 NSGVP, page 5.*  
\(^{158}\) *2000, NSGVP, page 5.*
The Canada Survey of Giving, Volunteering and Participating: 2004 (CSGVP)

In 2004, the survey was renamed the Canada Survey of Giving, Volunteering and Participating.

“Currently, the survey program has three main components. The first component is the CSGVP, a national survey of Canadians residing in every province that is designed to be conducted every three years. The second is the CSGVP-North, which has similar content to the CSGVP but addresses the unique characteristics of the Territories and their smaller and widely dispersed northern communities. The third component is the Follow-up Survey of Giving, Volunteering and Participating (FSGVP), which collects information from a subset of people who participated in the 2000 NSGVP and enables the study of changes in behaviours from one survey to the next...The survey platform was also changed. Previously, the NSGVP had been conducted with respondents who participated in the Statistics Canada Labour Force Survey. Because of concerns about the demands being placed on Labour Force Survey respondents, the CSGVP was conducted as a stand-alone telephone survey.”159

“The CSGVP employed a representative sample of 20,882 Canadians aged 15 and older while the CSGVP-North surveyed a representative sample of 1,332 Canadians aged 15 and older. The results for the CSGVP and CSGVP-North have been combined for the purposes of this report. The FSGVP employed a representative sample of 6,059 Canadians aged 19 and older, and its results are reported separately in this report from those of the other two surveys. The CSGVP and the FSGVP provide the most comprehensive assessment of giving, volunteering and participating ever undertaken in Canada and, to our knowledge, in the world.”160

“There were about 6,000 respondents to the 2004 FSGVP. The survey achieved a cross-sectional response rate of 72%. The volunteer rate produced by the FSGVP was 41.2%, compared with 43.6% from the 2004 CSGVP, for the population 19 and over. The results by province were generally quite closely aligned. This supports the contention that there was an increase in the volunteer rate between 2000 and 2004, since the FSGVP controls for the impact of both questionnaire and collection methodology changes. On the other hand, the FSGVP could be affected by the same types of non-response error as the 2004 CSGVP.”161

The Canada Survey of Giving, Volunteering and Participating: 2007 (CSGVP)

The 2007 CSGVP utilized the same methods as the 2004 CSGVP, and also observed rates of giving, volunteering and participating much greater than those found in either 1997 or 2000. “The content of the CSGVP also varies somewhat between iterations, as some questions are cycled in or out to make room for additional content. For example, the 2004 CSGVP asked questions about the supports that employers may offer for volunteering and about participation or membership in groups, organizations and associations. The 2007 CSGVP did not contain this content, but the intent is to bring these questions

159 2004 CSGVP, page 5
160 2004 CSGVP, page 6
161 2004 CSGVP, page 74.
back in subsequent versions of the survey. In 2007, the survey asked questions concerning youth experience and skills obtained through volunteering that had not been asked in 2004.”

Changes in the 2004 and 2007 CSGVP

“The 2004 CSGVP provides a new way of measuring giving, volunteering and participating. Because of these changes it is not appropriate to compare results from the 2004 and 2007 CSGVP with the 1997 and 2000 NSGVP surveys.”

A number of significant changes were made to the methodologies employed for collecting data on giving, volunteering and participating in the previous 1997 and 2000 NSGVP. “The changes include the following:

- Changes to the survey coverage: Survey data were collected in the North (Yukon, Northwest Territories and Nunavut) for the first time.
- Changes in the size of sample: The sample size of the CSGVP has been increased from 14,724 to 20,832 to improve the ability to provide estimates both at the provincial level and in the large urban areas.
- Changes in the survey questionnaire: The questionnaire was revised in a number of ways, based on experience gained from earlier surveys. Some questions were changed to improve their clarity for respondents. Other questions were added to collect new information of interest. A number of questions were also dropped from the survey. Because the survey is now being conducted on a permanent basis, it is possible to cycle sets of questions in and out of the survey. For example, questions about the skills that youth seek from their volunteer experience were dropped from the 2004 survey but may be asked again in the 2007 survey.
- Changes in collection method: The 2004 survey employed a Random Digit Dialling telephone sample, by which respondents were recruited specifically to participate in the CSGVP. In contrast, both the 1997 and 2000 NSGVP were conducted as supplements to the Labour Force Survey (LFS). This may have influenced some of the results. For example, the overall percentage of the population that responded to the survey (the response rate) for 2004 was 57% (down 63% in 2000). Taken altogether, these changes are substantial enough to make comparisons of results from the 2004 CSGVP with those from the 1997 and 2000 NSGVP inappropriate. This report therefore does not attempt to analyze changes over time in giving, volunteering and participating and focuses only on the results of the 2004 survey.”

According to the 2004 CSGVP, and experience in social science surveys of this nature in Canada and abroad, results can fluctuate substantially based on the number and nature of the questions: any changes in surveys can result in great changes; thus trends or conclusions between these years must not be extrapolated.

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162 2007 CSGVP, pages 5-6.
3.3 Literature Review

Exploring Canada’s Volunteers- Youth, Employer-Supported, Family and Boomers
History

The youth cohort has not been part of the conventional image associated with volunteerism. Historically, youth have not been viewed as significantly participating or promoting volunteerism. It is difficult to determine the degree to which the youth cohort was truly represented before the 1980s, as statistics were not steadily collected. Nonetheless, there has been a small but steady tradition of youth volunteerism in the form of various youth groups, whether they are public or private. Youth are active in specific areas of volunteer work from sports organizations to faith based volunteer work.

More recently, youth have become increasingly represented in the volunteer sector. Between 1987 and 1997, the percentages of the youth cohort (youth aged 15-24) who volunteer increased by 16 percent from 17 to 33 percent. By 2007, the 33 percent number increased to 58 percent.

What factors led to their involvement?

A review of the literature shows that the increase in volunteer participation amongst youth can be linked to changes in two areas:

1. Employment
   - Job market: By the end of the 1980s through the 1990s, youth entering the job market were faced with a scarcity of employment as the baby-boomers largely dominated the work world and held most of the jobs.
   - Technology: Technological progress also made many traditional jobs obsolete (further depleting the job market) and increased the amount of training required. So, youth entering the job market were required to have more training and skills.

2. Education
   - Mandatory Volunteering: Mandatory community service came into practice towards the middle of the 1990s (it existed before but never to this degree). The 2007 Canada Survey of Giving, Volunteering and Participating reported that youth are most likely to

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165 Ibid.
perform mandatory volunteering. (Most significant is the mandatory high school volunteering)

- **Full Time Studies**: There has also been an increase in full time students who, according to the above mentioned survey of 2007, are the most likely youth to volunteer.

**What were the key characteristics of this group?**

There is no one definition of “youth.” Depending on the time period, expressions such as Generation X, Y or the Millennium Generation have been used to describe this cohort. Scholars have struggled to define “youth.”

Sandra Franke, who prepared a report on “Current Realities and Emerging Issues Facing Youth in Canada,” explains that the problem arises because each scholar concentrates on one dimension of youth such as “biology, age or psychology” thus influencing the definition. The “life-course perspective,” as proposed by Franke, is a combination of many of these aspects and proposes a more multi-faceted definition of youth.

“In general terms, one can say that youth follow a path in which they move from school to the labor market, from living with the parents to financial independence and from being single to entering a stable relationship and starting a family.”

(Franke, 2010)

For the purpose of this study, the youth cohort is made up of those who people aged 15 and 24. The youth of today generally have much energy and zest, they tend be gifted with technology, are often well traveled and multilingual, and characterized as being ambitious and ready to learn. These characteristics are also reflected in their motivation to volunteer. Volunteering provides the opportunity to learn and practise new skills and to establish links to the job market. Youth of today are more transient and prefer more flexible life styles and their volunteering is more short-term and career focused. Consequently, youth often appreciate structure, a clear framework and a good outline of their responsibilities.

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168 Ibid.
170 Ibid.
171 Ibid.
Statistically, a division has occurred between the youth aged 15-19 and youth aged 20-24. The phenomenon of youth volunteering, both the youth cohort in general and divisions within this cohort in particular, must be examined more closely. While youth aged 15-19 are more likely to volunteer, youth aged 20-24 volunteer more hours on average. In 2007, 65% of the former volunteered, whereas only 47% of the latter volunteered. In fact, the younger section of this cohort has kept up a steady increase whereas the older section has decreased slightly.\footnote{Ibid.} \footnote{Ibid.}

The group aged 20-24 volunteered an average of 182 hours per year, whereas the group aged 15-19 volunteered an average of 116 hours. The average hours the former group volunteered increased since 2004 from 161 to 182 hours and the latter decreased from 127 to 116. This also follows a general demographic pattern cited by the 2007 CSGVP, which shows that with age the number of volunteers decreases and the number of hours they volunteer increases.\footnote{Ibid.}

**What has changed since their initial involvement?**

According to the 2007 *Canada Survey of Giving, Volunteering and Participating*, the youth cohort has grown to become the cohort most likely to volunteer. In 2007, 58% of the youth cohort volunteered, and this grew from 18% in 1987, 33% in 1997 and 55% in 2004.\footnote{Ibid.} Although the numbers of volunteers have increased, the average number of hours they volunteer has decreased. (This could be a reflection of their tendency to participate in activities only for short time frames.)\footnote{Ibid.}

The literature shows that reasons given for these statistical changes are partially explained by changes in the environment under which this group volunteers such as mandatory volunteering, job availability, and an increase in studies amongst youth.

**Context**

There is disagreement in the literature as to whether there is a shortage of volunteers at this moment in Canada. The population of volunteers is, however, aging, and with age the percentage of people within a cohort who volunteer tends to drop off (this is specifically noticeable in the population 65 years of age and older).\footnote{Imagine Canada. (2005) *Attracting and Keeping Youth Volunteers: Creating a Governance Culture that Nurtures and Values Youth*. Toronto: Imagine Canada.} Other studies have shown that those most active in civic participation are also aging, which makes supporting youth recruitment crucial. Those participating in full-time education tend to volunteer more. Also full time
students volunteer more than part time students. Students are required to know more about technology and related skills that can be learned in the volunteer world.\textsuperscript{178}

**What factors or conditions are shaping or motivating volunteer patterns?**

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**Canadian Council on Social Development**

*Influences to Youth Volunteering*

**Attending School vs. Working (Education and Employment)**

In general, full time students volunteer more than both part-time students and non-students. 68\% of volunteers were full time students in 2000 whereas, of the non-volunteers, only 50\% were full-time students. Youth volunteers were less likely to be employed and paid. Only 53\% of volunteers were employed and paid whereas 50\% of non-volunteers were employed and paid.

**The Role of Religion (Religion)**

Volunteers appear to be more religiously active than non-volunteers. Whereas in 2000 48\% of youth volunteers were at least “somewhat religiously active,” this was only 38\% amongst non-volunteers. Volunteering can take place, however, either within their religious institutions, or generally within the community.

**Career Considerations (Career)**

Career aspirations and motivations are very important for youth. In 2000, 49\% of youth said that volunteerism is a good place to learn new skills that they could later use in the work force. This is compared to only 35\% of older cohorts. In fact 78\% of youth thought that volunteerism would put them on the path to employment. In fact, 55\% of youth thought that volunteerism would at least increase their options for employment, whereas this was only believed by 16\% of older cohorts.

**Personal Goals (What’s in it for them)**

In general the weaker the job market, the more people volunteer. This is true of youth too. A link has been found between job availability and volunteerism. When job availability is good, the rate of volunteerism goes down and, when the jobs market is not good, volunteerism goes up. Between 1997 and 2000, there was an increase in the percentage of youth who worked (61.5\%-64.4\%); this meant that the number of volunteers decreased. Despite this anomaly, generally since 1987 job availability has gone down and volunteerism has increased.

**Community service vs. volunteering**

The number of youth who do their volunteering as a form of required “community service” (action required by work, school or the government) is much higher than the older demographic cohorts. This is largely due to the fact that mandatory high school volunteering has become part of many provinces’ curriculum.

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demographic groups. The 2007 *Canada Survey of Giving, Volunteering and Participating* confirms this by showing that youth are overwhelmingly more involved in the areas of “education and research, especially those aged 15-19”.

Pancer and Pratt explain that youth may be at a disadvantage, as they do not possess the “contacts” that their older counterparts do. Statistics on the way youth come to volunteer may be a reflection of this. In the same study for the age group 15-19, women tend to give more time than men. This however varies across the provinces in Canada. While in the Atlantic provinces women are more likely to volunteer than men, in Québec there is almost no difference in volunteer participation by gender. Volunteer rates in general also tend to vary across Canada.

Minority participation in the volunteer sector is an important sub-section in the study of youth participation in Canada. While Aboriginal populations are statistically low in volunteerism, if one examines unofficial volunteerism they are amongst the populations most likely to volunteer. For example, although statistics concerning formal volunteering are very low amongst male Aboriginal youth (three percent,) in the area of “visiting the sick and the elderly” and informal volunteering experience, they have the highest participation rate (55%). Informal volunteerism must be examined to achieve a comprehensive study of the Aboriginal youth volunteer culture.

Aboriginal youth participation is something that can certainly be tapped into, as Stolle and Cruz explain that half of all Aboriginal communities in Canada are under the age of 24. Stolle and Cruz explain that:

1. Much volunteerism done by Aboriginal youth is “informal” and therefore not accounted for in many studies, and

2. Much of their volunteerism is done within their own community and not through volunteer organizations, “making it difficult to use the same indicators of volunteering as in the general population”.

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182 Ibid.


184 Ibid.

185 Ibid.
A study entitled “Youth Volunteering in Canada: Reflections on the Ethnic dimension,” explains that previous research on Aboriginal Youth volunteering has left out the importance of “different ethnic and racial background.”\(^\text{187}\) This article explains that this omission is important, as generalizations on youth participation are made without paying heed to the unique situations of their communities, as well as unique forms of volunteerism within them. One quarter of youth in Canada, and one third of youth in Urban Canada, are of “Aboriginal or visible minority groups.”\(^\text{188}\)

In the film “It’s Our Way” produced by National Aboriginal Voluntary Organization, a young man from an Aboriginal community is interviewed and explains that the volunteer experience is not only somewhere to prove himself as a good worker who is “reliable and dependable”, but is also a good opportunity to make new contacts and get jobs. Volunteerism is also seen by Aboriginal youth as a way to “bring issues to attention and make your voice stronger.”\(^\text{189}\)

Certain social and socio-economic characteristics should be taken into account when studying Aboriginal youth, consistent with Aboriginal communities in general. Both Stolle and Cruz and the NSVGP explain that Aboriginal youth tend to be more transient, which means that they will tend to “have a lower income and less education.”\(^\text{190}\) Volunteer participation tends to increase with more education and higher income. However, even if their formal volunteer participation is low, their informal participation in their community must not be discounted. In addition, Aboriginal youth are in a unique social situation, which needs to be considered. “Aboriginal children and youth experience high rates of suicides, infant mortality, abuse, unemployment, dropout rates, teen pregnancy, homelessness, poverty and admission to foster care.”\(^\text{191}\)

**What makes the youth cohort of volunteers unique from others?**

Whereas the average number of volunteer hours for Canadians is slightly below 50%, youth volunteers have the highest percentage of volunteer participation (58% of this cohort volunteer). While the percentage of other demographic cohorts who volunteer has decreased, since youth’s accession into the world of volunteerism, their numbers have increased for various

\(^{186}\) Ibid.
\(^{188}\) Ibid.
According to the 2007 Canada Survey of Giving, Volunteering and Participating, of those youth who volunteer, 16% of the youth aged 15-19 did this as a mandatory task. 7% of the volunteer work amongst youth aged 20-24 was compulsory.

Within their motivations for volunteering, youth are more likely to cite job-related benefits than other demographic cohorts. Older cohorts have been more likely to cite “social and cause-related reasons” for their volunteer participation than a will to learn new skills. However, this does not mean that youth do not value social causes; statistically it is shown that they still see this as important. Their concentration on skills-learning could be based on their need to use volunteerism because of the state of the job market.

The report “Volunteer Connections: New Strategies for Involving Youth,” specifies that youth have been exposed to a much richer education than baby-boomers. They have had the opportunity to learn much about technology and language, as well as other subjects, which were less accessible to the general population in other generations. The average amount of full-time education has also increased.

Over the past decades, programs of mandatory community service have been increasingly put into place across Canada. For our purposes, mandatory community service can be defined as community service required by “school, employer or government”. Community Service mandated by the school affects the youth cohort most, as in the majority of provinces a specified number of community service/volunteer hours is now required for youth to graduate from high school. The 2007 Canada Survey of Giving, Volunteering and Participating specifies that schools make 66% of volunteerism compulsory, 20% by an organization and 14% was miscellaneous, such as work. This phenomenon of mandatory community service explains much of the increase in volunteerism within the youth cohort.

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194 Ibid.
Mandatory volunteerism also explains the chasm between the rate of volunteerism between the younger section of the youth cohort and the older section, as mandatory high school volunteerism contributes a large percentage to their volunteer rate. Many of the programs in high school came to pass because “civic engagement” was seen as decreasing and this was a way to fight this.  

**Youth Volunteer Intentions**

As stated above, an overwhelming reason for the youth of today to volunteer is based on a want/need to learn skills and eventually get access to the job market.

The *International Year of Volunteers* Research program presented the following data on youth motivations for volunteering:

**Youth Motivations**

- 90% of youth 15-24 “Believe in cause supported by the organization” vs. 96% of youth 25 and older.
- 86% of youth 15-24 “To use skills and experience” vs. 80% of youth 25 and older.  

A plurality of research has confirmed these statistical findings. Youth, more than any other cohort, volunteer for a large part but not uniquely because they see a volunteer position as a way to learn new skills, find a job and improve their job opportunities in general. This does not mean, however, that they do not volunteer on moral principles as well.

<table>
<thead>
<tr>
<th>Volunteer Sectors</th>
<th>15-19</th>
<th>20-24</th>
<th>25 years And older</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education and Research</td>
<td>28%</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>Sports and Recreation</td>
<td>15%</td>
<td>10%</td>
<td>11%</td>
</tr>
<tr>
<td>Social Services</td>
<td>15%</td>
<td>11%</td>
<td>10%</td>
</tr>
<tr>
<td>Religion</td>
<td>11%</td>
<td>7%</td>
<td>10%</td>
</tr>
<tr>
<td>Health</td>
<td>7%</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Development and Housing</td>
<td>6%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Environment</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
</tr>
</tbody>
</table>


Youth tend to favor the following areas to volunteer:

The following data was taken from the 2007 Canada Survey of Giving, Volunteering and Participating.

Best Practices and Major Barriers

In order to understand how to engage youth, it is important to understand what they perceive as barriers to volunteerism and what steps need to be taken to make volunteerism more accessible. Within the 2007 Canada Survey of Giving, Volunteering and Participating, the following are cited as the top “reasons for not volunteering” amongst the youth cohort. Although the barriers that youth identified were similar to that of other demographic cohorts, youth (from both sub-sections) were more likely to cite “not being asked” and “did not know how to become involved” as reasons for not volunteering. This may reflect a characteristic of the youth cohort: youth have relied heavily on their parents/teachers/superiors knowledge and direction throughout their childhood and continue to expect this.

<table>
<thead>
<tr>
<th>Reasons for not volunteering</th>
<th>15-19</th>
<th>20-24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did not have time</td>
<td>74%</td>
<td>79%</td>
</tr>
<tr>
<td>Unable to make a long-term commitment</td>
<td>46%</td>
<td>53%</td>
</tr>
<tr>
<td>No one asked</td>
<td>45%</td>
<td>39%</td>
</tr>
<tr>
<td>Did not know how to become involved</td>
<td>35%</td>
<td>21%</td>
</tr>
<tr>
<td>Gave enough time already</td>
<td>27%</td>
<td>23%</td>
</tr>
<tr>
<td>Had no interest</td>
<td>23%</td>
<td>21%</td>
</tr>
<tr>
<td>Gave money instead of time</td>
<td>19%</td>
<td>18%</td>
</tr>
<tr>
<td>Dissatisfied with a previous experience</td>
<td>13%</td>
<td>16%</td>
</tr>
<tr>
<td>Health problems or physically unable</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>Financial cost of volunteering</td>
<td>7%</td>
<td>15%</td>
</tr>
</tbody>
</table>

In a study done by EKOS Research Associates in 2008 entitled “Canadian Views on Volunteer Service and a National Youth Service Policy,” youth (defined by EKOS as those aged 16-30) were

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200 Please note, these statistics are taken directly from the 2007 Canada Survey of Giving, Volunteering and Participating
asked, “Have you ever considered doing a term of volunteer service, either locally, nationally, or internationally?” 70% responded yes and 30% responded no.

Those who said no were asked:

“What were the main barriers to you doing a term of volunteer service?”

The results were as follows:

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of time/too busy</td>
<td>66%</td>
</tr>
<tr>
<td>Financial Barriers</td>
<td>25%</td>
</tr>
<tr>
<td>Unaware of/unfamiliar with volunteering</td>
<td>5%</td>
</tr>
<tr>
<td>Not interested (general)</td>
<td>4%</td>
</tr>
<tr>
<td>Accessibility/transportation issues</td>
<td>4%</td>
</tr>
<tr>
<td>DK/NR</td>
<td>10%</td>
</tr>
</tbody>
</table>

1998 study in UK, “Vanishing Volunteers: Are Young People Losing Interest in Volunteering,” identified what young people do not want:

**Major Barriers Identified:**
- Image
- Lack of time
- Lack of information
- Lack of gatekeepers

**Perceptions of Volunteering:**
- It is boring
- It is poorly organized
- It is primarily something that older (middle class) women do
- It is difficult to find people who can tell them when and where to volunteer
- There is a sense a resistance towards youth volunteers (Gaskin 1998, p 3)

**How can organizations better recruit and retain this volunteer cohort?**

There are eight characteristics that are often referenced as it pertains to what youth volunteers are seeking.

1. Flexibility: they seek spontaneity and choices in volunteering
2. Legitimacy: information about the range and significance of the volunteer position
3. Ease of access: more information and easy access points
4. Experience: stimulating, interesting, relevant activities
5. Incentives: tangible rewards, especially references
6. Variety: opportunities to fulfill personal interests and goals
7. Organization: efficient but informal, relaxed, supportive

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202 Ibid.
8. Laughs: enjoyable, satisfying and fun

In general, youth seem to be attracted by an atmosphere where they can learn skills and gain a connection to the job market, feel a part of the team and welcome, have clear responsibilities, and yet do all of this in a flexible time frame. Financial considerations also seem to play a role in youth’s volunteer participation.

Katharine Gaskin suggests a number of strategies organizations might take on to attract youth to volunteerism. Her findings correspond with much of the literature being presented in this field.

**Recruiting Techniques**: Information sessions, presentations, and effective communication have been cited by Imagine Canada as effective ways to attract/recruit youth.

**Organizational Characteristics**: an atmosphere that is relaxed with well-defined goals will attract youth. An emphasis on skills-based volunteering also interest youth.

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What models (in use/in theory) are being advanced to engage this cohort of volunteers?

Stolle and Cruz present circumstances, strategies and means to increase “civic engagement” in general and volunteerism in particular. They outline three key elements that tend to predict a youth’s “civic and political participation.” Addressing each of these elements, they present strategies and best practices for engaging youth.

**Resources** (financial and similar means that permit the individual to participate in volunteerism)
- The authors suggest that, to increase and ensure civic engagement/volunteerism, either providing resources in a more even manner to all or making sure that a lack of resources does not become an obstacle to volunteerism could be a solution.

**Interest** (attention paid and concern for the issue at hand)
- There are programs and initiatives in place to increase interest in civic engagement and volunteerism; however, more could be done in this area.

**Recruitment** (the “social networks” which bring youth into organizations)
- Creating more “social networks” that will be charged with engaging and retaining youth in the areas of civic engagement and volunteerism could be advantageous.

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The authors next present specific approaches that could be taken on to promote the above goals. “Homes, schools, communities, and workplaces” are the areas considered the most effective to increase youth’s civic engagement.  

**HOME**

The literature shows that youth who are taught the value of civic engagement at home are more likely to participate later. This can also happen in reverse, whereby children’s engagement fosters parental engagement.

Resources and training for parents offered by government on how to best engage their children could be a good practice in policy making. In the United States, the “MotherRead/FatherRead” program has been a successful promoter of learning within the family, whereby parents commit themselves to reading and educating their children about themes such as “US history and government.”

Family volunteering has recently become popular in both Canada and the United States. Advocates highlight the fact that parental figures have the opportunity to provide support and build stronger relationships with youth. However, it should be noted that only 60% of organizations where volunteerism occurs have family volunteers.

Families and Schools Together Canada has also been a successful program which promotes connections between different families and schools and at the same time promotes communal civic engagement amongst all of these parties.

**SCHOOL**

Stolle and Cruz explain that, although schools are an excellent resource to engage youth, initiatives to promote civic engagement amongst youth have not all been successful. Recently, much research has been done on different ways to promote civic engagement at school. Straight memorization has proved ineffective amongst youth. Both promoting dialogue about important issues at school as well as promoting student organized initiatives (“service-learning or volunteer programs”) have been successful.

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208 Ibid.
209 Ibid.
The National Youth Leadership initiative in the United States has been successful in promoting civic engagement both within course material provided by the teacher and on the internet. The students learn both about important community groups and pressing political issues.  

Several “youth-led volunteering programs” have been implemented across North America. The most successful ones have been “student-led” and have been able to demonstrate a connection between what the youth do and concrete results.  

The “Peace Corps Partnership” project has had much success in its organization. Students like to feel in control of and a part of the workings of the organization and have been allowed to participate and be in charge of many activities. This program has also gone back to the idea of school as a good place to teach the value of civic engagement and concentrates not on memorization in the classroom, but rather on learning skills (something important for youth). This program has also proved effective as youth have met other people in the school and community who are active in the area of civic engagement.  

COMMUNITIES AND SOCIAL NETWORKS  
Civic engagement within the community, financially supported by the government, has been very effective strategy used in Sweden. Recently, Canada has also taken on this initiative. An example is the “Aboriginal Youth Research Program of the Centre of Excellence for Youth Engagement” (CEYE). This program “promotes youth health outcomes by building community-wide networks of knowledge inquiry and exchange.” This program promotes civic engagement, including volunteerism, through connections between participants in this program and other parts of the community.  

It has been proven that allowing youth to participate in the running of the organizations where they volunteer has been a successful way to engage them. The literature shows that giving youth a role within the boards of the organizations can promote engagement. CEYE (see above) has been very active in this, promoting the participation of youth within the workings of their organizations and giving the youth responsibilities.  

WORKPLACES  
As with the general population, promoting civic engagement within the workplace has not been sufficiently examined thus far. However, the workplace can provide the opportunity for youth to learn new skills and values and to meet older people who can teach the importance of civic engagement.

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212 Ibid.  
engagement. “Examples of such initiatives could include having youth choose adults in their field of interest to ‘shadow’ adult activities including in the civic sphere or establishing internship programs that allow youth to get hands-on experience." The workplace is an ideal setting for youth to learn how beneficial being a volunteer can be in terms of learning new skills and making connections for later.

“Millennium Volunteers (MV) in the United Kingdom allows youth between the ages of 16 and 24 to gain recognition for their achievements in service. The program evaluates and tracks youth service by issuing awards for 100 and 200 hours of community service. According to the program, over 40,000 program participants have received awards for 200 hours of service. Through partnerships with the private sector, MV promotes awareness of the value of skills acquired through volunteering. For employers, the program provides a standard for identifying the achievements of youth volunteers and the MV distinction has become widely recognized and valued among employers. The MV program has two positive outcomes for youth: promoting youth personal development through civic engagement and easing the school-to-work transition by connecting employers with youth.”

Volunteer Canada has put together a package called “Volunteer Connections: New strategies for involving youth.” This package not only gives information on youth and volunteerism in general, but also prescribes best practices for engaging youth. Imagine Canada has also put together a package entitled “Attracting and Keeping Youth Volunteers” which includes best practices and case studies.

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EMPLOYER-SUPPORTED VOLUNTEERS

LITERATURE REVIEW

History

Employer-supported volunteer programs are initiatives through which businesses enable their employees to donate skills and volunteer time. They can take many forms with varying levels of employer support\(^{219}\), at a minimum, this denotes a deliberate effort by an employer to encourage employees to participate in volunteer activities and to support them in these efforts - that is, a 'volunteer-friendly' workplace.

Darren Quirk includes “for mutual benefit” in his definition, adding the understanding that business-supported volunteering is not usually simply altruistic.\(^{220}\) The concept of employee volunteerism is, however, almost always restricted to volunteer activity that benefits the community, or society at large. It is rarely used to refer to employer support for the time that employees devote to professional associations, unions, business or trade associations, Chambers of Commerce, or the like.\(^{221}\)

In Canada, interest in employer-supported volunteerism began in the 1990s. Many volunteer centres began developing employee volunteer programs (EVP), including consultancy services for employers seeking to develop EVPs.\(^{222}\)

Motivated by ideas related to corporate social responsibility,\(^{223}\) employers began developing EVPs to respond to stakeholders’ desire for corporations to be socially and environmentally


\(^{223}\) Corporate social responsibility (CSR), also called ‘corporate responsibility’, is a redefinition of the role of business requiring companies to account for their social and environmental impact as well as their financial performance, and to make a positive contribution to the communities in which they work. It includes these concepts: good employment practices and diversity in the workplace; corporate governance; fair trading in the market place; environmental responsibilities; human rights practices; and most importantly for our purposes here -
Employer support can be viewed as steps along a continuum...

