Leadership Gap: Perception or Reality

Volume II

BY

THE COMMUNITY SERVICES COUNCIL NEWFOUNDLAND AND LABRADOR

Suite 201,Virginia Park Plaza
Newfoundland Drive
St. John's, NL   A1A 3E9
Tel: (709) 753-9860   Fax: (709) 753-6112
Email: csc@csc.nf.net Web: www.envision.ca

<div align="center">

VOLUME II
TABLE OF CONTENTS

</div>

Leadership Gap: Perception or Reality?

ENVIRONMENTAL SCAN OF NEWFOUNDLAND AND LABRADOR'S VOLUNTARY SECTOR

SUBMITTED BY

THE COMMUNITY SERVICES COUNCIL NEWFOUNDLAND AND LABRADOR

THIS REPORT WAS PREPARED BY

Lisa Dwyer, Research Assistant
Community University Research Alliance

Suite 201,Virginia Park Plaza
Newfoundland Drive
St. John's, NL   A1A 3E9
Tel: (709) 753-9860   Fax: (709) 753-6112
EMAIL: CSC@CSC.NF.NET WEB: WWW.ENVISION.CA

ACKNOWLEDGEMENTS

ENVIRONMENTAL SCAN OF NEWFOUNDLAND & LABRADOR'S VOLUNTARY SECTOR

An environmental scan was conducted as the second phase of the Leadership Gap research project to identify key concerns held by various stakeholders within the voluntary sector in Newfoundland and Labrador. As a complement to the literature review, select key informants were interviewed to determine the prevalent issues and concerns affecting volunteerism in rural areas. Thirty key informants were selected to be reflective of the province's voluntary sector as a whole. They were sent a letter to explain the nature of the research project and to inform them that a research assistant working with the Community Services Council (CSC) would be contacting them to arrange an interview. Each of the key informants is considered a leader within his or her organization and knowledgeable of the sector. Of the 30 chosen informants, 22 agreed to an interview. The interviews were open-ended, semi-structured, and took an average of 20 minutes to conduct.

The scan provides an overview of the issues and concerns raised by the informants, outlines key areas of immediate concern, and describes organizations in which leadership gaps are most notable, and includes recommendations for improving the sector. The following sections are arranged according to the questions asked of the informants and summarizes the dominant issues raised.

Question #1: Many people believe that organizations in the province are experiencing a declining base of volunteers to assume leadership roles. By reflecting on your personal experience and the issues you believe are prevalent in your community, do you think this perception is accurate?

a. Why do you think this is / is not the case?

Volunteerism, or at least the amount of reported volunteer activity within the province, is in decline. A very small percentage of the population is supporting the bulk of volunteer responsibility. The reasons for this particular phenomenon vary. Though some of the key informants argue that people currently holding positions of privilege within voluntary organizations are reluctant to relinquish control, they also surmise that few people in their communities want to accept vacant leadership positions. The inability to recruit new leaders at the executive level obliged most leaders to retain current positions out of a sense of civic duty and obligation to other members in the organization.

It is not clear exactly why certain organizations experience difficulty recruiting new members or are unable to retain members. Perhaps, as some informants suggested, it results from a lack of volunteer spirit or community allegiance amongst the population. Maybe it is because community-based organizations do not adequately recruit volunteers in a systematic and structured way. Or, as some informants indicated, the overwhelming amount of responsibility downloaded from government onto the shoulders of volunteers has deterred many from volunteering. Volunteerism, they argued, offers little reward. Volunteers are responsible for an ever-increasing amount of work, but are rarely recognised or thanked for their efforts.

The main themes that arose from the discussion on the declining base of volunteers are summarised below.

Yes, perception is accurate.

- Participation is limited because leadership roles are presumed occupied.

- It is difficult to engage dual income parents in volunteer activity because they have little time to devote to charitable activity. They already have a series of personal commitments, work responsibilities, and children to take care of.

- Younger people (under the age of 40) are not interested in assuming community leadership roles.

- Even though some organizations participate in intense promotional campaigns, very few people volunteer.

- Young adults from families in which parents actively volunteer are aware of the commitment and sacrifices parents make to volunteer organizations.   This may deter them from participating.

- There seems to be a willingness by some people to volunteer for a worthy cause, but not necessarily to volunteer for organizations which they know very little about or undervalue. People need to be inspired by representatives of voluntary organizations to engage in volunteer activity.

- The effects of out-migration significantly depleted rural communities. Those with the most to offer their communities left to seek employment or further education.

- The government is downloading responsibility to voluntary organizations. Organizations are now responsible for activities that once fell under the jurisdiction of various government departments.

- The lack of volunteerism likely correlates with the numerous social issues prevalent in the province. Since the collapse of the cod fishery and other natural resource industries, many Newfoundlanders are under a lot of pressure to find another means of gainful employment to support their families. Though they may view volunteerism as beneficial to the community-at-large, they are not able to truly concentrate on such ventures when there are many other immediate personal issues to deal with in their lives.

- Volunteerism still follows an "old school" style. The rigid structures of certain organizations remove the "fun" that should be associated with volunteerism.

- Liability concerns are a predominant issue – people do not want to become involved with organizations in which they are held publicly responsible for the actions of both the executive committee and the organization.

- It was suggested that government should create a department (or mandate an existing department) to oversee liability and accountability issues for government, quasi-government, and voluntary organizations. By ensuring that certain standards are implemented and that a government body is available to establish necessary structures and to communicate with interested groups, potential volunteers may be alleviated of the burden of liability, which previously lead them to refrain from volunteering.

- Often in volunteer organizations, the leader is blamed if something goes wrong or the community views a particular affair negatively. Very few people want to be in that position, especially if the work is voluntary.

- There is little or no public recognition or gratitude for the person in the leadership role. If people are not recognized for their work, they will refuse to volunteer on a ongoing basis. Volunteer burnout can arise from this type of treatment (no recognition). Instead of retaining their current positions, volunteers abandon roles to assume leadership elsewhere or simply refuse to volunteer at all.

- There does not seem to be a shortage of volunteers to do short-term work, but there is a shortage to assume leadership.

- Many people who volunteer with community organizations are generally very busy (due to family responsibilities, university, work, etc.) but are unable to leave organizations because the board pressures them to stay.

- Though the person in the leadership role may wish to resign, he or she may not have trained another person to assume the position upon his or her resignation. If the leader trained someone to take over, their successor would possess the necessary skills and / or knowledge to perform the required tasks. These skills need to be formally taught to upcoming leaders if the organization is to succeed and the leadership is to change. Otherwise, avoiding volunteer burnout is unlikely.

- Voluntary organizations need to make it easier for willing volunteers to get involved. Organizations need to proactively recruit and retain volunteers. Because first time volunteers generally volunteer on a reactive basis (if asked to join or sought out individually), volunteer organizations may need to strategically develop a program that helps potential volunteers overcome their fear of working with groups and joining committees.

No, perception is not accurate.

- Many people in communities across the province are retiring from work and are getting involved with voluntary organizations and volunteer activity.

- There is also interest being expressed by youth in the area to get involved with community activities.

- Not sure if the lack of volunteerism is perception or reality. The lack of volunteerism may be overstated.

Question #2:   If indeed fewer people are volunteering their time and accepting leadership roles, what do you believe are the primary reasons?

a. What factors do you think are contributing to the declining base of volunteers? Prompt: aging population, declining demographics, volunteer burnout, some people want to retain power, etc.

There are many reasons why fewer people in the province are accepting leadership roles in voluntary organizations. The most obvious reason results from the decreasing number of people who realistically can involve themselves in such activities. Due to the collapse of major employment industries in the province, many adults and families have left rural communities (and sometimes the province) to seek a living elsewhere. In addition to this particular out-flux of residents, many youth in rural areas have left their communities to pursue post-secondary education in urban centres either in or outside of the province. Few youth return to home communities because of the perceived lack of employment opportunities in rural areas, opting instead to remain in urban areas or, like many other Newfoundlanders, to leave the province to find work.

Taken collectively, this out-migration of young adults and families from rural areas has left behind scattered communities of aging persons to fill leadership roles in numerous voluntary organizations and to assume civic responsibilities. As people approaching and entering retirement leave volunteer positions to enjoy a less-pressured lifestyle in their later years, communities are quickly discovering that there are fewer people available to take up leadership roles. Those remaining in the community may be older, possibly are uninterested in taking up such roles, do not feel they have the necessary skills to perform required tasks, or lack the self-confidence to assume a high profile position. As a result, many volunteer positions are left vacant. The possibility of sustaining community organizations, argued key informants, correlates directly with the availability of human resources in the area. If fewer people are available to volunteer with the organization as more people leave the area or retire, some voluntary organizations may face collapse.

Furthermore, there are significant socio-economic barriers to participation in volunteerism that extends beyond the out-migration of families from rural areas. The strain placed on the heads of families to ensure that they provide the basic necessities of life is likely too tremendous to provide many families the luxury of considering such abstract concepts as the value of volunteerism. Even if some people would like to join certain organizations, income disparities in many communities serve as a deterrent. Few fixed-income and low-income families can afford the personal costs associated with regular volunteerism (i.e., transportation, childcare, meals, and miscellaneous fees). Though reasons for the lack of

volunteer participation are multiple and are not covered in their entirety here, a number of explanations for the decline in civic activity are noted below.

- People are discouraged by the personal costs associated with volunteering. First of all, there is a significant amount of time and energy that must be committed, and secondly, volunteers are required to pay for childcare, transportation, and travel expenses to participate in work that is supposedly "voluntary."

- People want to get paid for the work they do. They see their time as valuable and want to be compensated accordingly.

- Many parents want to have their children involved with recreational activities that require the services of volunteers, but at the same time do not want to be that volunteer themselves.

- Perhaps the apparent decline in volunteerism is related to the aging population. As people get closer to retirement, they are less inclined to volunteer a lot of their time. They want to prepare for and enjoy retirement.

- Out-migration is a contributing factor. Many families and young people are leaving the province.

- Youth do not seem interested in assuming leadership roles within voluntary organizations.

- The lack of information from certain volunteer organizations is a concern. Many organizations are not adequately informing the community of available volunteer positions or what they expect of volunteers in their organizations.

- People are engaging in a variety of activities during their free time. They are less inclined to volunteer when they can participate in recreational activities such as watching TV, browsing the Internet, etc. People do not need to go outside their homes to seek entertainment or activity. Traditionally, engaging in volunteerism would have provided such an outlet.

- There are income disparities amongst people living in rural communities. Typically, volunteering is done by those who are in a better financial situation. There may be discrimination against certain individuals because of low income.

- People will not volunteer their time and effort if they do not believe in the cause or the mission of an organization. They will not feel inspired to participate.

- If volunteers do not feel appreciated, they will not continue to support the organization.

- It is important that organizations actively recruit and ask people in the community for their help.

- Some people want to retain power. This type of leadership discourages others in the community from participating.

- Training leaders is crucial. Everyone, regardless of his or her particular position within the organization, can benefit from some form of training along the way.

- It is important that people who are in formal leadership positions receive sensitivity training that provides them with the necessary skills to inspire and encourage others to participate in the activities of an organization.

- The government is downloading responsibility to voluntary organizations. Far too much responsibility is expected from volunteers by the government. People participating on boards like the Health or School Boards have as much expected of them as volunteers as in their paid positions.

- The "old system" of volunteering is crippling to new volunteers. Regular volunteers who have been around for a long time seem to find it difficult to let go of older structures (i.e., refusal to change the structure of meetings and organizing activities). New volunteers want to participate in activities in which such rigid structures are not always enforced.

- There are too many committees and organizations in each community. People are tired of constantly participating in the activities of one organization or another.

- Lack of volunteerism may be a result of a lack of community spirit, loyalty, and focus.

- Youth have a much more global perspective than previous generations. They have greater access to the world at large, a world that may also seem more important than their home communities.

- People within communities have a sense of hopelessness. They may think that they cannot make a difference or bring about change.

- Younger volunteers are not replacing many of those who are leaving. Very few volunteers under the age of 30 are assuming leadership positions.

- Some younger volunteers may choose not to get involved because they are aware of the ways in which current volunteers are treated within the community and do not want to be treated in that manner. By getting involved in volunteerism, they invite criticism.

- Small "p" politics apparent in small communities may also contribute to the lack of volunteerism.   Negative community politics may lead people to avoid certain situations and organizations.

- There are both positive and negative aspects to the apparent decline in volunteer base. The aging population, for example, can be viewed positively. Many people who are retiring are now interested in volunteering during their spare time. In addition, declining demographics may also encourage people within the community to assume leadership positions to fill roles left by someone who recently moved out of the community. As a result of out-migration, there may be a continual change in leadership resulting in the emergence of new ideas, new programs, etc.

- Volunteer burnout is perhaps an overstatement used to describe someone who is no longer interested in the position and wants someone else to take responsibility.

- Few people believe they have the necessary skills to become involved with certain types of organizations.

- Those who are not leaving the area to search for employment generally do not have the skills required to assume leadership roles. At the same time, people with these skills are migrating.

- People are also "passing the buck" and assuming that boards or organizations do not want any help because they presumably have enough volunteers.

- The lack of volunteerism may correlate with the amount of general knowledge the community has of an organization. Some people will get involved with organizations to lobby one particular issue, but will not necessarily get involved with organizations that have multiple issues. If the public is not aware of the organization's overall mission and objectives, volunteers will not get involved with their activities.

- It is important to develop the volunteer spirit in people when they are still young. If they are not involved at an early stage in life, it is even more unlikely that they will get involved later.

- Volunteers are scrutinized and held accountable for actions that are sometimes beyond their control. Volunteers have limited capacity to achieve many objectives. If the public does not perceive the volunteer (or the organization the volunteer represents) as "successful," both the organization and the volunteer are criticized (sometimes unfairly).

- People do not want to face the criticism that is associated with becoming an executive in an organization – they may not have the necessary "thick skin" to cope with criticism. It is usually a lot easier to be a general member than an executive.