- Practices that acknowledge that employees are involved as volunteers and try to accommodate this reality;
- Recognition of employees who are involved with voluntary organizations;
- Policies which encourage employees to volunteer;
- The company working actively with voluntary groups to encourage employees to do volunteer work; and,
- Volunteer work is done under the auspices of the company. (Janet Lautenschlager, 1993).

Employer support takes myriad forms in Canada. This review will briefly outline non-profit board service, skills-based volunteerism, and pro bono volunteer programs.

**Non-profit board service**: “Board service is one of the most valuable assets the business community can offer non-profits and it is an excellent way for businesses to contribute intellectual capital,” serving to strengthen the non-profit sector. Corporations that wish to support their employees’ involvement on volunteer boards of directors may develop their own cross-sector relationships, particularly if they want to encourage employees to focus their volunteer efforts on organizational key or signature issues.

**Skills-based volunteerism** is service to non-profit organizations by individuals or groups that capitalizes on personal talents or core business or professional skills, experience or education, often for the purpose of building organizational strength and increasing capacity. These volunteers are not necessarily work-supported volunteers; they may enter the voluntary sector through traditional avenues and when they are out of the workforce. However, skills-based volunteering is strongly tied to work-supported volunteering.

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224 One organization’s perspective may be found here: http://www.deloitte.com/view/en_US/us/About/Community-Involvement/Pro-Bono-Service/index.htm


226 One community appeals directly to those planning their retirement, or recently retired, suggesting that they consider a second career in the nonprofit sector. See p. 6. THE MYTHS AND REALITIES OF THE WORKFORCE
A skills-based volunteer engagement strategy focuses on identifying the skills required to complete specific projects or tasks derived from the organization’s mission, and then recruiting individuals with these specific skills or areas of expertise. \[227\]

**Pro bono [volunteering]** is the donation of professional services that are included in an employees’ job description and for which the recipient non-profit would otherwise have to pay. It is a subset of skilled volunteering that gives non-profits access to the business skills and experience they need to develop and implement sound business strategies, increase their capabilities and improve their organizational infrastructure. By contributing business services and skills to non-profits, corporate pro bono programs are improving people’s lives while adding significant value to their own recruitment, productivity and profitability. \[228\]

A **pro bono volunteer** is different from other volunteers in that they bring expertise to an organization on a project basis that includes clear guidelines, deadlines, and deliverables. \[229\] They are more likely to function as consultants. Rather than having a long term role in the organization, they provide technical assistance, such as financial or legal expertise, marketing and communications experience, human resources experience or other organizational development expertise. \[230\]
Context

Today, two thirds of Canada's volunteers are members of the paid work force, and most of them are employed full-time. Canada’s volunteers are highly skilled and highly motivated, and employer volunteer programs have the potential to make volunteering both possible and appealing. However, they are also overstretched. A smaller number of volunteers are shouldering a bigger share of the volunteer work performed in Canada each year. Employer-supported volunteering provides potential support and recruitment opportunities to relieve this burden.

A frequently cited barrier to volunteering is ‘time pressure’ that includes familial, professional and other responsibilities. Because this is one of the biggest barriers to volunteering, one of the most important ways that companies can support employee volunteering is to allow employees to adjust their work schedules to accommodate their volunteer activities or provide time off work – with or without pay – for volunteering. It has also been suggested that companies extend their volunteer programs to include “alumni”, that is, former employees and retirees, as volunteers. This is another way to expand the volunteer force and tap into a highly skilled and experienced potential volunteer workforce.

Research shows that, though company support for volunteerism tends to be reactive rather than proactive, it is quite prevalent in Canada. Most businesses operating in Canada (71%) encourage or accommodate employee volunteer activities during working hours and/or encourage employees to volunteer on their own time. Half (49%) of all businesses encourage employees to volunteer on their own time and more than a third (35%) accommodate employee volunteer activities during regular working hours. More than half (58%) of companies that provide financial or in-kind support to non-profit organizations and causes said that they support organizations where their employees volunteer. However, just 18% encourage employee volunteering during regular hours and only 14% of businesses that support employees have a corporate volunteer program supported by company resources.

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232 M. Easwaramoorthly, Cathy Barr, Mary Runte, and Debra Basil (2006). Business Support For Volunteers in Canada: Results of a National Survey. Toronto: Imagine Canada. Results of this survey showed that 78% of those surveyed were allowed to adjust work schedules; 71% were allowed time off without pay; and 29% were able to get time off with pay to volunteer.
233 Expanding the Boundaries of Corporate Volunteerism.
Employers shape the conditions under which volunteers function within such programs. EVPs may dictate the number of hours, the kinds of work, the time permitted etc. related to volunteering. Release time and flex-time may both have an impact on the number of hours an employee is able to commit to a volunteer placement. Release Time is an employer-based leave policy, which permits employees paid leave to perform community service. Policies may quantify time in hours or days. Approved voluntary activities may be linked to the company's work place giving program. Work-place Giving is focused fund-raising by employees of a business or organization that is directed by the mission, mandate or vision of the employer. However, it is important to note that corporate volunteerism is primarily a ground-up phenomenon with employees working within the conditions set by employers; it is the employees who tend to initiate volunteer activities.  

**Employer-supported-based volunteerism can be understood within the context of a number of different factors:**

The recent economic downturn has become a motivating factor for the private sector to change their focus from giving monetary donations to providing intellectual capital through employer-supported volunteer initiatives/programs. Recent research suggests that non-profit organizations could reduce their operational costs significantly and gain considerable capacity-building resources if they shifted their focus to soliciting pro bono and skilled volunteer support rather than soliciting monetary donations.

Furthermore, as mentioned above, there is increased pressure for corporate citizenship and social responsibility. Social responsibility is now a deciding factor in buying brands and choosing employers, and, as such, good corporate citizenship helps the bottom line.

“For example, a recent GlobeScan survey found that 50% of Canadian consumers believe that there is a need for laws requiring companies to be socially responsible, even if this means higher prices or fewer jobs (GlobeScan Inc. 2004). In another GlobeScan survey, 40% of Canadians said that they had punished socially irresponsible companies in the year preceding the survey. Employee volunteering is emerging as a tool for companies to highlight their social responsibility.

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235 Ibid.
236 Based on their 2009 Volunteer IMPACT Survey, Deloitte noted that “Despite the challenging economic backdrop, nearly 40 percent of nonprofit executives say they will spend between $50,000 and $250,000 or more of "hard-won" cash on outside contractors and consultants this year.” They suggest that pro bono and skilled volunteer support could offset such costs in addition to addressing the decline in corporate giving dollars. i.e. rather than soliciting donations, nonprofit organisations could engage volunteers to meet their needs for skills and expertise. See: http://www.deloitte.com/view/en_US/us/press/Press-Releases/press-release/3f7af0057101210VgnVCM10000ba42f00aRCRD.htm
and to build value in the communities in which they do business (Burnes & Gonyea, 2005). It is evident, then, that employer-supported-volunteerism is not simply altruistic. It provides gains to employees and employers.

Research demonstrates that “even demanding and stressful leisure-time experiences such as volunteering for fire and rescue services can have positive psychological effects and even bring benefits in the workplace,” Dr. Eva J. Mojza, of the University of Konstanz, said in a news release. "Volunteering can bring many positive experiences, such as the satisfaction of needs that aren't met through work -- mastering new skills and relating to people socially, and it also helps people to thoroughly disengage from their work.”

Research from 2009 indicates that EVPs resulted in improved ratings among employees for their employer or place at work, increased job satisfaction, increased positive word of mouth, and higher retention rates for employees who participated in volunteer activities than for those who did not.

Volunteering can also provide an excellent opportunity for staff capacity building; in particular, volunteering can increase leadership and team-building skills and confidence. The National Work-Life Alliance reports that leadership development has become the top human resource issue facing companies today. “When community involvement projects and activities are strategically chosen or developed, companies can expect skill upgrades in the areas directly related to business objectives.”

The National Centre for Volunteering in the UK suggests that employer-supported volunteering is becoming increasingly popular because it benefits everyone involved: the companies, the non-profit or volunteer organizations, the employees and the community at large. It is suggested that this volunteering provides companies with the competitive edge they need in today’s dynamic marketplace; volunteering is “one the most cost-effective methods to demonstrate commitment to the community, while at the same time reaping rich and multiple rewards that have a direct impact on the business bottom line.”

However, employer-supported volunteerism is not without its challenges, or challengers. First, it is argued that corporate volunteer programs may be coercive and thus not really “volunteering”. This could be the case of it is a mandatory part of a career development plan or promotion, or if

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243 Ibid.
employees are expected to participate or are aggressively solicited. Whether this is coercion or “team spirit” is largely a matter of perception.244

Employer-supported volunteerism has also been challenged as a potential way to obfuscate social responsibility for corporations, such as, for example, a corporation which pursues a business plan that is detrimental to the community while conducting a volunteer program for the local food bank. It is argued that it is “comparatively painless to urge employees to volunteer (particularly on their own time), but a whole lot harder to assure other forms of good citizenship as a company” and that volunteer programs must be part of a larger corporate citizenship strategy.245

Good Practices

For employer-supported volunteerism to succeed, it is important to remember that it is a triumvirate between the employee, employer and the not-for-profit organization. Not-for-profits have expressed a desire to build institutional capacity to support employer-supported volunteerism.246

From the company perspective, it is important that volunteering be supported at all levels of the organization, and that employees be given authorship over their own volunteer experience.247 Research further suggests that a corporate volunteer program should be managed like any other program: “by setting objectives and by planning, delivering, evaluating, and reporting on its performance and challenges. Some of the key attributes of a successful corporate volunteer program include dedicated staff and resources, sound leadership and support from senior management, and formalized policies.”248

Other organizations have provided checklists and criteria for corporate volunteer programs, or EVPs. Common themes include:

- **Leadership**: volunteerism must be supported at all levels of leadership, and a volunteer program champion should be identified. Businesses should initiate volunteer programs themselves instead of reacting to employees who already volunteer.
- **Policy**: a written employer-supported volunteering policy adds weight, transparency and visibility to a volunteer program.
- **Relationships and partnerships**: between not-for-profits and businesses should be nurtured and maintained through the long-term.

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244 Janet Lautenschlager, 1993.
245 Susan J. Ellis, Workplace (2004). Volunteerism: Have We Thought This Through?
247 Ibid.
• **Recognition**: businesses should recognize their employees, and non-profits should recognize all forms of business support.

• **Flexibility**: business should try to accommodate employee volunteering during working hours, and non-profits should try to accommodate volunteering during non-working hours.

A number of companies provide successful volunteer support programs. These are not necessarily comprehensive; according to research in the United States, the most frequent support offered by companies is the use of intranet websites to provide employees with a clearinghouse for volunteer opportunities.\(^{249}\)

The Ford Motor Company of Canada announced its corporate volunteer program in February 2000, which provides an illuminating case study. The program allows salaried employees to volunteer in community organizations on company time for up to 16 hours per year. The program is completely voluntary. Employees are not evaluated on their participation; however, managers and employees often highlight their volunteer experiences and contributions in performance reviews.

To qualify for support by Ford employees, organizations must be registered charities. Qualifying projects must involve teams of at least five employees. Volunteer activities must be completed during regular business hours and must consist of four-hour, one-day, or two-day off-site tasks or projects.

Volunteer opportunities, including all the details that potential volunteers need (e.g., the organization, the type of work, and the location) are listed on a Web site on the company’s intranet. Employees register for the projects that interest them. Occasionally, employees find their own volunteer opportunities and make their own arrangements for volunteering.

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\(^{249}\) *Expanding the Boundaries of Corporate Volunteerism.*

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The Points of Light Foundation created the Principles of Excellence in Workplace Volunteering to establish a set of American national standards for effective and sustainable employee volunteer programs (EVP). They identify three broad components of a quality EVP Program:

- **COMMIT** to establish, support, and promote an employee volunteer program that encourages the involvement of every employee, and manage the employer-supported volunteer program like any other business function.

- **TARGET** employer-supported volunteering at serious social problems in the community.

- **ACKNOWLEDGE** that the workplace’s employee volunteer efforts contribute to the achievement of its business goals.

(Principles of Excellence for Workplace Volunteering Online Scorecard
http://www.pointsoflight.org)
Interviews with Ford employees garnered the following recommendations:

- When informing employees about the corporate volunteer program, outline how it can benefit the employee, the community, and the company. Testimonials from participating employees and community organizations can be very effective.
- Appeal to different interests and degrees of commitment by allowing employees to choose whether or not they will participate in the program, how much time they will commit, and what kinds of activities they will engage in. Employees will have a more positive attitude if participation is truly voluntary.
- Most employees liked the fact that they could take time off work to volunteer. Most also appreciated the opportunity the program offered for them to get to know their co-workers and to bond with their work group by volunteering as a team.
- If your program is structured to encourage employees to perform volunteer activities as a team, retain an element of choice. Offering a degree of flexibility in when participants can volunteer will help to minimize conflicts with work schedules.
- Employees who feel that their managers and the company support their volunteer efforts will be more motivated.
- Encourage employees to support each other’s participation in volunteering activities.
- Employees will be deterred from continuing to volunteer if they feel that there is not a real need for the work to be done, if they do not have enough work to do to keep them busy for the duration of their volunteer activity, or if they do not feel like they are making a valuable contribution to the agency or its clients.\(^{250}\)

For further examples, The Centre for Volunteering (Australia) describes six case studies on its website involving a wide variety of volunteer involving organisations. Examples include:

- Ronald MacDonald House has benefited from ‘regular working bees’ where groups of five to 20 people help maintain a safe and clean environment for young patients at the House;
- Anglican Retirement Villages, Castle Hill (ARV) is paired with volunteers from Integral Energy who assist with gardening and maintenance;
- the Unilever Australasia Foundation that developed the Reading for Life program through which employees ‘buddy up’ with primary school children using a semi-structured reading pack to support the development of literacy skills. Each volunteer spends 45 minutes of one-on-one time with their buddy every week for 15 weeks. Many volunteers enjoy using their ‘elementary teaching skills’ so much that they maintain their commitment to the program every semester.

\(^{250}\)Evelina J. Rog; S. Mark Pancer; Mark C. Baetz (2002). Corporate Volunteer Programs: Maximizing Employee Motivation and Minizing Barriers to Program Participation. Toronto: Canadian Centre for Philanthropy.
FAMILY

LITERATURE REVIEW

History

This literature review draws on previous research completed by Volunteer Canada about the family as a volunteer cohort earlier in this decade. In the 2002 *Family Volunteering: A Discussion paper*, Volunteer Canada adopted The Vanier Institute of the Family’s approach to defining family as:

> “Any group of two or more people that consider themselves to be a family: parents, children, siblings, foster parents, grandparents, aunts, uncles, cousins, friends, and any others who consider themselves a family.”
> (Bowen and McKechnie, 2002)

Responding to changes in family structure, newer definitions define a family as:

> “those who consider themselves to be a family with a past history, present reality, and a future shared expectation of connected relationships, but may not be related through traditional blood or legal ties.”

Family volunteering represents a major change from traditional volunteering models by focusing on groups and on integrated age cohorts. Volunteer Canada defined family volunteering as volunteer activities carried out by members of a family as a joint activity. While there are many definitions of family volunteering in use, the important characteristic of this volunteer cohort is that a ‘family’ is comprised of more than one generation, each generation having its own needs that may impact on the organization recruiting volunteers.

The beginning of a focus on the family as a volunteer cohort in Canada seems to have been during International Year of the Family in 1994. In response to the declaration by the United Nations, the Volunteer Action Centre of Kitchener-Waterloo and Area decided to highlight the

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potential of families volunteering together. Kristen Porritt suggests that, while 'family volunteering' had been going on informally for years, the phenomenon was just beginning to be named in the mid-90s in Canada.

Although tasked with surveying ‘family volunteering’ nationally and internationally in order to make recommendations for its introduction into Australia and South Australia, Zoe Gill notes that the situation there was different: it had experienced an increase in the number of volunteers. South Australia had an aging population and she writes that the government may be better advised to focus on recruiting older volunteers. In keeping with her observations, it is important that Canada consider its current demographics before committing to the implementation of family volunteering programs. How will their implementation serve volunteer-involving organizations? Canada’s population is also aging and, as a factor of this aging, there is an increased demand for health care and an accompanying increased demand for volunteers in this sector. “Dedicated long-term regular volunteers in most segments of the voluntary sector are aging and declining in numbers but this is especially noticeable in the health sector.” Families may not be the most appropriate volunteer cohort to fill this need. As well, some organisations may not have the infrastructure required to support an influx of family volunteers.

Noting that there was little information and few statistics available on the topic, in 2002 Volunteer Canada conducted the National Survey on Family Volunteering to identify practices and assess organizational readiness to recruit and accommodate this cohort. The development of tools to implement formalized volunteer opportunities was a stated goal of this initiative.

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255 ‘Family volunteering’ was significant aspect of early immigrant experience in Canada, and remains a significant aspect of community life in traditional religious communities such as the Old Order Mennonites of Waterloo County, Ontario, for example. Quilting (or sewing) bees, barn raisings, community crop harvesting often accompanied by social activities, is a part of traditional (farming) religious culture.


Context

Volunteer Canada highlights the decrease in total numbers of volunteers in the 21st century as a motivating factor for turning to the family as a volunteer cohort from which to recruit new volunteers. Family volunteering has been promoted as a way to increase the total number of volunteers in the short term and the quality of services in a community, as well as to create a future generation of volunteers, so-called legacy volunteers.

Families are a fundamental unit of society. Many Canadians value their families above all else in their lives: work, religious, social or leisure activities. Family relationships are vital; they provide care and support to members across the life cycle, and serve to shape the values of future generations. Families have been identified as having considerable influence on the continued pursuit of specific activities in adulthood.

Research on family leisure suggests that there is a greater likelihood that, if a family supports particular leisure activities during childhood, that as adults they will continue to engage in these activities. Similarly, the extent to which people were involved in community activities as youth, or were exposed to role models who volunteered or helped others, is positively related to their charitable behaviour as adults. As transmitters of the volunteer tradition, mothers are more influential than fathers, and volunteer hours tend to be higher among people who say that both their parents volunteered.

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Ibid.
This volunteer cohort is highly influenced by the values of the boomer generation. Boomers are often the parents and sometimes the grandparents in this cohort. Balancing family and work obligations has been a long-standing dilemma for this generation. An increased need for dual-incomes, increased involvement in part-time work and an increase in people holding down more than one job to meet their needs has contributed to these challenges. The ever-increasing involvement of women in work outside the home is cited as having a dramatic impact on the day-to-day life of Canadian families, particularly in how families share their time together.

Shared leisure time has replaced shared work as a primary mode of family bonding. As a form of leisure activity, shared volunteer activities were and continue to be promoted as a positive solution for families struggling with work-life balance. Shared time together facilitates deepening of family relationships and promotes communication through which shared values may be transmitted, including the ethic of volunteering. Family volunteering is promoted to families as a way to spend quality time together, connect with other families, and contribute to society.

Another significant factor influencing the involvement of families in voluntary activities are the increasing and varied constraints on time that families are facing. In addition to juggling the

The BMO Retirement Institute notes that:

“family-wide participation in philanthropy leads to growth in self-esteem, stability, imagination and a rewarding family life.”

They found that 89% of participants surveyed cited charitable giving as a way of teaching family values, and that 86% agreed that it is a rewarding family activity.

Therefore, because boomers find value in involving their children and grandchildren in philanthropic activities, recruiting and retaining today’s families will assure organizations the involvement of younger generations, now and in the future.


Ibid.
work, school, leisure, social and religious activities of their immediate families, Canadian boomers are often also caring for aging parents – leaving them with less time for volunteer activity. To meet the needs of time-constrained families, flexibility is a necessary element of any proposed family volunteering program. The National Survey on Family Volunteering states that a wide variety of short-term and one-time events must be developed to meet the needs of today’s families.

Motivating factors for volunteering as a family are quite similar to those for individual volunteers. Families cite value-oriented reasons such as a desire to instill a sense of responsibility in their children, concern for the less fortunate, and a desire to help those in need; many cite instrumental motives such as wanting to meet other families with similar values. Families are also aware that shared activities can help to build and sustain relationships within the family unit.

In terms of family volunteering in Aboriginal communities in Canada, it should be noted that community and family are at the heart of the Aboriginal culture. Volunteerism, not the word but the act, is an intrinsic part of Aboriginal culture and tradition and is seen as an essential practice to teach to young generations. Informal gatherings within the Aboriginal communities are aimed at teaching youth the value of “caring, sharing and giving” through helping the community and giving back to “mother earth.” These events allow the children to learn so that their fundamental belief in the act of volunteerism is kept alive. “Traditions must be preserved to speak to future generation.”

Especially important to note is the Aboriginal woman’s role in the community and the family in preserving the tradition of volunteerism and furthering the community. “Aboriginal woman nurture strength, pride and assurance among the children to ensure that the future of their youth and culture will be promising and brilliant. Their knowledge, guidance and naturally helpful spirit can help to teach others from outside their culture how to adopt and live by this spirit.”

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Good Practices

Kristen Porritt offers an historical ‘snapshot’ of family volunteering in Canada from the mid 90s. She provides a list of volunteer centers and bureaus across Canada that offered family volunteering opportunities including the types of organizations with whom families were able to volunteer and offers the first Canadian guidelines for implementing family volunteering. The National Survey on Family Volunteering identified only two volunteer centers that had developed family volunteering programs: Volunteer Calgary and Volunteer Kingston. Volunteer Calgary’s ‘Families Volunteering Together’ had evolved and become an integrated component of the volunteer centre’s recruitment and referral service. Volunteer Kingston had incorporated its family volunteering initiative into its recruitment and referral program.

Kristen Porritt states that family volunteering is a ‘win-win’ situation offering benefits to families, communities, non-profits and corporations. Zoe Gill summarizes this sentiment by noting that community and volunteer-involving organizations benefit from an exponential increase in the number of volunteers, now and in the future, while families benefit from being able to combine family time with community service. Volunteer and Information Kingston (2004) notes that one of the positive aspects of engaging families as volunteers is the support they bring to organizations and groups by providing a cohesive team sharing common goals and values. Notably, children engaged in family volunteering reported its beneficial impact on self-esteem: “it makes you feel good”. Parents noticed that their children’s attitudes towards each other improved, that they got along better, and it seemed to increase their understanding that they needed

Findings from the Best Practices for Family Volunteerism in Community Stewardship Initiatives national research project found that families led to an increased ability to get the job done or to achieve the organization’s environmental goals; increased the community profile of the organizations cause or issues; and benefited the broader community by increasing community pride and cohesiveness.

(Lindsay, 2006, 9)

275 Ibid, P 11-15
279 http://www.volunteerkingston.ca/programs/local-stories
each other for success.²⁸⁰

Barriers to implementing family volunteering have also been listed in various reports. The most common barrier noted for families was the lack of time; volunteering takes time and represents one more demand for families in their already hectic lives.²⁸¹ Organizations cited money, lack of supporting infrastructure, liability and legal issues as other potential barriers. Some felt confidentiality and “the sensitivity of the clients situations precluded in the use of children as volunteers.”²⁸² Organizations also cited issues about the responsibility for the supervision of children as a key issue; policies need to be in place to ensure parents are aware that they are responsible for the safety and appropriate behaviour of their children.²⁸³

The National Survey on Family Volunteering conducted by Volunteer Canada also resulted in a list of tools that organizations felt were needed to support the implementation of family volunteering programs. Some of these address the above barriers, while others address the practical or logistical needs of organizations.²⁸⁴ Organizations surveyed for the Best Practices for Family Volunteerism in Community Stewardship Initiatives national research project also indicated that they needed training materials, best-practices information, as well as funding and capacity-building support for their volunteer management programs.²⁸⁵

Multicultural organisations or settlement services often provide ‘host family programs’ designed to assist new immigrants to adapt to their new home.²⁸⁶ Such family to family mentoring may be of benefit to all involved as, through working towards a common goal, they explore and celebrate diversity, helping to promote tolerance, acceptance and understanding. (Reilly, 2002, 29; Volunteer Calgary, 2007, 2)

Providing respite care to families with children with disabilities was another voluntary activity identified. Many children’s welfare agencies host volunteer respite programs. Rosemary Reilly’s research suggests that, for families dealing with problems that may result in isolation, volunteering as a family may have a therapeutic outcome by giving them a sense of belonging to

²⁸¹ Ibid.
Further research may expand understanding of the impact of giving family-volunteer time to families with special needs.

Research continues to call for further information about and tools to implement family volunteering. National and international groups and organizations have attempted to fill this void. Working with an advisory committee, Volunteer & Information Kingston began exploring family volunteering with a pilot project in 2001. Together with 14 non-profit organizations, they modified or developed volunteer opportunities for families wanting to volunteer together, developed an assessment process for families considering volunteering, developed promotional material, collected resources, and produced a “How to Manual” for non-profits wishing to involve families as volunteers (Volunteer & Information Kingston, 2004). Volunteer Calgary, seeking to promote family volunteering to children, published a book called “Patrick and Sara Volunteer” to assist parents in talking to their children about family values and volunteering (2002).

Recognizing that volunteering positively contributes to family wellbeing, the National Trust in England is initiating a national ‘family volunteering’ scheme scheduled which began during their National Family Week in June 2010. Their website states that funding received for the scheme “will also be used to share learning from the events across volunteer involving organisations, to help improve the opportunities for inter-generational volunteering in the future”.  

At this time there appears to be a dearth of information about best practices in Canada. While some national volunteer centers had family volunteering programs in the past, as noted above, none seem to be currently functioning at their fullest capacity. Internationally, family volunteering programs seem to have been initiated in the 90s but also seem to no longer be functioning as stand-alone programs. Many national and international volunteer-involving organizations and volunteer centers appear to have integrated ‘family’ as a category in searchable databases. Continued calls for further research suggest that this information is not readily available.

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History

Baby-Boomers, born between 1945 and 1965 during the boom in birth rates following World War II, represent one of the largest generational cohorts,\(^{290}\) making up almost one-third of the Canadian population.\(^{291}\)

There is a considerable body of Canadian, American, Australian and other literature that describes the characteristics of this cohort, including a large body of literature that describes how these characteristics impact the voluntary sector. Much of this literature is particularly focused on describing motivations for volunteering, challenges and efforts to recruit and retain this cohort.\(^{292}\)

From this vast literature, broad generalizations may be made about this generational cohort and its effects on North American society. Briefly, Boomers have grown up in an era of unprecedented prosperity. They are better educated than any previous generation. This affects the expectations they hold about their life choices, including how they prioritize and involve themselves in voluntary activities.\(^{293}\)

Both genders have been actively engaged in the workforce, deriving their self-worth and identity from their work roles. They have acquired readily transferable skills and expertise and professional designations. They expect that their knowledge and expertise will be recognised. And it is often through the lens of their work experiences that Boomers evaluate volunteer opportunities: they expect similar levels of professionalism and similar levels of respect that they had or aspired to during their careers.\(^{294}\)

\(^{290}\) The four most recent generations are named: traditionalists (born 1925 – 1945); baby boomers (1946-1964); Generation X (1965-1980); and Generation Y (1980-on). See Burnes, 2005, 14.


\(^{292}\) See for example: the BMO Retirement Institute Report, Nov. 2009; Foster-Bey, Grim and Dietz, 2007; Endres and Holmes, 2006; Gerteis, 2004; Pristuta, 2004; Mark and Waldman, 2002; Esmond, 2001; Roper Starch, 1999; bibliographies such as Adler, 2006 and popular media including articles on nonprofit.about.com. Much of the Canadian literature has been developed under the auspices of Volunteer Canada including: Baby Boomers – Your New Volunteers: An introductory workbook: Rethinking your organization’s approach to Baby Boomer volunteers, 2009; Volunteer Connections: New Strategies for Involving Older Adults, 2001; Volunteering and Healthy Aging. What We Know, 1999; and a promotional brochure addressed to this cohort: Volunteering... A Booming Trend. 2000.


As a whole, Boomers are conscious of their overall health and as a result they are expected to live longer. They can expect to spend as many as 25 to 30 years in retirement.\(^{295}\) Boomers are planning to work longer, many past traditional retirement age. Research has shown that many expect not to leave the workforce entirely, combining part-time or contract work with family, leisure and voluntary activities depending on their personal responsibilities. Some have worked hard all their lives and want their retirement years to be filled with travel, including “snowbird” or cottage commitments, sports and hobbies. Others remain strongly focused on their families and expect to spend lengthy periods of time caring for grandchildren or their parents, which may include travel to the homes of these people.

Some American research suggests that Boomers, as they transition to retirement, will purposely seek out employment that will enable them to serve their community, particularly people in need.\(^{296}\) They understand that gifts of time and spirit are at least as important as monetary donations.\(^{297}\)

Boomers are benevolent. Boomers have had and are predicted to continue to have a large impact on philanthropy, which they have redefined to include not only giving money, but also time and talents. In keeping with their sense of social responsibility, they are actively sharing these values with their children and grandchildren, ensuring that similar behaviour will be passed to future generations.\(^{298}\)

Recognizing the incompleteness of these broad generalizations and their inapplicability to the entire generational cohort, research has been undertaken in both Canada and the U.S. to identify and describe different segments of this cohort based on common values, attitudes and

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\(^{295}\) \textit{Boomers Revise their “Retire-By” Date as Financial Landscape Changes}, Toronto: BMO Retirement Institute Report.


behaviours, and how these may affect their involvement in voluntary activities as they move into their older years. For example, Dawn Lindblom describes how various ‘values added’, ‘social’ and ‘financial’ incentives might vary if we take into account these different characteristics.

One segment of the Boomer cohort that deserves focus is the Aboriginal communities of Canada. The film “It’s Our Way” shows how the act of volunteering is very important for Boomers and/or the elders of Aboriginal communities. In wartime, while there was no conscription, there was significant Aboriginal participation, as people indicated feeling a need to give back. Baby-Boomers also cite feeling a need to give back to the community and Canadian society, especially those who have been given an education and the opportunity to be successful in society.

Not only is volunteerism a tradition that has been taught in many Aboriginal communities, volunteering is a practice that starts very young. The values associated with formal and informal volunteering are transferred through the generations. Even formal volunteerism is cited within “It’s Our Way” as having been a resource for Aboriginal People living in an urban setting to attain employment and experience. Carrying on the tradition of volunteerism is important for the Baby-Boomers within the Aboriginal communities.

Another segment of the Boomer cohort that has received little attention in the literature to date is the population of recent immigrants. Little is known about the volunteering behaviours of this population which may share few characteristics with the greater Canadian Boomer generation. One research study addressing the benefits and challenges of family volunteering suggests that participation in voluntary activities may help with integration into Canadian society and in particular reduce feelings of isolation.

A subset of Baby-Boomers has also been identified and described: Corporate Baby-Boomers (CBBs). Taproot Foundation notes that, while a significant amount of research has been done on Boomers and on corporate employees as volunteers, little has been done on the intersection of these two demographics. Based on one-on-one interviews and focus groups conducted in Silicon Valley in 2007, they suggest that the necessary infrastructure was not yet in place to provide the professional-grade engagements that meet the unprecedented high standards of

302 Ibid.
CBBs who see service as a core part of their life. In addition to the general characteristics of the Boomer generation, this subset of Boomer volunteers have “the largest concentration of transferable skills as management analysts, personnel managers, chief executives, administrative and public officials, and communications specialists. . . represent[ing] a major opportunity to bring millions of dollars worth of assistance to the nonprofit sector.” Further, the Taproot Foundation suggests that “CBBs may be more difficult to reach than younger generations due to the diversity of channels they use to gather information.” 304

Context

At the start of the 21st century, national research continued to demonstrate that the vast majority of Canadians contribute to their society through charitable giving, volunteering time to charitable and non-profit organisations, and by helping others directly and that some do more than others. 305 There are many factors and conditions that affect Boomer involvement in volunteerism. The characteristics associated with a high rate of volunteering that are shared by Boomers include higher education, higher income levels, high levels of employment, and the presence of school-aged children, ages 6 – 17, in the household (CSGVP, 2009, 10).

This last category has concerned some researchers. Parents with school-aged children are more likely to volunteer, often with educational or youth service related organizations that their peers without children. This has raised questions about the relationship between parenthood and volunteer participation. Will Boomers continue to serve their communities in their same or increased numbers after they have finished caring for their children? Or will other factors intervene?

Canadian Boomers have many demands on their time and resources. They are commonly known as the sandwich generation, simultaneously providing care and support to their [grown] children, their grandchildren and also to their aging parents who may require expensive health care. 306 The costs associated with being part of an interdependent, intergenerational family unit are significant. In addition to diminishing their financial resources, these multiple responsibilities leave them with less time for volunteer activity. ‘Family Volunteering’ opportunities have been proposed as a solution, so that Boomer volunteers do not have to choose between volunteering and being with children or grandchildren. Voluntary activities that include leisure activities such as fundraising walks, runs and bike rides have also been

proposed as a solution enabling Boomers to attend to health needs at the same time as contributing to society.

Boomers may enter the voluntary sector through traditional avenues, through employer-supported volunteer initiatives, pro bono volunteer programs or, if already retired, as a planned second career. Based on research conducted as part of the Renaissance 50plus (R50+) project, it is noted that 50+ volunteers “expect to be a part of the decision-making process, they want flexibility that allows them to integrate paid and unpaid work, they want to engage in meaningful service and learning activities, be afforded opportunities similar to those offered to paid staff and be able to transfer their professional skills to make a positive impact on local community needs.”

They want to know that the charitable and non-profit organizations they volunteer with are run efficiently and transparently. They want to see the impact their time and money is making. Above all, Boomers are busy people with multiple demands on their time; presenting them with an ‘ask’ is fundamentally important.

A recent survey conducted by AARP of workers over the age of 45 shows that almost 70 percent of adults plan to continue working into retirement. Remaining in the workforce, whatever the reason, will necessarily affect the time they will be able to dedicate to voluntary activities.

Good Practices

Over the last decade many research reports have been published stating that charitable and non-profit organizations will need to develop their capacity to support the influx of Boomer volunteers.

Last year Volunteer Canada published Baby Boomers – Your New Volunteers: An Introductory workbook: Rethinking Your Organization’s Approach to Baby Boomer Volunteers (2009). Developed for people who manage and work with volunteers, it offers information as well as strategies about how to restructure and rethink organizational approaches in order to successfully recruit and retain this cohort. Volunteer Canada’s resource paper, Volunteer Connections: New Strategies for Involving Older Adults, reviews the motivations and needs of older adult or Boomer volunteers, and presents strategies for recruiting and retaining this cohort, including adopting an integrated human resource strategy. The paper concludes with a series of questions designed as an audit of existing volunteer programming to assess the fit with

310 For a sample see: Hurst, 2007; Endres and Holmes, 2006; Johnson et al, 2004; and Gerteis, 2004.
this demographic and sets out a four-point plan that managers of volunteers may carry out. These suggested activities are still relevant, as the voluntary sector seems to be asking similar questions a decade later.311

There are several publications that contain lists or descriptions of promising practices, suggestions and tips to recruit and retain Boomer volunteers. The (American) National Council on Aging published a report, RespectAbility in America: Promising Practices in Civic Engagement among Adults 55+, based on a national campaign to identify and catalogue promising practices in the field of civic engagement with older adults (55+).312 Blueprint from the Field, Marketing Volunteer Opportunities to Baby Boomers is the result of consultations with over 300 project directors and sponsoring organizations who responded to seven planning questions designed to create a blueprint for marketing volunteer programs to baby-boomers. The blueprint ideas are presented as a framework to help individual community organizations begin their own planning.313 Another marketing tool, Appealing to Experience: Zeroing in on the Right Message, explores how to craft recruitment messages that appeal to this growing population of experienced people. It addresses the use of language including the appropriate use of humour and stories as well as the use of colour, images and photos, and stresses the need to deliver on what is promised in any marketing campaign.314

Volunteer Calgary piloted a project to recruit and involve high-skilled or professionally skilled individuals, attributes that Boomers share, with the goal of providing meaningful experiences to the volunteers and increasing the capacity of organizations using an integrated human resource strategy - a planned approach to identifying the work functions (both paid and unpaid) that organizations need to achieve their mission.315 This strategy makes use of another promising practice - job design theory - to plan volunteer experiences. ‘Job design’ theory involves many of the creative human resource strategies that appeal to Boomers, such as job-sharing, flex-time, telecommuting, job rotation and part-time work. This discussion shares some of the promising practices that have been developed or are in use to engage Boomer volunteers.

313 Wilson, L and Steele, J. (2001) Marketing Volunteer Opportunities to Baby Boomers: A Blue Print from the Field. Washington: Corporation for National Service Senior Corp.
Results

4.1 Focus Group Findings

Vancouver, B.C., Yellowknife, N.W.T., Moose Jaw, SK.,
Ottawa, ON., Montreal, QUE., & Chester, N.S
Between June and July 2010, eighteen focus groups were conducted in six cities across Canada. The cities were chosen to represent both urban and rural locations in five separate regions across Canada. The locations were as follows:

- Vancouver, British Columbia
- Yellowknife, Northwest Territories
- Moose Jaw, Saskatchewan
- Ottawa, Ontario
- Montreal, Quebec
- Chester, Nova Scotia

There were three focus groups conducted in each city, with each focus group representing a specific demographic cohort - youth, employer-supported, and a combination of baby-boomer and family volunteers. Focus group participants were asked to comment on:

- Their views on voluntary work
- Their perceptions about how non-profit organizations engage volunteers
- The skills they would like to contribute to the community through volunteering
- Barriers and challenges in volunteer work
- The characteristics of their cohort.

Details of the questions and an example of responses from the Youth focus group in Chester, Nova Scotia can be referred to in Appendix G.

### Participant Representation

![Pie chart showing the number of participants by category: 79 youth, 61 employer-supported, 96 family and baby boomers.]

In total, there were 236 focus group participants across Canada, of which, there were 79 youth, 61 employer-supported volunteers and 96 family and baby-boomer volunteers. The results that follow provide an aggregated overview of the perspectives and observations made by the cohorts. Please note that while quotes have been incorporated, responses remain anonymous as per our ethical considerations.
Thoughts on volunteering

There are a variety of perspectives on volunteering by youth. Motivations for volunteering are professional, social and personal in nature. Volunteering is often seen as an opportunity for job creation. Its value is seen in terms of the networking opportunities that can arise.

“Volunteering helps raise my community profile, so that when a job arises they will know to approach me, or will know of my skills – exposure is good, great networking opportunities.”

Others point to the social importance of volunteering and the satisfaction that is derived when one can see the benefits of their work for others. It was noted that these altruistic motivations for volunteering are not always the norm, and references to the provincially mandated volunteer requirements were made: “I want to help out, but a lot of people want to volunteer because of volunteer hour requirements.” Volunteering is often seen as an opportunity to meet different kinds of people, to make new friends and to practice socializing with different groups of people.

It was noted that, “With youth, there is a lot of them who don’t volunteer. People say why do it, when they can make money.” Following this, it was argued that organizations need to do a better job of providing incentives to attract youth to volunteer. Comments were also made regarding the mandatory volunteer hours, and that youth felt that organizations should see them as an opportunity. Given that many students are required to meet the necessary hours to meet high school graduation requirements, organizations should put in the effort to make the volunteering experience fun for them so that they are more likely to continue their volunteer engagement beyond the required hours.

Matching skills

Youth volunteers often feel that it is their responsibility to match their skill set with volunteer opportunities. Many volunteer for organizations in areas that will provide them with an opportunity to improve their skill set and gain access to training. There is much diversity in terms of how effective organizations are in screening and matching volunteers, with youth citing that some organizations have very effective systems in place to match volunteers and others indicating that they had to construct the opportunity for themselves. Many feel that it is up to them to present their abilities and actively seek out volunteer opportunities.
Many youth indicated that they volunteer when they are asked or told to, especially if their friends are also involved. There was some frustration voiced in terms of the challenges of finding volunteer experiences with organizations online. Many youth rely on school programs to match them with volunteer opportunities. Examples of volunteer recruitment programs outside of the school system that were useful include www.govolunteer.ca and www.volweb.ca. Participants feel that, in most cases, they have to initiate the recruitment process by approaching an organization about volunteer opportunities, as many organizations do not advertise. Providing volunteer opportunities that have an online presence can make volunteering more accessible and attractive for youth.

Age restrictions for some volunteering opportunities were presented as a barrier for youth. One participant noted, “most volunteer roles have a 18-19 minimum age requirement and it’s not fair to younger people.” Youth also felt a lack of respect, and that they were given tasks that nobody else would do. Youth felt that they were discounted by other volunteers, assigned simpler tasks and not given responsibility. Conversely, youth volunteers in the North felt that they were sometimes thrown in over their heads; some organizations give young volunteers as much responsibility as they are willing to take because there is such a demand for volunteers.

### SUMMARY

- Greater advertising will bring more awareness about volunteer opportunities
- Many youth are “plugged in” and want more available websites with volunteer listing and matching capacities
- Less age discrimination - there are many capable youth who are willing to volunteer
- Be respectful about the tasks and roles that you assign to youth

### Advice to organizations

**Improve awareness around volunteerism**

Youth felt that volunteerism was not being represented in the media, internet, newspapers and television and this affected general attitudes around volunteering. They suggested that volunteerism should be promoted in the community, at youth and community centers, as well as at basketball courts and other venues frequented by youth. They

“Sometimes organizations don’t look at you as an individual, but as just a volunteer number.”

“Organizations need to get to know their volunteers personally, and learn about their skill set; this will improve long term engagement with us.”
indicated that testimonials of other youth volunteers could be a good way to spark interest in youth.

Know and value your volunteers
In the focus groups, one of the most frequent comments made in terms of how organizations can improve the way they engage volunteers involved the need for organizations to get to personally know their volunteers. Youth want to be heard, they want to know what the broader implications of their volunteering are. It was noted that simply being friendly to volunteers and not taking them for granted can go a long way in building lasting relations. Encouragement is important; youth are happy when they feel appreciated. Participants felt that organizations should not undervalue their skills because they are young, and that organizations should appreciate the attitude and vitality that youth can bring.

Youth further value the volunteering experience when they feel that they are on a level playing field with older people. They appreciate being treated the same and offered the same volunteering opportunities as those older than them, reducing the feeling of discrimination.

Skills development and training
Youth cited improved skills development and training as an area that organizations could strengthen to increase volunteer engagement. Volunteering is often seen as a way to develop skills. By being offered training, volunteers see their engagement as a progression and not as a static activity. Volunteering is seen as being essential for university and job applications; the skills acquired volunteering will help with professional aspirations down the road. Opportunities for certification are therefore a very attractive component of volunteer work. One participant offered the example of how their volunteering in a kitchen helped them attain a Food Safe certificate which was later useful for their work in the restaurant industry.

In addition to skills development and training, youth also appreciate receiving feedback. Two specific reasons were cited:

1) Feedback provides them with constructive information which they can incorporate into improving their volunteering practices.
2) Feedback shows youth that the organization and its leaders are paying attention to them, and that they being recognized for their contributions.

Volunteer Management
Improving recruitment strategies was seen as an important way that organizations could better engage youth volunteers. There were a number of comments relating to a lack of opportunities for youth aged 14-18 and many felt that they were restricted by their age. They also felt that organizations could do a better job of advertising volunteer opportunities; many volunteers didn’t know where to find out about opportunities and relied on word of mouth.
When volunteering, youth wanted organizations to be flexible and understand that they have lives outside of their volunteer work (school, work, family and friends). “People in organizations who are flexible are more engaging.” Youth also indicated that they were more likely to continue volunteering if they could have fun with their activities. They indicated that organizations need to give people a good reason to volunteer by providing them with a positive work environment.

Helpful, friendly and welcoming mentorship can be significant for youth, especially when leadership is viewed more in terms of a horizontal friendship than a hierarchical contract. Strong mentorship can also be important when engaging with vulnerable youth.

Benefits

Youth cited the importance of benefits more frequently than other cohorts. While volunteer recognition is appreciated, in the traditional form of volunteer appreciation days and awards, many refer to incentives in the form of food, concert or theatre tickets, and access to facilities like gym passes as especially useful strategies to engage youth. Volunteer appreciation parties were also mentioned as an event that youth find gratifying. One youth stated that the organization she volunteered for provided bus tickets to help everyone attend the meetings. This was crucial for those who did not have the financial means to get to the meeting on their own. It should not be assumed that everyone is on the same socio-economic level; help or assistance may be needed, although people may be hesitant to ask for it.

SUMMARY

- Promote volunteerism in the media and at youth centres and community centres
- Get to know your volunteers - encourage them, mentor them
- Be sensitive to any socio economic challenges surrounding your youth volunteers
- Communicate feedback to your volunteers
- Provide skills development opportunities and training
- Be flexible and accommodating
- Provide benefits and incentives
Youth Characteristics

Youth have identified themselves as being flexible and being receptive to new ideas. They refer to high levels of innovation, and the ability to move away from the more rigid and traditional approach associated with older generations. References were made to youth vitality, higher energy levels and enthusiasm. Youth said that they have a passion, drive and willingness to put in long hours.

There is a strong desire to contribute to the community, especially at their place of work, place of study or in their neighbourhood. Youth have a desire to make a difference, but they cite the importance of knowing the broader significance of their work and the long term outcomes associated with their contributions.

Youth also indicated that they are more open-minded and less likely to have racial barriers compared to other generations; they feel fully capable of engaging in multi-cultural volunteerism very well. Many participants also felt that there was a gender-specific element of volunteering, where they felt there was a social norm which presented volunteering as an innately female activity. They commented that, in their volunteering experiences, males were often heavily outnumbered by female volunteers.

Youth indicated that they saw themselves as being career focused and able to multi task. They see volunteerism as a bridge between school and work. Many indicated that their demographic is technologically savvy, with strong computer and communications capabilities. “Youth are the generation of texting. We may not be as vocal; instead we feel more comfortable communicating and connecting through technology.” They also feel more comfortable volunteering with friends. They believe that youth relate best to youth and so volunteer activities that involve other youth are valued. Youth networks were mentioned as being an area which organizations could more effectively draw on for recruitment from the youth cohort. They cited having strong and wide networks of friends who would possibly get involved in volunteering if asked by their friends.
Thoughts on volunteering

Volunteer motivations

Volunteerism in this cohort is viewed by some as an escape from work and an opportunity to engage in an activity unrelated to work responsibilities. Volunteerism is often seen as a hobby and a way to balance work lives.

Volunteering is also described as a personal duty, in which people feel they need to contribute their specific skills and talents for a common purpose. It was noted that some of the one-day volunteering events put on by companies and corporations do not provide people with the same volunteer satisfaction, but rather leave them feeling as though they are a token in the companies’ branding campaigns.

Participants noted that there is a misperception in companies that non-profit organizations do not need the same skilled staff as corporations. The focus group participants indicated that highly trained professionals would love to volunteer.

Levels of support for volunteering

Participants noted differences in support given by different employers towards volunteering and the target charities and causes. Volunteers in Yellowknife stated that employers tend to support sports volunteering far more than social work volunteering. An example given was the Arctic Winter Games, when a number of corporations came forward with sponsorship and paid employee time. However, when it comes to issues like homelessness, it was noted that it is much harder to convince companies to dedicate resources. “Homelessness and other social issues are not necessarily something that companies want to be associated with – employers support initiatives that are ‘palatable’ rather than those that may not be perceived the same way.”

The role of government

Lack of government support was pointed out as having a significantly negative effect on volunteerism. People suggested that volunteers are expected to provide a broad range of social services that should be provided through government services. Further, they noted that volunteering should be supplementary to core services, and programs should not have to rely on it for service delivery. In addition, volunteer organizations should not be held liable for providing services which should lie within government responsibility. This is particularly difficult
for small organizations that do not have the funds for liability insurance, which is sometimes necessary to attract the right volunteers to serve on a volunteer board.

“Volunteers need to have a sense that they’re accomplishing or working towards something, which is difficult when a program may not be getting funding the next year, or when governments appear to spend money frivolously, when the same funds could relieve the stress felt by the organization.” Participants expressed the feeling that government was detached from the needs of volunteering organizations; governments offer tools and pamphlets, but no support for recruiting and training volunteers. Also noted was the paid volunteer day that is available for government workers which has no system of accountability to ensure that people actually use the day for volunteering. “The brick wall that NGOs and other organizations run up against should not be the government.”

**Matching skills**

**Screening**

Participants offered considerable feedback regarding organizations’ screening practices. They indicated that organizations would be much more effective at matching volunteers in their programs if they treated the volunteer application in a similar way as a job application. They suggested that organizations should have volunteer job descriptions, clearly defined expectations and time frames. Many indicated that organizations for which they volunteer lacked a screening and interview processes.

Employees with the federal government noted experiencing significant arm twisting by their departments to persuade people to participate in certain workplace charitable campaigns. They indicated that skills are not matched to volunteer work and that employers tend to focus more on achieving the targets of the campaign. This happens at the expense of creating a positive volunteering environment and considering people’s preferences and desires in their volunteer roles.

Conversely, it was also noted that sometimes organizations can do too well at matching skills, and people end up doing the same job as their paid work in their volunteer work. It was suggested that often small organizations will take what they can get in terms of volunteers and are not always in a position to pick and chose people and skills. This was believed to be different from larger organizations. Participants observed that in small towns volunteering “becomes a bit of a club”, whereby organizations know who volunteers and what their skill set is and so they seek out these people and, in so doing, may miss out on other people who are willing to step up and take on these roles.
There was concern that sometimes people volunteer who are not qualified or who are volunteering with ulterior motives that may not support the organization’s mission. The volunteer application process can help organizations know if people are committed. So, while sometimes it can be time-consuming and frustrating, one of the benefits of an application process is that it can help identify those who are committed from those who are not.

Many volunteers indicated that, in their experience, although they were not matched with a role, they did apply for specific roles and offered particular skills or trades to an organization. These people indicated that it is up to the volunteer to be clear about what they will and will not do and communicate this to an organization. It was believed that, as long as volunteers have clear expectations and understanding of their roles, they will likely be satisfied. Criticisms of organizations made by employer-supported volunteers included experiences in which organizations required excessive proof of an individual’s capabilities before entrusting them with a task. Also noted were experiences with gender discrimination and volunteer roles.

Leadership and Management
Participants felt that both corporations and organizations that use volunteers need to be supportive of employees’ volunteer activities. Flexibility should be shown to accommodate volunteer work in relation to paid work. It was noted that organizations that use volunteers need to make sure that there is infrastructure in place to properly engage volunteers. It was suggested that the best volunteer engagement involves HR support in the form of a volunteer coordinator to oversee screening and retention. Many volunteers complained about the lack of follow-up with organizations where they had offered to volunteer; it was believed that this was because organizations do not have the administrative support to run volunteer programs. It was suggested that organizations are required to recruit new volunteers because they lose so many due to the lack of HR support.
Participants cited strong leadership as an important quality in an organization using volunteers. Specifically, they pointed to the ability of leaders to take the time to hear from volunteers about their skills and aspirations. “Organizations need to ensure that their frontline people have good inter-personal skills and can properly communicate the goals and the acknowledgement that is needed.” It was also suggested that if organizations set high expectations then volunteers will want to rise to the challenge and meet these expectations.

**SUMMARY**

- Organizations should promote themselves within the corporate sector more frequently.
- There needs to be recognition of the levels of support given to different areas of volunteering. Causes that are less socially comforting are no less worthy of support.
- The demand for volunteers should not be a result of government offloading.
- Organizations should have job descriptions, defined expectations and time frames for volunteers.
- Organizations should have a volunteer coordinator in place to oversee screening, training and retention.
- Organizations with systematic and clear processes experience improved volunteer retention
- Companies and corporations need to be more supportive of their employees’ volunteer activities

**Advice to organizations**

**Recruitment**

Participants felt that there was a lack of advertising and solicitation of volunteer opportunities in the community. They felt the best methods involve soliciting through word of mouth and social groups, because often “its friends and acquaintances who let us know about volunteerism.” Other suggestions include advertising using newspapers, the telephone, public transport, notice/bulletin boards and volunteer centers. Employer-supported volunteering could also be supported in the form of creating a volunteer representative position at the workplace who could serve to provide information about opportunities.

“There is extensive value in getting to know who people are, besides what they can offer.”
Building Meaningful Relationships

Participants widely agreed on the need for organizations to build meaningful relationships with their volunteers. Building relationships was described as the most valued by-product of volunteering. Relationships need to be built on respect and organizations need to create a personal connection with volunteers to get them to commit long term. Many spoke of the need for leaders to listen to volunteers, be engaged and not make volunteers “feel like second-class citizens.” Others observed their employer-supported volunteering experience positively, in that it can be seen as an “equalizer” in the workplace, in that everyone begins working towards a common effort, and titles and hierarchy are left at the door.

Recognition

Recognition was also listed as an important element in establishing meaningful relations. Participants indicated that recognition needs to be personal. Different volunteers appreciate different forms of encouragement. Certificates are not valued by everyone: “Different strokes for different folks.” One participant highlighted that feedback can serve as a form of recognition—although it can be time-consuming for the organization, it is very personal and extremely important for the volunteers. Creating an environment where people can be proactive and volunteers can contribute their own ideas is another form of recognition appreciated by volunteers.

Volunteer Management

In terms of screening, perceptions were mixed: certain participants felt that some organizations have excessively long application processes, while other organizations just require you to pass a criminal check and do not see if you actually fit in well. This can affect the volunteer environment, in cases where certain volunteers may be poisoning the working environment for other volunteers. Establishing clear volunteer roles and providing opportunities for families to work together were also cited as important organizational elements.

Participants noted that having remote volunteer options is important; the ability to work from home can make volunteering more accessible for families. It is also important for organizations to be flexible with their volunteers’ time. They need to be careful not to overwork volunteers which inevitably can lead to burnout and creates challenges for volunteer retention. Interestingly, volunteer workplace training was seen as something needed by younger volunteers, and many volunteers in this cohort indicated that they were the ones providing the skills and training. It was noted that, although most participants had no formal training in the volunteer work they were doing, adaptive leadership was a by-product of their volunteer experience.

Employer-supported volunteers in the North noted that burnout was common, with a lot of work being undertaken by a few people. Also participants in Chester observed that, in smaller
communities, people are often aware of each other’s skill sets and the same people will be continually called upon to volunteer. This can create a challenging environment, whereby volunteers are over-worked and expected always to be available. Many felt that volunteers need to be seen as a valuable resource and given support and relief. It was suggested that volunteer opportunities should be given a set time frame – a two or three year rotation – instead of an expectation that volunteers want to commit to a long, open-ended period. It was also noted that, if people are given short term tasks, they are more likely to volunteer again.

Diversity and Sensitivity

There were concerns expressed relating to diversity in the volunteer workplace. Organizations are not always sensitive to the needs of different ethnic groups, languages, cultures and ages of their volunteers. Organizations need to be aware of their volunteers’ restrictions and exercise greater awareness of diversity. Simply taking the time to ask volunteers whether they are comfortable with performing certain tasks in relation to their background is a sign of respect. It was also noted that older generations may not speak up about their background which can restrict their participation in the wider community.

Also noted was the need to be sensitive about alcohol use during volunteer functions. While it was believed that organizations earn more money holding functions that involve alcohol than those which do not, there are a number of concerns including: negative impacts on people’s behaviour, poor reflection on the organization, and concerns with the message to younger generations.

Building relations between where one works and where one volunteers

Companies tend to prefer volunteering that improves and expand employees’ skills, rather than those that just place their workers in the community. Therefore, organizations need to respect the employer when their employees volunteer; even if the companies support their employees using work time to volunteer, boundaries need to be set, and the organizations need to accommodate work commitments “I volunteer for you, I don’t work for you”.

Organizations need to see employers as partners – if a company is going to allow their employees to use work time, there needs to be an agreement with the employer about how they can jointly recruit, match and recognize employer-supported volunteers. Participants noted that it would be helpful if organizations approached employers directly with agreed volunteer opportunities so that potential volunteers do not have to approach their employers for time off. Also noted was that a one-day volunteer event at a company or corporation is not a sufficient sign of support for volunteerism. It was suggested that employers could better
foster a culture of volunteerism to enable meaningful participation by their employees in programs of their choice.

**SUMMARY**

- Increase efforts to advertise and raise awareness about volunteering
- Employer-supported volunteer representatives should be established at larger workplaces to support volunteering
- Build meaningful relationships with volunteers and recognize their efforts
- Provide remote volunteering to increase accessibility for families and travelers
- Volunteers appreciate flexibility in their scheduling
- Don’t burn out your volunteers
- Be sensitive to gender, culture, language and age
- Organizations should establish relationships with the companies and corporations from which their volunteers come.

**Employer-Supported Volunteers-Characteristics**

The employer-supported cohort identified their characteristics as:

- **Results-oriented** – they want short term, high skilled volunteering opportunities. They prefer to be able to select from a variety of tasks and projects within an organization.
- **Measuring progress** – employer-supported volunteers like to measure their efforts and know if they measure up to/are worth the time they are contributing.
- **Volunteerism as a hobby** – volunteering is seen as an activity distinct from work, with a clear end product, which is not always the case in day to day work
- **Flexible volunteering** - volunteers want flexibility in terms of time and space. They would like the ability to work remotely and to know the minimum hours that are expected for the project/role.
- **Structured volunteering** – employer-supported volunteers do not want to contribute their time to an organization that isn’t structured and organized efficiently.

A number of employer-supported volunteers felt that it wasn’t necessarily desirable to bring use their work skills in a volunteer capacity, as it can leave them feeling that they are doing their job 24/7 which in turn can lead to burnout.
In terms of volunteer representation, the relative under-representation of men was pointed out in the focus group. One participant suggested that men approach volunteering differently and sometimes need to be asked directly and delegated to a position. Also, when women volunteer, their partners tend to either join them in volunteering or ‘pick up the slack’ created by their absence – in other words, whether they want to or not, they put in effort. Children may be the same – either they are “conscripted” to participate in volunteering, or the families risks becoming volunteer ‘widows and orphans’.
Family and baby-boomers believe that many people want to volunteer, but that there is a lack of awareness of volunteer opportunities. "It does not occur to many people to search for volunteer opportunities. Often they do not know where to search." It was suggested that, while most departments in organizations provide retirement seminars for their outgoing retirees, the focus tends to be on ways to manage money and there is little or no mention of volunteer opportunities. This is largely seen as a wasted opportunity to increase awareness around volunteerism for baby-boomers.

One high school teacher observed that the students at her high school were not always being well matched to organizations because the volunteer coordinator in the school was not aware of the variety of volunteer opportunities available. The knowledge deficit of one person was having a significant impact on hundreds of youth, and so the teacher felt that it would be tremendously useful if there was a program in which community representatives trained volunteer coordinators at high schools.