- There are few leadership or professional development opportunities available to volunteers. These courses should be available at the community or regional level for a nominal fee.   Costs associated with these courses may be a deterrent to volunteering.

- It is expensive to volunteer. People may have to pay for childcare, transportation expenses, meals, etc., when attending a meeting. Most organizations do not have enough money to reimburse these costs.

- The potential for abusive situations (or to be accused of abuse) is raising fear amongst volunteers. At sporting events, for example, there is potential for young participants to accuse volunteers of abuse and for verbal and physical abuse from parents and spectators.

- People may be overwhelmed by and uninterested in the amount of work that volunteers must do for an organization.

- Women often assumed volunteer roles in the past. Now that families generally depend on dual incomes, there are fewer women within communities who have time to volunteer.

- Current volunteers sometimes will not relinquish their position to up-and-coming leaders.

- A lot of people are volunteering their time on a short-term, one-time basis. Long-term volunteering is in decline.

- There is a lot more expected of volunteers today. Volunteers are required to have a certain set of skills, education, and abilities. Some people might not think they have the qualifications required to participate in such groups.

- A lot of the same people are assuming positions on boards, but are not necessarily effective at what they do.

- If people do not meet the social determinants of health, they are less likely to volunteer. For example, they may not think they are educated enough to perform adequately within a particular group. This is one reason why the Strategic Social Plan and its ultimate aims are important to the overall social well being of the province.

- Organizations need to address the value of volunteerism and promote it within the community. Otherwise, public perceptions of volunteering will not change and the amount of volunteer activity will not increase.

- A lot of people are not volunteering because they do not have the self-esteem or confidence to believe they can fulfill the required role.

- The amount of work expected from volunteers is increasing – volunteering is much more like a second job. Volunteers are expected to do a lot of work for which they receive no compensation, recognition, or additional incentive.

- People are not willing to volunteer if they think that the position should be a paid position. Nor will they volunteer if they believe that a paid employee will eventually do the required job.

Question #3: What community dynamics influence the loss or gain of volunteer leadership? Prompt: out-migration, scandals, tragedies, closing of an institution, competition within communities, perceived lack of qualifications, etc.

Personalities of leaders, size of communities, rate of out-migration, socio-economic conditions, and government downloading are some of the many community dynamics that influence the loss or gain of volunteer leadership. Many of the key informants suggested that volunteer activity might be more common in smaller communities than in larger centres. Because of the familiarity among people in such communities, the lines of communication are better established and are readily available to mobilize a group of citizens to achieve common objectives to benefit the community. In larger communities, it was theorized, the population is segmented and does not share the same interests or other social and cultural similarities. The ability to mobilize diverse groups in larger centres is much more difficult because they may not identify themselves closely with the cause or with other members of the community.

The potential to overlook a charismatic leader in a larger area is also much greater than in a small town. Leaders with the potential to greatly assist an organization can easily go unnoticed if they are without the tools to network effectively with current leaders in the sector. However, a willing volunteer residing in an urban area can choose from any number of organizations increasing his or her opportunity to be noticed. A similarity shared between large and small areas, is the ability of prominent leaders to maintain their positions for long periods of time. This retention of leadership may effectively alienate other people from participating in the activities of an organization at the executive or membership level.

Community dynamics and their influence on leadership are not solely determined by the actions and personalities of leaders and it would be a mistake to underestimate other forces at play. Few volunteers want to engage in the activities of organizations for which they could be held accountable and liable. To take such a risk and to jeopardise his or her reputation and financial security because a decision went awry discourages capable volunteers from supporting worthy organizations. Furthermore, if community leaders and government representatives frequently seek volunteers to assume such roles, the question begging an answer is whether or not these particular volunteers are essentially doing the work of government. Unless the issue of liability is addressed and remedied, few volunteers are going to engage in activities that may result in a high personal cost. Further community dynamics influencing the loss or gain of leadership are examined in detail in the following section.

- Criticism of volunteer leaders is a significant issue. Leaders are criticized for their activities and are viewed as being a part of the organization solely for personal gain. At the same time, volunteers fear that what they have to offer isn't adequate enough.

- Some volunteer boards are frequently under attack by the public. Many people do not want to volunteer in a group that will subject them to attacks and criticism.

- People are also less willing to get involved with boards and accept responsibility for board decisions and their effect on the community. A message that leadership is communal and that responsibility for the actions of the board is shared needs to be communicated to the public.

- Some key people take charge of all organizations and do not want to give up their respective positions. They are also reluctant to delegate responsibility to other volunteers. Potential volunteers are not interested in participating in organizations in which they do not feel they have a significant role.

- Prominent individuals within communities may unintentionally or intentionally alienate others from participating in select activities. There have been known incidences where people on set incomes were excluded because of their financial status.

- Friendships often emerge between members of a volunteer organization. These friendships, though a very positive development, can be at the same time exclusive rather than inclusive.

- There are young people residing in rural communities who are simply not interested in getting involved with community organizations. At the same time, these communities are losing youth to out-migration. Considered together, there is an overall lack of youth engagement that may not necessarily be the fault of the organization.

- Organizations want their leaders to be welcoming, supportive, and to recognise that there are barriers preventing people from volunteering. To encourage volunteerism, voluntary organizations may need to provide certain incentives (remuneration for childcare, transportation, etc.).

- If a community does not encourage volunteers and show its appreciation, people will not get involved with any of the organizations. Ironically, there is a belief in communities that volunteers are expected to do all of the work without any sort of recognition or thanks.

- The attitude toward volunteerism makes a huge difference within a community. If there is a poor understanding and appreciation of volunteerism, potential volunteers will not make the extra effort to get involved.

- Leadership is emerging from different sectors and groups within the community. As early as twenty years ago, many community leaders would have emerged from the local clergy and / or merchant class. Today, there is a much more democratic approach to leadership. Volunteers are emerging from all sectors within a community and are doing work previously done by government employees and traditional community leaders.

- Government downloading needs to be rectified. Many volunteer boards are assuming more and more responsibilities each year as the transfer of duties previously maintained by government departments are shifted to high profile volunteer boards. In addition, many of the same people sit on most, if not all, of these boards. This is an overwhelming amount of responsibility required from the same group of people. One might question whether or not these people are effective in all of their volunteer positions when they are likely spread very thin by both their employment and their volunteer responsibilities. Continual government downloading is adding to the exhaustion and strain of volunteers.

- People residing in certain rural communities often leave that community to commute daily to a neighbouring larger community to work, to consume commodities, and to engage in recreational activities. As a result, these people may not identify themselves closely with their community because of the small amount of time actually spent within that particular community. These smaller communities are often referred to as "Bedroom Communities" – residents usually only return in the evenings.

- In most rural and small town areas, youth are leaving to find work or to attend school elsewhere.

- Out-migration may not be such a negative phenomenon. If a community leader leaves the area, someone else will likely assume the vacant position. Though the organization loses one leader, it gains another.

- Organizations with highly regarded reputations are much more effective at acquiring and retaining volunteers.

- Smaller communities are able to mobilize a much higher percentage of the population (better lines of communication, people know one another, etc.). A volunteer is also more likely to gain a reputation as a "mover and shaker" in a smaller community than in a larger centre.

- People in leadership roles in small communities tend to want to retain that power for a longer period of time. These same people also hold lead positions in numerous organizations in the community. When the same few people occupy several positions of privilege and wear numerous hats, others are often discouraged from getting involved. This prevents the possible emergence of new (maybe even younger) leaders.

- In bigger communities, there are more volunteer opportunities and more issues around which people can lobby. One of the unfortunate things about living in a larger community, however, is that it is much more difficult for volunteers to be recognised for their work.

- If a person in a small community wants to retain power for a long period of time, community dynamics can make it harder for new people to become involved. This results in the same small group of people assuming leadership roles for long periods of time. This can have a negative affect on recruiting new people to volunteer for organizations.

- The personalities of the executives heavily influence the group dynamics of the organization. If the leaders are viewed positively within the community, the organization will be able to recruit and retain volunteers more successfully.

- If the organization aims to be inclusive with its membership, more members will likely become involved.

- Volunteers working in smaller communities may not want to make decisions that go against public opinion.

- There is a lot of competition between communities as well. Some communities do not look beyond their own geographic area when making decisions and implementing policies that may have an effect on the province as a whole. They do not attempt to think more "globally".

- Some people attempt to gain control of organizations for the sole purpose of ousting previous leaders rather than for altruistic or philanthropic reasons.

- Small communities generally have strong family ties and rivalries. If one family assumes leadership in a community, other families refuse to participate in the activities organised by that particular family. For example, some families are alienated from running for council because they do not want to serve on the same committee as another family.

- It is difficult to break into a volunteer group in small communities. These groups are often not as inclusive as they claim to be. At the same time, if people living in the community view the current volunteers as role models and mentors, they may be more inclined to follow their lead and get involved in the same types of organizations.

- People do not have the ability to volunteer if they are experiencing personal problems (i.e., unemployment, poverty, lack of food, etc.). Families need to take care of themselves and their children before they can concentrate on volunteer activity.

- At the same time, however, there are increasing demands on the community to enhance volunteerism because of frequent government cutbacks.

- Pride in one's community and in being a volunteer is a significant factor. Right now, the community as a whole only recognises the contributions of volunteers once a year. Volunteers should be formally recognised more often.

- Adequate training of volunteers is also essential.   Volunteers need to have the necessary training to perform certain tasks. Training prevents negative situations and negative publicity for the organization within the community.

- Liability insurance for volunteers should be paid for by the organization or by the province.

- There is a need to encourage voluntary organizations operating within the same community to collaborate and work toward common goals. These groups can likely provide each other with expertise in a variety of areas. In small communities, there is a positive opportunity for all volunteer organizations to collectively draw on each other's resources to benefit the community as a whole. Such organizations need to learn to work together more effectively.

Question #3a: Do you think that some communities are recruiting volunteer leaders more successfully than others?

      i. If yes, why?
      ii. If no, why not?

Several key informants thought that it probable that certain communities are recruiting volunteer leaders more effectively than others. It is important to recognise, however, that leadership recruitment and retention depends heavily on the amount of effort put into that particular activity by the organizations operating within the community. In other words, the amount of volunteer leadership available is representative of the commitment of organizations, and not communities per se, to enlist volunteers.

Though organizations play the most significant role in recruiting and retaining volunteers, the ways in which a community (in a holistic sense) shows its appreciation of volunteers also influences the amount of volunteer activity. If communities of people do not frequently make a substantive effort to recognise volunteer achievements, few people will continue to offer their expertise to benefit a seeming ungrateful public. Furthermore, if volunteers think they are unfairly criticized by the community-at-large, they will refrain from engaging in volunteer pursuits on a regular basis.

In addition to the ways in which community-based organizations positively or negatively affect the level of volunteerism in a community, it is important to recognise that certain organizations, regardless of their recruitment efforts, will not appeal to all groups of people residing in the area. Some organizations are no longer able to attract younger volunteers. Several informants hypothesised that the advancements made in telecommunications technology have effectively provided people interested in volunteer work with the means to

become involved in global issues. Informants argued that international issues stimulate young people to engage in activism, not issues affecting only their communities

Reasons for the loss or gain of volunteer leadership are discussed further in the following segment.

- It seems that certain organizations are able to recruit more effectively than others. Sports groups for example, perhaps because of their public nature, are able to recruit volunteers. Groups like the cancer society, however, perhaps because they are not so public but involve a great deal of time and effort, are less successful in volunteering.

- There is an expectation in communities that government employees should be responsible for chairing committees and performing volunteer work.

- People will often nominate those whom they believe have the necessary skills or experience to perform a certain task.

- The lack of skills and lack of training for volunteers and volunteer leaders impedes the recruitment process.

- Certain communities are harder to mobilize than others. Where communities that have historically been rivals it's especially hard to mobilize into volunteer action.

- Some communities have good leaders who are able to encourage volunteerism more successfully than others.

- If the community as a whole sees the board and its activities as beneficial to the community, then recruiting new members or volunteers is an easier task. People want to get involved with activities or ventures they view positively.

- Leadership is community specific. Not all the same issues or concerns are common to all communities. As a result, the approach taken to community leadership and community ventures must take into account the concerns of the community before initiating an activity. Whether the community as a whole views the activity as worthy or not will determine the level of participation and support received. What works in one community will not necessarily work in another. Problems are therefore localized and it is difficult to generalize across the province by considering only a few community examples.

- All organizations seem to be having the same types of problems with recruiting and retaining volunteers.

- There are a lot of cases when a volunteer will leave one organization to engage in the activities of another. Though the organization is losing a volunteer, the community at large is not. Organizations, however, need to develop a strategy that will help them maintain their volunteers.

- Some communities properly recognise volunteers. Every year they present civic, business, and volunteer awards to prominent individuals in recognition of their work. These awards not only recognise volunteer activity, but also acknowledge the contribution and achievement of volunteers throughout life. By participating in such events, organizations are able to hold on to volunteers for longer periods of time. It seems, however, that vibrant communities recognise their volunteers more frequently.

- Volunteers in smaller communities (especially those volunteering with town councils) often retain their positions for a long period of time. It seems that the majority of the population is apathetic to community volunteerism because of the amount of criticism they receive from the public. There is a huge personal price to pay for volunteerism – people often lose friends, are subject to sometimes unfair criticism, etc., because of their involvement with a particular volunteer activity.

- Others within the community may be jealous or envious of volunteers, which in turn leads to rumours and criticism.

- Some organizations (i.e., choirs, ladies' auxiliaries) are viewed as more "fun," and have less accountability or fiscal responsibility placed on their volunteers. Organizations that are more social in nature do not require a lot of time and effort from their volunteers.

- It appears that organizations with a "humanitarian" slant appeal to the social responsibility of a community and tend to attract more volunteers.

- Communication has a lot to do with how successful the recruitment process is. Some organizations are much more successful at recruiting because they are much better organised. If organizations are clear on what they want to achieve as a body, they are better at relating that information to others and engaging volunteers in achieving the desired end.