A number of participants in more rural communities noted that, once people become known as volunteers, they are often asked to volunteer in other capacities. "If you volunteer for one thing, it’s guaranteed you’ll be asked to do something more." It was noted that organizations need to be careful about pigeonholing volunteers. One participant stated that she had worked in bookkeeping for years and consistently volunteered in other areas; however, when a volunteer bookkeeper was needed and she offered her services, others questioned her qualifications, as they had not identified her with that particular role.

Volunteers commented that organizations need to move towards greater online engagement, as people increasingly get information through online social networks, rather than by phone or email. It was also stated that online communication (skype being an example used) can provide greater options for families or professionals who are frequently travelling but want to remain engaged in their volunteering. Volunteer centres are also considered exceptionally important for communities, and many participants have had positive experiences with volunteer centres matching their skills to an organization.

“Canada has a wealth of boomers - foot soldiers of social change. They bring skill sets not being properly harvested; instead they are disappearing on golf courses.”
Matching skills

Organizations responsibilities
Non-profits can be more concerned about getting the job done than skillfully matching volunteers to the positions. A volunteer can be seen simply as a body, rather than a person with a wide skill set. Many organizations are more focused on the number of volunteers they recruit than their skills and capabilities in the roles. It is noted that volunteers are generally interested and excited, and so organizations need to ask what the volunteers are interested in and what their skills are. With this knowledge, organizations can do a better job at assigning volunteers to appropriate tasks. Organizations need to work on developing strategies and having contingency plans in place. This includes job interviews, reviewing volunteers’ skills, exit plans and touchstones to give feedback for better engagement and retention. Moreover, volunteers need to know what is required of them from the onset so that they can best be engaged. It was suggested that organizations could offer casual opportunities (one-offs or two-offs) to allow volunteers the opportunity to see what the organization is like before they make a long-term commitment.

Volunteer responsibilities
Participants noted that it is the volunteer’s responsibility to select an organization based on the skills the volunteers can utilize within that organization. “We match our skills to the organization.” “This is just like any job you apply for. You are happy to do this because you feel like you are contributing to a good cause and also doing what you want.” Some participants (particularly baby-boomers) felt that volunteer engagement is up to the individuals and that volunteers should speak up about what they want to do and what skills they want to use in an organization. Participants also noted that sometimes volunteers are complicit in recruitment difficulties, as people in the core group of volunteers become used to doing things a certain way, and may not accommodate new people with new skills and ideas.

Challenges
Organizations can encounter challenges matching volunteers’ skills with roles, because some small organizations, due to their size, need volunteers to do ‘everything’. In the case of larger organizations, participants were concerned about the downloading of responsibility of unwanted tasks from staff to volunteers. An example given was a case where volunteers were being made to clean the washrooms instead of regular paid staff.
Challenges associated with power dynamics were also noted, whereby a power struggle ensued between paid employees and volunteers as a result of employees feeling threatened by the capability of volunteers.

There were concerns voiced about cultural sensitivity, and there was a widespread view that organizations need to be aware of the diversity of the community and work towards having a board and volunteers that represent the clientele that they serve. Also noted was discrimination towards middle-aged housewives and seniors, where a few participants experienced being treated with little respect and encountered extremely controlling and dominating management.

“There is a sense of competitiveness between staff and volunteers – some people are threatened, some people do not want to be exposed as not being qualified for their job.”

Summary

- Introduce volunteer opportunities during retirement seminars
- Provide training for high school volunteer coordinators
- Provide casual opportunities for potential volunteers so they can test the waters before committing to an organization
- Provide greater online engagement and virtual communication options for volunteers
- Develop HR strategies around volunteer management
- Avoid excessive downloading of staff responsibility to volunteers, and be aware of potential competitiveness and power dynamics between them
- Be sensitive towards gender, culture and age

Advice to organizations

Get to know your volunteers

Family and boomer volunteers often express concern about the lack of effort that organizations make to get to know their volunteers. They comment that, while there are a number of forms to fill out during the application process, often it seems that this information is put aside, rather than used to better match volunteers and better engage volunteers. Volunteers also value the interview process and indicate that the information on an application is not sufficient for
screening volunteers. “Organizations can get anyone to fill any position, as long as they take the
time to get to know the volunteers who want to be there.”

Organizations can make more effort to learn about their volunteers’ situations, particularly
volunteers with families. It was suggested that organizations need to time meetings around the
availability of daycare or babysitting, and could reach out to make sure that people have a ride
to and from meetings or events. It was suggested that organizing volunteer meetings around a
potluck with children can provide an option for incorporating child caring with volunteer time.
Organizations can also make a greater effort to engage volunteers on their own terms. An
example given regarding youth involvement was to structure meetings in a location that they
might feel comfortable in such as McDonalds, and within a time frame that works for them.

Participants suggested that volunteer hours should be charted and calculated by organizations.
They felt that, if these hours were assigned economic value and calculated as real hours, then
this would show the government, the community and the volunteers themselves the value of
volunteerism for a community and for a nation.

Recognition

Volunteers like to be recognized for their efforts. They also want to be part of the organization
and given a role in decision-making processes. Volunteers want to feel as though their input is
considered. “It is great when organizations can be open to invite innovation from the
volunteers, and not put people into a box with positions.” Organizations need to be open when
volunteers are proactive and not make volunteers feel “shuffled” and lost in the system.

Retention

Retention was an important issue that came up with this cohort, and participants indicated that
organizations need to make volunteers feel satisfied with what they are doing. There should be greater
value placed on volunteers who are contributing their time to an organization. If a volunteer feels as though
they are valued and appreciated then they will be more inclined to stay.

“Organizations need to be
careful about retention,
making sure that volunteers
do not feel like they are burnt
out and taken advantage of.”

Human Resources

There was concern voiced about the lack of HR capacity around volunteer management. It was
stated that, while organizations are good at managing “the bottom line” (the financial
considerations/operations), there are a lack of human resources skills in the organizations to
engage volunteers. Also noted was that, when there was a volunteer manager position in place,
those in the role did not necessarily have HR training to be most effective in their position.
There was a general consensus that volunteer and staff HR policies need to be the same, or very
similar because the engagement is very similar. It is also important to make sure that volunteers understand particular policy documents involved with their volunteering. One participant found that she had still been registered as a board member within the Societies’ Act years after she had resigned. She was unaware that it was her responsibility to remove her name from any societies’ registrations and the organization hadn’t informed her.

**Summary**

- Get to know your volunteers
- Recognize your volunteers efforts
- Schedule meetings with families in mind
- Find ways to make volunteering more family friendly
- Focus on retention strategies
- Provide HR training and establish formal strategies
- Assign economic value to volunteer activities; chart and calculate volunteer time.

**Characteristics**

**Family Volunteering**

Volunteers felt that there was a lack of family volunteering opportunities. It was noted that supporting family volunteering can have a multiplier effect, in that organizations can get more people involved. Participants felt that organizations should try to foster greater number of family volunteer opportunities. Characteristics associated with family volunteers include:

- **Busy schedules** - there are challenges relating to time and scheduling around babies and young children.
- **Family cohesion** - volunteering together provides a thread to tie various members of a family together.
- **Generational difference** - organizations need to effectively engage each family member in a variety of ways. Generations are different and organizations need to handle the groups differently.
- **Passing on values** - parents often look for ways to engage their teenage children in volunteering because they feel their children have a sense of entitlement and they wish to shift teens’ attitudes and social awareness.

“I want to volunteer as a family to instill the sense of volunteerism in my children to continue the betterment of community later in life”
Baby-Boomers

Boomers reference a strong sense of social commitment which drives them in their volunteering. Volunteering is referred to as socially significant activity based on a strong drive to support social justice which participants felt was a by-product of an upbringing in the 60s and 70s.

Baby-boomers identified with the following characteristics:

- **Meaningful engagement** - this cohort is looking for purpose in their volunteering engagements.
- **Available time and flexibility** – baby-boomers have more time and relatively flexible schedules compared with the other demographics.
- **Organized organizations** – baby-boomers expect that organizations will be efficient and effective in their management of volunteers and staff.
- **Loyalty** - boomers indicated that they are willing to stay at an organization for many years as long as they are treated well.

Baby-boomers felt that organizations often treat volunteers as inexperienced in volunteering, and believed that this is in fact the opposite, as most boomers who volunteer have been volunteering throughout their lives. Volunteers did not always feel that organizations knew how to engage skilled volunteers. If volunteers are given high expectations on a very important project, they will have a sense of ownership in the project, which will in turn raise the volunteers’ levels of commitment. A sense of ownership is important for boomers and it was noted that organizations that micro manage or suffer from “staleness” and are unwilling to change can be a deterrent to volunteering.

“Baby-boomers are like a low-hanging fruit, we’re readily available and still the easiest group to get volunteers from...we’re in the trenches all year and tend to commit more - but you don’t want to bruise low hanging fruit.” Experiences of being overused, having a volunteer experience that felt like a full time job, and suffering from volunteer burnout were echoed consistently throughout this group. While this cohort may be more willing and available to volunteer, their time needs to be respected and not over-extended.

Participants felt that organizations need to make sure that boomers can see the impact they are making on the volunteer cause, as this will promote satisfaction levels. They also indicated that young baby-boomers have a very strong work ethic and they pitch in when the work needs to be done. Generally boomers felt that they wanted a lot of independence. They want to do their job and feel engaged in the cause but do not want to spend too much time with the organizations and their staff. Participants also noted that they like to do volunteer work outside their skill/knowledge base, and that it is refreshing to engage in activities that are different from what they do at work.
4.2 Volunteer Surveys
4.2 Volunteer Surveys

In studying the experiences, practices, and perceptions of volunteers in Canada, a series of surveys were conducted using two methods. First, a pre-questionnaire was distributed at focus groups in six cities across Canada: Yellowknife, NWT; Vancouver, B.C; Moose Jaw, SK; Ottawa, ON; Montreal, QC; and Chester, NS. A total of 212 people took part in the focus groups surveys. Second, an online survey was distributed to volunteers- a total of 339 completed the volunteer online survey. Using these two methods, the results have been studied and trends have been extrapolated from the results. The total sample size of volunteers surveyed was 551. The results are not being used to suggest statistical reliability and validity in terms of composition and size, but rather are useful to provide supplementary information regarding trends and distinctions between volunteer cohorts.

Of the 551 people who completed the volunteer surveys, only 11% of respondents indicated that they had not volunteered in the last 12 months. As such, the large majority represented in these results are current volunteers.

Volunteer Incidence

There is much diversity in terms of the number of hours respondents indicate volunteering in the past 12 months. The focus group responses highlight differences amongst cohorts with Family/Boomers volunteering on average volunteer 338.5 hours per year and 28 hrs per month; Employer-supported volunteers contributing on average 236 hours per year and 19.5 hrs per month; and Youth contributing an average of 204.5 hours per year and 17 hrs per month.
Among current volunteers - What type of organizations did you volunteer for in the past 12 months?

Responses from both the focus groups and online volunteer survey saw social services as the category most frequently selected across the cohorts. Social services were followed by health and arts and culture. Responses from the focus groups highlight distinctions between cohorts, with the Employer-Supported and Family/Boomers cohort selecting 'Social Services' as the most popular type of organization with 56.4% and 49.4% of respondents respectively choosing that category. For the Youth cohort the 'Sports and Recreation' category narrowly beat out 'Social Services' selected by 44.8% of Youth respondents compared to 43.1%.

How were you recruited into volunteering?

Across the cohorts and both within the focus group and online responses, the most consistent method of being recruited cited was ‘Friends’. Whereas online respondents cited ‘myself/I just volunteered’ as
the next most common method, 'Family' followed ‘Friends’ by focus group respondents. The one outlier
of note was seen in the Employer-Supported cohort where 'Workplace' was selected by 59.6% of
respondents, and was the second most common answer. This represents an increase of more than
27.5% than the aggregate for all the cohorts. The Youth cohort saw a slightly higher response rate for
the 'Educational Institution' category.

Where was most of your volunteering done?

![Bar chart showing the distribution of where most volunteering is done.]

The most common answer by a preponderant amount (72.7% in focus group responses and 70% in
online responses) for the query of where most volunteering takes place is 'In the City'. This was
followed by 'In your Neighbourhood.' The only notable distinction between cohorts was that there was a
slightly larger response rate for the 'Outside of Canada' response amongst the Family/Boomer cohort.

What is the main reason you volunteered?

![Bar chart showing the distribution of the main reasons for volunteering.]

Respondents across the cohorts were asked to identify the primary motivation behind why they choose
to volunteer. The most common response by online respondents was ‘Community Involvement’. This
was followed equally by a belief in the cause and a desire to help out (16% for both). In the focus groups, this question was formatted to be open answered, and the five most common themes that were provided included: Desire to Help/Personal; Community Reasons; Give Back; Issue based; Youth/Concern for the Future. Overwhelmingly, the most common response was 'Personal/Desire to Help'. The answers included in this category ranged from explicit motivation to further personal skill sets and career prospects to more vague responses about less tangible personal satisfaction.

Reasons NOT to volunteer (Lapsed volunteers)

The majority of lapsed volunteers cited “Don’t know” as a reason why they do not volunteer; this was followed by a lack of time or being too busy.

How satisfied are you with your volunteering experience over the past 12 months?

Across the focus groups and online surveys, satisfaction levels with volunteering experiences over the past 12 months were very high. This was also the case for lapsed volunteers. A very small percent indicated being dissatisfied - only 1% amongst current volunteers and 4% with lapsed volunteers in the online surveys.
How easy is it for you to find volunteering opportunities that are personally satisfying?

The satisfaction levels amongst volunteers for both surveys are generally uniform and very positive. However, this question does show some diversion within the Youth cohort, where there is less agreement about the ease with which one can find satisfying volunteering opportunities. Only 49.1% of the Youth cohort selected the top range of ease, while 78.3% of the Employer-Supported and Family/Boomer cohorts choose this as their answer.

Thinking of any volunteering you have ever done, have you ever had a negative experience?

While the majority of respondents indicate being satisfied with their volunteer experience, the majority have also cited having a negative experience. Of the total 551 respondents, 62% said they had had a negative experience. More Family/Boomers indicate having a negative experience volunteering than any other cohort.
Among those who have had a negative experience, what made it negative?

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>The politics involved</td>
<td>30%</td>
</tr>
<tr>
<td>Lack of/poor organization</td>
<td>24%</td>
</tr>
<tr>
<td>Lack of appreciation</td>
<td>21%</td>
</tr>
<tr>
<td>Dealing with public/rude people</td>
<td>13%</td>
</tr>
<tr>
<td>Too much work/responsibility</td>
<td>13%</td>
</tr>
<tr>
<td>Didn't achieve desired result</td>
<td>10%</td>
</tr>
<tr>
<td>Underutilization</td>
<td>10%</td>
</tr>
<tr>
<td>Lack of help</td>
<td>7%</td>
</tr>
<tr>
<td>Poor communication</td>
<td>7%</td>
</tr>
<tr>
<td>Waste of time</td>
<td>6%</td>
</tr>
<tr>
<td>Didn't enjoy nature of the work</td>
<td>5%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
</tr>
<tr>
<td>Don't know</td>
<td>4%</td>
</tr>
<tr>
<td>Other</td>
<td>9%</td>
</tr>
<tr>
<td>Don't know</td>
<td>4%</td>
</tr>
</tbody>
</table>

The majority of respondents in both surveys site organizational issues as a primary cause for their negative experience. ‘The politics involved’, ‘Lack of/poor organization’ and ‘Lack of appreciation’ were the most frequently cited reasons. The open ended responses from the focus groups were very interesting, with each cohort having a different most common answer. For the Youth cohort the most common negative experience was one relating to a negative physical or emotional situation - 40% of the cohort responded in this way. For the Family/Boomers, it was personality clashes that most frequently defined the particular negative experience; 45.5% of the cohort agreed on this matter. And for the Employer-Supported volunteers, it was lack of sufficient organization that finished at the top of the list (62.5% of participants from this cohort agreed). The Family/Boomers were also keen to recognize poor organization as the source of negativity (36.4% concurred on this matter).
How would each of the following improve your overall level of satisfaction?

<table>
<thead>
<tr>
<th>Feature</th>
<th>Would improve satisfaction (8-10)</th>
<th>Unsure (4-7)</th>
<th>Would not improve satisfaction (1-3)</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>More opportunities to use skills</td>
<td>39%</td>
<td>23%</td>
<td>34%</td>
<td>4%</td>
</tr>
<tr>
<td>More feedback on impact</td>
<td>33%</td>
<td>32%</td>
<td>32%</td>
<td>4%</td>
</tr>
<tr>
<td>Clearer roles/expectations</td>
<td>30%</td>
<td>25%</td>
<td>41%</td>
<td>4%</td>
</tr>
<tr>
<td>More training</td>
<td>26%</td>
<td>32%</td>
<td>38%</td>
<td>4%</td>
</tr>
<tr>
<td>Greater flexibility in scheduling</td>
<td>22%</td>
<td>22%</td>
<td>51%</td>
<td>5%</td>
</tr>
<tr>
<td>More staff support</td>
<td>22%</td>
<td>30%</td>
<td>42%</td>
<td>6%</td>
</tr>
<tr>
<td>Reimbursing for expenses</td>
<td>18%</td>
<td>20%</td>
<td>54%</td>
<td>8%</td>
</tr>
<tr>
<td>More organizational events</td>
<td>18%</td>
<td>28%</td>
<td>49%</td>
<td>6%</td>
</tr>
<tr>
<td>More independence</td>
<td>17%</td>
<td>22%</td>
<td>55%</td>
<td>6%</td>
</tr>
<tr>
<td>More time off/breaks</td>
<td>4%</td>
<td>19%</td>
<td>68%</td>
<td>9%</td>
</tr>
</tbody>
</table>

In terms of how satisfaction levels could be improved, there was diversity across the cohorts. Both the Employer-Supported and Youth cohorts indicated 'Providing you with more opportunity to use your personal and/or professional skills, abilities or talents' would improve satisfaction levels. Within the focus group responses, the Family/Boomers cohorts seem the least willing to make and/or agree that the 10 options provided would improve their satisfaction levels, as 26.5% of all selections were in the '1' point on the scale. The option of having more time off/breaks was considered to provide no improved satisfaction amongst the majority of respondents (68% of online surveyed). Also considered not important for volunteers were concerns over having more independence and being reimbursed for expenses.

The focus group surveys provided open ended options for respondents to comment on how organizations could improve their satisfaction levels. The qualitative responses can loosely be grouped into four sets: Recognition/Feedback; Improved Organization; Enhanced volunteering environment (perks, self-improvement/advancement, less strenuous tasks); and No Improvements Needed. Across the cohorts the responses were quite evenly spread across the four categories, with each cohort having a different most frequent answer. For the Youth cohort, 'No Improvements Needed' was the most popular choice, although at a 32.5% response rate it was far from a preponderant choice. The Employer-Supported cohort narrowly chose 'Recognition/Feedback' most frequently, while the Family/Boomer participants chose 'Improved Organization' at a 37.5% selection rate. Across the cohorts recognition and no improvements were the most common qualitative answers given.
Is there anything else that volunteer organizations could do to better enhance your volunteer experience?

The majority of respondents indicated that they “Don’t know” if there was anything else that volunteer organizations could do to better enhance their volunteer experience. After the 49% who cited “Don’t know,” 13% cited “Nothing Else.” Very small percentages pointed to the other factors as enhancing people’s volunteer experiences.

Q. How well do you think Canadian non-profit charitable organizations do at engaging volunteers in their work?

Q. How well do you think the charitable sector does at matching your personal and/or professional skills, abilities or talents with meaningful volunteer opportunities?

When respondents were asked how well Canadian non-profit and charitable organizations do at engaging volunteers in their work, most responses fell in the ‘unsure’ category, which suggests that there
is room for improvement in this regard. When asked to identify how well the charitable sector does at matching personal skill sets with meaningful volunteer work, there was a very similar answer set to the previous question with the cohorts generally consistent, with the majority fitting into the ‘unsure’ category.

**Opportunities provided when volunteering**

The data overwhelmingly shows that a significant number of these volunteers always support an organization that they strongly care about, and make a contribution or difference. They also feel that they have the opportunity to help others or their community and they support a cause they care strongly about. In terms of distinctions between cohorts, there were no major differences to note, with the exception that a very high percentage of employer-supported volunteers indicated that they were frequently able to make a contribution or a difference when volunteering. The largest percentile that selected “was NOT an opportunity” referred to improving their health while volunteering.
Importance of Volunteer Experience

All cohorts said that volunteerism is to some degree important “to learn about the community” and “to find meaning” in one’s life, (73% and 72% of online survey respondents). Although a relatively high number of all cohorts said that volunteerism is important to put on a resume, this was highest amongst youth. The highest number of youth said this was “always important.” More employer-supported and boomer/family volunteers than youth said that volunteerism is frequently or always important for “business and networking.” This was the highest amongst the boomer/family volunteers.
4.3 Organizational Snapshot
4.3 Organizational Perceptual Snapshot

Views of Organizations on Current Trends in Volunteer Engagement

In order to gain a better understanding of the experiences, practices and perceptions of volunteer-involving organizations, an organizational snapshot was developed using an on-line questionnaire, which was completed by 208 organizations. While the sample size and composition do not provide statistically reliable data, as a stand-alone survey, it does provide complementary information, which support other findings. This includes respondents observations regarding the changes in volunteer demographics, the increase in employer-supported volunteering, and challenges matching volunteer skills to organizational and community needs.

Organization Role and Commitment

The majority of those who completed the questionnaire (72%) were senior managers in non-profit and voluntary organizations, over half of whom have been with their organization for more than 5 years, including 10% with a 20 year history or more. This was particularly useful in their ability to offer their perceptions of trends and changes within their organization, over time. A disproportionate number of organizations in this sample were from social services (32%), health and educational sub-sectors, and three quarters of the respondents were from organizations in Ontario.¹

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¹ In the National Survey of Non-profit and Voluntary Organizations (Statistics Canada 2004), the top three sub-sectors were sports and recreation (21%), religious organizations (18%), and social services organizations (14%) and 28% organizations were located in Ontario.
Organizations were asked to report on the number of volunteers involved with special projects or assignments, providing direct service, and serving on boards of directors and committees. Not surprisingly, 71% of organizations said that they had more than 20 volunteers providing direct service (to their clients, members, or participants). Of particular interest is that half of the organizations reported having more than 20 volunteers assigned to special projects, which is emerging as the type of volunteer engagement that many baby-boomers and employer-supported volunteers are seeking. The average organization (38%) has between 10 and 16 people serving on their boards and committees.
The majority of organizations (73%) reported contributions of more than 500 hours of volunteer time over the past year, including 24% that reported more than 10,000 hours.²

Of the 37% of organizations that have a minimum commitment required of volunteers, 36% ask for a 3 to 6 month commitment, 42% ask for a one year commitment, and 17% require a 2 year commitment. Of note, a quarter of the organizations stated that they had changed their minimum requirement over the past five years. However, the specific nature and reason for this change were not captured in the questionnaire.

² According the 2007 Canada Survey of Giving, Volunteer, and Participating (Statistics Canada 2008), volunteers contribute an average of 166 hours per year
Volunteer Recruitment

Q13. Do you have difficulty recruiting the number of volunteers you require? Base: All respondents (n=206).

Q14. Why do you have difficulty recruiting? Base: Organizations who have difficulty recruiting required number of volunteers (n=71).

Recruiting Difficulties?

Yes 36%
No 62%
Don't know 2%

Reasons for Recruiting Difficulties

Lack of availability 52%
Specific skill needs 14%
Lack of resources for recruitment 14%
Lack of interest 11%
High number of volunteers needed 8%
Competition 6%
Lack of awareness 4%
Distance to volunteer 4%
Screening requirements 3%
Other 6%
Don't know 3%

Of the 36% of organizations who reported having difficulty recruiting volunteers, more than half believed that it was because people were not available (52%), 14% said that they were challenged to find volunteers with the specific skills needed, and an additional 14% reported that they lacked adequate resources to engage in recruitment activities.

Volunteer Recruitment and Retention


Q27. How do you retain volunteers? Base: All respondents (n=206).

Of the range of recruitment strategies listed, word of mouth is listed by 87% of organizations, followed by volunteer networks, speaking to groups, notices in media, and distribution of posters and flyers. What was not captured in this snapshot is what organizations believe to be the most effective strategies.
When it comes to retaining volunteers, 80% of organizations indicated that creating a warm environment was the most important factor, followed by investing in volunteer programs (64%), appropriate screening (47%) in order to properly match volunteers to the assignment, training (47%), which provides personal and professional development, and ensuring an enriching experience (45%). Insights on what volunteers consider an enriching experience can be found in the focus group report.

Changes in Volunteerism

Of the 46% of organizations that indicated that they had noticed changes in the volunteer base in their organizations, half reported having a younger volunteer base, as compared to 19% that indicated that their volunteers were older. Only 4% reported on an increase in the ethno-diversity of their volunteer base and 9% indicated that there were more new Canadians volunteering. This gives rise to the question of whether or not the diversity of volunteers currently involved in organizations reflects the diversity of Canadian society.
Two thirds of organizations have a designated person serving as a co-ordinator/manager of volunteer resources in their organizations and have a formal program of specific opportunities for groups, families, and youth volunteers.

When asked to identify the challenges related to their volunteer programs, some organizations listed aspects of communication (such as use of websites and other media), staff support (the importance of showing appreciation to volunteers), and filling specific volunteer assignments (proper matching and finding volunteers with adequate experience). Some organizations indicated that their small size affected their capacity to recruit the right people for specifically skilled volunteer assignments.
About half of the organizations indicated that they had formal practices related to volunteer recruitment (52%), orientation (53%), and training (48%) as being well established. While 46% listed that they had a formal supervision practice, 38% said that they did not always follow it. Only a quarter of the organizations reported doing regular evaluations or performance appraisals of volunteers.
Organizations were asked to rate the frequency of the reasons for volunteering cited by prospective volunteers. Over half (53%) of the organizations listed personal goals as the reason most frequently given by those seeking volunteer opportunities in their organization.\(^3\)

Nearly half of the organizations (48%) could not comment on their strategies to tap into the specific skills and abilities of volunteers.

When asked to identify the challenges they faced in tapping into the unique skills and abilities of individual volunteers, organizations cited lack of time (17%), lack of staff resources (11%), and lack of available skills-based volunteer tasks (10%).

\(^3\) The term *Personal Goals* could include such goals as opportunities to make business and social contacts, raising self-esteem and having a sense of purpose, increasing employability, or integrating into a new community.
Reasons for Leaving Volunteer Organizations

Organizations believe that 94% of the volunteers in their organizations are satisfied or very satisfied with their experiences and 38% of organizations indicated that they have carried out a volunteer satisfaction survey. When asked about their perceptions as to why volunteers have left their organization, 22% indicated that volunteers who left said that the experience was not what they had expected, they were underutilized (17%), did not feel that their contribution was meaningful (11%), tension with other volunteers or employees, their skills and abilities were not taken advantage of (8%) or that their values were not aligned to those of the organization (5%).
The majority of organizations (58%) still do not have intentional strategies to engage employer-supported volunteers. Of the 38% who have programs in place, most have engaged large groups in physical activities (59%), small groups in planning and support of events (34%), and 28% have engaged individuals with specific skills. Only 4% of organizations indicated that they had a system in place to engage individuals by developing skills-based volunteer assignments. 34% of organizations have taken advantage of employer-supported volunteering grants.\(^4\) When asked about challenges related to engaging employer-supported volunteers, some organizations stated a lack of time (34%) or lack of capacity to involve large groups in their organization (4%).

\(^4\) Some companies will offer a grant to an organization where an employee volunteers a minimum number of hours (for example a $500 grant when an employee volunteers more than 500 hours).
4.4 Telephone Survey
4.4 Telephone Survey

2010 National Survey on Volunteering
Introduction and Objectives

Harris/Decima is pleased to present this report on volunteering in Canada conducted on behalf of Volunteer Canada. Volunteer Canada sought Harris/Decima’s services to conduct a national survey with Canadians to better understand opinions and behaviours relating to volunteering.

More specifically, the objectives of this study were to:

- Profile who is volunteering and some basic information on their involvement;
- Identify the size and nature of potential volunteers;
- Develop an understanding of the motivations for volunteering;
- Investigate what attitudes are held regarding volunteering; and
- Provide insight into what approaches may stimulate increased volunteerism.

The study was national in scope and consisted of a telephone survey of a stratified random sample of 1,019 Canadians conducted between June 24th and June 30th, 2010. The results are weighted to be representative of the adult Canadian population. A sample of this size is accurate to within plus or minus 3.1% at the 95% confidence level.

Throughout this report, references are made to subsets of the population, including key target segments such as baby-boomers and “family” volunteers. In these cases, the margins of error are necessarily higher due to the smaller sample sizes of such subsets.

Any questions on this study can be directed at Doug Anderson, Harris/Decima’s Senior Vice President Public Affairs Research (danderson@harrisdecima.com or 613-230-2200), or Megan Tam, Vice President Public Affairs Research (mtam@harrisdecima.com or 613-230-2200).
Detailed Findings

The following pages describe the detailed findings of the 2010 National Survey on Volunteerism. The findings are divided into the following sections:

- Volunteer behaviour;
- Volunteer experience;
- Volunteer expectations;
- Motivations for volunteering;
- Attitudes towards volunteering; and
- Conclusions and recommendations.