- Certain communities are enlisting volunteers more successfully than others. This success depends heavily on the attitudes of the people living in the community and whether or not motivators within the community entice other people to get involved with activities to improve the community overall. Some communities and organizations empower people within the community to assume responsibilities and to achieve goals.

- Many volunteers are no longer volunteering with certain community organizations because the nature of volunteerism itself is changing. People are likely to get involved with activities on a much larger, global scale. Organizations affiliated with social justice issues, environmentalism, etc., are likely to entice younger volunteers more so than local community-based groups.

- Organizations have to be analysed separately. Parents/caregivers, for example, might be more willing to volunteer with groups they believe are beneficial to the needs of their children.

- It seems that if there are relatively well publicized, very public events occurring, there is no problem attracting large numbers of volunteers to do the needed work for short periods of time (i.e., organizing a sports event). Recruiting long-term volunteers to organizations is very difficult. Once the event is over, the organizations still have the same few volunteers available to carry out tasks.

- Recruiting volunteers seems reactive and not at all proactive.

- It is unlikely that any community or organization is recruiting more successfully than another. In the event that an organization does attain new membership, it generally occurs because that organization took the initiative to ask someone to get involved or because that particular person asked to get involved.

Question #3b: Do you think the problems attracting volunteer leaders vary from community to community?

> **i. Why do you think this is the case?**
> **ii. Why do you think this is not the case?**

It is very likely that problems attracting volunteers vary from community to community. Within communities reside numerous groups with unique and varying interests. It is unlikely that one organization will appeal to the interests of a large proportion of the population. Different ethnic groups, for example, will not share the same interests and may have competing values influencing the types of organizations they will join.

Key informants argued that in addition to the numerous social and cultural differences apparent in communities, the socio-economic conditions of the area would also determine the extent to which people will engage in volunteerism. When the cod fishery collapsed in the early 1990s, many Newfoundlanders found themselves in desperate economic situations. They were obliged to either re-educate themselves to work in different industries or to remain unemployed and at the mercy of government social programs. When people in a particular area are consumed by thoughts of obtaining adequate amounts of food and appropriate shelter, few individuals have the physical and mental energy to devote to volunteering for a cause that does not affect their immediate lives. Unless volunteer activity in a community is intended to find a solution to the socio-economic conditions of that community, the level and success of volunteer activity would likely be limited.

The discussion now turns to the many explanations provided by key informants regarding the difficulties organizations experience attracting leaders across communities.

- In larger areas where the population is much more culturally and socially diverse, certain types of organizations will not appeal to all groups. It is much more difficult for an organization to appeal to a larger audience.

- People are less likely to be coerced into volunteer activity in big cities. In a small community, however, people are more likely to be influenced by those asking them to volunteer as they are aware of people knowing their activities.

- People with an innate ability to be effective communicators and good leaders will rise up in any community regardless of geographic location.

- Some board and volunteer members will not participate if they view the activities of the board or volunteer organization as controversial within the community or the geographic area.

- Some members of organizations may be "upwardly mobile" in that they wish to participate, but are not necessarily doing so for completely altruistic purposes. They may view the activity as a means of securing further employment opportunities or status for themselves.

- The overall decline of population is a major problem. In some communities, people get involved more so than in other communities, but the overall decline in volunteer activity is still a factor. Even though certain organizations seem to have a larger volunteer base than others, it is very likely that they are experiencing a decline in participation. For example, though they may have 100 current members, that number may be down from previous years and seems to be declining over time.

- The amount of available employment within a community affects the amount of volunteer participation. Communities in which there is a high level of employment seem to be able to recruit and retain higher numbers of volunteers.

- There are disparities in levels of participation amongst organizations and across communities and regions. If the people of a community believe they are supporting a good cause or a worthy organization, they will become involved. Certain communities seem to have causes that engage the participation of its members more so than others.

- Governments at both the municipal, provincial, and federal levels need to provide more incentives to volunteers.

- When the economic base of many rural communities eroded (ie. the fishery or the railway), the lifestyles of people living within those communities were significantly altered. People had to retrain themselves and search for new means of employment or remain unemployed. Because of their inability to engage in fulltime work, people may lose the necessary confidence to seek out and engage in volunteer activity.

- There are a whole host of outside variables working against volunteerism, including poor employment prospects in rural areas, criticism, liability concerns, etc. Volunteerism is not a valued or appreciated responsibility.

- Though there appears to be an interest in attracting youth, there is no formal mechanism within most communities or organizations to attract this group to volunteerism. Instead, some communities wait for older people to assume the leadership roles rather than tapping this human resource.

- Looking at an organization from the outside, it is sometimes questionable as to whether or not that organization really wants to recruit new volunteers. They declare that they do, but do not make a significant effort to do so. While organizations may really want new volunteers, they sometimes sabotage their own wishes by not taking a proactive approach to recruiting.

- There are different types of organizations within communities – single-issue organizations seem to be able to mobilize large numbers of people for shorter periods of time, but because they are unable to retain volunteers, these organizations typically do not last long enough in the community to make a significant contribution. Unlike single-issue groups, multiple-issue organizations that are more stable seem to be able to keep their board members and volunteers for a longer period of time. It is these groups, however, that may have trouble recruiting new volunteers. Unless the constitution states that a new chair has to be elected after a certain length of time, the organization is less likely to obtain new volunteers.

- Perhaps, like various Chamber of Commerce groups in the province, voluntary organizations need to help volunteers develop leadership potential, allow them to progress through the group, and then encourage them to move on to other groups. This ensures that current volunteers receive adequate training and an appreciation of volunteerism while encouraging the recruitment of new volunteers.

- Leadership potential exists in most small communities. For example, many fishermen rallied around the closing of the cod fishery and fish plants in the early 1990s. Very strong leadership arose in communities based on this single issue – former fishermen and plant workers emerged to express the views of industry workers. If this type of leadership could be channelled into other causes such as new, local, economically viable pursuits, the community might be in a much better socio-economic situation. Unfortunately, their focus on one cause effectively reduces their ability to use such skills to benefit other areas of concern in the community.

- It is much harder to entice volunteers in smaller communities. This may be related to population size. There are more people to enlist in volunteer activity in larger centres.

- In small communities, there may also be a greater emphasis placed on family values that may discourage volunteering on a frequent basis.

- Smaller communities are losing volunteers to urban areas because of the lack of employment opportunities in smaller areas.

- In some communities there are people with a lot of pride in their community who will volunteer to make the community the best that it can be.

- Some people are not concerned with volunteering to improve the community and will simply let others do the work.

- Smaller communities seem to have more success in recruiting volunteers. Because people in smaller communities generally have a much closer relationship with one another, they also have much more open communication and share a common vision for the community's well being. As a result, people in smaller communities seem to take a more proactive approach to activities and will likely participate to a greater level. At the same time, however, people in small communities are more easily pressured to get involved because of their fear of small town politics having a negative affect on their reputation and acceptance in the community.

Question #4: Are certain types of organizations experiencing a loss of volunteer participation and leadership more so than others?

a. What organizations do you believe are losing / gaining volunteers?

Many of the key informants agreed that some community organizations fared better than others in the province. The reasons provided varied, but one of the most commonly cited issues raised by informants was that of liability and accountability. High profile community organizations or committees likely have more difficulty enlisting the help of skilled persons because of the apprehension people have of being held accountable for the actions of the board or the organization as a whole. To risk one's reputation or financial loss is often too high a price to pay for volunteer activity. Though liability is perhaps the greatest concern for most senior volunteers, the amount of criticism and scepticism to which they are subjected is also a significant deterrent from participating in organizations.

Though a more detailed list of organizations perceived to be either losing or gaining volunteers is provided below, a few common perceptions are note-worthy. It seems that organizations appealing to children and youth have much more success in enlisting parent volunteers. If their children are involved with the organization, parents are more willing to devote time and effort to ensure the sustainability of the group. Organizations that have rigid structures and expect a lot from their volunteers while subjecting them to rules of accountability, are suffering volunteer loss and can not easily recruit new volunteers to fill gaps. When probed further, key informants suggested types of community groups they viewed to be either losing or gaining volunteers. These thoughts and perceptions are provided in the following section.

- It is easier to involve volunteers in activities or organizations that have a certain amount of public awareness. It is difficult to engage volunteers in activities that involve a lot of time and commitment.

- A reason for the loss may be the lack of time people have if they are living in dual-income households.

- Organizations that have active parent volunteers are in a much better position than some others. If these organizations are able to engage parents and offer training and other incentives, they may be able to build on an available volunteer base. These volunteers may in turn take such skills and apply them in other organizations. It is important to encourage and provide incentives to volunteers immediately. By doing so, it may be possible to retain such volunteers for a longer period of time.

- More controversial groups like the Regional Economic Development Boards, school boards, etc., are losing volunteers. Politically appointed boards, however, are able to sustain volunteerism because their appointments are symbolic of patronage. Many people would like to obtain such an appointment because it puts them in a privileged position within the community.

- Both organizations and their volunteers are being more selective in the types of activities in which they will become involved. Liability is a much bigger concern than it was several years ago. Volunteers will not get involved with activities in which they will be held legally responsible for their actions or inactions.

- Volunteer organizations are more selective of their volunteers and are screening more carefully.

- Certain organizations no longer appeal to youth. Youth have other interests beyond the local kinsmen or lions clubs.

- Computers and telecommunications technology is changing the nature of volunteerism. People with access to and knowledge of communications media such as the Internet do not engage in volunteer activity as much as people did prior to the emergence of such technological devices. It seems that people with access to the Internet are spending more time engaged in personal computer-related activities.

- Education level also affects the amount of volunteer activity. People with lower levels of education will not engage in volunteer activity because they may not have the necessary skills to perform needed tasks.

- The population of the community also affects volunteerism. The greater population the more people upon which to draw to engage in volunteer activity.

- Morale is low within rural communities because of the often-dismal socio-economic situation. If there were more employment opportunites, the community as a whole

would likely be much happier and healthier. Happier, more satisfied people tend to volunteer their time more often. People with personal and financial concerns are less likely to consider volunteerism.

▪ The organizations that are losing volunteers are those organizations that are more rigid, have numerous rules and regulations and a strict constitution, and oblige members to publicly account for their actions (i.e., town council members). Those organizations that appear to be gaining volunteers are generally those determined to be "fun" and social in nature.

▪ Organizations are often in a no-win situation. Some prominent boards receive a lot of criticism in the media for their actions even when their members are attempting to do the best they can with the resources available to them. These types of committees may lose their volunteers as a result of such criticism.

▪ People do not want to be involved with an organization that will only serve to be "an albatross around his or her neck."

▪ Liability is a major concern for members. If some volunteers were fully aware of the extent to which they can be held accountable for their actions, there would be fewer volunteers engaged.

▪ In small town councils, the infrastructure is inferior and there is always a struggle to obtain funding to build the infrastructure. Though the town councils have very little control of the actions of government, they seem to always carry the burden of government actions and receive criticism for events occurring beyond their control. The council members are obliged to be a sounding board for both the general public and the government. This pressure might encourage members to simply give up the position. The resources and the infrastructure to deal with these situations are simply not available and are discouraging to volunteers.

▪ The types of organizations that are either losing or retaining volunteers also depends heavily on the dynamics of the community and the amount of volunteer enthusiasm that exists therein.

▪ Certain groups and communities do not have leaders that are effective at recruiting volunteers.

▪ The demographics of the community are also important. Larger communities have a much bigger population base from which to obtain leaders. The community as a whole decides, however, which issue(s) it supports and therefore the group(s) it deems valuable.

▪ Success in recruiting volunteers is directly related to leadership. If people in positions of influence are making deliberate attempts to recruit others to volunteer

with community organizations, the community as a whole is much more engaged. This in turn becomes a more viable community.

- Successful communities have good leaders, leadership, and open lines of communication.

- Certain communities are doing much better than others. This depends heavily on the attitudes of the people living in that community. It also depends on whether or not there are motivators within the community that entice other people to get involved in activities that improve the community overall.

- Many volunteers are no longer volunteering with local organizations because the nature of volunteerism itself is changing. People are likely to get involved with activities on a much larger, global scale. Organizations affiliated with social justice issues, environmentalism, etc. are likely to entice younger volunteers more so than local community-based groups.

- It appears that the organizations without direct government funding are faring better than those with such funding. Because funded organizations are directly linked to government, they are obliged to follow government rules and regulations or risk losing their source of capital. With such strict governance, people working with a volunteer group lose the autonomy and freedom required to chart their own course and to make pertinent decisions affecting the organization as a whole. For example, in many small communities, organizations such as the School Board and municipal governments are not doing so well.

- Groups Perceived to be Losing Leadership:
    - Breakfast Clubs
    - Literacy Groups
    - Traditional Women's Groups
    - Children's Groups
    - School Boards
    - Community Councils
    - Municipal Councils
    - Regional Economic Development Boards
    - Community Development Associations
    - Health Boards
    - Rural Development Associations
    - 4H Groups
    - Fraternal Organizations
    - Service Organizations

- Groups Perceived to be Gaining Leadership:
    - Public Sporting Events Councils
    - Masons

- o Lions' Clubs
- o Faith Groups
- o Non-traditional Women's Groups
- o Economic Development Groups
- o Cancer Society
- o Zone Boards
- o Rural Development Associations
- o Tourism Councils
- o Town Councils
- o Cubs / Beavers / Scouts
- o Brownies / Guides
- o Social Justice Groups
- o Environmental Groups
- o Youth Groups

There is obviously some overlap in these opinions.

Question #5: Are the same few people assuming leadership in numerous organizations?

When asked if the same few people are assuming leadership in numerous community organizations, many of the key informants agreed that this was indeed the case. They asserted, above all else, that this situation frequently occurred because small collections of people were the leaders within a community. This small group had the needed vision to support and promote awareness of organizations within their community, across the province, and sometimes nationally. The informants also thought that such leaders are often sought out to engage in the activities of other groups. As a result, the same few people are engaged repeatedly in the activities of organizations not simply because they are searching to become more involved, but because they are often enlisted into different organizations by organization representatives. Once recruited, the leader remains both for personal reasons and to ensure needed activities are performed.

Though informants were well aware of the many benefits of enlisting proven leaders to organizations, they also recognised that enlisting the same few people had its disadvantages. Because leaders often occupied several posts in several groups, their complete attention was not necessarily focussed on achieving the aims and objectives of any one organization. Instead, their time and their loyalties were divided among organizations, which may negatively affect any of the organizations at one time or another. The informants suggested that it was very likely that at some point the activities of one organization were overlooked while the leader dealt with the tasks of another. The views on this particular subject are expressed more clearly in the following segment.

- ▪ The same people are involved and yet only have so much time. As a result, the person may on occasion sacrifice the activities of one organization to work on a particular activity for another organization. Great leaders can shuffle all of their responsibilities and be effective, but this is not always the case.

- It is difficult to recruit other volunteers if the current group in control are not viewed as inclusive. New volunteers are deterred if they believe their opinions and ideas will not be valued.

- The same few people are generally involved – refer to the old adage that if you want something done, give it to someone who is busy.

- It is sometimes the fault of the organizations that the same people are assuming leadership roles continuously – organizations are not asking new people to get involved.

- People who are volunteering appear to have higher levels of self-esteem and confidence in their abilities.

- There is a need for a strategy or mechanism within the community to encourage volunteerism and to target certain groups.

- There appears to be more work expected of volunteers, than in the past. Now, volunteers are required to purchase certificates of conduct, obtain training, be liable for their actions, etc. Most people don't want to put that much effort into volunteering.

- Certain leaders believe if they do not perform a particular activity or task, it will simply not get done. As a result of this lack of faith in others, they retain their positions for long periods of time.

- Certain members of the populace may be apathetic to developments within the community. They will leave the work for the same few because they know it will get done eventually.

- It takes a certain type of person to be an effective leader. Even though leadership can be encouraged and nurtured within people, some individuals already possess such attributes and are therefore frequent volunteers.

- The fact that the same few people are involved in many organizations may be because these few people are the real "doers" in the community. They have the necessary skills needed (get along well with others, make good decisions, etc.), have a contribution to make and feel they should contribute to the organization.
- There is a misperception within communities that because the same few people continuously volunteer, they do not want or need any help. These groups often look for help, but are perceived as exclusionary. Volunteer groups need to actively promote their work and attempt to recruit more aggressively.

- There are always situations in which certain people want the glory that may be associated with volunteering for a certain organization.

- Some people believe firmly in the cause or the mission of the organization and volunteer for that purpose.

- The number of available volunteers is not high. This is exemplified by the high rates of out-migration, aging population, and low birth rate. Communities are reduced in population.

- In communities in which the residents are mainly seasonal (own summer homes, temporary residents, etc.), there is a lack of community identity.

- Volunteering becomes an outlet for certain people. After volunteering for a significant period of time, the activity becomes a part of the person's identity and lifestyle.

- It is unlikely that many of these organizations will evolve if they do not engage the support of youth. Even when youth become involved, current members do little to actively engage them in the activities of the group. They are part of the organization in membership only and rarely become a fully recognised participant. Youth are unable to obtain the respect of the current members and are rarely given guidance or responsibility. Unless these attitudes change, certain organizations within the province will not last because they will not have new members.

- Generally, organizations will recruit the same person to do a particular task because they believe that that person will do a good job and will be proactive within the organization.

- The leader may feel trapped and believe that he/she needs to help the organization as much as possible. Only after certain structures are in place can the leader step down and confidently let someone else take over.

- There is often a perception by those involved with the organization that only certain people can do the type of work required for the position; therefore these same people are repeatedly called upon to serve in similar roles.

- Other members of the community may lack the self-esteem or confidence to do the work.

- Some people have a well-developed volunteer spirit and seem to partake in a lot of volunteer activity with numerous organizations.

- In smaller communities, certain volunteers become well known and respected and, as a result, are often solicited to join in other organizations. As these volunteers become more involved, they also acquire more confidence, enabling them to seek out further volunteer activities and positions. As the reputation of the volunteer grows within the community, the government may take notice of the person's activities and accomplishments and may also seek his or her expertise for its own activities.

Question #6   **Are there certain people in the community who may be excluded for various reasons from participating in organizations?**

> i.   **If yes, why?**
> ii.   **If no, why not?**

Exclusion permeates the very social fabric of any community. There are very few, if any, communities in which certain groups of people are not excluded. Many of the informants suggested that specific groups were excluded from participation in volunteer activities because of their socio-economic circumstances. Besides the time and energy associated with volunteering, volunteers are often obliged to use their own financial resources without remuneration to participate in some of the activities organised by the volunteer group. Because of their inability to afford these costs (transportation, childcare, meals, miscellaneous fees, etc.), many people with either low or fixed incomes are unable to participate fully in certain groups.

Furthermore, the informants explained that not all people residing in a community had the necessary skills or qualifications to perform certain tasks required for volunteer positions. Few volunteers are able to obtain necessary training and support to do the jobs they are required to do. They rarely receive employment support or incentives. Informants also argued that people working in full-time employment positions and raising families simply do not have available time to devote to volunteer positions requiring a lot of effort.

Exclusion, however, cannot be explained solely by the socio-economic conditions of a community. Some informants suggested that regardless of the efforts they put into recruiting new volunteers on behalf of their organizations, they were simply unable to engage civic participation. These informants argued that people are not so much excluded as they exclude themselves. A more detailed analysis of informants' views follows.

- Neither youth nor seniors are used efficiently within volunteer organizations. Often they are symbolic token representatives and their leadership potential is not effectively encouraged.

- If people are excluded, it is likely because they are inexperienced or do not have the necessary skills to perform the task.

- Those that are excluded are those who are considered to be "trouble makers" in the community. Groups do not want such people to get involved because they think they will stall progress of the board or organization. Certain people are too confrontational and are also unwilling to accept a decision of a board if it goes against their own personal wishes.

- Many people are excluded for a variety of socio-economic reasons. Some parents cannot afford to pay for the childcare or transportation costs required to attend meetings held by varying committees. Remuneration might encourage volunteerism within this group.

- Younger adults have their own personal agendas and often do not have the knowledge or the resource base to get plugged into the system.

- Several groups are excluded from participation. People with developmental delays, seniors, youth, and young families are excluded. If incentives such as childcare and transportation were provided on occasion, more young parents would get involved. Otherwise, adults between the ages of 25 – 45 are simply too preoccupied with work and children to get involved with volunteerism.

- It seems that no amount of media promotion can engage people if they are uninterested.

- People are rarely, if at all, intentionally excluded from participating.

- Certain people with bad reputations in the community, who are not team leaders, are self-serving, hostile, and are not there for the benefit of the community, are often kept at bay.

- People with low levels of educational attainment and low socio-economic status will not volunteer with organizations in which they may not feel adequate; they may believe they do not have the necessary skills to perform the given task. People with low socio-economic status (and low self-esteem, resultant from this status) are often excluded or exclude themselves from participation.

- Most people in the community are excluded. In many cases, volunteering is an elitist activity (Regatta Committee for example).   People often require a personal connection to get involved. The majority of the population would likely volunteer if they were given an opportunity to do so.

- There are examples in which the majority of the population would rather defer the responsibility to another person and are not so much excluded by the organization but make the choice to not get involved.

- Certain boards need to make a much greater effort to recruit volunteers. Though its members may voice complaints about not being able to get any help, they are rarely actively seeking any help within the community. This behaviour is often an oversight and not the result of any sort of maliciousness.

- Many people on income support may be viewed by current volunteers as not able to do a particular task.

- Current leaders may exclude people they view as threatening or who do not share the same agenda as others in the group.

- Appears to be that many Newfoundlanders will not speak up for themselves if they perceive that someone else is doing it for them.

- In a rural context, transportation is a key factor in limiting volunteer activity. REDB boards are divided by artificial geographic boundaries. To attend meetings held by the REDB's, people are required to drive to communities which they would not normally visit.

- Organizations simply may not make new volunteers feel welcome.

Question #7: What do you think would help your community support volunteer leadership?

Discussions with key informants revealed that voluntary organizations needed systems of support to ensure that their volunteers were equipped with the necessary tools to perform their assigned duties. Structural support, they emphasised, is imperative to the success and well being of community-based organizations. Community groups need, above all else, a secure supply of government funding to establish necessary programs and to arrange training sessions for eligible volunteers. By having such support, organizations can increase their visibility within the community and can more successfully implement needed changes and / or programs. Moreover, the informants suggested that community organizations and communities in general needed to find a means to recognise and show appreciation for the efforts of volunteers. By ensuring that these few requests are addressed, government, organizations, and senior volunteers can increase the amount of volunteer participation and thus can extend the longevity of organizations. Suggestions made by senior volunteers are elaborated here.

- There is a need for area representatives with whom community-based organizations can discuss issues important to overall sustainability – an ombudsman of sorts who is familiar with the issues facing organizations (ie. accountability, policy-making, funding sources, proposal writing, etc.). In addition, a paid coordinator in each community can oversee a volunteer registry in which both organizations and volunteers can advertise or seek out available positions.

- The amount of promotion of volunteer opportunities must be increased. Volunteerism should appeal to the sense of civic duty within people.

- Perhaps the RCMP could provide free certificates of conduct for volunteers.

- Perhaps these issues can be addressed by holding a community meeting, inviting all of the community groups together to discuss issues they view as most important. The results of the discussion could direct future recruitment effort.

- Volunteers work very hard to try to obtain government funding, only to discover that they did not receive it because all available monies were allotted to communities in government districts. This has to stop if volunteer organizations are to be treated fairly.

- The government refuses to provide community councils with needed money to improve water and sewer conditions, so a community goes without. Instead of blaming government, however, the councillors are blamed. If something goes wrong, these volunteers are held accountable for a situation over which they had little control.

- Communities need to be aware that it is not egotistical on the behalf of volunteers to desire some sort of recognition for their work.

- Perhaps communities could formally acknowledge their volunteer base in some sort of festivity as a small sign of appreciation and recognition.

- There needs to be promotion of volunteerism and of the organizations, within the communities, regions, and across the province.

- Perhaps community groups could engage in activities to identify new leaders, and find out how volunteer participation could be increased. These solutions could in turn be applied across the province.

- Organizations should engage in information sharing. Perhaps by doing so, these groups can identify common linkages and can unite to organize volunteer events and campaigns.

- The leaders need a change in attitude. Perhaps the Community Services Council could assume a role here by informing organizations of their complacency within the community. The organizational structures of some groups need to be rectified to enable an effective appeal to youth. Once youth are recruited, organizations need to provide them with encouragement, guidance, and responsibilities that will help ensure they are retained. If the group is inclusive toward youth and truly values their contribution, young adults will likely continue to be members.

- Many organizations are constantly competing for financial support. If government was serious about supporting community-based organizations and activities, it would find some means of giving financial assistance.

- Certain groups within the population need to be targeted and sought out to participate in the activities of volunteer organizations. For example, perhaps there should be seats on boards reserved for members of minority groups (people with disabilities, women, etc.).

- An example like the Belleorum Forum shows exactly what efforts can be made if community leaders really want to involve everyone in making the community viable and improving its sustainability. The Belleorum Forum was a two-day conference that included representation from all groups (seniors, youth, disabled, etc.) within the community. In fact, each household was sent an invitation to attend and to voice their concerns about what they saw was occurring within the community and the direction

in which they felt the community should go.   It was a huge success. This sort of event should be held more frequently and in more communities across the island. Since the Forum, Belleorum has been much more successful in engaging community volunteers to assume leadership.

▪ Volunteer groups should bring the community together for a strategic session to determine the types of activities that are needed to enhance leadership and volunteer activity. By doing so, groups may be able to determine the skills and abilities of the people and match volunteer activity with that particular skill.

▪ There is a need for volunteer training. Unfortunately, the people who attend these training sessions are often those who are already involved with volunteer organizations – it is like preaching to the converted. This needs to be rectified. More people from the community should be offered free training sessions.

▪ Some people involved with volunteer groups are not there for purely altruistic reasons.

▪ There is far too much responsibility downloaded from government to volunteer boards. Volunteers are exactly that – volunteers. Government should not expect volunteers to carry out tasks that require as much responsibility as paid positions.

▪ People also need to emphasise the economic value of volunteerism and quantify this figure when approaching volunteer funding agencies.

▪ Perhaps organizations need to offer incentives to their volunteers (even if it is a small token of appreciation).

▪ The biggest challenge for volunteer organizations is to encourage people to recognise the value of volunteerism. Volunteers need to work toward changing negative public attitudes and perceptions of volunteerism. They can do this by emphasising to the community the need for all members to engage in civic activities if they want to improve community viability.

▪ Younger people have energy and new ideas, are often better educated, and are willing to take risks. These qualities could help volunteer organizations be a lot more successful.

▪ The organizations need to be more transparent if they want to engage participation from the community and earn respect for the organization and its activities.

Question #8   Are there any other comments you would like to make?

Many of the additional comments at the close of the discussion reinforced the more pertinent issues broached throughout the interview. Many of the key informants suggested that a few prevalent concerns need to be addressed quickly if the volunteer spirit is to be kept alive and

well in the province. They emphasised repeatedly that our youth, for example, must be engaged in activities within the sector if voluntary organizations are to have a successful future. Organizations must not only speak of engaging youth, but must implement strategies that will ensure the recruitment of young individuals. There must be a viable base from which to draw new leaders. Unless youth are immediately encouraged to participate in the sector and the necessary support structures put in place, it is unlikely that organizations will sustain themselves over time. To encourage participation from this sector of the population, however, voluntary organizations need to increase their visibility in the community, improve recruitment methods, and increase training for volunteers. Without addressing these issues, it is unlikely that the state of volunteerism will improve substantially to ensure the longevity of community-based organizations in the province.