Volunteer Behaviour

The study included measures designed to determine the incidence, frequency and nature of volunteering in Canada. In order to provide some ability for comparison and tracking, some of the questions used in this investigation were identical to those asked in the 2007 Canada Survey of Giving, Volunteering and Participating.

Overall, the findings on volunteer behaviour show that there has certainly not been a decline in the volunteer rate compared to the 2007 and 2004 CSGVP studies, but rather the rate found in this survey suggests a continued increase from the 2007 study. While the 2004 and 2007 CSGVP studies found 45% and 46% volunteer rates, this survey found that 53% of Canadians indicate they had volunteered at some point in the previous 12 months.

Indeed, the vast majority of Canadians claim to have volunteered at some point in their life if not in the past year. Beyond the 53% who had done so in the past 12 months, an additional 34% indicated that they had been a volunteer at least once previously, meaning nearly nine in ten Canadians have had experience in volunteering at some point in their lives. Only 13% of respondents indicated they had never been a volunteer.

For the purposes of this study, these specific responses serve as the definition of three segments of the population that will be examined in greater detail throughout this report: Current volunteers; Lapsed volunteers; and Never volunteers.
Those living in Atlantic Canada (68%) are the most likely to be a current volunteer relative to the other provinces. Quebecers are least likely to be a current volunteer (36%) demonstrate a higher propensity to have never volunteered (22%). Current levels of volunteerism in Ontario (55%), the Prairies (64%), Alberta (60%) and BC (58%) are all fairly in line with the national average (53%) with penetration hovering between 55%-65%.

With regards to age, the data demonstrates that Canadians are more likely to have volunteered in the past 12 months as they grow older. Nearly six in ten (58%) of those aged 55 and older have volunteered in the past 12 months, whereas just less than half (47%) of 18-34 year olds have done the same.

Those who are single (43%) are less likely to have volunteered in the past 12 months relative to those who are married/common-law (58%), widowed (58%) or separated/divorced (52%).

Much like age, volunteerism increases with levels of education. Just less than half of those who have a high school degree or less (46%) or some college or university (46%) claimed to have volunteered in the past 12 months. Volunteerism increases by 10% among those have completed college and university. Those who have completed a post graduate degree are the most likely to have volunteered in the past 12 months relative to the other education cohorts with 68% being current volunteers.
Looking at the hours donated by those who have volunteered in the past 12 months finds a distribution that is also quite similar to the findings of the 2007 CSGVP. Roughly half (54%) indicate donating 50 hours or less, compared to 50% in the 2007 CSGVP. One in four Canadian volunteers says they donated more than 100 hours of their time in the past year.

When looking at hours donated from a regional perspective, British Columbians (51%) are more likely to have donated over 50 hours compared to their provincial counterparts. 32% of residents of British Columbia have donated over 100 hours to volunteering in the past year.

Number of hours donated seems to move upward with age, with over half (51%) of people at least 55 years of age having volunteered for 50 hours or more.

While volunteerism incidence is high among single people, this group donated less time in the past year relative to people with other marital statuses.
The path to volunteering is widely varied, but most often runs through some sort of organization. For many, the organization that gets them to volunteer is a club, religious group, school, or their work. Recruitment through friends and family is also a more common method in which people have found volunteer opportunities. More independent behaviour such as personal interest or to fill spare time is relatively rare.
Similarly, when asked how they were recruited into volunteering, beyond friend and family members, the workplace, an educational institution and faith groups are among the most common responses. That being said, one of the most common answers suggests that a significant proportion of current (17%) and lapsed (14%) were self-starters who claim they were the ones who were responsible for their own recruitment.
Asked what types of organizations for which people have volunteered, five kinds stand out as being mentioned most often and explain about 60% of all the most recent volunteer experiences:

- Sports and recreation;
- Education and research;
- Religion;
- Social services; and
- Health.

Regardless of whether the question is framed as the most recent volunteer experience or all volunteer experiences or whether it is the experience of current volunteers or lapsed volunteers, these same five types of organizations are consistently responsible for far more volunteer experiences than all others.
In summary, the survey demonstrates that the vast majority of Canadians have volunteered themselves at some point in life and half have done so in the past year. This is roughly the same rate as has been measured historically, although it may represent a continued increasing trend dating back to the 2004 CSGVP.

Five types of organizations are responsible for the majority of volunteer relationships and volunteers tend to find the opportunity as a result of an organization in which they are involved (work, school, religion, club, etc.) and, while more are recruited by a someone close to them, a significant number describe a more pro-active or independent approach to getting involved.
Volunteer Experience

The vast majority of volunteers indicate very high levels of satisfaction with their experiences. Fully 82% of current volunteers and 75% of lapsed volunteers rate their satisfaction at least 8 out of 10 on a 10-point scale. Indeed, “10 out of 10” is the single most common rating offered among either group.

Besides indicating that volunteers are quite satisfied, this result shows that lapsed volunteers are unlikely to be lapsed due to an unsatisfactory experience.

Among current volunteers, those living in Quebec (87%), Ontario (86%) and BC (83%) are more likely to say they are satisfied with their volunteering experience over the past 12 months. Females (86%) are more satisfied than males and those at least 55 years of age (91%) are significantly more satisfied than younger age groups. Lastly, widows (98%) are far more likely to be satisfied with their volunteer experience than those with other marital statuses.
Among lapsed members, Albertans (90%) are exceedingly more likely to be satisfied with their previous volunteering experience. Those who are married (90%) or widowed (92%) demonstrate a higher propensity to be more satisfied with their volunteering experience compared to those with other marital statuses.

Satisfaction with Volunteer Experience – Lapsed Volunteers

Q14. How satisfied were you with your volunteering experience? Base: Lapsed volunteers (n=344).

<table>
<thead>
<tr>
<th></th>
<th>Overall</th>
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<tbody>
<tr>
<td></td>
<td>Satisfied (8-10)</td>
<td>Neutral (4-7)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Children in home</td>
<td>75%</td>
<td>25%</td>
</tr>
<tr>
<td>No children in home</td>
<td>75%</td>
<td>25%</td>
</tr>
<tr>
<td>Single</td>
<td>73%</td>
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</tr>
<tr>
<td>Married/Common-law</td>
<td>70%</td>
<td>29%</td>
</tr>
<tr>
<td>Separated/Divorced</td>
<td>73%</td>
<td>26%</td>
</tr>
<tr>
<td>Widowed</td>
<td>81%</td>
<td>16%</td>
</tr>
<tr>
<td>HS or less</td>
<td>72%</td>
<td>25%</td>
</tr>
<tr>
<td>Some Coll/Uni</td>
<td>79%</td>
<td>18%</td>
</tr>
<tr>
<td>Completed Coll/Uni</td>
<td>74%</td>
<td>21%</td>
</tr>
<tr>
<td>Post Grad</td>
<td>68%</td>
<td>23%</td>
</tr>
</tbody>
</table>

Satisfaction with Volunteer Experience – Current Volunteers

Q13. How satisfied are you with your volunteering experience over the past 12 months? Base: Current volunteers (n=547).

<table>
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<tr>
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<th>Overall</th>
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<tbody>
<tr>
<td></td>
<td>Satisfied (8-10)</td>
<td>Neutral (4-7)</td>
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<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall</td>
<td>82%</td>
<td>16%</td>
</tr>
<tr>
<td>Atlantic</td>
<td>84%</td>
<td>15%</td>
</tr>
<tr>
<td>Quebec</td>
<td>82%</td>
<td>18%</td>
</tr>
<tr>
<td>Ontario</td>
<td>89%</td>
<td>11%</td>
</tr>
<tr>
<td>MB/SK</td>
<td>76%</td>
<td>24%</td>
</tr>
<tr>
<td>Alberta</td>
<td>71%</td>
<td>25%</td>
</tr>
<tr>
<td>BC</td>
<td>81%</td>
<td>15%</td>
</tr>
<tr>
<td>Male</td>
<td>76%</td>
<td>21%</td>
</tr>
<tr>
<td>Female</td>
<td>78%</td>
<td>20%</td>
</tr>
<tr>
<td>18-34</td>
<td>72%</td>
<td>25%</td>
</tr>
<tr>
<td>35-54</td>
<td>76%</td>
<td>21%</td>
</tr>
<tr>
<td>55+</td>
<td>74%</td>
<td>21%</td>
</tr>
</tbody>
</table>
In fact, current volunteers (40%) are twice as likely as lapsed volunteers (19%) to say they have ever had a negative experience volunteering. Not only does this suggest that it is not likely a negative experience that caused lapsed volunteers to stop volunteering, but it also suggests that current volunteers are quite satisfied despite a high proportion of them having actually had a negative experience.

The two kinds of negative experiences most often mentioned are dealing with rude people and the “politics” involved in the organization. It is worth noting that serious issues involving negative personal impact such as fears for one’s own safety did not register as a significant response. Instead, the responses tend to be about dissatisfaction with the people, the organization, or the outcomes. Yet, many volunteers clearly must place these issues in context and not let it affect their overall level of satisfaction with being involved.

Canadians living in the Prairies (47%) and British Columbia (44%) are more likely to have had a negative experience compared to other provinces. Those in Quebec (31%) are the least likely to cite negative volunteering experiences. Additionally, males (36%) demonstrate a higher propensity of citing a negative volunteering experience compared to females (28%).
Further evidence that the experience of volunteering has been satisfying is found on the question of recommending volunteering to others you know. While volunteers describe themselves as quite satisfied with their involvement, they are, if anything, even more enthusiastic about recommending volunteering to others they know. Fully nine out of ten current volunteers (88%) offer very high ratings (8 or higher out of 10) on how strongly they would recommend volunteering. Lapsed volunteers are similarly inclined.
Taken together, the data show that Canadians are quite satisfied with their experience in volunteering, even if it is something they have not done in the past year. They strongly endorse the idea of volunteering and many hold both of these valuable views even if they have had some sort of experience they would describe as negative.

All of these indicators suggest that Canadian volunteers are likely to be loyal and perhaps even champions of volunteering.
Volunteer Expectations

Looking ahead, Canadians indicate they are likely to continue volunteering at roughly the same rate. Using a 10-point scale of likelihood with a response of 10 meaning they are “absolutely certain” to volunteer over the next 12 months, 58% offer scores between 8 and 10.

Typically, the likelihood of performing any behaviour tends to be overestimated and therefore it should not necessarily be taken at face value that there will be more volunteers in the coming year than in the past.

Looking at the data by volunteer status shows that the likelihood to volunteer is highly correlated with whether or not one volunteered over the previous year.

Current volunteers indicate an extremely high degree of loyalty, with 88% offering responses of 8 to 10 to represent the likelihood of their volunteering in the coming year. Very few (2%) say it is unlikely they will volunteer, suggesting there is a high degree of “stickiness” and churn will be relatively small.

In dramatic contrast, the relatively small proportion of Canadians who have never volunteered tend to indicate that it is highly unlikely they will volunteer in the near-term. Fully 62% of this segment offer likelihood ratings of between 1 and 3 on the 10-point scale.

Lapsed volunteers represent roughly one third of adult Canadians and this group shows much more diversity in their claimed likelihood to volunteer in the coming year. Basically, equal proportions indicate very high likelihood of volunteering (31%) and almost no likelihood of volunteering (31%).

This data suggests that the most fertile opportunity for growing the volunteer base is probably among those with volunteer experience, but who have not volunteered recently – in particular, the roughly 10% of Canadians who are the “Lapsed but likely to volunteer.” As shown in the satisfaction and recommendation results, their mindset is already quite positive and their likelihood shows they are at least somewhat inclined to act.
Regionally, people in Quebec stand out among those in other provinces as being less likely to volunteer in the next 12 months.
Females (63%) are more likely than their male counterparts (55%) to say they are likely to volunteer in the next 12 months. Furthermore, those with a post-graduate degree (73%) are significantly more likely to volunteer in the near future compared to those with lower education levels.

The study investigated whether there was a sense that being able to find personally satisfying opportunities was a barrier. Two key findings emerge on this particular point:

- The responses on this highly correlate with volunteer experience and likelihood;
- The numerical ratings on ease of finding opportunities tend to be higher than those offered on likelihood to volunteer.

While the correlation may infer that ease of finding opportunities is a barrier, the data does not prove such causality. The fact that the numerical ratings are, if anything, a bit higher on being able to find opportunities may be evidence that it is not a barrier.

There may be some degree of rationalization influencing the impressions on how easy or difficult it is to find a personally satisfying volunteer opportunity. The subsequent chapter on motivations sheds some light on this issue.
Motivations for Volunteering

The study included a fairly detailed examination into the kinds of reasons people have for volunteering, or not volunteering as the case may be. This was undertaken using two approaches.

First respondents were provided with an opportunity to provide their own rationale and subsequently, a list of 16 possible benefits were tested to determine what volunteers are gaining from their experience and what others feel would be important to them if they were to volunteer.

Looking first at why people have ever volunteered, the single most frequently offered reason is to help others, with roughly one third of either current (32%) or lapsed (30%) naming this rationale. The enjoyment of volunteering was a distant second among these open-ended responses, being offered about half as often.

Current volunteers also tended to cite “community involvement” about as often as enjoyment, but for the most part a wide variety of other reasons were offered with none being mentioned by more than one tenth of respondents.

One finding that may be noteworthy is the difference between current and lapsed in terms of whether their main reason for volunteering was to gain experience. While only 1% of current volunteers name that as a motivation, 6% of lapsed say that was the case for them.

These proportions are certainly small, but to be six times as likely to say something is a statistically significant difference, it begs a question over whether “experience” as a motivation has a more temporary influence than others.

Looking at the reasons why people did not volunteer in the past 12 months, as with the CSGVP studies, the default response is lack of time, whether among lapsed (52%) or those who have never volunteered (50%).

Beyond that, it appears that life stage may be an influence among the lapsed volunteers with “age/health” (13%) and “children have grown up” (5%) are the second and third most commonly offered reasons for not volunteering recently. While age or health is indicative of a longevity issue, saying that one’s “children have grown up” is indicative of both a life-stage issue and the nature of their volunteer activity. One would only offer that response if the volunteering was linked to their own children’s activities – perhaps assisting with their sports/recreation organizations or at their school.
Although it may not be what they expect to do as a volunteer, respondents were asked what specific personal or professional skills, abilities or talents from which they think non-profits or charities could benefit.

Reflective of the fact that Canadians have an extremely wide variety of talents, the answers are quite wide-ranging. That being said, one answer tends be offered more often than all others: “administration.”

Answers varied somewhat between current volunteers, lapsed volunteers and those who had never volunteered, but regardless of the segment, “administration” was the most common answer.

Among those who had done volunteering – whether current or lapsed – the next most common answer was “customer service.” Accounting and bookkeeping is also among the more common skills named by either of these volunteer segments.

Current volunteers may be a little more inclined to describe themselves as having management or leadership skills.

Among those who have never volunteered their time, there appears to be a greater inclination to offer more trade-oriented or hands-on skills. These non-volunteers display less consensus in their responses, however, construction (6%), carpentry (2%) and driving (2%) are not mentioned at all among the rest of the population and labour/physical work (5%) is mentioned about twice as often as current or lapsed volunteers. Taken together, this broad category of hands-on skills would certainly be the most common offered among non-volunteers.
After finding out what skills or talents respondents feel they have that may be of interest, they were read a list of eight (8) kinds of volunteer activities and asked which of them appeals to them most. On a topline basis, the most popular activity is working directly with people who benefit (31%), which was chosen twice as often as the next most popular role: manual labour (15%).

In fact, after the role of directly working with people, the distribution of responses did not vary nearly as much.

That being said, it is perhaps worth noting that the role chosen least often was the one that exploits the skill-set most commonly identified as being of interest: administrative support (6%).

These two findings on administrative duties beg a question on whether the fact that it is the least interesting and yet most likely of interest may affect whether or how people approach the idea of volunteering. This research cannot expand on the finding to determine whether that may be a factor.

Looking beyond the aggregate topline results, there are a few noteworthy differences between current, lapsed and those who have never volunteered on most desirable voluntary roles:

- Current volunteers are far more in agreement that working directly with people (37%) is the single most appealing activity;
- Serving on boards or committees (13%) was uniquely the second most commonly appealing role among current volunteers;
- Those who have never volunteered were the only segment most likely to say manual labour (26%) was the most appealing role.
Asked to rate how well the charitable sector does at matching personal or professional skills with meaningful opportunities for volunteers, the responses echo the same distributions observed on likelihood to volunteer and ease of finding opportunities: current volunteers are the most positive; those who have never volunteered are the least positive and the lapsed are somewhere in between.

However, the impressions offered are less positive on this particular measure than on the others, and that tendency is observed across all three segments.

The plurality of Canadians (41%) offer modest ratings (between 4 and 7 out of 10) on this scale. While Current volunteers are most positive on this attribute, just under half (47%) offer the highest ratings (8 to 10).

The results from this question add further evidence to the notion that although satisfaction with volunteering may be quite high among those who have done it, that satisfaction is not very strongly tied to a sense that people are having their professional or personal skills well-matched to their volunteering activity.
The research design included approaches to investigate what kinds of outcomes or opportunities Canadians feel are most important to them when it comes to volunteering.

In total, 16 aspects were tested. These are listed below:

- Make a contribution or make a difference;
- Improve your employment or academic prospects or network;
- Use your skills and experience;
- Learn new skills, gain experience or access training;
- Support a cause you care strongly about;
- Support an organization you care strongly about;
- Spend time with friends or family;
- Do something that fits with your employers objectives;
- Do something that fits with your religious or spiritual beliefs;
- Help others or your community;
- Have fun or socialize;
- Feel good about yourself;
- Fulfill an obligation or commitment;
- Improve your health;
- Be recognized for your contribution;
- Volunteer in a positive environment.

Among Current volunteers, the question asked how often the opportunity was offered. Since these are people who did volunteer and the survey also collected satisfaction and loyalty data, the results can be
analyzed to see how the provision of each opportunity related to the satisfaction and loyalty of the volunteer.

As the aggregate graph on the next page illustrates, there are six opportunities that are quite commonly and frequently made available to volunteers. These are a sort of top-tier on a hierarchy of opportunities. All of these found about four in five volunteers indicating this was an opportunity that was quite frequently provided:

- Help others or your community;
- Feel good about yourself;
- Support a cause you care strongly about;
- Support an organization you care strongly about;
- Volunteer in a positive environment; and
- Make a contribution or make a difference.

Slightly fewer say there was as much opportunity to have fun or socialize or use their skills and experience.

A third tier is found consisting of spending time with friends or family and fulfilling an obligation or commitment, both of which shows more than half of volunteers saying these opportunities were frequently available to them.

Just under half felt that being recognized for their contribution or volunteering in a way that fit with their spiritual or religious beliefs was quite frequently made possible.

Forming the lowest tier are four opportunities that majorities current volunteers indicated were not frequently a part of their experience over the past year:

- Improve your health;
- Learn new skills, gain experience or access training;
- Do something that fits with your employers objectives; and
- Improve your employment or academic prospects or network.
Since current volunteers are nearly uniform in holding a remarkably high degree of satisfaction, intention to continue volunteering and willingness to recommend volunteering to others they know, using multivariate analysis to identify how responses on these opportunity questions relate to those loyalty dimensions tends to find that none of them bear particular strength in shaping loyalty.

However, it can be inferred that, since these Current volunteers are quite satisfied, then the opportunities they are being offered are quite likely adequate for maintaining their satisfaction. Further, those opportunities which they describe as being less prevalent do not tend to produce less positive attitudes towards volunteering.

As a result, looking at how these opportunities relate to each other can provide a surrogate for how volunteers’ responses on these opportunities relate to each other. In effect, what opportunities may be part of a bundling of experiences and thus possibly explain what opportunities people tend to be seeking as a package.

In order to determine this, a factor analysis was undertaken and identified five separate factors that tend to define patterns of responses.

For ease of understanding, it is useful to consider that factor analysis combines variables together in the same way that respondents appear to.

Each factor from first to fifth has a declining level of strength — that is, the level of correlation of the variables within each factor.
The table below shows the rank ordering of the factors among Current volunteers and what variables fall into each bundle.

<table>
<thead>
<tr>
<th>ACTIVE</th>
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<tbody>
<tr>
<td>Help others or your community</td>
<td></td>
</tr>
<tr>
<td>Feel good about yourself</td>
<td></td>
</tr>
<tr>
<td>Volunteer in a positive environment</td>
<td></td>
</tr>
<tr>
<td>Make a contribution or make a difference</td>
<td></td>
</tr>
<tr>
<td>Use your skills and experience</td>
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<table>
<thead>
<tr>
<th>IMPROVE</th>
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</thead>
<tbody>
<tr>
<td>Improve your employment or academic prospects or network</td>
<td></td>
</tr>
<tr>
<td>Learn new skills, gain experience or access training</td>
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</tr>
<tr>
<td>Be recognized for your contribution</td>
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<table>
<thead>
<tr>
<th>SOCIAL</th>
<th></th>
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<tbody>
<tr>
<td>Spend time with friends or family</td>
<td></td>
</tr>
<tr>
<td>Have fun or socialize</td>
<td></td>
</tr>
<tr>
<td>Improve your health</td>
<td></td>
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<table>
<thead>
<tr>
<th>CAUSE</th>
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</thead>
<tbody>
<tr>
<td>Support a cause you care strongly about</td>
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<tr>
<td>Support an organization you care strongly about</td>
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</table>

<table>
<thead>
<tr>
<th>RELIGIOUS</th>
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<tbody>
<tr>
<td>Do something that fits with your religious or spiritual beliefs</td>
<td></td>
</tr>
<tr>
<td>Fulfill an obligation or commitment</td>
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</tbody>
</table>

To allow for analysis across demographic subgroups each current volunteer was assigned a score for each factor based on their mean ratings for the elements that comprise that particular factor.

For the most part, scores do not vary tremendously. However, there are a few demographic findings that shed light on how subgroup of volunteers differ in terms of the opportunities they see as being made available.

First of all, in order to avoid repetition, there is one demographic trend that applies for all factors: women score higher than men on every factor.

All demographic subgroups have mean scores on the ACTIVE factor between 8.3 and 8.7 out of ten, indicating they fairly uniformly find these opportunities to be frequently available.
The most significant difference found on any of the factors was on the scores for IMPROVE. Although scores for this factor are relatively low, meaning fewer find these kinds of opportunities to be frequently available, on this factor, younger volunteers were scoring significantly higher than older volunteers.

This suggests that the opportunity for self-improvement through volunteering is indeed something that younger volunteers are more inclined to seek.
The SOCIAL factor showed little fluctuation across demographic subgroups, but one difference that emerged was that Alberta volunteers tended to have lower score on this dimension.

The factor of CAUSE had no significant differences, other than the aforementioned tendency for women to register higher scores than men.
Finally, the factor labeled RELIGIOUS which consisted of doing things that fit with religious or spiritual beliefs and fulfilling an obligation or commitment produced some variances worth noting.

First, Quebec residents recorded the lowest scores on this factor, although B.C. and Alberta residents were also lower than residents of Atlantic, Ontario and Manitoba/Saskatchewan.

Second, volunteers over 55 years of age scored higher than others and women had far higher scores than men on this factor.
This factor analysis shows that there are a core set of opportunities that virtually all volunteers agree are found in abundance and quite likely are what drive their high degree of loyalty.

Beyond that, younger volunteers clearly find more opportunities for self-improvement and older volunteers are more likely finding religious or spiritual opportunities through their volunteering.

Regionally, there appears to be some diversity in terms of the opportunities being sought.

Among the Canadians who have never volunteered or who are Lapsed volunteers, the same list of opportunities was tested, but the context was about how important it would be to them if they were to volunteer at some point in the coming year.

The findings show a similar hierarchy when compared to Current volunteers, but there are some differences that can help Volunteer Canada better understand the mindset of these Canadians.

Two overarching findings should be borne in mind before reviewing these results:

- Lapsed volunteers offer ratings on each opportunity that are very similar to those found among the Current volunteers;
- Those who have never volunteered have less variance in their responses, but overall, tend to rate any opportunity as being less important to them than Current or Lapsed volunteers indicate.

Compared to the opportunities experienced by Current volunteers, the results among Lapsed show an identical hierarchy of the top six opportunities of importance.
One finding among the Lapsed that is significantly different is that 54% of Lapsed volunteers offer high importance ratings (8 to 10 out of 10) on learning new skills, gaining experience or accessing training compared to 38% of Current who felt this was an opportunity frequently made available.

Among those who have never volunteered, the hierarchy of importance is a little different than among all those who have volunteered at some point.

The single most important opportunity among this segment is to spend time with family or friends. Beyond that, the same opportunities that matter most to others are also among the most important to those who have never volunteered.

However, three other opportunities are rated as being about as important:
- Using skills and experience;
- Having fun or socializing; and
- Improving your health.

Making a contribution or a difference appears to be an opportunity that is of less relative importance among those who have never volunteered.

Taken together with the findings on having trade-like skills that may benefit organizations and being uniquely interested in providing manual labour in a volunteer capacity, those who have never volunteered may be more attracted to opportunities that allow them to take advantage of such hands-on skills, while being less drawn to notions of making a difference or wanting direct contact with those who benefit from their volunteer efforts.

### Importance of Potential Volunteering Opportunities
(Lapsed Volunteers / Never Volunteered)

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Lapsed Volunteers</th>
<th>Never Volunteered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support cause care strongly about</td>
<td>83%</td>
<td>61%</td>
</tr>
<tr>
<td>Help others or your community</td>
<td>82%</td>
<td>62%</td>
</tr>
<tr>
<td>Support organization care strongly about</td>
<td>79%</td>
<td>60%</td>
</tr>
<tr>
<td>Volunteer in positive environment</td>
<td>78%</td>
<td>60%</td>
</tr>
<tr>
<td>Feel good about yourself</td>
<td>78%</td>
<td>60%</td>
</tr>
<tr>
<td>Make a contribution/difference</td>
<td>73%</td>
<td>52%</td>
</tr>
<tr>
<td>Use your skills and experience</td>
<td>73%</td>
<td>53%</td>
</tr>
<tr>
<td>Spend time with friends/family</td>
<td>63%</td>
<td>42%</td>
</tr>
<tr>
<td>Have fun or socialize</td>
<td>62%</td>
<td>42%</td>
</tr>
<tr>
<td>Improve your health</td>
<td>50%</td>
<td>41%</td>
</tr>
<tr>
<td>Learn new skills/gain experience</td>
<td>48%</td>
<td>48%</td>
</tr>
<tr>
<td>Fulfill an obligation/commitment</td>
<td>46%</td>
<td>34%</td>
</tr>
<tr>
<td>Improve employment/academic prospects</td>
<td>53%</td>
<td>39%</td>
</tr>
<tr>
<td>Fits religious/spiritual beliefs</td>
<td>35%</td>
<td>22%</td>
</tr>
<tr>
<td>Fits employer’s objectives</td>
<td>29%</td>
<td>21%</td>
</tr>
<tr>
<td>Recognized for contribution</td>
<td>26%</td>
<td>17%</td>
</tr>
</tbody>
</table>

Q25: If you were to volunteer at some point over the next 12 months, how important would each of the following kinds of opportunities be to you? Base: Lapsed volunteers (n=344); never volunteered (n=128).
As with the Current volunteers, a factor analysis was conducted to see how Lapsed volunteers tended to group opportunities.

The factors produced were almost identical to those among Current volunteers, despite one was in the context of the availability of opportunities and the other was in the context of the importance of the same opportunities.

The key difference between the two groups is that the single strongest factor among Lapsed volunteers (CONTRIBUTION) was essentially a combination of two factors that were distinct among Current volunteers (ACTIVE and CAUSE).
The table below shows the rank ordering of the factors among Lapsed volunteers and what variables fall into each bundle.

<table>
<thead>
<tr>
<th>CONTRIBUTION (ACTIVE+CAUSE)</th>
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<tbody>
<tr>
<td>• Help others or your community</td>
</tr>
<tr>
<td>• Feel good about yourself</td>
</tr>
<tr>
<td>• Volunteer in a positive environment</td>
</tr>
<tr>
<td>• Make a contribution or make a difference</td>
</tr>
<tr>
<td>• Use your skills and experience</td>
</tr>
<tr>
<td>• Support a cause you care strongly about</td>
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<tr>
<td>• Support an organization you care strongly about</td>
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<table>
<thead>
<tr>
<th>IMPROVE</th>
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</thead>
<tbody>
<tr>
<td>• Improve your employment or academic prospects or network</td>
</tr>
<tr>
<td>• Learn new skills, gain experience or access training</td>
</tr>
<tr>
<td>• Be recognized for your contribution</td>
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<table>
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<tr>
<th>SOCIAL</th>
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</thead>
<tbody>
<tr>
<td>• Spend time with friends or family</td>
</tr>
<tr>
<td>• Have fun or socialize</td>
</tr>
<tr>
<td>• Improve your health</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RELIGIOUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Do something that fits with your religious or spiritual beliefs</td>
</tr>
<tr>
<td>• Fulfill an obligation or commitment</td>
</tr>
</tbody>
</table>

In terms of the trends across the demographic subgroups, the two most significant findings observed among current were also the two most significant findings among Lapsed:

- Women had higher scores on all factors; and
- Younger respondents scored higher ratings on the IMPROVE factor, indicating a greater interest in the self-improvement opportunities.
Due to the small sample size, a factor analysis among those who have never volunteered was not undertaken.
Attitudes Toward Volunteering

In order to develop a more complete understanding of the context in which Canadians approach the notion of volunteering, the research design included an investigation into some fundamentals views that may influence volunteerism.