Suggestions made by key informants are examined here.

- There is an increasing demand on behalf of volunteers to get paid for the work they do. This may be directly related to the high numbers of unemployed people in the area.

- There needs to be a balance between volunteering and working for an organization. The organization must have realistic expectations of volunteers. Expecting volunteers to be both accountable and liable to the organization and to the community at large is asking a lot of people who want to simply volunteer their time for the betterment of the community.

- Perhaps the CSC could obtain funding to hire people in various parts of the province to coordinate volunteer training sessions.

- In a small community, everyone is under the microscope. People have to be encouraged to rise above this and participate in community events and organizations.

- Another more serious (and perhaps global) problem is the tendency for communities to expect the government to fulfill certain roles. This not only relinquishes ownership of a community, but it also shifts the burden of responsibility from the people to the government.

- People in Newfoundland and Labrador demonstrated during the September 11th crisis that they are prepared to volunteer for a cause. Organizations have to find a way in which to inspire such people to come out and volunteer for other causes, too.

- It is imperative that organizations find a way to tap into the potential volunteer base that may be excluded from participating because of a variety of socio-economic reasons.

- There is a need in this particular research project – the Leadership Gap – to emphasize the importance of engaging youth in volunteer activity. In the past, there were several types of organizations that no longer exist, that addressed the needs of

youth (4H groups, for example, are gone for the most part). There seems to be little attempt by government or community-based agencies to replace these organizations. In addition, the current population is aging and many of the baby boomers are getting ready to retire. If leadership and a sense of civic duty is not developed and nurtured within youth immediately, there will be few volunteers to replace those who are currently leaving their positions.

- Volunteer organizations have far too much responsibility placed on them by government. They simply do not have the resources to perform the dictated duties.

- It would be valuable to make the Leadership Gap report available to the public.

- Many organizations are strained for financial support. Organizations are still operating, but they are not operating at the same capacity as they were prior to government cutbacks in the early 90's. Activities of the board are severely limited as a result. The lack of financial assistance cripples the organizations' attempt to carry out certain tasks and fulfill expected roles.

- Volunteers should be recognised formally and publicly for the work they are doing.

- Volunteers need to be trained properly for the positions they are assuming.

- Accountability and responsibility needs to be shared.

- Employee volunteerism should be encouraged.

- Volunteer training is important, especially with younger volunteers. Though volunteers may anticipate and expect training, it is very rare that they receive it unless it is provided to them in a structured format from an outside agency.

- Volunteer organizations need to seek out volunteers. This requires doing much more that putting an ad in the weekend paper. Communication and public awareness is critical to an organization's success in recruiting and retaining volunteers.

- It would be nice to see the final report make sensible recommendations that can be implemented within the community (including communities outside of St. John's).

- There is a concern for the sheer number of organizations within the province. It does not seem likely that the province can continue to sustain all of these groups. It may be necessary for these groups to consolidate to achieve common goals, rather than aiming toward the same objective separately. As a united front, volunteer organizations may be more successful.

- There is a need to promote volunteerism within the public school system to encourage volunteerism amongst youth as early as possible. For example, schools could offer a

civics course to encourage such activity in young people.   Young adults should be aware of civic responsibility and the merits of volunteering.

- The older population should be engaged in volunteer activity. If this resource is not tapped, then some communities are effectively excluding up 50% of the population from volunteerism.

- Certain voluntary organizations should be analysed to determine the effectiveness of their "corporate culture." Perhaps an outside organization (ie. REDB) can offer assistance to to help develop volunteerism and acquire and use financial resources effectively.

- Leadership-training modules should be developed by and implemented within organizations.

- Organizations need to look to non-traditional groups to enlist in volunteer activity and to assume leadership roles. Those not necessarily considered traditional volunteers may have the skills required to perform well on volunteer boards. For example, youth are often not engaged in volunteer activity, but are an excellent untapped resource.

- Volunteers within any organization need to be given roles and responsibilities that are valued and worthwhile. Otherwise, the organization is not going to be able to retain those volunteers.

- Perhaps every organization should have written material to give to volunteers explaining his or her duties and responsibilities, as well as a code of ethics to explain the purpose of the group and his or her role within it.

KEY INFORMANT QUESTIONS

1. Many people believe that organizations in the province are experiencing a declining base of volunteers to assume leadership roles. By reflecting on your personal experience and the issues you believe are prevalent in your community, do you think that this perception is accurate?
   a. Why do you think this is / is not the case?

2. If indeed fewer people are volunteering their time and accepting leadership roles, what do you believe are the primary reasons?
   a. What factors do you think are contributing to the declining base of volunteers? Prompt: aging population, declining demographics, volunteer burnout, some people want to retain power, etc.

3. What community dynamics influence the loss or gain of volunteer leadership? Prompt: out-migration, scandals, tragedies, closing of an institution, competition within communities, perceived lack of qualifications, etc.
   a. Do you think that some communities are recruiting volunteer leaders more successfully than others?
      i. If yes, why?
      ii. If no, why not?

   b. Do you think the problems attracting volunteer leaders vary from community to community?
      i. Why do you think this is the case?
      ii. Why do you think this is not the case

4. Are certain types of organizations experiencing a loss of volunteer participation and leadership more so than others?
   a. What organizations do you believe are losing / gaining volunteers?

5. Are the same few people assuming leadership in numerous organizations?

6. Are there certain people in the community who may be excluded for various reasons from participating in organizations?
   a. If yes, why?
   b. If no, why not?

7. What do you think would help your community support volunteer leadership?

8. Are there any other comments you would like to make?

Leadership Gap: Perception or Reality?

FOUR CASE STUDIES

COMMUNITY "A" CASE STUDY

1.0: Introduction

Community A is located on the southern shore of the Avalon Peninsula (Economic Zone 20, Avalon SSP Region). Approximately 607 people reside in the community (9% fewer residents than in 1996). The unemployment rate is 35.6%.[1] The average total income for an individual in the area is $15,576. Most residents (55.8%) have received a high school diploma or higher.

Community A's economy relies substantially on tourism. The history of the town and a local archaeological dig attract many visitors (provincial, national, and international) throughout the year. Businesses also depend on the spin-offs of tourism for revenue. Several local bed and breakfasts and family restaurants cater to summer tourists. Community development groups also promote self-employment and new business ventures. Many residents do not work in the community, but commute daily to neighbouring areas, especially St. John's.

Fifteen non-profits were listed in CSC's initial database. Additional groups were identified during the study. Fifteen people attended the roundtable, representing 14 voluntary organizations. Nine of the groups represented were not listed in the original CSC database. In addition, twenty volunteers and six people not currently volunteering in the community participated in an interview or answered a self-administered questionnaire.

2.0: Key Themes that Emerged

2.1: Decline in Volunteerism and the Leadership Base

Participants believed that the perception of a declining leadership base was accurate in their community. The contributing factors cited include:

- Out-migration, declining population, and changing demographics (e.g. aging population, low birth-rate, etc.);
- People do not have the time outside of employment and family responsibilities to volunteer; and
- While some people take on volunteer positions upon retirement, others retire from volunteer and paid employment positions at the same time, leaving some volunteer positions vacant.

---

[1] Unemployment rates are based on the 1996 Census. When this report was being developed, the 2001 Census data for these particular pieces of information was not available to the public.

2.2: The Same Few People Retain Leadership Roles

Many people suggested that the same small group of people volunteer because:

- They have valuable leadership skills and choose to assume volunteer roles; and
- Groups usually approach people who have earned a reputation in the community as effective volunteer leaders to help with activities and events. Because the same few people are usually solicited to join, few organizations ask others to get involved.

2.3: Volunteer Recruitment Practices

Concern was expressed about the ability of organizations to effectively recruit new members, especially at the leadership level. Though some people commented on the overall apathy of the community, they also felt that organizations in the area were not putting enough effort into attracting new members. The reasons cited include:

- Organizations do not have the expertise or commitment to recruit properly;
- Certain organizations fail to actively seek out and ask new people to get involved;
- Organizations do not publicize available positions;
- Organizations needed to be more inclusive (they need to invite and welcome anyone who wishes to participate);
- Only groups possessing a clear vision or concrete attainable goals tend to attract volunteers; and
- Only organizations with secure funding can invest in recruiting campaigns to attract more volunteers.

2.4: Organizations Do Not Target Youth and Seniors

Participants explained that current leaders need to train and mentor volunteers at an early age (even at the primary and secondary grade levels) to be aware of the importance of volunteering and good leadership in community groups. It was believed that children who are engaged in volunteer activity at a young age are more likely to continue to volunteer throughout life. Other conditions mentioned that might interfere with levels of volunteer activity include:

- Organizations' unwillingness to ask youth and seniors to participate;
- Organizations lacking the necessary infrastructure (e.g. funding to launch marketing campaigns, etc.) to target these two specific groups; and
- Few organizations appeal to the interests of these two groups, creating little opportunity for involvement.

2.5: Volunteer Burnout

The demands of volunteer work contribute to the inability of some organizations to attract new volunteers. Specifically:

- Volunteer tasks often require a lot of time and effort to complete and people get discouraged by the overwhelming amount of work expected from volunteers;
- Organizations demand too much from volunteers;
- Many people feel obligated to stay in organizations because of vacancies left by former volunteers who simply "burned out"; and
- Volunteers sometimes leave positions in voluntary organizations because of frustrations experienced.

2.6: Volunteer Appreciation and Lack of Recognition

Participants argued that few incentives (e.g. reimbursement of out of pocket expenses, honorariums, tax breaks, public signs of gratitude) are offered to volunteers as a sign of appreciation for the contributions made to organizations and to the community.

Volunteers are often subject to public criticism and are not accorded adequate appreciation, respect and encouragement. Volunteers in high-profile positions (e.g. town councilors and representatives of key government-appointed or elected boards) are often criticised for the work that they do. It was felt that the public becomes disgruntled because they perceive town councillors as inefficient or ineffective in their roles.

2.7: Necessary Training is Unavailable

Participants suggested that some community residents do not think they have the necessary skills to participate in volunteer activities and that access to training is vital. Problems noted by the group include:

- A lack of coordination and assistance to groups (i.e. the absence of structural support for community-based organizations to help them advertise positions and recruit volunteers, identify funding opportunities and submit proposals, and establish cooperative relationships among non-profit groups in the region); and
- The absence of a regional coordinator to help community-based groups access the information needed to carry out their objectives and assume a stronger, more visible presence in the community.

2.8: Competing Groups

Participants felt that organizations were obliged to compete with one another to enlist the services of the few people who do volunteer because:

- Many organizations depend on the help of the same few volunteers (some people suggested that the activities of certain groups might be neglected when a volunteer leader is compelled to prioritize the needs of another group); and
- The number of organizations operating in the voluntary sector has increased in recent years and as a result, the number of groups competing for the same few volunteers has escalated, putting more pressure on current volunteers.

2.9: Liability

Many people noted that few volunteer organizations provide training sessions to familiarize volunteers with issues of liability and risk management. Suggestions emerging from the community include:

- Sessions concerning such issues should be offered to volunteers so that they know how to avoid potential liability suits and what steps to take should a suit occur; and
- All voluntary organizations, especially high-profile boards and volunteers especially at risk (e.g. leaders in children's organizations), should be able to purchase a general insurance policy to protect and cover them from liability suits.

3.0: Barriers to Volunteerism Encountered By Volunteers and Non-volunteers

Barriers that frequently limit or prevent people from volunteering include:

- Low or fixed income citizens are unable to participate in volunteer activity because of the many costs indirectly associated with volunteering (e.g. transportation, child care, miscellaneous fees, etc.);
- Entry fees and ongoing membership costs;
- The skills or qualifications required to participate in certain group activities;
- Some groups are perceived as exclusionary towards new members (current leaders may be viewed as unwelcoming to new people);
- Organizations do not ask people to join community groups;
- Youth are often excluded;
- People are excluded because they are perceived as lacking commitment and community spirit;
- Limited free time;
- People could not commit to a voluntary agency because they may be leaving the province in the near future to find employment;
- Lack of interest in the types of events and activities offered by groups in the area;
- Organizations in the community are not encouraging people to get involved with the activities of the group; and
- Current leaders do not share responsibilities with new members.

4.0: Leadership Problems Related to Different Types of Organizations

Oftentimes, the type of organization, its membership and its mandate will dictate the type of problems encountered. Specific concerns raised by participants include:

- Certain types of organizations are more relevant than others (e.g. those actively working towards a community goal are perceived as being more relevant);

- Youth remaining in rural communities are viewed as disinterested in volunteer activity, especially any activities offered by "traditional" groups (i.e. fraternal or service organizations) in the area;
- Parents often get involved only with activities that involve their children; and
- Some people felt that the number of active volunteers could determine the relevance of an organization (e.g. those with greater numbers of volunteers may be deemed more relevant to the needs of the community).

5.0: Some Suggested Recommendations for Action

1) **Promotion -** Organizations should promote their activities more vigorously to the public. It was felt that organizations should participate in active recruitment campaigns and advertise available positions to community residents.

2) **Training -** Many people argued that training should be provided to volunteers. By obtaining necessary training, volunteers can acquire the skills needed to participate.

3) **Inclusive -** Groups need to establish policies and methods that will encourage youth, seniors, and marginalized groups to participate in volunteer activity.

4) **Cooperation** - Participants believed that groups should work together to achieve common goals and to share resources.

5) **Role of Volunteers** - Organizations need to clearly define the role volunteers are expected to play in the organization (e.g. volunteer job descriptions).

6) **Incentives -** Employers should be encouraged to provide incentives to employees to encourage volunteerism (e.g. time off to take part in volunteer functions).

7) **Volunteer Coordinator -** Government should provide funding to establish a paid volunteer coordinator position to help organizations access information, provide training, and carry out tasks.

8) **Volunteer Burnout** - Organizations need to address volunteer burnout. They could do this by ensuring that current leaders are not inundated by volunteer responsibilities.