This chapter focuses on those findings and they were gathered from two lines of enquiry.

First, the survey asked all Canadians how appealing the idea of volunteering is to them personally. This allows for people to go beyond stating their past behaviour and future intentions and enables them to think about volunteering from a slightly more objective standpoint.

On an aggregate basis, a strong majority of Canadians (69%) highly rate the personal appeal of volunteering, providing ratings of 8 to 10 on a 10-point scale.

Consistent with findings on other variables such as the likelihood to volunteer, there is a high correlation with actual volunteering experience. Current volunteers offer the highest appeal ratings, with Lapsed volunteers tending to also offer high ratings although with slightly more variance and those who have never volunteered being significantly less likely to describe the idea as particularly appealing.

Although 22% of those who have never volunteered describe the idea as quite appealing, it must be borne in mind that this represents approximately one in fifty Canadians. The appeal is quite likely a key barrier to be removed if volunteer rates are to be stimulated among this inexperienced segment.
However, since appeal is a logical first step towards actually volunteering, this particular mindset is one to monitor among those who have not ever volunteered or among Lapsed volunteers. Satisfaction with volunteering experience and intent to continue are likely the key variables to monitor among those who are current volunteers.

Demographically, the differences on appeal are almost identical to those found on likelihood to volunteer: women and more educated Canadians tend to find the idea more appealing, while those in Quebec less so than the rest of the country.

The second line of enquiry that gathered insight into Canadian attitudes toward volunteering consisted of a set of statements that people may make about volunteering. Respondents were asked to indicate their level of agreement with each.

The specific statements tested are listed below:

- Volunteering would be good for me
- I would rather make a cash donation than volunteer my time
- I don’t think I can make a difference
- I don’t identify with any particular causes
- I don’t feel connected to any organizations that engages with volunteers
- There are enough volunteers to meet the needs of organizations
- Volunteering requires more of a commitment than I can give
- I have to travel too far to volunteer
- There are too many rules and restrictions to volunteering these days
- I don’t think my skills /abilities are being used to their full potential
• (NEVER OR Lapsed) I want to volunteer but I don’t know where to find an opportunity that is right for me
• (NEVER Volunteered) I have never been asked to be a volunteer

As a group, Canadians tend to hold some views that are quite positive towards volunteering. Undoubtedly, this is highly related to the fairly widespread experience and loyalty.

Canadians are near unanimous in their agreement that volunteering would be good for them, that they can make a difference and that there are not enough volunteers to meet the needs of organizations.

While reactions to these statements were significantly different across the three segments of current, lapsed and never volunteers, on these three points all segments find majorities in agreement.

### Attitudes Influencing Volunteering

Q26. Indicate your level of agreement with the following statements...

<table>
<thead>
<tr>
<th>Statement</th>
<th>Top 2 Box</th>
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<tbody>
<tr>
<td>Volunteering would be good for me</td>
<td>90%</td>
</tr>
<tr>
<td>[NEVER only] I have never been asked to be a volunteer</td>
<td>68%</td>
</tr>
<tr>
<td>Volunteering requires more commitment than I can give</td>
<td>40%</td>
</tr>
<tr>
<td>Don’t think my skills are being used to full potential</td>
<td>34%</td>
</tr>
<tr>
<td>[NEVER/Lapsed] Don’t know where to find opportunity</td>
<td>34%</td>
</tr>
<tr>
<td>I don’t identify with any particular causes</td>
<td>29%</td>
</tr>
<tr>
<td>I don’t feel connected to organizations with volunteers</td>
<td>28%</td>
</tr>
<tr>
<td>Too many rules/restrictions to volunteering</td>
<td>25%</td>
</tr>
<tr>
<td>I’d rather make a cash donation than volunteer my time</td>
<td>23%</td>
</tr>
<tr>
<td>Have to travel too far</td>
<td>15%</td>
</tr>
<tr>
<td>There are enough volunteers to meet needs</td>
<td>14%</td>
</tr>
<tr>
<td>I don’t think I can make a difference</td>
<td>11%</td>
</tr>
</tbody>
</table>

Q26. For each of the following statements, please state whether you strongly agree, agree, disagree or strongly disagree.

Base: All respondents (n=1,019)
Most don’t feel that travel is an issue and few feel that there are too many rules or restrictions.

However, some of the other attitudes suggest that there are some attitudes held that may be barriers to stimulating an increase in volunteer rates.

Those who are Lapsed or who have never volunteered tend to be of the opinion that volunteering requires more of a commitment than they can give. Among Lapsed, it may be the case they this is based on their own experiences. They clearly tended to be positive experiences, but if those experiences tended to convince them this was true, it may be all the more difficult to overcome this perception.

Further, those who have never volunteered tend to feel there is no cause with which they identify nor any organization with which they are connected.
Thus far, the data has shown that Current volunteers have a very high degree of loyalty and while there are likely to be some who cease to be volunteers each year, the vast majority offers every indication that they will be continuing their volunteer behaviour.

However, among the Lapsed and Never volunteers, the likelihood to volunteer was significantly lower – and in the case of Lapsed, lower despite a very positive impression of volunteering.

In order to delve more deeply into what may be causing this among those who have not volunteered in the past year, a regression analysis was undertaken testing what attitudes relate to likelihood. The findings were only of modest strength and, as an experiment, the same regression was undertaken using appeal of volunteering as the dependent variable. On this multivariate analysis, the findings were much stronger.

Boiled down to the findings of significance, four attitudes combine to explain about half of the variance in the level of appeal that volunteering holds for people:

- A sense of personal benefit – “volunteering is good for me;”
- A sense of efficacy – “I can make a difference;”
- A sense that there are not enough volunteers; and
- An existing identification with a cause.

The regression results suggest that influencing opinions on these four points are most likely to lead to a change in the level of appeal of volunteering.

Demographically, the graphs below show the results on each of these four questions.
For one of them (volunteering would be good for me) there is virtually no fluctuation other than volunteer status.

On the others, there is a small but common tendency for those with higher levels of education to hold more receptive opinions and conversely, perhaps a more challenging mindset among those with less education.

As well, older Canadians have a slightly higher propensity to feel they can’t make a difference and to feel they do not identify with any particular causes.
Attitudes – I don’t think I can make a difference

Q26. For each of the following statements, please state whether you strongly agree, agree, disagree or strongly disagree.

Base: All respondents (n=1,019)

Overall
- Strongly Agree
- Agree
- Disagree
- Strongly Disagree

Attitudes – There are enough volunteers to meet needs

Q26. For each of the following statements, please state whether you strongly agree, agree, disagree or strongly disagree.

Base: All respondents (n=1,019)
Attitudes – I don’t identify with any particular causes

Q26. For each of the following statements, please state whether you strongly agree, agree, disagree or strongly disagree.

<table>
<thead>
<tr>
<th>Overall</th>
<th>Current</th>
<th>Lapsed</th>
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<tr>
<td></td>
<td>5%</td>
<td>24%</td>
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<td>4%</td>
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<td>0%</td>
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<td></td>
<td>9%</td>
<td>33%</td>
<td>43%</td>
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<td>6%</td>
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Base: All respondents (n=1,019)

Overall | Atlantic | Quebec | Ontario | MB/SK | Alberta | BC | Male | Female | 18-34 | 35-54 | 55+ |
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<tr>
<td>Strongly Agree</td>
<td>4%</td>
<td>5%</td>
<td>8%</td>
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<td>Agree</td>
<td>3%</td>
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<td>Strongly Disagree</td>
<td>1%</td>
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Children in home | No children in home | Single | Married/Common-law | Separated/Divorced | Widowed | HS or less | Some Coll/Uni | Completed Coll/Uni | Post Grad | 4 - Strongly Agree | 3 - Agree | 2 - Disagree | 1 - Strongly Disagree |
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Children in home | No children in home | Single | Married/Common-law | Separated/Divorced | Widowed | HS or less | Some Coll/Uni | Completed Coll/Uni | Post Grad | 4 - Strongly Agree | 3 - Agree | 2 - Disagree | 1 - Strongly Disagree |
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Children in home | No children in home | Single | Married/Common-law | Separated/Divorced | Widowed | HS or less | Some Coll/Uni | Completed Coll/Uni | Post Grad | 4 - Strongly Agree | 3 - Agree | 2 - Disagree | 1 - Strongly Disagree |
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Children in home | No children in home | Single | Married/Common-law | Separated/Divorced | Widowed | HS or less | Some Coll/Uni | Completed Coll/Uni | Post Grad | 4 - Strongly Agree | 3 - Agree | 2 - Disagree | 1 - Strongly Disagree |
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Conclusions and Recommendations

This study has shown that most Canadians have had some experience as a volunteer at some point in their lives. Results suggest that, at about half of adult Canadians, the volunteer rate is roughly the same as measures in previous waves of the *Canada Survey on Giving, Volunteering and Participating* and may actually have increased slightly.

Those who have volunteered have an overwhelmingly positive view about their experiences. They tend to feel quite satisfied with their involvement in volunteering and are quite inclined to recommend it to others they know. Even those who say they have actually had negative experiences while volunteering are not necessarily disinclined to volunteer again.

The likelihood that they will volunteer in the next 12 months is highly correlated with whether or not they have volunteered in the previous 12 months and beyond that, whether they have ever volunteered.

Current volunteers show a remarkably high likelihood to continue, while Lapsed volunteers find a much lower proportion indicating they are likely to volunteer in the near term and very few of those who have never volunteered indicate it is likely they will volunteer in the next year.

While the predominant reason given for not volunteering is lack of time, for many who have left volunteering there appears to be life-stage issues that may explain their declining involvement. These include children who have grown up (and no longer need parental volunteer in support of their sports, recreation or education activities) or health issues.

Indeed, the two most common volunteer activities reported in this study are likely the kinds of activities tied to the needs of the volunteer’s children: sports and recreation; and education and research.

With a very small degree of churn described among current volunteers, all indicators suggest that Canadian volunteers tend to be loyal and perhaps even champions of volunteering for at least some period of time.

For similar reasons, in terms of improving the volunteer rate in Canada, the data from this study suggests that the most fertile opportunity for growing the volunteer base is likely among those with volunteer experience, but who have not volunteered recently – in particular, the roughly 10% of Canadians who are the “Lapsed but likely to volunteer.”

The data also suggest that the reason Canadian volunteers are so satisfied and loyal is likely related to the fact that they tend to receive certain valued opportunities through their volunteering:

- Help others or your community
- Feel good about yourself
- Volunteer in a positive environment
- Make a contribution or make a difference
• Use your skills and experience

Among Lapsed volunteers, while these factors are the six most important to them, there is also a slightly higher importance placed on self-improvement: learning a new skill, gaining new experience or accessing training; and improving employment or academic prospects. This is particularly of interest to younger Canadians.

Among those who have never volunteered, there were some unique findings in terms of the kinds of skills they feel they have to offer and the kinds of roles they would most value. As disinclined as they are to become volunteers, the few aspects that may be of greater interest to this small segment of the population are:

• Using hands-on skills or trade knowledge
• Providing support through manual labour
• Spending time with family and friends

Those who have volunteered most appreciate direct contact with those who benefit from their volunteer activity. Meanwhile, those who have never volunteered do not appear to place as much value on such contact and may prefer more indirect or social roles.

Overall, these paint a picture of a “work party” type of activity that may bear some appeal and hold the potential of establishing new volunteer engagements among those who have never done so before.

While Canadians are widely of the view that volunteering has a personal benefit to themselves, that it is needed and that they can make a difference (even if they've never volunteered before) – there are some barriers that appear to have at least some adverse impact on stimulating action.

For one thing, the appeal of volunteering is relatively low among lapsed volunteers and quite low among those who have never done it before. This is likely a mindset that limits any sense of need, personal benefit and efficacy. As an analogy, people may know that proper diet and exercise are the kinds of things that will be beneficial, make a difference and may even be required, but they may feel the necessary adjustment is unappealing. Sometimes, the issue of appeal can trump acting on rational conclusion.

If this is the case with volunteering, then it is useful to recognize that there are four points of view that most strongly correlate with the appeal of volunteering. Improving the level of consensus over these points may help improve the degree of appeal that volunteering holds. However, while these are the strongest factors influencing appeal, since they only explain part of the variance in appeal, the data also suggest there are other aspects which were not included in this research design which may explain appeal more directly.

The four points of view included in this study that most strongly related to appeal are:

• The sense that “volunteering is good for me;”
• The sense of personal efficacy – “I can make a difference;”
• The recognition that that there is a volunteer deficit; and
• An identification with a cause.

Going forward, it would appear that retention is likely to remain fairly high and growth may require separate strategies, prioritized by likelihood to succeed.

A strategy for re-engaging the 10% of Canadians who are “Lapsed, but likely” and perhaps a strategy to reach out to those who have never volunteered that provides them with opportunities (hands-on, trade- or skill-based) that may differ from what they expect will be asked of them.

Young Canadians are clearly more drawn to the notion of self-improvement. Given the level of loyalty of volunteers in Canada, a strategy that targets this audience and demonstrates how this opportunity will be provided and beneficial can help improve the volunteer rate in both the near-term and long-term. By ensuring that volunteers continue to adequately receive the core of ACTIVE opportunities which likely stimulate loyalty, those who become involved will likely continue to demonstrate a valuable ‘stickiness’ for a period of time.
Survey Methodology

Questionnaire Design
The questionnaire for this survey was developed by Harris/Decima in close consultation with Volunteer Canada. The questionnaire was translated into French by Harris/Decima’s in-house translation team.

Data Collection and Sampling Strategy
Participants for this study were surveyed by telephone between June 24th, 2010 and June 30th, 2010. Interviewing was conducted by Harris/Decima through our in house field division.

The objective of this study was to gather opinions from a sample of 1,000 Canadians. Harris/Decima completed 1,019 interviews. A sample of this size is accurate to within plus or minus 3.1% at the 95% confidence level.

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Data Weighting
At the conclusion of the data collection and cleaning, Harris/Decima weighted the data by each quota stratum to reflect the actual proportions found in the population. This approach ensures the aforementioned findings can be extrapolated to the entire population with accuracy.

**Please refer to Appendix J for overview of survey questions in English and French**
Conclusion
5. Conclusion

This research report, *Bridging the Gap: Enriching the volunteer experience to build a better future for our communities*, draws together extensive evidence from historical studies, contemporary literature, current public policy, and four pieces of primary research. It is based on findings from a literature review of more than 200 documents, a general population telephone survey with 1016 households, a survey of 551 volunteers, 18 focus groups around the country with 236 participants, and an organizational perceptual snapshot survey of 208 organizations. Together, they have illuminated these key questions of inquiry:

1. What are Canadians looking for in volunteering?
2. How can non-profit and voluntary organizations better engage volunteers?

This research has focused on Canadian volunteers and potential volunteers, by demographic cohort: Youth, Employer-Supported, Families, and Baby-Boomer Volunteers. The insights gained from the data collection demonstrate how different the groups are in terms of what they want in a volunteer experience, as well as the conditions they are seeking. However, there have also been common threads between each of these cohorts that have come to the forefront of this research. In providing a comprehensive overview of Canadian volunteers and potential volunteers, this research has captured the views of people in three categories: Current volunteers, Lapsed volunteers (who have volunteered in the past, but do not do so any longer), Never volunteered. This alternative delineation of the data is a valuable addition to the other, demographically-based approach.

This research has shown that most Canadians have had some experience as a volunteer at some point in their lives. Results suggest that, at about half of adult Canadians, the volunteer rate is roughly the same as measures in previous waves of the *Canada Survey on Giving, Volunteering and Participating* and may actually have increased slightly.

**What people are saying about volunteering?**

**Detailed Findings**

This study found that 53% of Canadians indicate that they have volunteered at some point in the previous 12 months. This is an increase from the 2004 CSGVP with 45% volunteer rate and 2007 CSGVP with 46% volunteer rate. Only 13% of respondents in the general population survey indicated that they have never been a volunteer, which highlights that nearly nine in ten Canadians have had experience in volunteering at some point in their lives.

The predominant reason given for not volunteering is lack of time and the two most common volunteer activities reported in this study are sports and recreation, and education and research. The appeal of volunteering is strongly related to:
• The sense that ‘volunteering is good for me’
• The sense of personal efficacy- ‘I can make a difference’
• The recognition that there is a volunteer deficit; and
• Identification with a cause.

When asked to rate how well the charitable sector does at matching personal or professional skills with meaningful opportunities for volunteers, the plurality of Canadians (41%) offer modest ratings (between 4 and 7 out of 10) on this scale. Volunteers of all cohorts share the following recommendations for improving the volunteer experience:

• Build meaningful relationships with volunteers
• Develop HR strategies around volunteer management, including screening and exit strategies
• Be flexible and accommodating with volunteers
• Be sensitive to gender, culture, language and age; and
• Provide greater online engagement.

Categorical Distinctions

• **Current Volunteers:** The data overwhelmingly reveals that current Canadian volunteers tend to be loyal and perhaps even champions of volunteering for at least some period of time. Current volunteers indicate an extremely high degree of loyalty, with 88% offering responses of 8 to 10 to represent the likelihood of their volunteering in the coming year. Fully nine out of ten current volunteers (88%) offer very high ratings (8 or higher out of 10) on how strongly they would recommend volunteering.

• **Lapsed volunteers:** Among lapsed volunteers there is slightly higher importance placed on self-improvement: learning a new skill, gaining new experience or accessing training; and improving employment or academic prospects. This is particularly of interest to younger Canadians. 31% of lapsed volunteers indicated that it is likely they will volunteer in the next 12 months and 76% indicate that they would recommend volunteering to others they know.

• **Never volunteered:** 62% of those who have never volunteered indicate that it is unlikely they will volunteer in the next 12 months. Notably, there were some unique findings among those who have never volunteered, in terms of the kinds of skills they feel they have to offer, and the kinds of roles that they would most value. As disinclined as they are to become volunteers, the few aspects that may be of greater interest to this small segment of the population are: using hands-on skills or trade knowledge, providing support through manual labour, and spending time with family and friends.
The Volunteer Experience

Finding Volunteer Opportunities:
10% of lapsed volunteers and 33% of those who have never volunteered said that it is not easy to find volunteer opportunities. Only 49.1% of the Youth cohort selected the top range of ease, while 78.3% of the Employer-supported and Family/Boomer cohorts choose this as their answer.

Sources of Recruitment:
Most current and lapsed volunteers are recruited into volunteering by friends or family, however a growing number describe a more pro-active and independent approach to getting involved. 17% of current volunteers and 14% of lapsed volunteers state that they recruited themselves into volunteer opportunities.

What kind of volunteering?
37% of volunteers surveyed said that working directly with people is the single most appealing activity. 16% of past volunteers and 26% of those who have never volunteered said that Manual labor appeals to them as a volunteer task.

Negative Volunteer Experiences:
Of 551 respondents, 62% said they have had a negative experience. The majority of respondents in both surveys site organizational issues as a primary cause for their negative experience. ‘The politics involved’, ‘Lack of/poor organization’ and ‘Lack of appreciation’ were the most frequently cited reasons. In fact, current volunteers (40%) are twice as likely as lapsed volunteers (19%) to say they have ever had a negative experience volunteering. Not only does this suggest that it is not likely negative experience that caused lapsed volunteers to stop volunteering, but it also suggests that current volunteers are quite satisfied despite a high proportion of them having actually had a negative experience.
Volunteer Observations

Respect:

Baby-boomers and youth both highlight that being shown respect by the organization they volunteer for is important. For baby-boomers, it is respect for and effective use of the skills they bring, for youth, it is feeling equal with older volunteers, not feeling belittled for their relative lack of experience and skills. In fact, youth volunteers have indicated that they often have superior skills, in terms of communications and technology. Employer-supported volunteers point to the equalizing benefits of volunteering, where the more rigid hierarchies of the corporation can be forgotten and everyone can feel equal.

Multi-generational teams:

Family volunteers point to the value of multi-generational volunteer teams, with a focus on their school age children. While family volunteers may value this from the point of view of their own family togetherness, it may also have a wider appeal if such volunteer teams allow skills to be taught to younger members of the team, to build equal relationships between team members. This may also be the answer to the gap between youth volunteers who may be seeking experience and organizations who want volunteers who already have the experience. Retired professionals can mentor youth volunteers in pairs or in teams.

Social benefits:

Youth volunteers were the only ones who made a priority of working with friends. They also express their desire to have fun. Although few other cohorts did not identify having fun as a criteria for selecting volunteer opportunities, they did speak to the importance of a happy, congenial volunteer environment. Baby-boomers appeared to be the least concerned with fun. Family volunteers sought a fulfilling family experience, and employer-supported volunteers looked for a break from the corporate environment, without hierarchy and titles. Family volunteers suggest that child-friendly gatherings, such as potluck suppers or going to McDonalds, can be valuable to build the feeling of solidarity.

Cause oriented:

Youth tend to be the least motivated by the cause of an organization. Understandably, they are focused on the immediate concerns of getting a good, paid job, learning useful skills, and meeting a network of people. For older people, believing in a cause is of primary importance. Again, this comes back to improving one’s community for oneself and family. Baby-boomers are very driven by cause, partly due to the experiences of mass social movements to improve society.
Clarity:

All the cohorts agreed that voluntary organizations need to be clear about what volunteers are needed for, and how long it is likely to take. This is related to the desire for respect: if busy people have volunteered their time, they want to feel that their time will be well used.

Reciprocity:

Both organizations and volunteers will benefit if they negotiate the terms of the relationship in a flexible, responsive, way that ensures reciprocity. There is significant importance in listening to what volunteers want to do and letting them know what the opportunities and goals are in the organization and then both parties honestly reflecting on whether there is a match.

The Volunteer Assignment:

Too much emphasis has been placed on the tasks and skills required for a volunteer assignment, often regarding the conditions in which the volunteer works as secondary or incidental. This research has demonstrated that the working conditions are equally important. Volunteers and potential volunteers, in the focus groups and surveys have clearly identified a number of conditions that contributed to a negative volunteer experience and those that would be important when considering future volunteer involvement.

Creative Tensions:

The study also revealed what may seem like contradictory findings but, in essence, they illustrate the range and diversity of what volunteers are looking for and the growing complexity within the non-profit and voluntary sector. In some cases they illuminate points on a continuum in finding balance between different values. In other cases, they present a creative tension between what may be ideal for organizations and what may be ideal for volunteers.

- Some volunteers want to volunteer in an area related to their work experience and expertise while others want to be doing something totally different
- Some volunteers want to develop skills through volunteering while others want to offer skills that are already well developed
- Some volunteers want their volunteer roles clearly defined by the organization while others want to approach an organization with what they have to offer
- Some volunteers want a highly professional and well organized setting while others are turned off by bureaucracy and too many rules.
Organizations Experience

To present a balanced picture of volunteerism in Canada, a survey was conducted to gain a better understanding of the experiences, practices and perceptions of volunteer-involving organizations. As part of the symbiotic relationship of organizations and volunteers, it is important to have some understanding the organizations’ perspectives on the issues. The research is particularly useful as it relates to their management processes in relation to volunteers.

Of the 46% of organizations that indicated that they had noticed changes in the volunteer base in their organizations, half reported having a younger volunteer base, as compared to 19% that indicated that their volunteers were older. Two thirds of the organizations surveyed had a specified person responsible for volunteer coordination. About half of the organizations indicated that they had formal practices related to volunteer recruitment (52%), orientation (53%), and training (48%) as being well established. While 46% listed that they had a formal supervision practice, 38% said that they did not always follow it.

For the top recruitment strategies, word of mouth is listed by 87% of organizations, followed by volunteer networks, speaking to groups, notices in media, and distribution of posters and flyers.

Overall Canadians tend to be conscientious volunteers, to hold values of helping others and supporting the community. While the desire to help others and to improve society tends to be an inherent human quality, building the capacity of communities to effectively engage volunteers requires both intention and dedicated resources in the following key areas:

- Helping organizations to create volunteer opportunities and conditions that appeal to today’s volunteers;
- Promoting volunteering to the public, based on what we have learned about the motivations, skills, and interests of current and potential volunteers; and
- Facilitating the connections between potential volunteers and volunteer-involving organizations
# RECOMMENDATIONS

## YOUTH VOLUNTEERS

"Organizations need to get to know their volunteers personally, and learn about their skill set; this will improve long term engagement with us."

- Get to know your volunteers - encourage them, mentor them
- Be flexible and accommodating
- Greater online engagement - more available websites with volunteer listing and matching capacities
- Promote volunteerism in the media and at youth centers and community centers
- Be respectful about the tasks and roles that you assign to youth
- Less age discrimination
- Communicate feedback to your volunteers
- Provide benefits and incentives

## EMPLOYER-SUPPORTED VOLUNTEERS

"I would be more likely to volunteer if I were recruited in, and supported by, my place of work. I would like to see the results of my work, which would ideally consist of clearly defined tasks that are different from what I do at my everyday job."

- Many people come with professional skills, but many professionals are looking for volunteer tasks that involve something different from their work life
- Build meaningful relationships with volunteers and recognize their efforts
- Companies and corporations need to be more supportive of their employees’ volunteer activities
- Provide remote volunteering to increase accessibility for families and travelers
- Don’t burn out your volunteers. There are often a few people who take on a large load of volunteer responsibility - acknowledge that
- Be sensitive to gender, culture, language and age

## FAMILY/BOOMER VOLUNTEERS

"Canada has a wealth of boomers - foot soldiers of social change. They bring skill sets not being properly harvested; instead they are disappearing on golf courses."

"I want to volunteer as a family to instill the sense of volunteerism in my children to continue the betterment of community later in life."

- Develop HR strategies around volunteer management
- Find ways to make volunteering more family friendly and consider each member of the family and their specific needs
- Be sensitive to gender, culture, language and age
- Introduce volunteer opportunities during retirement seminars
- Provide casual opportunities for potential volunteers so they can test the waters before committing to an organization
- Assign economic value to volunteer activities; chart and calculate volunteer time.
- Provide greater online engagement and virtual communication options for volunteers
- Avoid excessive downloading of staff responsibility to volunteers, and be aware of potential competitiveness and power dynamics between them
References and Resources

6.1 Bibliography
6.1 Bibliography

The World of Volunteering


Bradshaw, P. Creating Diverse Non-profit Boards: Engaging Multiple Dimensions of Power. First author with Inglis, S. and Fredette, C. *Nonprofit and Voluntary Sector Quarterly*.


**Youth Volunteers**


[http://www.ivr.org.uk/B94A21127C6E465392DC8DC86E8F597F](http://www.ivr.org.uk/B94A21127C6E465392DC8DC86E8F597F)


[www.library.imaginecanada.ca/files/.../manual_canadian_workers_coop_eng.pdf](www.library.imaginecanada.ca/files/.../manual_canadian_workers_coop_eng.pdf)  
[www.volunteersouthsimcoe.ca/.../Youth/Influencing%20Youth%20to%20Volunteer.pdf](www.volunteersouthsimcoe.ca/.../Youth/Influencing%20Youth%20to%20Volunteer.pdf)


[http://canada.metropolis.net/research-policy/cern-pub/ActiveCitizenship/MATA_Presentation.html](http://canada.metropolis.net/research-policy/cern-pub/ActiveCitizenship/MATA_Presentation.html)


www.volunteer.ca/files/NewstratEng.pdf

Employer-Supported Volunteers


Family Volunteers


### Baby Boomer Volunteers


http://volunteer.ca/files/Transforming%2050%2B%20Volunteering.pdf


http://www.taprootfoundation.org/docs/taproot_boomer.pdf


http://assets.aarp.org/rgcenter/econ/boomers_envision.pdf


http://library.imaginecanada.ca/files/nonprofitscan/kdc-cdc/volunteer_victoria_engaging_retired_leaders.pdf


http://assets.aarp.org/rgcenter/econ/boomer_seg.pdf

Wilson, L. and Steele, J. (2001) *Marketing Volunteer Opportunities to Baby Boomers: A Blue Print from the Field*. Washington: Corporation for National Service Senior Corp.  
6.2 Resource Database
6.2 Resource Database

The World of Volunteering


INFC (2008) Inclusive Communities and the Role of Strong Infrastructure


Laidlaw Foundation and FCM. (2003) Building Inclusive Communities: Cross-Canada Perspectives and Strategies, Cuterbuck P. And Novick, M.


Loeber, L. et. al. (2007). Lessons Learned: Recruiting, Training and Retaining Aboriginal Volunteers at Sport Events. University of Regina and Imagine Canada.


Volunteer Centres Ireland. Research that proves volunteering benefits unemployed people.

Volunteer Canada. Take the First Step... understanding volunteer screening. Ontario Screening initiative. Ottawa: Volunteer Canada.


**Youth Volunteers**


**Employer-Supported Volunteers**


Centre for Volunteering. Centre for Volunteering, the Home of Volunteerism Now: Igniting Community Spirit. Sydney: Centre for Volunteering.


**Family Volunteers**


Ellis, S. Volunteering With Your Family.


Graff, L. Emerging Trends and Issues in Volunteerism and Volunteer Program Management.


**Boomer Volunteers**


Centre for Volunteering. *Centre for Volunteering, the Home of Volunteerism Now: Igniting Community Spirit.* Sydney: Centre for Volunteering.


6.3 Appendices
Appendix A  Ethics Clearance Form

Ethics Clearance Form

This is to certify that the Carleton University Research Ethics Board has examined the application for ethical clearance. The REB found the research project to meet appropriate ethical standards as outlined in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans and, the Carleton University Policies and Procedures for the Ethical Conduct of Research.

X New clearance  □ Renewal of original clearance  Original date of clearance: 

Date of clearance  23 June 2010
Researcher  Paula Speevak Sladowski
Status  Managing Director
Department  Centre for Voluntary Sector Research and Development
Title of project  The World of Volunteering Today: Engaging Youth, Family, boomers, and Workplace Volunteers

Clearance expires:  31 August 2011

All researchers are governed by the following conditions:

Annual Status Report: You are required to submit an Annual Status Report to either renew clearance or close the file. Failure to submit the Annual Status Report will result in the immediate suspension of the project. Funded projects will have accounts suspended until the report is submitted and approved.

Changes to the project: Any changes to the project must be submitted to the Carleton University Research Ethics Board for approval. All changes must be approved prior to the continuance of the research.

Adverse events: Should any participant suffer adversely from their participation in the project you are required to report the matter to the Carleton University Research Ethics Board. You must submit a written record of the event and indicate what steps you have taken to resolve the situation.

Suspension or termination of clearance: Failure to conduct the research in accordance with the principles of the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans and the Carleton University Policies and Procedures for the Ethical Conduct of Research may result in the suspension or termination of the research project.

Leslie J. MacDonald-Hicks
Research Ethics Board Coordinator
For the Chair of the Carleton University Research Ethics Board
Prof. Antonio Gualtieri
2010
Northwest Territories Scientific Research Licence

Issued by: Aurora Research Institute – Aurora College
Inuvik, Northwest Territories

Issued to: Ms. Paula C Speevak-Slordowski
Centre for Voluntary Sector Research and Development
Carleton University
1125 Colonel By Drive
Dunton Tower, Room 2020
Ottawa, ON
K1S 5B6 Canada
Phone: 613-520-2600 ext. 1835
Fax: (613) 520-7488
Email: Melanie_Hientz@carleton.ca

Affiliation: Centre for Voluntary Sector Research and Development

Funding: Volunteer Canada

Team Members: Paula Speevak-Slordowski; Melanie Hientz; Ella Murphy-Zomerschoe

Title: The World of Volunteering Today: Engaging Youth, Family, Boomers, and Workplace Volunteers

Objectives: To better understand the volunteering experience and the needs and wishes of Canadian volunteers and potential volunteers.

Dates of data collection: July 8, 2010 to July 11, 2010

Location: The City of Yellowknife.

Licence No. 14760 expires on December 31, 2010
Issued in the Town of Inuvik on July 08, 2010

Pippa Seccombe-Hett,
Director, Aurora Research Institute
Appendix C

INFORMED CONSENT FORM

I, __________________________ have been to participate in a research project that is being carried out by Paula Speevak Sladowski and Melanie Hientz, researchers from the Centre for Voluntary Sector Research and Development, Carleton University with Volunteer Canada. The research examines volunteerism in Canada, with a primary focus to better understand the volunteering experience and the needs and wishes of Canadian volunteers and potential volunteers.

My participation in this project will involve responding to focus group questions relating to my experiences as a volunteer in one of four cohorts: youth, baby boomer, family, and workplace/corporate. Focus groups are expected to last no more than 90 minutes. There are no perceived risks to my participation in this study but I may decline answering any question(s). Interviews will not be recorded electronically although written notes will be made. My participation in this research is voluntary and I may withdraw agreement to participate at any time during this study and have data relating to my participation withdrawn. There will be no follow-up sessions or communication necessary after the duration of the focus group.

Data collection instruments (notes taken during individual interviews) will be maintained by the Carleton research team in secured filing cabinets in the offices of the lead researchers. Located in a university building, the data will be stored and secured for future research.

I understand that while some of my responses to this interview may be cited in reports and research papers which may be presented at conferences and later published in academic and non-academic journals, they will not be attributed to me. My contribution to the research will remain anonymous outside of the Carleton research team.

I understand that this project has been reviewed and approved by the Carleton University Research Ethics Committee. Should I have questions, I may contact the Researcher, Paula Speevak Sladowski Tel: 613 520 2600 ext. 1835. For ethics concerns or complaints, you may contact Prof. Antonio Gualtieri, Chair, Carleton University Research Ethics Committee, Tel: 613-520-2517 E-mail: ethics@carleton.ca

_____________________________  ___________________
Signature of Researcher      Date

______________________________   ___________________
Signature of Participant     Date
Appendix D  Transcriber Confidentiality Agreement

Transcriber Confidentiality Agreement

I, _________________________ have been invited to participate in a research project that is being carried out by Paula Speevak Sladowski and Melanie Hientz, researchers from the Centre for Voluntary Sector Research and Development, Carleton University with Volunteer Canada. The research examines volunteerism in Canada, with a primary focus to better understand the volunteering experience and the needs and wishes of Canadian volunteers and potential volunteers.

I will be transcribing material during focus groups for research project entitled: The World of Volunteering Today: Engaging Youth, Family, Boomers and Workplace Volunteers being conducted at Carleton University, Ottawa, Ontario. The material will be sensitive and confidential in nature and as a result the following agreement must be signed prior to the focus group commencing.

I, _________________________ (the transcriber) for the Centre for Voluntary Sector Research and Development may receive sensitive and Confidential Information during the focus group. Therefore, as consistent with Carleton University’s Ethics Approval for Human Participant Research I hereby agree to the following,

1) **Confidential Information:** for the purposes of this agreement the term “Confidential Information” means all information disclosed to the transcriber during focus groups, including all written materials and oral communication. All Confidential Information shall be and remain sole property of CVSRD.

2) **Restriction on Use and Disclosure**
   The transcriber agrees that:
   (i) it will hold in trust and confidence all Confidential Information and will not publish, transfer or disclose to other, directly or indirectly, as Confidential Information or anything relating to such information.
   (ii) it will not copy or reproduce any Confidential Information
   (iii) it will not use any Confidential Information for any purposes
   (iv) it will upon termination of the focus groups immediately return all Confidential Information to CVSRD.

Data collection instruments (notes taken during individual interviews) will be maintained by the Carleton research team in secured filing cabinets in the offices of the lead researchers. Located in a university building, the data will be stored and secured for future research on this topic or a related topic.

I understand that this project has been reviewed and approved by the Carleton University Research Ethics Committee. Should I have questions, I may contact the Researcher, Paula Speevak Sladowski Tel: 613 520 2600 ext. 1835. For ethics concerns or complaints, you may contact Prof. Antonio Gualtieri, Chair, Carleton University Research Ethics Committee, Tel: 613-520-2517  E-mail: ethics@carleton.ca

_________________________________________  ___________________
Signature of Researcher                  Date

_________________________________________  ___________________
Signature of Transcriber                  Date
Appendix E  Translator Confidentiality Agreement

Translator Confidentiality Agreement

I, _________________________ have been invited to participate in a research project that is being carried out by Paula Speevak Sladowski, researcher from the Centre for Voluntary Sector Research and Development, Carleton University with Volunteer Canada. The research examines volunteerism in Canada, with a primary focus to better understand the volunteering experience and the needs and wishes of Canadian volunteers and potential volunteers.

I will be translating material during focus groups for research project entitled: The World of Volunteering Today: Engaging Youth, Family, Boomers and Workplace Volunteers being conducted at Carleton University, Ottawa, Ontario. The material will be sensitive and confidential in nature and as a result the following agreement must be signed prior to the focus group commencing.

I, _________________________ (the translator) for the Centre for Voluntary Sector Research and Development may receive sensitive and Confidential Information during the focus group. Therefore, as consistent with Carleton University’s Ethics Approval for Human Participant Research I hereby agree to the following,

3) **Confidential Information:** for the purposes of this agreement the term “Confidential Information” means all information disclosed to the translator during focus groups, including all written materials and oral communication. All Confidential Information shall be and remain sole property of CVSRD.

4) **Restriction on Use and Disclosure**
   The translator agrees that:
   (v) it will hold in trust and confidence all Confidential Information and will not publish, transfer or disclose to other, directly or indirectly, as Confidential Information or anything relating to such information.
   (vi) it will not copy or reproduce any Confidential Information
   (vii) it will not use any Confidential Information for any purposes
   (viii) it will upon termination of the focus groups immediately return all Confidential Information to CVSRD.

Data collection instruments (notes taken during individual interviews) will be maintained by the Carleton research team in secured filing cabinets in the offices of the lead researchers. Located in a university building, the data will be stored and secured for future research on this topic or a related topic.

I understand that this project has been reviewed and approved by the Carleton University Research Ethics Committee. Should I have questions, I may contact the Researcher, Paula Speevak Sladowski Tel: 613 520 2600 ext. 1835. For ethics concerns or complaints, you may contact Prof. Antonio Gualtieri, Chair, Carleton University Research Ethics Committee, Tel: 613-520-2517 E-mail: ethics@carleton.ca

_______________________________  ___________________
Signature of Researcher      Date

_______________________________  ___________________
Signature of Translator      Date
Appendix F   Focus Group Facilitator Agenda

The World of Volunteering Today:
Engaging Youth, Family, Boomers, and Workplace Volunteers

Focus Group Facilitator Agenda

Time: 90 minutes

1.0 Introduction: (25 minutes total)
Welcome the group, introduce yourself, ask participants to spend ten minutes filling out the questionnaire. (15 minutes)

    1.1 Project Description: (2-3 minutes)
The primary focus of the research is to better understand the volunteering experience and the needs and wishes of Canadian volunteers and potential volunteers. We would like to gain a sense of the perspectives, opinions and observations of volunteers and non-volunteers regarding their experiences, as well as what they are looking for and what they think they can offer.

This research will endeavour to:

a) Better understand today’s active and potential volunteers;
b) Develop specific strategies to involve youth, families, boomers, and corporate volunteers;
c) Help organizations get ready to involve today’s volunteers; and

d) Develop ideas for charitable organizations to help tap into the skills and abilities of today’s volunteers

1.2 Warm up discussion: (5 minutes)
When you picture people volunteering, what are they doing?

2.0 Focus Group Questions: (60 minutes total)

1. (Your impressions/perception) How well do you think non-profit organizations do at matching volunteers’ skills in their programs? (10 minutes)

2. Based on your perceptions or experiences, what could organizations do to improve the way they engage volunteers? (10 minutes)

   a. Recruiting
   b. Positions/Assignments/Opportunities available
   c. Training and Support
   d. General Atmosphere

3. What particular skills do you think you can contribute to the community/charitable organizations? (10 minutes)

4. What do you think is unique about (name cohort) that organizations need to take into account when engaging you as a volunteer? / Activity: In pairs, think of a slogan to recruit volunteers (20 minutes)
5. Describe your ideal volunteer experience (either actual or hypothetical) and what benefits you would derive from it/what benefits could charitable organizations gain from you? (*10 minutes*)

3.0 Closing Statements
Thank participants for their time and valuable feedback. Hand out CVSRD cards and indicate that the feedback and report will be posted on the website in October.
Appendix G  Facebook Activity Chester

Profile  Chester Youth Focus Group

About Me:

1) **What is unique about youth volunteers?**
   
   I am:
   
   - In control
   - Willing
   - Adaptable
   - Energetic
   - Patient
   - Full of free-time
   - Full of hidden talents/abilities

2) **What particular skills do you think you can contribute to community/charitable organizations?**
   
   - Helping kids
   - Communication skills
   - Teaching/Coaching sports
   - Working with animals
   - Mentoring/Education
   - Creativity
   - Social skills

Discussion Board:

1) **How well do community/charitable organizations do at matching volunteers skills in their program?**
   
   - Organizations are able to, but often they don’t.
   - Sometimes there are limited volunteers, and so people get matched to tasks they are not interested in

2) **What could organizations do to improve the way they engage youth?**
   
   - Organizations could improve their ability to recruit youth by focusing on greater advertizing at schools, facebook/twitter, flyers, booths.
   - Organizations could partner new youth volunteers with experienced youth volunteers for training. Youth often connect best with other youth.
Focus Group Questionnaire

The World of Volunteering Today:
Engaging Youth, Family, Boomers, and Workplace Volunteers

VOLUNTEERING BEHAVIOUR PROFILE

1. Over the past 12 months, about how many hours did you personally spend volunteering? ________________

2. (Among those who have not personally volunteered in the past year)
   Have you ever volunteered? ________________

   (AMONG CURRENT VOLUNTEERS) What type of organizations did you volunteer for in the past 12 months?

   SELECT ALL THAT APPLY

   - Sports and recreation
   - Social services
   - Education and research
   - Religion
   - Health
   - Development and housing
   - Environment
   - Arts and culture
   - Hospitals
   - Law, advocacy and politics
     Other (SPECIFY)

3. Which of those organizations did you volunteer for most recently?
4. (AMONG LAPPED VOLUNTEERS) What type of organizations did you volunteer for? Select all that apply

☐ Sports and recreation
☐ Social services
☐ Education and research
☐ Religion
☐ Health
☐ Development and housing
☐ Environment
☐ Arts and culture
☐ Hospitals
☐ Law, advocacy and politics
☐ Other (SPECIFY)

5. How were you recruited into volunteering? Select all that apply

☐ Friend
☐ Family
☐ Workplace
☐ Educational institution
☐ Faith group
☐ Cultural group
☐ Internet
☐ Media (newspaper/radio)
☐ Other (SPECIFY)
6. Where was most of your volunteering done?
   □ At home
   □ In your neighbourhood
   □ Within the city
   □ Elsewhere in your province
   □ Within another province
   □ Outside Canada
   Other (SPECIFY)

7. What is the main reason you volunteered?

                               

8. (ALL LAPSED VOLUNTEERS) What is the main reason you did not volunteer in the past year?

                               

COMMITMENT

9. (AMONG CURRENT VOLUNTEERS) Using a 10 point scale where 1 means not at all satisfied and 10 means extremely satisfied, how satisfied are your volunteering experience over the past 12 months?

                               

10. (AMONG LAPSED VOLUNTEERS) Using a 10 point scale where 1 means not at all satisfied and 10 means extremely satisfied, how satisfied were with your volunteering experience?

                               

11. Using a 10 point scale where 1 means not at all likely and 10 means absolutely certain to, how likely is it that you will personally volunteer over the next 12 months?
12. Using a 10 point scale where 1 means you would not recommend it at all and 10 means you would strongly recommend it, how strongly would you recommend volunteering to others you know?

13. Using a 10 point scale where 1 means not at all appealing and 10 means extremely appealing, how appealing is the idea of you personally volunteering?

14. Using a 10 point scale where 1 means not at all easy and 10 means extremely easy, how easy do you feel it is for you to find volunteering opportunities that are personally satisfying?

15. Thinking of any volunteering you have ever done, have you ever had a negative experience?
   □ Yes
   □ No

16. (AMONG THOSE WHO HAVE HAD A NEGATIVE EXPERIENCE) What made it a negative experience?

FACTORS INFLUENCING VOLUNTEERING

17. If the organization for which you volunteered wanted to improve your level of satisfaction with volunteering, there may be a number of changes it could introduce. Using a 10-point scale where 1 means it would not improve your satisfaction at all and 10 means it would greatly improve your satisfaction, how would each of the following improve your level of satisfaction?

   a. Greater flexibility in scheduling ____________
   b. Providing you with more training ____________
   c. Providing you with more time off or breaks ____________
   d. Providing you with more staff support ____________
   e. Providing you with more independence ____________
f. Reimbursing you for expenses such as travel or child care that you incur when you volunteer
   
   g. Providing you with more feedback on the impact of your volunteer work

   h. Providing you with more organizational events or access to the organization’s events

   i. Providing you with clearer roles and expectations

   j. Providing you with more opportunity to use your personal and/or professional skills, abilities or talents

18. Is there anything else that volunteer organizations could do to better enhance your volunteer experience?

   __________________________________________________________

   __________________________________________________________

19. Using a 10-point scale where 1 means not at all well and 10 means extremely well, how well do you think Canadian non-profit and charitable organizations do at engaging volunteers in their work?

   __________________________________________________________

20. Using a 10-point scale where 1 means not well at all and 10 means extremely well, how well do you think the charitable sector does at matching your personal and/or professional skills, abilities or talents with meaningful volunteer opportunities?

   __________________________________________________________

21. If you were to volunteer in the next 12 months, what specific personal and/or professional skills, abilities or talents would you most like to use in a volunteer capacity?

   __________________________________________________________

   __________________________________________________________

22. And from among the following types of volunteer activities, please pick ONE which most appeals most to you?

   □ Working directly with people who benefit from your volunteering
Undertaking manual labour or tasks such as cleaning or building
Using your professional skills
Using your business skills
Using your technological skills
Performing activities such as cooking or crafts
Providing administrative support
Helping with fundraising activities
Serving on boards, committees or otherwise providing leadership

23. Using a 10 point scale where 1 means that opportunity was not provided for you at all and 10 means that opportunity was provided frequently. The first is the opportunity to...

   a. Make a contribution or make a difference ____________
   b. Improve your employment or academic prospects or network ____________
   c. Use your skills and experience ____________
   d. Learn new skills, gain experience or access training ____________
   e. Support a cause you care strongly about ____________
   f. Support an organization you care strongly about ____________
   g. Spend time with friends or family ____________
   h. Do something that fits with your employers objectives ____________
   i. Do something that fits with your religious or spiritual beliefs ____________
   j. Help others or your community ____________
   k. Have fun or socialize ____________
   l. Feel good about yourself ____________
   m. Fulfill an obligation or commitment ____________
   n. Improve your health ____________
   o. Be recognized for your contribution ____________
   p. Volunteer in a positive environment ____________

24. Thinking of the volunteering you have most recently done, would you say you often, sometimes or never performed each of the following tasks?

   a. Work directly with people who benefit from your volunteering ________________
   b. Undertake manual labour or tasks such as cleaning or building ________________
   c. Use your professional skills ________________
   d. Use your business skills ________________
   e. Use your technological skills ________________
   f. Perform activities such as cooking or crafts ________________
g. Provide administrative support ___________________

h. Help with fundraising activities ___________________

i. Serve on boards, committees or otherwise provide leadership ___________________

j. Learned a new skill or talent ___________________

25. How many years did you volunteer at that organization? ___________________

ATTITUDES INFLUENCING VOLUNTEERING

26. For each of the following statements, please tell me whether you strongly agree, agree, disagree or strongly disagree. The first statement is...

a. Volunteering would be good for me ___________________

b. I would rather make a cash donation than volunteer my time ___________________

c. I don’t think I can make a difference ___________________

d. I don’t identify with any particular causes ___________________

e. I don’t feel connected to any organizations that engages with volunteers ___________________

f. (LAPSED) I want to volunteer but I don’t know how ___________________

g. There are enough volunteers to meet the needs of organizations ___________________

h. Volunteering requires more of a commitment than I can give ___________________

i. I have to travel too far to volunteer ___________________

j. There are too many rules and restrictions to volunteering these days ___________________

27. Using a 10-point scale where 1 means not at all important and 10 means extremely important, how important do you think volunteer experience is...?

a. On a resume ___________________

b. On a school application ___________________

c. To get a promotion ___________________

d. To meet new people ___________________

e. For business networking ___________________

f. To raise your profile ___________________

g. To learn about the community ___________________

h. To find meaning in your life ___________________

EMPLOYER PROGRAMS

28. What is your employment status ___________________
29. (AMONG THOSE EMPLOYED FULLTIME) Does your employer currently have a program that promotes, encourages, or facilitates volunteer opportunities for you?
   ☐ Yes
   ☐ No

30. (AMONG THOSE WHOSE EMPLOYER HAS A PROGRAM) Have you volunteered under this program?
   ☐ Yes
   ☐ No

31. (AMONG THOSE WHO HAVE PARTICIPATED IN EMPLOYER PROGRAM) Would you say you strongly agree, agree, disagree or strongly disagree with the following statement: I would not have volunteered if my employer did not have this program.

__________________________________________________________________________

For statistical purposes

**Please note, you may leave blank if you do not wish to disclose information or if an answer does not easily come to mind

In what year were you born? ___________________

What is your gender ____________________

What is your marital status?
   ☐ Single (never married)
   ☐ Divorced
   ☐ Separated
   ☐ Married
   ☐ Widow / Widower
   ☐ Don’t know

How many children, if any, do you have under the age of 18? ____________________
What is the highest level of education you have completed?

☐ Elementary school
☐ Some high school
☐ Completed high school
☐ Some community college/technical college/CEGEP
☐ Completed community college/technical college/CEGEP
☐ Some university
☐ Completed university
☐ Post-graduate degree
☐ No schooling
☐ Don’t know
Appendix I

Online Survey

Volunteer Canada
National Volunteer Online Survey
Final Questionnaire
June 29, 2010

VOLUNTEERING BEHAVIOUR PROFILE

32. Over the past 12 months, about how many hours did you personally spend volunteering?

33. (AMONG THOSE WHO SAY THEY HAVE NOT PERSONALLY VOLUNTEERED IN THE PAST YEAR)
   Have you ever volunteered?

   Yes (CODE AS “LAPSED”)

   No (CODE AS “NEVER”. THANK AND TERMINATE.)

   Don’t know/no answer (THANK AND TERMINATE.)

34. (AMONG CURRENT) What type of organizations did you volunteer for in the past 12 months?
   SELECT ALL THAT APPLY

   Sports and recreation

   Social services

   Education and research

   Religion

   Health

   Development and housing
Environment
Arts and culture
Hospitals
Law, advocacy and politics
Other (SPECIFY)

35. (AMONG CURRENT WHO VOLUNTEERED FOR MORE THAN ONE TYPE OF ORGANIZATION) Which of those organizations did you volunteer for most recently?
SHOW ONLY CODED RESPONSES FROM PREVIOUS QUESTION – ACCEPT ONE ONLY

Sports and recreation
Social services
Education and research
Religion
Health
Development and housing
Environment
Arts and culture
Hospitals
Law, advocacy and politics
Other (SPECIFY)

36. (AMONG LAPSED) What type of organizations did you volunteer for?
SELECT ALL THAT APPLY

Sports and recreation
Social services
37. (AMONG LAPSED WHO VOLUNTEERED FOR MORE THAN ONE TYPE OF ORGANIZATION) Which of those organizations did you volunteer for most recently? SHOW ONLY CODED RESPONSES FROM PREVIOUS QUESTION – ACCEPT ONE ONLY

Sports and recreation
Social services
Education and research
Religion
Health
Development and housing
Environment
Arts and culture
Hospitals
Law, advocacy and politics
Other (SPECIFY)
38. (IF MORE THAN ONE ORGANIZATION ADD: Thinking of your most recent volunteering) How were you recruited into volunteering? SELECT ALL THAT APPLY

- Friend
- Family
- Workplace
- Educational institution
- Faith group
- Cultural group
- Internet
- Media (newspaper/radio)
- Other (SPECIFY)

39. (IF MORE THAN ONE ORGANIZATION ADD: Thinking of your most recent volunteering) Where was most of your volunteering done?

- At home
- In your neighbourhood
- Within the city
  
- Elsewhere in your province
- Within another province
- Outside Canada

40. (IF MORE THAN ONE ORGANIZATION: Thinking of your most recent volunteering) What is the main reason you volunteered? OPEN END. ACCEPT ONE MAIN REASON.

41. (ALL LAPSED) What is the main reason you did not volunteer in the past year? OPEN END. ACCEPT ONE MAIN REASON.

COMMITMENT

42. (AMONG CURRENT) Using a 10 point scale where 1 means not at all satisfied and 10 means extremely satisfied, how satisfied are your volunteering experience over the past 12 months?
1 Not at all satisfied
10 Extremely satisfied
Don’t know/No answer

43. (AMONG LAPSED) Using a 10 point scale where 1 means not at all satisfied and 10 means extremely satisfied, how satisfied were with your volunteering experience?

1 Not at all satisfied
10 Extremely satisfied
Don’t know/No answer

44. Using a 10 point scale where 1 means not at all likely and 10 means absolutely certain to, how likely is it that you will personally volunteer over the next 12 months?

1 Not at all likely
10 Absolutely certain
Don’t know/No answer

45. Using a 10 point scale where 1 means you would not recommend it at all and 10 means you would strongly recommend it, how strongly would you recommend volunteering to others you know?

1 Would not recommend it at all
10 Would strongly recommend it
Don’t know/No answer

46. Using a 10 point scale where 1 means not at all appealing and 10 means extremely appealing, how appealing is the idea of you personally volunteering?
1 Not at all appealing
10 Extremely appealing
Don’t know/No answer

47. Using a 10 point scale where 1 means not at all easy and 10 means extremely easy, how easy do you feel it is for you to find volunteering opportunities that are personally satisfying?

1 Not at all easy
10 Extremely easy
Don’t know/No answer

48. Thinking of any volunteering you have ever done, have you ever had a negative experience?

Yes
No

49. (AMONG THOSE WHO HAVE HAD A NEGATIVE EXPERIENCE) What made it a negative experience?
OPEN END. ACCEPT UP TO THREE ANSWERS.

FACTORS INFLUENCING VOLUNTEERING

50. (IF ONE ORGANIZATION: If the organization for which you volunteered... / IF MORE THAN ONE ORGANIZATION: Thinking of your most recent volunteering, if that organization...) wanted to improve your level of satisfaction with volunteering, there may be a number of changes it could introduce. Using a 10-point scale where 1 means it would not improve your satisfaction at all and 10 means it would greatly improve your satisfaction, how would each of the following improve your level of satisfaction?

k. Greater flexibility in scheduling
l. Providing you with more training
m. Providing you with more time off or breaks
n. Providing you with more staff support
o. Providing you with more independence
p. Reimbursing you for expenses such as travel or child care that you incur when you volunteer
q. Providing you with more feedback on the impact of your volunteer work
r. Providing you with more organizational events or access to the organization’s events
s. Providing you with clearer roles and expectations
t. Providing you with more opportunity to use your personal and/or professional skills, abilities or talents

51. Is there anything else that volunteer organizations could do to better enhance your volunteer experience?
OPEN END. ACCEPT ONE RESPONSE.

52. Using a 10-point scale where 1 means not at all well and 10 means extremely well, how well do you think Canadian non-profit and charitable organizations do at engaging volunteers in their work?

53. Using a 10-point scale where 1 means not well at all and 10 means extremely well, how well do you think the charitable sector does at matching your personal and/or professional skills, abilities or talents with meaningful volunteer opportunities?

54. If you were to volunteer in the next 12 months, what specific personal and/or professional skills, abilities or talents would you most like to use in a volunteer capacity?
OPEN END. ACCEPT UP TO THREE RESPONSES.

55. And from among the following types of volunteer activities, which most appeals to you?
RANDOMIZE – ACCEPT ONE RESPONSE ONLY

Working directly with people who benefit from your volunteering

Undertaking manual labour or tasks such as cleaning or building

Using your professional skills

Using your business skills

Using your technological skills

Performing activities such as cooking or crafts
Providing administrative support

Helping with fundraising activities

Serving on boards, committees or otherwise providing leadership

56. Now I would like to ask you some questions about opportunities that may have been provided to you through the volunteering you have most recently done. Using a 10 point scale where 1 means that opportunity was not provided for you at all and 10 means that opportunity was provided frequently. The first is the opportunity to...

q. Make a contribution or make a difference
r. Improve your employment or academic prospects or network
s. Use your skills and experience
t. Learn new skills, gain experience or access training
u. Support a cause you care strongly about
v. Support an organization you care strongly about
w. Spend time with friends or family
x. Do something that fits with your employers objectives
y. Do something that fits with your religious or spiritual beliefs
z. Help others or your community
aa. Have fun or socialize
bb. Feel good about yourself
cc. Fulfill an obligation or commitment
dd. Improve your health
e. Be recognized for your contribution
ff. Volunteer in a positive environment

57. Thinking of the volunteering you have most recently done, would you say you often, sometimes or never performed each of the following tasks?

k. Work directly with people who benefit from your volunteering
l. Undertake manual labour or tasks such as cleaning or building
m. Use your professional skills
n. Use your business skills
o. Use your technological skills
p. Perform activities such as cooking or crafts
q. Provide administrative support
r. Help with fundraising activities
s. Serve on boards, committees or otherwise provide leadership
t. Learned a new skill or talent

58. How many years did you volunteer at that organization?

ATTITUDES INFLUENCING VOLUNTEERING

59. Using a 10-point scale where 1 means not easy at all and 10 means extremely easy, how easy do you think it is for each of the following groups of people to find satisfying volunteer opportunities?

a. Those under 25 years of age
b. Baby boomers
c. Families
d. Groups of employees

60. For each of the following statements, please tell me whether you strongly agree, agree, disagree or strongly disagree. The first statement is...

RANDOMIZE

a. Volunteering would be good for me
b. I would rather make a cash donation than volunteer my time
c. I don’t think I can make a difference
d. I don’t identify with any particular causes
e. I don’t feel connected to any organizations that engages with volunteers
f. (LAPSED) I want to volunteer but I don’t know how
g. There are enough volunteers to meet the needs of organizations
h. Volunteering requires more of a commitment than I can give
i. I have to travel too far to volunteer
j. There are too many rules and restrictions to volunteering these days

61. Using a 10-point scale where 1 means not at all important and 10 means extremely important, how important do you think volunteer experience is...?

RANDOMIZE

a. On a resume
b. On a school application
c. To get a promotion
d. To meet new people
e. For business networking
f. To raise your profile  
g. To learn about the community  
h. To find meaning in your life

EMPLOYER PROGRAMS

62. INSERT EMPLOYMENT STATUS

63. (AMONG THOSE EMPLOYED FULLTIME) Does your employer currently have a program that promotes, encourages, or facilitates volunteer opportunities for you?