9) **Appreciation** - Volunteers need to be shown they are appreciated and valued by both the organization and the community.

10) **New Organizations** - Some of the respondents stated that there is a need for new organizations in the area, especially organizations targeted at youth and seniors.

11) **Family Volunteering** - Participants recommended that organizations explore the issue of family volunteer opportunities. By offering such experiences for the entire family, organizations might be more successful in attracting new volunteers. If local community-based organizations are going to last in their areas, their representatives need to ensure greater youth participation.

COMMUNITY "B" CASE STUDY

1.0: Introduction

Community B is located on the south coast of Newfoundland (Economic Zone 13, Central SSP Region). The population of the community is 2079 (9.2% less than in 1996).[2] Based on the 1996 Census, the unemployment rate in Community B is 45%. The average total income for the area is $14,296. Most residents over the age of 25 have less than a grade nine education, but many residents have also obtained trade certificates and university degrees.

The community is undergoing some significant changes. Like many outport communities, the fishery is the primary source of income for residents. Recently, however, Fishery Products International's (FPI) board of directors debated closing the local fish processing plant. Though FPI publicly recanted this decision, community residents are sceptical of the board's motives and are concerned that the company may choose to close the plant at a later date (when public protest subsides). In the meantime, residents remain uncertain about the security of plant jobs.

Community B is attempting to diversify its economy so that it is less dependent upon the fishery. Currently, the community is making the most of aquaculture developments (e.g. mussel farming), encouraging tourism, promoting the development of small business, and providing health care services to surrounding areas. The town council is also preparing the infrastructure of the community (parks, camping facilities, restaurants, hotels, tourist attractions) to begin a tourism marketing campaign.

Thirty-two non-profit organizations were listed in CSC's database for Community B. Eighteen volunteers participated in the roundtable representing 30 voluntary organizations, fifteen of which were not in the CSC database. Fourteen people agreed to participate in an interview with a CSC researcher, seven volunteers and seven of whom were not presently volunteering. Participants were given a brief introduction to the project and were asked to discuss concerns relevant to the overall issue of volunteerism and leadership in their community. Their views are discussed in the following sections.

2.0: Key Themes That Emerged

2.1: Perceived Decline in Leadership

Participants believe that there has been a decline in volunteerism and volunteer leadership in their community. The primary factor cited as contributing to this decline was out-migration. Participants felt that many young adults and families are leaving the community for further education or to search for employment. As a result, there are fewer people in the community available to volunteer.

---

[2] Statistics Canada, http://www12.statcan.ca/english/census01/release/index.cfm

2.2: The Same Few People Retain Leadership Roles

Even when community groups attempt to elect new board members, participants noticed that the same few people volunteer. Because few new people join organizations, current leaders do not get a reprieve from their positions. Instead, they feel compelled to stay with the organization and assume different roles to provide variety for themselves, but not less responsibility. Similar factors contributing to this stagnation at the top include:

- Organizations are experiencing difficulty at the leadership level because they depend on the same small group of volunteers to do all of the work. These volunteers often leave their positions because they are overwhelmed by the amount of work they are expected to do; and
- Community leaders refuse to delegate responsibilities to other members of the organization because they do not think that the work would be completed effectively or efficiently.

2.3: Volunteer Recruitment

The majority of respondents asserted that certain community organizations were more effective at recruiting volunteers and that some leaders know the best campaign methods to attract new volunteers to their group. The key issues surrounding recruitment include:

- The objectives of the organization (i.e. if the community valued the organizations' objectives, many people were willing to volunteer with the group);
- Most organizations seemed to experience difficulty attracting new people regardless of their efforts (i.e. participants felt that the public was often apathetic to volunteer activity); and
- Most organizations do not have clear roles defined for volunteers and this affects recruitment. Volunteers will not assume positions unless the role is well structured and they have a clear idea of what is expected of them.

2.4: Organizations Not Targeting Youth

Most respondents felt that organizations were not enlisting the help of youth or seniors in the area. Many suspected that organizations might not know the best ways to recruit members from these two segments of the population. It was proposed that:

- Current leaders did not have confidence in young adults to perform necessary tasks accurately; and
- Youth did not have the networking tools needed to establish contacts that would ease their entry into volunteer leadership positions.

2.5: Volunteer Burnout

Many people felt that volunteers experienced "burn out" due to the high levels of responsibility required of them in their volunteer roles. Burnout largely occurs because:

- Some volunteer positions are so demanding, organizations should make the position a paid employment opportunity; and
- A small group of people are expected and asked to carry the brunt of volunteer duties.

2.6: Volunteer Appreciation

Community B is one of the few rural communities in the province to have held a local volunteer fair. The fair was an event especially designed to show public support for and appreciation of local volunteers. It is important to hold this sort of event on a regular basis because:

- Appreciation of volunteerism is crucial for building community capacity (capacity building occurs through the efforts of volunteers, and if they feel their contribution is valued and is important to the community, they will likely continue to volunteer);
- People volunteer more frequently when they have a sense of community and feel that their efforts do not go unnoticed; and
- By showing support, community officials could encourage and rekindle community spirit and pride.

2.7: Necessary Training is Unavailable

- There is a lack of training and mentoring for new volunteers that would encourage current leaders to delegate duties, positions, and share responsibilities (current leaders would have more confidence in new volunteers who received training and mentoring in areas crucial to the organization's objectives); and
- There is no core funding available to enable a provincial organization to hire a volunteer coordinator who could facilitate the creation of training programs in rural areas. A coordinator could also help groups write proposals and access funding information. If such human and financial support was available to organizations, volunteers could obtain the necessary qualifications to carry out their daily activities.

2.8: Competing Groups

Many people felt that organizations in the area competed with one another to enlist the services of local volunteers. Specifically:

- The volunteer pool is small so many organizations depend on the same few volunteers to help with activities and events; and
- Enlisting the same group of volunteers may negatively affect organizations. Because they are preoccupied with events and activities affecting several groups at the same time, volunteers are less able to focus completely on one organization's needs.

2.9: Liability and Risk Management

Many people felt that volunteers were not familiar with liability policies. Possible actions that would protect both the organization and the volunteers include:

- Organizations should provide volunteers with training concerning liability and risk management so that they are aware of the law and the measures they can take to protect themselves; and
- Insurance policies that cover volunteers in the event of a liability suit, especially volunteers in positions of trust or on high-profile boards, as some volunteers are at a higher risk than others to be sued.

3.0: Barriers to Volunteerism Encountered by Volunteers and Non-volunteers

Many people felt that groups in Community B understood that certain volunteer activities sometimes require out-of-pocket expenses and attempted to help with such costs when possible. They felt that community groups worked towards rectifying exclusionary practices, responding to the inability of some members of the community to pay for select activities by offering financial assistance. The discussion highlighted a number of groups that are often excluded. They include:

- Low or fixed income people because of the costs associated with volunteering (e.g. membership fees, meals, transportation, childcare while volunteering, etc.);
- Youth, who are rarely encouraged to join organizations;
- Those who think they lack the necessary skills or qualifications to perform the volunteer tasks required. Few organizations advertise to the public that certain skill sets are not required;
- People who do not have time to volunteer due to employment and family commitments; and
- Those who believe that volunteer positions require too much effort and responsibility on behalf of the volunteer. People do not want to volunteer if they are expected to assume a lot of responsibility.

4.0: Leadership Problems According to Organization Type

Every community-based organization grapples with its own unique set of leadership problems. Often, the type of organization, its membership and its mandate dictate the problems it faces. Specific leadership concerns raised by members of the community include:

- Certain organizations were viewed as more relevant than others in the community. Participants implied that the number of volunteers could determine the relevance of an organization in a community. For example, a number of participants stated that faith-based groups and fraternal organizations are unable to attract new members in the community and are therefore losing relevance;
- Youth join organizations considered relevant to their needs;
- Organizations that focus on building community capacity are able to attract more volunteers;
- Children's groups have lost relevance in recent years because of the inability for such organizations to attract group leaders. This phenomenon might be the result of dual-

income parents having little time available to participate in their child's organization; and

- All organizations are equally relevant but unfortunately are experiencing difficulty attracting volunteers.

5.0: Some Suggested Recommendations for Action

1) **Recruitment -** Some people suggested that volunteer organizations needed to encourage youth and seniors to get involved. They explained that organizations needed to conduct recruitment campaigns intended to enlist members from these two groups.

2) **Volunteer Appreciation -** Others felt that volunteers should be shown that they are appreciated. Volunteer groups could provide people with incentives (e.g. travel allowances, unique training opportunities, honorariums, etc.) to encourage their participation. In addition, organizations could hold volunteer appreciation events (e.g. dinners, awards ceremonies, etc.).

3) **Training -** Organizations need to provide volunteers with necessary training so that they can perform well in their jobs. Organizations should not assume that a volunteer is going to have the exact set of skills required to perform all volunteer tasks. The provision of training might also encourage new people to get involved. Community residents who do not feel they have the qualifications to perform certain volunteer roles would likely be more inclined to volunteer their services if they could be assured that they would receive training prior to assuming a position.

4) **Volunteerism -** Contributors suggested that volunteer organizations should work towards changing community attitudes concerning volunteerism. They needed to convince the public that volunteer activity is a beneficial, valuable, and rewarding experience.

5) **Role of Leaders -** People felt that leaders of organizations should be a strong presence in the community. They should be actively and publicly advertising the importance of the group and the work that they do. Leaders should also forge partnerships with other organizations in the area to enhance overall volunteer activity. They should ensure that the organization is known as an advocate for charitable and volunteer activity in the community. A leader should also be able to accomplish the organization's objectives efficiently and effectively.

6) **Parents -** Organizations should encourage volunteer activity from parents whose children participate in voluntary groups such as scouts, brownies, and boys and girls clubs.

7) **Promotion -** Organizations should promote their activities and purpose more assertively and frequently to the public.

8) **Volunteer Coordinator -** Some people thought that the infrastructure of volunteer groups needed improvement, suggesting that a volunteer coordinator was needed to help groups with training, accessing funding information, and writing project grant proposals. Government could play a significant role in addressing training issues in the province by providing core funding to a provincial organization to hire a volunteer coordinator.

9) **Seniors -** Others felt that there was a need for more seniors-oriented activities in the area, taking into consideration the changing nature of the population.

COMMUNITY "C" CASE STUDY

1.0: Introduction

Community C is on the northeast coast of Newfoundland, just north of a national park (Economic Zone 14, Central SSP Region). The population of the community is 2163 (5.6% lower than in 1996). Based on the 1996 Census, the unemployment rate in is 36.5%. The average total income for the area is $16,923. Most residents over the age of 25 have a high school diploma and many also have trade certificates and university degrees.

Unlike many Newfoundland communities, Community C's economy has not traditionally depended upon the fishery. Rather, the Newfoundland Railway provided employment opportunities for residents. Because it was established as a transportation center and offered employment opportunities, a large number of families from nearby islands moved to the town in the late 1940s and 1950s. Community C currently depends largely on tourism, encouraged by the nearby national park, for its survival.

Community C was chosen as a case study because its economy is one of the stronger rural economies in the province. Unlike most Newfoundland outport communities, many people, especially older adults, are retiring there as the community has several attractive amenities – recreation facilities, churches, doctors, dentists, a nearby national park – and is only 30 minutes away from a larger center.

According to the CSC database, there are 24 non-profit organizations operating in the small community. Thirteen volunteers, representing 14 organizations, participated in the roundtable in Community C. Eight of these organizations were not listed in CSC's database. Seven volunteers and 6 non-volunteers agreed to an interview or survey. Participants referred to some general concerns about the leadership and stability of community-based groups in their area. These issues are discussed below.

2.0: Key Themes That Emerged

2.1: Perceived Decline in Leadership

Most people felt that there was a declining base of volunteers to assume leadership roles in Community C. The most commonly cited factors relating to the leadership decline include:

- The out-migration of youth and changing demographics; and
- Willingness to participate in episodic volunteering but not to assume long term volunteer responsibilities.

2.2: The Same Few People Retain Leadership Roles

Many felt that the same few people take on leadership roles. This sometimes led to the development of "cliques" and contributed to exclusion. It was suggested that personal invitations should be extended to new people. Other factors relating to the emergence of new leaders include:

- Organizations are able to recruit new members to their organizations, but experience difficulty enticing people to assume leadership roles. As a result, current leaders feel compelled to retain their positions because they do not think anyone will take on the role;
- Limited terms of office for board representatives might be effective in the recruitment of new leaders;
- There is always a small group of people in a community who choose to get involved and assume leadership positions;
- Some people in the community have characteristics associated with leadership;
- Organizations are often exclusionary (they often approach the same small group of people to get involved);
- Some people do not have the confidence needed to approach a voluntary group and offer their services; and
- Leaders get involved for social reasons (some people join organizations because they provide opportunities for participating in social activities and events).

2.3: Volunteer Recruitment

Many people felt that the recruitment practices of most organizations were ineffective. Suggestions to improve the effectiveness of recruitment include:

- Organizations should provide more information about their purpose and activities to the public if they want to enlist more volunteers;
- Organizations should promote their successes to the public to demonstrate that they are achieving visible results from the projects they conduct; and
- Organizations should ensure that they have strong leaders in place to help achieve visible results from their activities. Having strong leaders at the helm will result in better recruitment.

2.4: Organizations Do Not Recruit Youth

Contributors discussed the lack of youth involvement, emphasizing the importance of recruiting youth and encouraging leadership at a young age. Other specific suggestions regarding youth recruitment include:

- Establishing a school program as a means of raising awareness about the value of volunteerism;
- A youth mentor program;

- Youth should be explicitly asked to join groups and shown what opportunities are available and the benefits they can acquire from participating in volunteer activities;
- Youth volunteerism is a learned experience – youth whose parents volunteer also volunteer, and, conversely, parents get involved in programs in which their children are participating; and
- The 17-30 age group is not a stable fixture in many rural areas as many young people leave to further their education or to find employment. Some people felt that organizations could implement policies that would actively encourage youth to remain in rural areas.