   Yes  
   No  
   Don’t know/no answer

64. (AMONG THOSE WHOSE EMPLOYER HAS A PROGRAM) Have you volunteered under this program?

   Yes  
   No  
   Don’t know/no answer

65. (AMONG THOSE WHO HAVE PARTICIPATED IN EMPLOYER PROGRAM) Would you say you strongly agree, agree, disagree or strongly disagree with the following statement: I would not have volunteered if my employer did not have this program.

And now I have a few questions for statistical purposes only...

66. In what year were you born?  
   RECORD YEAR
67. What is your marital status?

Single (never married)
Divorced
Separated
Married
Widow / Widower
Don’t know
Refused

68. How many children, if any, do you have under the age of 18?
RECORD RESPONSE

69. What is the highest level of education you have completed?

Elementary school
Some high school
Completed high school
Some community college/technical college/CEGEP
Completed community college/technical college/CEGEP
Some university
Completed university
Post-graduate degree
No schooling
Don’t know
Refused
70. Which of the following categories best describes your total household income? That is, the total income of all persons in your household combined, before taxes [READ LIST]?

- Under $20,000
- $20,000 to just under $40,000
- $40,000 to just under $60,000
- $60,000 to just under $80,000
- $80,000 to just under $100,000
- $100,000 to just under $150,000
- $150,000 and above
- (DO NOT READ) Refused

RECORD: Gender

RECORDED: Region
Good afternoon/evening. My name is _______________ and I am calling from Harris/Decima, a public opinion research company. We are conducting a study on behalf of Volunteer Canada - please be assured that we are not selling or soliciting anything. Your participation in this survey is voluntary. This survey is registered with the national survey registration system.

We choose telephone numbers at random and then select one person from each household to be interviewed. To do this, we would like to speak to the person in your household, 18 years of age or older, who has had the most recent birthday. Would that be you?

**VOLUNTEERING BEHAVIOUR PROFILE**

71. In the past 12 months, have you or anyone in your household volunteered – that is, performed any sort of service, without pay, to help support a person, program, or special event, through a community organization? This includes serving on committees at schools, religious organizations, sports or neighbourhood associations.

   Yes, myself only (CODE AS “CURRENT”)
   Yes, others in household but not myself
   Yes, myself and others in household (CODE AS “CURRENT”)
   No
   VOLUNTEERED
   Don’t know/no answer

72. (AMONG CURRENT) Over the past 12 months, about how many hours did you **personally** spend volunteering?

73. (AMONG THOSE WHO DID NOT PERSONALLY VOLUNTEER IN PAST YEAR) Have you ever volunteered?

   Yes (CODE AS “LAPSED”)
   No (CODE AS “NEVER”)
   Don’t know/no answer

74. (AMONG CURRENT) How did you find a volunteer opportunity in the last 12 months?
75. (AMONG CURRENT) What type of organizations did you volunteer for in the past 12 months? DO NOT READ LIST – CODE ALL THAT APPLY

- Sports and recreation
- Social services
- Education and research
- Religion
- Health
- Development and housing
- Environment
- Arts and culture
- Hospitals
- Law, advocacy and politics
- Other (SPECIFY)

76. (AMONG CURRENT WHO VOLUNTEERED FOR MORE THAN ONE TYPE OF ORGANIZATION) Which of those organizations did you volunteer for most recently? READ ONLY CODED RESPONSES FROM PREVIOUS QUESTION – ACCEPT ONE ONLY

- Sports and recreation
- Social services
- Education and research
- Religion
- Health
- Development and housing
- Environment
- Arts and culture
- Hospitals
- Law, advocacy and politics
- Other (SPECIFY)

77. (AMONG LAPSED) What type of organizations did you volunteer for? DO NOT READ LIST – CODE ALL THAT APPLY

- Sports and recreation
- Social services
- Education and research
- Religion
- Health
- Development and housing
- Environment
- Arts and culture
Hospitals
Law, advocacy and politics
Other (SPECIFY)

78. (AMONG LAPSED WHO VOLUNTEERED FOR MORE THAN ONE TYPE OF ORGANIZATION) Which of those organizations did you volunteer for most recently?
READ ONLY CODED RESPONSES FROM PREVIOUS QUESTION – ACCEPT ONE ONLY

Sports and recreation
Social services
Education and research
Religion
Health
Development and housing
Environment
Arts and culture
Hospitals
Law, advocacy and politics
Other (SPECIFY)

79. (ASK ALL CURRENT AND LAPSED) (IF MORE THAN ONE ORGANIZATION ADD: Thinking of your most recent volunteering) How were you recruited into volunteering?
DO NOT READ LIST – CODE ALL THAT APPLY

Friend
Family
Workplace
Educational institution
Faith group
Cultural group
Internet
Media (newspaper/radio)
Other (SPECIFY)

80. (AMONG CURRENT AND LAPSED) (IF MORE THAN ONE ORGANIZATION: Thinking of your most recent volunteering) What is the main reason you volunteered?
OPEN END. ACCEPT ONE MAIN REASON.

81. (ALL LAPSED) What is the main reason you no longer volunteer?
OPEN END. ACCEPT ONE MAIN REASON.

82. (ALL NEVER) What is the main reason you have never volunteered?
OPEN END. ACCEPT ONE MAIN REASON.

COMMITMENT

83. (AMONG CURRENT) Using a 10 point scale where 1 means not at all satisfied and 10 means extremely satisfied, how satisfied are you with your volunteering experience over the past 12 months?

1 Not at all satisfied
10 Extremely satisfied
Don’t know/No answer

84. (AMONG LAPSED) Using a 10 point scale where 1 means not at all satisfied and 10 means extremely satisfied, how satisfied were you with your volunteering experience?

1 Not at all satisfied
10 Extremely satisfied
Don’t know/No answer

85. Using a 10 point scale where 1 means not at all likely and 10 means absolutely certain to, how likely is it that you will personally volunteer over the next 12 months?

1 Not at all likely
10 Absolutely certain
Don’t know/No answer

86. (AMONG CURRENT AND LAPSED) Using a 10 point scale where 1 means you would not recommend it at all and 10 means you would strongly recommend it, how strongly would you recommend volunteering to others you know?

1 Would not recommend it at all
10 Would strongly recommend it
Don’t know/No answer

87. Using a 10 point scale where 1 means not at all appealing and 10 means extremely appealing, how appealing is the idea of you personally volunteering?

1 Not at all appealing
10 Extremely appealing
Don’t know/No answer

88. Using a 10 point scale where 1 means not at all easy and 10 means extremely easy, how easy do you feel it is for you to find volunteering opportunities that are personally satisfying?
1 Not at all easy
10 Extremely easy
Don’t know/No answer

89. (AMONG CURRENT OR LAPPED) Thinking of any volunteering you have ever done, have you ever had a negative experience?

Yes
No

90. (AMONG THOSE WHO HAVE HAD A NEGATIVE EXPERIENCE) What made it a negative experience?
OPEN END. ACCEPT UP TO THREE ANSWERS.

FACTORS INFLUENCING VOLUNTEERING

91. If you were to volunteer in the next 12 months, what are your specific personal and/or professional skills, abilities or talents that you think nonprofits or charities could benefit from? OPEN END. ACCEPT UP TO THREE RESPONSES.

92. And from among the following types of volunteer activities, which most appeals to you?
READ AND RANDOMIZE – ACCEPT ONE RESPONSE ONLY

- Working directly with people who benefit from your volunteering
- Undertaking manual labour or tasks such as cleaning or building
- Using your professional skills such as accounting, HR, finance
- Using your technological skills such as IT, programming and networking
- Performing activities such as cooking or crafts
- Providing administrative support
- Helping with fundraising activities
- Serving on boards, committees or otherwise providing leadership

93. Using a 10-point scale where 1 means not well at all and 10 means extremely well, how well do you think the charitable sector does at matching your personal and/or professional skills, abilities or talents with meaningful volunteer opportunities?

94. (AMONG CURRENT) Now I would like to ask you some questions about opportunities that may have been provided to you through the volunteering you have (IF ONE ORGANIZATION: done in the past twelve months / IF MORE THAN ONE ORGANIZATION: most recently done). Using a 10 point scale where 1 means that opportunity was not provided for you at all and 10 means that opportunity was provided frequently. The first is the opportunity to... RANDOMIZE
95. (AMONG LAPSED OR NEVER) If you were to volunteer at some point over the next 12 months, how important would each of the following kinds of opportunities be to you? Please use a scale from 1 to 10 where 1 means that not at all important at all and 10 means extremely important. The first is the opportunity to...

RANDOMIZE

ATTITUDES INFLUENCING VOLUNTEERING

96. For each of the following statements, please tell me whether you strongly agree, agree, disagree or strongly disagree. The first statement is...
k. Volunteering would be good for me
l. I would rather make a cash donation than volunteer my time
m. (NEVER VOLUNTEERED) I have never been asked to be a volunteer
n. I don’t think I can make a difference
o. I don’t identify with any particular causes
p. I don’t feel connected to any organizations that engages with volunteers
q. (NEVER OR LAPSED) I want to volunteer but I don’t know where to find an opportunity that is right for me
r. There are enough volunteers to meet the needs of organizations
s. Volunteering requires more of a commitment than I can give
t. I have to travel too far to volunteer
u. There are too many rules and restrictions to volunteering these days
v. I don’t think my skills /abilities are being used to their full potential

EMPLOYER PROGRAMS

97. What is your employment status?
   a. Working full-time, that is, 35 or more hours per week
   b. Working part-time, that is, less than 35 hours per week
   c. Self-employed
   d. Unemployed, but looking for work
   e. A student attending school full-time
   f. Retired
   g. Not in the workforce [FULL-TIME HOMEMAKER, UNEMPLOYED, NOT LOOKING FOR WORK])
   h. DO NOT READ] [IF VOLUNTEERED: Other -- DO NOT SPECIFY]
   i. [DO NOT READ] Refused

98. (AMONG THOSE EMPLOYED FULLTIME) Does your employer currently have a program that promotes, encourages, or facilitates volunteer opportunities for you?

   Yes
   No
   Don’t know/no answer

99. (AMONG THOSE WHOSE EMPLOYER HAS A PROGRAM) Have you volunteered under this program?

   Yes
   No
   Don’t know/no answer
100. (AMONG THOSE WHO HAVE PARTICIPATED IN EMPLOYER PROGRAM) Would you say you strongly agree, agree, disagree or strongly disagree with the following statement: I would not have volunteered if my employer did not have this program.

And now I have a few questions for statistical purposes only...

101. In what year were you born?
RECORD YEAR

102. What is your marital status?

Single (never married)
Divorced
Separated
Married
Widow / Widower
Don’t know
Refused

103. How many children, if any, do you have under the age of 18?
RECORD RESPONSE

104. What is the highest level of education you have completed?

Elementary school
Some high school
Completed high school
Some community college/technical college/CEGEP
Completed community college/technical college/CEGEP
Some university
Completed university
Post-graduate degree
No schooling
Don’t know
Refused

105. Which of the following categories best describes your total household income? That is, the total income of all persons in your household combined, before taxes [READ LIST]?

- Under $20,000
- $20,000 to just under $40,000
- $40,000 to just under $60,000
- $60,000 to just under $80,000
- $80,000 to just under $100,000
- $100,000 to just under $150,000
- $150,000 and above
- (DO NOT READ) Refused

106. RECORD GENDER BY OBSERVATION

107. RECORD REGION FROM SAMPLE

Bénévoles Canada
Sondage téléphonique national auprès du grand public
Ébauche du questionnaire
20 juin 2010

Introduction
Bonjour/Bonsoir, je m’appelle _______________ et je vous téléphone de Harris/Décima, une firme de recherche sur l’opinion publique. Nous effectuons une étude pour le compte de Bénévoles Canada – soyez assuré(e) que nous n’avons rien à vendre et que nous ne faisons aucune sollicitation. Votre participation est volontaire. Ce sondage est enregistré dans le système national d’enregistrement des sondages.

Nous sélectionnons des numéros de téléphone au hasard, puis nous interrogeons une personne par ménage. Pour ce sondage, nous aimerions parler à la personne de votre ménage, âgée de 18 ans ou plus, qui a été la dernière à célébrer son anniversaire. Est-ce vous?

PROFIL DE COMPORTEMENT EN MATIÈRE DE BÉNÉVOLAT

1. Au cours des 12 derniers mois, est-ce que vous, ou une autre personne de votre ménage, avez fait du bénévolat – c’est-à-dire offert quelque service que ce soit sans rémunération pour soutenir une personne, un programme ou un événement spécial par l’intermédiaire d’une organisation communautaire? Il peut notamment s’agir de faire partie d’un comité d’école, d’une organisation religieuse, d’une association sportive ou d’une association de quartier.

   Oui, moi-même seulement (CODEZ COMME « BÉNÉVOLE ACTUEL »)
   Oui, d’autres personnes du ménage, mais pas moi
   Oui, moi-même et d’autres personnes du ménage (CODEZ COMME « BÉNÉVOLE ACTUEL »)
   Non
   DIT SPONTANÉMENT
   Ne sait pas/Pas de réponse

2. (AUX BÉNÉVOLES ACTUELS) Au cours des 12 derniers mois, pendant environ combien d’heures avez-vous personnellement fait du bénévolat?
3. (À CEUX QUI N’ONT PAS FAIT PERSONNELLEMENT DE BÉNÉVOLAT AU COURS DE LA DERNIÈRE ANNÉE) Avez-vous déjà fait du bénévolat?

   Oui (CODEZ COMME « ANCIEN BÉNÉVOLE »)
   Non (CODEZ COMME « JAMAIS »)
   Ne sait pas/Pas de réponse

4. (AUX BÉNÉVOLES ACTUELS) De quelle façon avez-vous pu trouver une occasion de faire du bénévolat au cours des 12 derniers mois?

5. (AUX BÉNÉVOLES ACTUELS) Pour quels types d’organisations avez-vous fait du bénévolat au cours des 12 derniers mois?
   NE LISEZ PAS LA LISTE – CODEZ TOUTES LES RÉPONSES PERTINENTES

   Sports et loisirs
   Services sociaux
   Éducation et recherche
   Religion
   Santé
   Développement et logement
   Environnement
   Arts et culture
   Hôpitaux
   Droit, défense des intérêts et politique
   Autre (VEUILLEZ PRÉCISER)

6. (AUX BÉNÉVOLES ACTUELS QUI ONT FAIT DU BÉNÉVOLAT POUR PLUS D’UN TYPE D’ORGANISATION) Pour lequel de ces types d’organisation avez-vous fait du bénévolat la dernière fois?
   LISEZ SEULEMENT LES RÉPONSES CODÉES À LA QUESTION PRÉCÉDENTE – ACCEPTEZ SEULEMENT UNE RÉPONSE

   Sports et loisirs
   Services sociaux
   Éducation et recherche
   Religion
   Santé
   Développement et logement
   Environnement
   Arts et culture
   Hôpitaux
   Droit, défense des intérêts et politique
   Autre (VEUILLEZ PRÉCISER)

7. (AUX ANCIENS BÉNÉVOLES) Pour quels types d’organisation avez-vous déjà fait du bénévolat?
   NE LISEZ PAS LA LISTE – CODEZ TOUTES LES RÉPONSES PERTINENTES
Sports et loisirs
Services sociaux
Éducation et recherche
Religion
Santé
Développement et logement
Environnement
Arts et culture
Hôpitaux
Droit, défense des intérêts et politique
Autre (VEUILLEZ PRÉCISER)

8. (AUX ANCIENS BÉNÉVOLES QUI ONT FAIT DU BÉNÉVOLAT POUR PLUS D’UN TYPE D’ORGANISATION)
Pour lequel de ces types d’organisation avez-vous fait du bénévolat la dernière fois?
LISEZ SEULEMENT LES RÉPONSES CODÉES À LA QUESTION PRÉCÉDENTE – ACCEPTEZ SEULEMENT
UNE RÉPONSE

Sports et loisirs
Services sociaux
Éducation et recherche
Religion
Santé
Développement et logement
Environnement
Arts et culture
Hôpitaux
Droit, défense des intérêts et politique
Autre (VEUILLEZ PRÉCISER)

9. (POSEZ À TOUS LES BÉNÉVOLES ACTUELS ET À TOUS LES ANCIENS BÉNÉVOLES) (SI PLUS D’UNE
ORGANISATION, AJOUTEZ : Et si vous songez à la dernière fois où vous avez fait du bénévolat,)
Comment vous a-t-on recruté(e) pour faire du bénévolat?
NE LISEZ PAS LA LISTE – CODEZ TOUTES LES RÉPONSES PERTINENTES

Ami
Famille
Lieu de travail
Établissement d’enseignement
Groupe confessionnel
Groupe culturel
Internet
Média (journal/radio)
Autre (VEUILLEZ PRÉCISER)
10. **(AUX BÉNÉVOLES ACTUELS ET AUX ANCIENS BÉNÉVOLES) (SI PLUS D’UNE ORGANISATION : Et si vous songez à la dernière fois où vous avez fait du bénévolat,)** Quelle est la principale raison pour laquelle vous avez fait du bénévolat? QUESTION OUVERTE. ACCEPTEZ UNE RAISON PRINCIPALE.

11. **(AUX ANCIENS BÉNÉVOLES)** Quelle est la principale raison pour laquelle vous ne faites plus de bénévolat? QUESTION OUVERTE. ACCEPTEZ UNE RAISON PRINCIPALE.

12. **(À TOUS CEUX QUI N’ONT JAMAIS FAIT DE BÉNÉVOLAT)** Quelle est la principale raison pour laquelle vous n’avez jamais fait de bénévolat? QUESTION OUVERTE. ACCEPTEZ UNE RAISON PRINCIPALE.

**ENGAGEMENT**

13. **(AUX BÉNÉVOLES ACTUELS)** Sur une échelle de 1 à 10, où 1 signifie pas du tout satisfait(e) et 10, extrêmement satisfait(e), dans quelle mesure êtes-vous satisfait(e) de votre expérience de bénévolat des 12 derniers mois?

1. Pas du tout satisfait(e)
10. Extrêmement satisfait(e)
Ne sait pas/Pas de réponse

14. **(AUX ANCIENS BÉNÉVOLES)** Sur une échelle de 1 à 10, où 1 signifie pas du tout satisfait(e) et 10, extrêmement satisfait(e), dans quelle mesure votre expérience de bénévolat vous a-t-elle satisfait(e)?

1. Pas du tout satisfait(e)
10. Extrêmement satisfait(e)
Ne sait pas/Pas de réponse

15. Sur une échelle de 1 à 10, où 1 signifie pas du tout probable et 10, absolument certain, quelle est la probabilité que vous fassiez personnellement du bénévolat au cours des 12 prochains mois?

1. Pas du tout probable
10. Absolument certain
Ne sait pas/Pas de réponse

16. **(AUX BÉNÉVOLES ACTUELS ET AUX ANCIENS BÉNÉVOLES)** Sur une échelle de 1 à 10, où 1 signifie que vous ne le recommanderiez pas du tout et 10, que vous le recommanderiez fortement, dans quelle mesure recommanderiez-vous aux gens que vous connaissez de faire du bénévolat?

1. Vous ne le recommanderiez pas du tout
10. Vous le recommanderiez fortement
Ne sait pas/Pas de réponse
17. Sur une échelle de 1 à 10, où 1 signifie pas du tout attrayante et 10, extrêmement attrayante, dans quelle mesure l'idée de faire personnellement du bénévolat est-elle attrayante pour vous?

1       Pas du tout attrayante
10      Extrêmement attrayante
Ne sait pas/Pas de réponse

18. Sur une échelle de 1 à 10, où 1 signifie pas du tout facile et 10, extrêmement facile, dans quelle mesure avez-vous l'impression qu'il est facile pour vous de trouver des activités de bénévolat qui sont personnellement satisfaisantes?

1       Pas du tout facile
10      Extrêmement facile
Ne sait pas/Pas de réponse

19. (AUX BÉNÉVOLES ACTUELS ET AUX ANCIENS BÉNÉVOLES) Et si vous songez à tout le bénévolat que vous avez déjà fait, avez-vous déjà vécu une expérience négative?

Oui
Non

20. (À CEUX QUI ONT VÉCU UNE EXPÉRIENCE NÉGATIVE) Qu’est-ce qui a rendu cette expérience négative?
QUESTION OUVERTE. ACCEPTEZ JUSQU’À TROIS RÉPONSES.

FACTEURS QUI INCITENT LES GENS À FAIRE DU BÉNÉVOLAT

21. Si vous deviez faire du bénévolat au cours des 12 prochains mois, quels sont les compétences, habiletés ou talents personnels ou professionnels que vous possédez et que les organismes sans but lucratif ou les organismes de bienfaisance pourraient mettre à profit, selon vous?
QUESTION OUVERTE. ACCEPTEZ JUSQU’À TROIS RÉPONSES.

22. Et laquelle des activités de bénévolat suivantes vous attire le plus?
LISEZ ET PRÉSENTEZ DE FAÇON ALÉATOIRE – ACCEPTEZ SEULEMENT UNE RÉPONSE

Travailler directement auprès des gens qui bénéficient de votre bénévolat
Accomplir un travail manuel ou des tâches manuelles, par exemple l’entretien ménager ou la construction
Utiliser vos compétences professionnelles, par exemple en comptabilité, ressources humaines ou finances
Utiliser vos compétences dans le domaine de la technologie, par exemple dans le domaine des technologies de l’information, de la programmation ou de la réseautique
Faire des activités, par exemple cuisiner ou faire de l’artisanat
Offrir un soutien administratif
Participer à des activités de financement
Faire partie de conseils, de comités ou faire preuve de leadership d’une autre façon
23. Sur une échelle de 1 à 10, où 1 signifie pas bien du tout et 10, extrêmement bien, dans quelle mesure pensez-vous que le secteur des organismes de bienfaisance arrive à vous proposer des activités de bénévolat significatives qui tiennent compte de vos habiletés ou de vos talents personnels ou professionnels?

24. (AUX BÉNÉVOLES ACTUELS) J’aimerais maintenant vous poser quelques questions sur les possibilités qui se sont peut-être présentées grâce au bénévolat que vous avez fait (SI UNE ORGANISATION : au cours des douze derniers mois / SI PLUS D’UNE ORGANISATION : la dernière fois). Veuillez répondre sur une échelle de 1 à 10, où 1 signifie que cette possibilité ne s’est pas présentée et 10, qu’elle s’est souvent présentée. La première possibilité est celle...

PRÉSENTEZ DE FAÇON ALÉATOIRE

a. De faire une contribution ou de faire une différence
b. D’améliorer vos perspectives de carrière, d’études ou votre réseau social
c. D’utiliser vos compétences et votre expérience
d. D’acquérir de nouvelles compétences, de prendre de l’expérience ou d’avoir accès à de la formation
e. De soutenir une cause qui vous tient beaucoup à cœur
f. De soutenir une organisation qui vous tient beaucoup à cœur
g. De passer du temps avec vos amis ou votre famille
h. De faire quelque chose qui va de pair avec les objectifs de votre employeur
i. De faire quelque chose qui va de pair avec vos croyances religieuses ou spirituelles
j. D’aider les autres ou votre communauté
k. D’avoir du plaisir ou de socialiser
l. D’être content(e) de vous-même
m. De remplir une obligation ou un engagement
n. D’améliorer votre santé
o. D’être reconnu(e) pour votre contribution
p. De faire du bénévolat dans un environnement positif

25. (AUX ANCIENS BÉNÉVOLES ET À CEUX QUI N’EN ONT JAMAIS FAIT DE BÉNÉVOLAT) Si vous deviez faire du bénévolat à un moment ou un autre au cours des 12 prochains mois, quelle serait l’importance des possibilités suivantes pour vous? Veuillez répondre sur une échelle de 1 à 10, où 1 signifie pas du tout importante et 10, extrêmement importante. La première possibilité est celle...

PRÉSENTEZ DE FAÇON ALÉATOIRE

a. De faire une contribution ou faire une différence
b. D’améliorer vos perspectives de carrière, d’études ou votre réseau social
c. D’utiliser vos compétences et votre expérience
d. D’acquérir de nouvelles compétences, de prendre de l’expérience ou d’avoir accès à de la formation
e. De soutenir une cause qui vous tient beaucoup à cœur
f. De soutenir une organisation qui vous tient beaucoup à cœur
g. De passer du temps avec vos amis ou votre famille
h. De faire quelque chose qui s’imbrique bien avec les objectifs de votre employeur
i. De faire quelque chose qui s’imbrique bien avec vos croyances religieuses ou spirituelles
j. D’aider les autres ou votre communauté
k. D’avoir du plaisir ou de socialiser
l. D’être content(e) de vous-même
m. De remplir une obligation ou un engagement
n. D’améliorer votre santé
o. D’être reconnu(e) pour votre contribution
p. De faire du bénévolat dans un environnement positif

ATTITUDES QUI INCITENT LES GENS À FAIRE DU BÉNÉVOLAT

26. Veuillez me dire si vous êtes fortement en accord, en accord, en désaccord ou fortement en désaccord avec chacun des énoncés suivants. Le premier énoncé est...
PRÉSENTEZ DE FAÇON ALÉATOIRE

a. Le bénévolat serait bon pour moi
b. Je préférerais donner de l’argent que du temps pour faire du bénévolat
c. (À CEUX QUI N’ONT JAMAIS FAIT DE BÉNÉVOLAT) On ne m’a jamais demandé d’être bénévole
d. Je ne pense pas pouvoir faire une différence
e. Je ne m’identifie à aucune cause en particulier
f. Je ne me sens pas près d’aucune organisation qui demande des bénévoles
g. (À CEUX QUI N’ONT JAMAIS FAIT DE BÉNÉVOLAT ET AUX ANCIENS BÉNÉVOLES) Je veux faire du bénévolat, mais je ne sais pas où aller pour trouver une activité qui me convient
h. Il y a suffisamment de bénévoles pour répondre aux besoins des organisations
i. Faire du bénévolat nécessite un engagement plus important que ce que je suis prêt(e) à offrir
j. Je dois aller trop loin pour faire du bénévolat
k. Il y a trop de règles et de restrictions qui régissent le bénévolat de nos jours
l. Je ne pense pas que mes compétences/habiletés sont utilisées à leur plein potentiel

PROGRAMMES DE L’EMPLOYEUR

27. Quelle est votre situation d’emploi?

a. Travailleur(euse) à temps plein, soit 35 heures ou plus par semaine
b. Travailleur(euse) à temps partiel, soit moins de 35 heures par semaine
c. Travailleur(euse) autonome
d. Sans emploi, mais en recherche d’emploi
e. Étudiant(e) à temps plein
f. Retraité(e)
g. Pas sur le marché du travail [PERSONNE À LA MAISON À TEMPS PLEIN, SANS EMPLOI ET PAS EN RECHERCHE D’EMPLOI]
h. [NE LIZEZ PAS] [SI DIT SPONTANÉMENT : Autre – NE PRÉCISEZ PAS]
i. [NE LIZEZ PAS] Refuse

28. (À CEUX QUI TRAVAILLENT À TEMPS PLEIN) À l’heure actuelle, votre employeur a-t-il un programme qui fait la promotion de possibilités de faire du bénévolat, vous encourage à en faire ou vous facilite les choses?
Oui
Non
Ne sait pas/Pas de réponse

29. (À CEUX Dont L’EMPLOYEUR a un programme) Avez-vous déjà fait du bénévolat dans le cadre de ce programme?
Oui
Non
Ne sait pas/Pas de réponse

30. (À CEUX Qui Ont participé au programme de leur employeur) Diriez-vous que vous êtes fortement en accord, en accord, en désaccord ou fortement en désaccord avec l’énoncé suivant : Je n’aurais pas fait de bénévolat si mon employeur n’avait pas eu ce programme.

J’ai maintenant quelques questions à vous poser à des fins statistiques seulement...

31. Quelle est votre année de naissance?
   ENTREZ L’ANNÉE

32. Quel est votre état matrimonial?
   Célibataire (jamais marié(e))
   Divorcé(e)
   Séparé(e)
   Marié(e)
   Veuf/Veuve
   Ne sait pas
   Refuse

33. Combien avez-vous d’enfants de moins de 18 ans?
   ENTREZ LA RÉPONSE

34. Quel est le plus haut niveau de scolarité que vous avez atteint?
   Études primaires
   Études secondaires non terminées
   Études secondaires terminées
   Études collégiales ou techniques non terminées
   Études collégiales ou techniques terminées
   Études universitaires non terminées
   Études universitaires terminées
   Études supérieures terminées
   Aucune scolarité
   Ne sait pas
35. Laquelle des catégories suivantes décrit le mieux le revenu total de votre ménage pour l’année 2009, c’est-à-dire le total des revenus avant impôts de toutes les personnes habitant sous votre toit [LISEZ LA LISTE]?

a. Moins de 20 000 $

b. De 20 000 $ à moins de 40 000 $

c. De 40 000 $ à moins de 60 000 $

d. De 60 000 $ à moins de 80 000 $

e. De 80 000 $ à moins de 100 000 $

f. De 100 000 $ à moins de 150 000 $

g. 150 000 $ et plus

h. (NE LISEZ PAS) Refuse

36. ENTREZ LE SEXE D’APRÈS LE SON DE LA VOIX

37. ENTREZ LA RÉGION D’APRÈS L’ÉCHANTILLON