2.5: Volunteer Burnout

Volunteer burnout was seen as a key concern. Suggestions to alleviate burnout include:

- Active recruitment campaigns;
- Current leaders could train and mentor potential leaders by offering formal and informal leadership programs or communication workshops; and
- Clearly outlining roles and responsibilities and involving everyone in the delegation of duties.

2.6: Volunteer Appreciation and Lack of Recognition

Many people thought that encouragement and recognition of new volunteers during their initial period of involvement would help them acquire confidence and cultivate a sense of individual significance within the organization. Volunteer appreciation is an important component of any voluntary organization because volunteers join and remain with organizations only if they think their efforts are appreciated. Organizations should show volunteers how much they are appreciated if they wish to encourage and promote volunteer activity in their community.

2.7: Necessary Training is Unavailable

Training is an important and valuable feature of any voluntary organization. Several points were made:

- Some community members do not think they have necessary skills or qualifications to perform tasks in voluntary organizations;
- At a minimum, voluntary groups should provide all volunteers with training programs prior to immersing them in volunteer activity; and
- Organizations needed more funding to carry out their activities, such as providing training to volunteers.

2.8: Competing Groups

- The number of organizations operating in the voluntary sector and competing for the same few volunteers has increased in recent years;

- Organizations compete with one another to engage volunteers in the community; and
- Competition between groups to recruit volunteers often leads organizations to cease cooperating with one another (i.e., persistent competition between groups to acquire volunteers leads to rivalry).

2.9: Liability and Risk Management

Participants voiced numerous concerns associated with government program cuts and downloading. Some volunteer boards (such as health and school boards) shoulder the responsibility of implementing program decisions made by government. These developments have resulted in a number of challenges:

- Not all volunteer boards have adequate insurance policies that protect them in the event of a liability suit. Some participants suggested that government provide volunteers with a blanket insurance policy; and
- Liability and risk management issues lead to burnout and recruitment difficulties. Leaders, frustrated by the lack of protection provided to volunteers, leave positions.

3.0: Barriers to Volunteerism Encountered By Volunteers and Non-volunteers

Many people felt that organizations are not encouraging new membership. Key barriers identified include:

- The community is not aware of the types of activities organizations carry out;
- Certain groups of people are excluded from participating in volunteer groups (e.g. low or fixed income people may be excluded because of costs associated with volunteer activity);
- Certain groups in the area are exclusionary toward new members for reasons not completely understood (i.e. some groups appear "cliquish");
- Organizations usually ask people with whom they are familiar to participate in the group's activities or to represent the area;
- Certain people might feel excluded because they may not think they have the skills needed to fully participate;
- Some people lack confidence, but it is important to recognize that such people are not excluded by the group so much as they exclude themselves. Everyone, it was argued, is encouraged to participate;
- People do not always have enough time to volunteer and some people prefer to spend free time on personal activities;
- There were no organizations in the community that appealed to their interests;
- There was little opportunity for youth to get involved in the community;
- People would not volunteer for organizations that did not have strong leadership;
- People generally refuse to participate in activities if the volunteer's role is unclear and personal costs are high;
- The fundraising duties expected in some groups were a deterrent; and

- Organizations in the community were not encouraging people to get involved with the activities of the group.

4.0: Leadership Problems Related to Different Types of Organizations

Different organizations are going to struggle with a wide range of unique leadership issues. The type of organization, its membership and its mandate will often dictate the type of problems encountered. Specific leadership concerns raised by members of the community include:

- Youth are not interested in joining "traditional" organizations (e.g. service or fraternal groups);
- Some organizations have a much more visible presence in the community and therefore are able to recruit volunteers more successfully;
- Some organizations are able to last because they have a long-standing tradition and presence in the community and not because such groups are more "relevant" to the needs of the current population;
- Faith-based organizations are losing members and therefore could be perceived to be less relevant;
- Groups that partner to offer services are viewed as more efficient. By partnering and sharing resources, these groups achieve desired goals more cost-effectively and in a more timely fashion. By merging and sharing information and contacts, partnering groups are able to have a stronger presence in the community because they can reach more people together than they could alone; and
- Some people get involved with organizations only because they know someone in the group.

5.0: Some Suggested Recommendations for Action

1) **Government-Voluntary Sector Relations -** Participants argued that government should improve its relationship with the voluntary sector, ensuring that needed services are less complicated for organizations to access. Funding is difficult to obtain because of the confusion concerning application procedures and regulations. Furthermore, volunteers have to spend a significant amount of time attempting, firstly, to understand the application process, and secondly, to write the application.
2) **Seniors and Youth -** Some people felt that the needs of seniors and youth in the community needed to be addressed, perhaps by establishing new organizations.
3) **Costs -** Others thought that organizations should cover costs associated with volunteering (e.g. remunerate out-of-pocket expenses and help cover membership fees when necessary).
4) **Promotion -** Some people felt that organizations should promote their activities more assertively to the public if they wished to engage new members and leaders. Many people felt that organizations were not effectively recruiting new members.

5) **Mentorship -** Organizations should actively encourage youth participation by providing mentorship.

6) **Family Volunteering -** Some people explained that recruitment of new volunteers would increase if organizations encouraged activities that involve family volunteering.

7) **Screening -** Screening performed by some agencies was considered an intrusion and an invasion of privacy. Some people felt that screening policies should be addressed in a manner that suits both the organization and the volunteer. Though most volunteers recognize the need to perform screening tests on new volunteers, they also argued that it is equally important for organizations to exercise a certain level of trust of volunteers. Otherwise, new volunteers feel that they must work towards being trusted rather than valued.

8) **Benefits of Volunteerism -** Volunteer organizations should inform the public of the type of enjoyment and contentment people could acquire simply by helping their communities. By advertising the many benefits people receive from volunteering, organizations might have better success at recruiting.

COMMUNITY "D" CASE STUDY

1.0: Introduction

Community D is located in the central region of the island (Economic Zone 12, Central SSP). The population of the community is 3221 (10.8% fewer people than in 1996). Based on the 1996 Census, the unemployment rate in is 29.8%. The average total income for the area is $18,432. Most residents over the age of 25 have a high school diploma and many others have successfully completed a trade certificate or a university degree.

The community has a deep harbour, which acts as the basis of the local economy. Fish and newsprint are exported to international markets, and products such as gasoline, asphalt, and heating oil are imported and stored. The pulp and paper mill in a neighbouring community also uses the harbour to import and export goods, and many residents commute to nearby towns for work.

According to the CSC database, there are 34 non-profit organizations operating in the small community. Eighteen volunteers, representing 20 organizations (8 of which were not in the CSC database), participated in the roundtable in Community D. Twenty-three people participated in an interview or completed a survey. Of these, 17 were volunteers and 6 were non-volunteers.

2.0: Keys Themes That Emerged

2.1: Perceived Decline in Leadership

There was a general feeling among volunteers that the volunteer base is slowly dwindling, with fewer people available to participate each year. The factors contributing to the loss of volunteers and leadership in rural communities include:

- Out-migration, declining population, and changing demographics; and
- Few organizations appear to be increasing in membership, and for the most part are remaining stagnant.

2.2: The Same Few People Retain Leadership Roles

Contributors concurred that many of the same people were assuming leadership in most organizations because:

- Few new people are getting involved;
- Most of the leaders had little choice but to remain at the helm. Recruiting new people to assume such positions was difficult because few people in the community appeared interested in taking on such roles;

- Some groups in the area are cliquish. To rectify this problem, groups could be more welcoming to new members, become more democratic, ensure that input is sought from all members, share responsibilities amongst volunteers, create community awareness about the organization and its activities, and instigate a mandatory turnover of leadership roles;
- There is always a small group of people in a community who choose to get involved. Some people in the community have good leadership skills. They also possess the necessary skills or qualifications required for a person to fill a vacant volunteer position; and
- The same few people take up leadership roles in several organizations so that other potentially good leaders may be unintentionally excluded from joining organizations.

2.3: Volunteer Recruitment

Many participants felt that some people refuse to volunteer with organizations and to accept leadership roles because:

- The amount of work and responsibility at the executive level was far beyond what potential volunteers were capable of providing;
- For the most part, recruitment campaigns were negligible or non-existent. Organizations in the community were not encouraging people to get involved with the activities of the group. They argued that there were no visible signs that organizations were actively recruiting (advertisements, word of mouth, etc.) in the community. It was suggested that organizations should engage in active recruitment campaigns, including extending personal invitations to people to get involved and distributing information concerning activities to the public;
- Organizations should also clearly define what is expected of volunteers via posted job descriptions ensuring that roles and responsibilities match the skills of the volunteers; and
- Groups with secure funding and clear objectives are in a much better position to attract volunteers. These organizations are able to provide volunteers with incentives (e.g. reimbursement of expenses, etc.).

2.4: Organizations Do Not Target Youth

The involvement of youth was seen as crucial to the survival of at least some voluntary organizations. Other issues discussed include:

- If organizations do not engage youth soon, they may not have a future supply of volunteers to step in and take over vacant roles;
- There was a need to emphasize the benefits of volunteering to young adults (e.g. résumé building); and
- Focusing on youth involvement through mentorship programs, getting them to buy into the values of the organization, getting youth involved at a young age, and instilling a sense of community were all factors needing attention.

2.5: Volunteer Burnout

- Volunteers prefer to participate in activities and attend functions because they want to and when they have free time, but suffer burnout when they feel that their volunteer work is an obligation rather than an enjoyment; and
- Overworking volunteers (e.g. expecting too much commitment, responsibility, time, etc.) causes burnout.

2.6: Volunteer Appreciation and Lack of Recognition

Recognizing the important contributions of volunteers is an important aspect of retaining volunteers. Similar suggestions include:

- Community attitudes towards volunteerism need to change if organizations are going to attract leaders; and
- Organizations need to provide volunteers with added incentives (e.g. payment of out-of-pocket expenses, honorariums, tax breaks, public signs of gratitude) to show that their efforts are appreciated.

2.7: Necessary Training is Unavailable

Many people thought that some community residents feel they lack the necessary skills to participate in volunteer activities. It was suggested that access to training is important. Other comments include:

- Organizations should provide orientation, training and mentorship programs, and regularly show appreciation of the work that volunteers do; and
- A paid regional volunteer coordinator is needed to provide structural support for all community-based organizations in the area – helping organizations to advertise volunteer positions, recruit new volunteers, locate and apply for potential funding, and establish effective relationships among non-profit groups in the region.

2.8: Competing Groups

Many participants felt that organizations competed with one another to enlist the services of the few people who do volunteer. Specifically:

- The number of organizations operating in the voluntary sector has increased in recent years. As a result, the number of groups competing for the same few volunteers has escalated and, consequently, put more pressure on current volunteers; and
- Many organizations depend on the help of the same few volunteers (the activities of certain groups may be neglected when the volunteer is pressured to give precedence to the needs of another group).

2.9: Liability and Risk Management

Few volunteer organizations provide training sessions to familiarize volunteers with the issue of risk management and legal liability. It was felt that organizations should take steps to protect both the organization and its volunteers. Suggestions include:

- Education sessions concerning such issues be offered to volunteers so that they would know the types of policies to establish in their organization to prevent liability suits and, if necessary, the steps to take should a suit occur; and
- All voluntary organizations, especially high-profile boards and volunteers especially at risk (e.g. leaders in children's organizations), should be able to purchase a general insurance policy to protect and cover them in the event of a liability suit.

3.0: Barriers to Volunteerism Encountered By Volunteers and Non-volunteers

People referred to numerous issues concerning the exclusion of people within the community, noting that many people simply cannot afford the costs related to volunteering – meals, travel, childcare, and miscellaneous fees. Such expenses often exclude people with low incomes. Additional barriers to volunteerism include:

- Working parents have little time to spare, and when they do volunteer, it is usually for an activity that involves their children;
- New rules and screening requirements are causing some groups to struggle. People are discouraged by the screening procedures, which are viewed as an invasion of privacy;
- Nepotism clauses enforced by some organizations are also a deterrent – many capable volunteers step down from positions to enable their relatives to apply for paid employment positions that might be available with the organization;
- Community members might feel they lack the skills or qualifications needed to participate in volunteer activities;
- Most of the respondents suggested that they did not join local organizations because they did not have the time to volunteer;
- Some volunteer work requires too much time and responsibility. Potential volunteers felt unable to commit to the organization;
- Little opportunity for youth to get involved in some organizations. Organizations do not seem welcoming to young adults;
- Parents generally only get involved with activities that involve their children. Once the child stops participating in the group, the parent often withdraws his or her services as well;
- Volunteerism in rural areas is also heavily affected by geographical circumstances. Many of the residents often leave Community D to obtain needed services and merchandise or to work in a nearby service center. As a result, many of the citizens lack a strong community identity; and
- Some people might find it difficult to break into the existing volunteer group.

4.0: Leadership Problems Related to Different Types of Organizations

- Certain organizations in the community were considered more relevant than others. Though most people did not specify which organizations they believed were more relevant, they did think that many young people in the community were not interested in joining "traditional" organizations;
- Others implied that some organizations are working towards building community capacity and therefore attract more volunteers. People are interested in volunteering if they believe that their work will contribute to the overall well-being of their community; and
- Many participants suggested that leadership changes and personalities of leaders also influence a group's reputation and, therefore, its relevance in the community. If a leader is well-liked and respected, more community members will feel comfortable volunteering their services.

5.0: Some Suggested Recommendations for Action

1) **Promotion -** Many people said that organizations should promote their activities more assertively to the public.
2) **Volunteer Appreciation -** Community groups should publicly show volunteers that they are appreciated.
3) **Youth -** Youth need to be encouraged to join voluntary organizations.
4) **Expenses -** Some people suggested that the overall costs associated with volunteer activity should be reduced or covered by the organizations.
5) **Funding -** Some people suggested that provincial and federal government departments should enlist the expertise of municipal councils when making funding decisions that affect groups in the community. Government should provide municipal councils with a sum of money to distribute to community organizations. By allowing municipal councils a certain amount of autonomy over revenue distributed in their community, councils would be invited to contribute to the overall decision-making process. They would also have a stronger presence and voice in their communities. Moreover, town councils are responsible to the people of the community and therefore are required to represent their views. Community groups that have met with public approval and are supported by the community would receive the council's support.
6) **Fundraising -** Some people stressed that one of the reasons why organizations are unable to recruit volunteers is because many people do not want to fundraise on a frequent basis. Many service organizations, for example, expect volunteers to participate frequently in fundraising activities. People would be more willing to volunteer their time and skills for activities other than fundraising.
7) **Volunteerism -** Some people think that the value of volunteerism should be taught at an early age. It was suggested that schools could offer courses that emphasize civic responsibility and volunteerism.
8) **Evaluation -** Some respondents commented that to encourage volunteerism and to ensure the validity of organizations, a third party should conduct an evaluation process of the organization's activities and programs on a regular basis.

9) **Bridging the gap -** Organizations need to initiate policies that would bridge the divide between younger and older volunteers.

10) **Recycle -** To ensure that organizations enjoy longevity and to combat leadership problems, some people suggested that organizations recycle leadership when necessary.

ROUNDTABLE PRESENTATION

Good evening and welcome. On behalf of the Community Services Council Newfoundland and Labrador (CSC), I would like, first of all, to thank each and every one of you for attending this evening's community roundtable. I realise that many of you are extremely busy with your own work in the voluntary sector and I would like to thank all of you for agreeing to take the time to participate in this event. I would also like to take this opportunity to thank _____ for successfully arranging tonight's roundtable. Without his/her help, this event would not have been nearly as successful or as well organised as it appears to be.

Though some information regarding the purpose of today's meeting was distributed to you prior to this event, I would like to take this opportunity to explain further the purpose of the research project – The Leadership Gap: Perception or Reality? – and why I have asked you here today.

In October 2001, the CSC received funding from the Interdepartmental Working Group at the Canadian Rural Development Partnership within the Department of Agriculture and Agri-Food Canada to conduct a research project dealing with issues of leadership in the voluntary sector. More specifically, the funding was provided to the CSC for the purpose of supporting a research team to examine the nature of leadership and volunteer service amongst people residing in rural communities in Newfoundland and Labrador. As you might already be aware, the Canadian Government previously addressed similar concerns during the 1998 Rural Dialogue and 2000 National Rural Conference. (slide show) In addition to several other key elements, the CRP formally acknowledged that rural Canadians wished to build community capacity, improve and support local leadership, and construct the necessary tools to develop and refine needed skills while ultimately strengthening the ability of rural communities to build and maintain the necessary infrastructure to achieve these ends. Though the CRP's recognition of the needs of rural communities is noble, the interest by the CSC in researching leadership issues, however, originates specifically from the observation that without adequate leaders to assume community roles, rural communities in Newfoundland and Labrador and, indeed, across Canada may be permanently affected.

The purpose of this particular research project is to determine if and to what extent a leadership gap in Newfoundland and Labrador actually exists. If it should turn out that there is indeed evidence of a leadership gap, the researchers will attempt to **determine the implications of this want of leaders for the future of voluntary agencies in the province**. The project researchers also intend to share the results of this project with government officials and policy makers. It is hoped that the results of this project may help government officials refocus public policy in rural Newfoundland communities to address rising leadership concerns. In addition, the sharing of information between government and community-based agencies fulfills one of the more important goals of the **Strategic Social Plan** – both parties work together to address social and economic development issues while hoping to achieve a more holistic perspective of the issues and a shared commitment to finding solutions. **(slide)**

Ultimately, the objectives of the research project are:
- to examine the perception that volunteerism is declining in rural communities;
- to determine if this observation has merit and, if so, to investigate why volunteerism is waning;
- to probe the sorts of organizations volunteers are joining to determine if volunteers are resisting becoming members in traditional organizations and opting instead to join more recently formed groups;
- to determine if voluntary organizations are competing with each other to obtain the same volunteers within an increasingly limited pool;
- to produce a final report identifying similarities and differences existing within selected communities, across diverse groups, and the overall range of contributing factors affecting volunteerism and leadership;
- to prepare recommendations to assist rural community groups develop new strategies to foster attachment to community involvement, recruit volunteers, develop leadership skills, and create opportunities for personal and community development;
- to add to the body of literature addressing community involvement;
- and, finally, to provide representatives of federal government departments with additional suggestions to guide them in applying the "rural lens" to communities in Newfoundland and Labrador and across Canada, especially with reference to future directions for the Voluntary Sector Initiative and policies and programs affecting voluntary action.

Thus far the CSC has conducted an environmental scan to provide insight into issues affecting leadership in rural communities. The scan consisted of two distinct though related segments. First of all, a brief literature review was completed to obtain an overview of the arguments policy makers and academics engage in when discussing rural communities in Newfoundland and the impact leadership can have on the viability of rural communities. Several dominant themes emerged from the literature regarding rural Newfoundland and the ways in which policy makers should approach social and economic development. Three of the more prevalent themes arising from the literature regarding rural Newfoundland are discussed here.
- The population of most rural Newfoundland communities is declining due to such factors as out-migration, aging population, and low birth rate. Policy makers and academics are focussing on the impact changing demographics will have on rural communities while not thoroughly understanding the reasons why some people choose to remain in rural areas.
- According to a report published by the Canadian Rural Partnership, all rural areas in Newfoundland experienced a net loss of 25% of their teenage population. (Report name: *Rural Youth: Stayers, Leavers, and Return Migrants.*) Furthermore, studies conducted by academics at Memorial University suggest that Newfoundland may experience unprecedented levels of out-migration in the upcoming years.

The literature regarding leadership in rural communities further explains that:
- A sustainable community depends on the guidance of local individuals to develop and maintain economic security. As a result, effective leadership development programs must take place in the community and be grounded in local conditions and by building partnerships between community organizations and institutions.

- Voluntary organizations are often consulted for direction in responding to rural community crises. This occurrence results from government officials equating strong rural communities with a high volunteer presence. In addition, volunteerism is an activity that is often viewed by the community to fill gaps caused by government cutbacks, while, at the same time, attempting to retrieve a sense of community.
- Finally, volunteerism is viewed as a means of increasing social capital in the community. Volunteers' build on their links and networks within the community to achieve desired objectives and to make the community much stronger.

After the initial literature review was conducted and as the second step in the environmental scan, the project researchers executed key informant interviews with various stakeholders working within the sector to determine prevalent issues concerning volunteer participation in community-based organizations. If the opinions of stakeholders can be relied upon to accurately portray the state of volunteerism in this sector, then the amount of volunteer participation is indeed perceived to be declining. According to the key informant interviews, the five most frequently cited causes for the decline in volunteer participation are:

- Changing demographics (including declining population and out-migration);
- Volunteer burnout;
- Ineffective recruitment by organizations;
- Current leaders retain positions for long periods of time therefore resulting in the exclusion of others from these posts;
- And, finally, aging population (fewer people are available to volunteer).

Furthermore, the informants suggested that volunteerism might be perceived to be declining because many of the same few people are assuming leadership roles in many organizations. As a result, many members of the community may be excluded from participation.

The final phase of the research project is composed of four community case studies. The purpose of this particular phase is to analyse the diversity of rural communities in Newfoundland and Labrador while, at the same time, analysing similar volunteer trends that may exist. It is also an opportunity to speak with you – members of the volunteer community – to acquire a more complete understanding of the factors you believe contribute to a declining volunteer base. However, what makes our research unique is that we are not limiting our discussion or our community consultation to only those who do volunteer. We also intend to speak with people within each community who are not currently involved with volunteerism. The ultimate objective is to acquire a general understanding of volunteerism in these four rural communities that ultimately will shed light on (and perhaps provide us with select generalizations of) the state of volunteerism in rural Newfoundland and Labrador. Each community chosen also represents a different economic zone to ensure diversity of communities.

For the purposes of tonight's roundtable, however, we are hoping to cover a series of questions to inform our final report. These questions are:
(SEE SLIDES).

Are fewer people becoming involved as volunteers? If so, why?

Are fewer people accepting volunteer leadership roles? If so, why?

What factors influence why people may or may not take on volunteer leadership positions?

It has been suggested that certain people may be excluded from participating in the events and leadership of voluntary organizations. Do you agree?

Are certain types of organizations more interesting or relevant to volunteers / volunteer leaders?

Are certain types of organizations better at recruiting and retaining volunteers?

Are certain people or organizations working together to improve volunteer leadership in your community?

What changes or improvements would help your community increase the amount of volunteer involvement and leadership available?

CSC The Leadership Gap: Perception or Reality?

What we are looking at:

↗ The perception that volunteerism and the volunteer leadership base is declining in rural communities. If so, way?

↗ Are some voluntary organisations more stable and successful? If so why?

↗ Are there particular organisations which are experiencing a decline on volunteers? Why?

↗ Developing recommendations to assist voluntary groups increase levels of volunteer involvement in their organisations.

2

CSC The Leadership Gap: Perception or Reality?

We know:

↗ The population of many rural Newfoundland communities is declining.

↗ Most rural areas in Newfoundland are experiencing a net loss of 25% of their teenage population.

Issues being raised:

↗ Community-based organisations are experiencing volunteer burnout / overload.

3

CSC The Leadership Gap: Perception or Reality?

↗ Some volunteer organisations appear to have problems recruiting participants and leaders.

↗ In some organisations leaders retain positions for long periods of time resulting in the exclusion of others.

↗ Legal liability and accountability are major concerns for some volunteer and may prevent people from getting involved.

↗ Fewer youth / new people are becoming involved.

↗ Some people may feel excluded from participating for a variety of reasons.

4

CSC The Leadership Gap: Perception or Reality?

↗ The purpose of the community case studies is to:

  ↗ to analyse volunteer trends in rural communities in Newfoundland and Labrador.

  ↗ to acquire an understanding of the factors contributing to the decline in the number of people volunteering in some rural areas.

  ↗ to understand the issues that affect a person's decision to volunteer.

6

CSC The Leadership Gap: Perception or Reality?

Questions to address at tonight's roundtable:

↗ Are fewer people becoming involved as volunteers?

↗ Are fewer people accepting volunteer leadership roles? Why?

↗ What factors influence why people may or may not take on volunteer leadership positions?

↗ It has been suggested that certain people may be excluded from participating in the events and leadership of voluntary organisations. Do you agree?

7

CSC The Leadership Gap: Perception or Reality?

↗ Are certain types organisations more interesting or relevant to volunteers / volunteer leaders?

↗ Are certain types of organisations better at recruiting and retaining volunteers?

↗ Are certain people or organisations working together to improve volunteer leadership in your community?

↗ What changes or improvements would help your community increase the amount of volunteer involvement and leadership?

8

INTERVIEW PROTOCOL (CURRENT VOLUNTEER)

Thank you for agreeing to this interview.

Numerous people working within the voluntary sector across the province have noticed a decline in the number of volunteers wishing to assume leadership roles in community-based organizations. The purpose of our study is to determine if this perception is widespread, and if so, why people believe a decline in volunteerism and volunteer leadership is occurring. The interview should take approximately 20 – 30 minutes of your time. Please keep your own personal experiences and the issues you believe are prevalent in your community in mind while we are talking.

Although the results of this survey will be available to policy makers who make important decisions regarding support to the voluntary community-based sector, identifiable individual examples will not be used.

Section I: Interview Questions

1.   Do you think that the perception of a declining base of volunteers to assume leadership roles is accurate in *your* community?
     ❑   YES
     ❑   NO
PLEASE EXPLAIN:

2.   Some people believe that certain "types" of organizations are more relevant than others in today's world. Do you agree?
     ❑   YES
     ❑   NO
PLEASE EXPLAIN:

3.   Some people think that certain organizations do a better job of recruiting and maintaining volunteers than others. Do you agree?
     ❑   YES
     ❑   NO

PLEASE EXPLAIN AND PROVIDE EXAMPLES:

4.   What community issues do you think influence the loss or gain of volunteer leadership? (Examples: declining population, aging population, leaders retain position, organizations not addressing current needs)

PLEASE EXPLAIN:

5.　　Do you think that the same few people are assuming leadership in numerous organizations?
　　　　　　　❑　Yes
　　　　　　　❑　No

PLEASE EXPLAIN:

6.　　Do you think that certain members of the community may be excluded from participating in the events and activities of certain organizations? (Prompts: low or fixed-income people, youth, seniors, and parents, etc.)
　❑　　Yes
　❑　　No

PLEASE EXPLAIN:

7.　　What do you think would help your community support or enhance volunteer leadership?

8.　　Are there any other comments you would like to make?

9.　　Are you currently volunteering?
　❑　　YES
　❑　　NO

　　9.a.　　What is your current volunteer role?
　　_____
　　9.b.　　How long have you been in this position?
　　_____

10.　　If you are involved in more than one organization / activity, what are some of these organizations / activities?

SECTION II: DEMOGRAPHIC INFORMATION (OPTIONAL)

It would be very beneficial to the outcome of this study if we could include some very general descriptive information about the interview participants. You may choose to decline to answer the following questions.

11.　　What is your gender?
　❑　　MALE
　❑　　FEMALE

12.　　What is your age group?
　❑　　>15
　❑　　16-24
　❑　　25-34
　❑　　35-44
　❑　　45-54
　❑　　55-64
　❑　　65 and older

13.   What is your marital status?
- ❑ Single
- ❑ Married

14.   What level of education did you complete?
- ❑ Less than high school
- ❑ High school diploma
- ❑ Some post-secondary
- ❑ Post-secondary certificate or diploma
- ❑ University degree

15.   What is your average household income?
- ❑ Less than $20 000
- ❑ $20 000 - $39 999
- ❑ $40 000 - $59 999
- ❑ $60 000 - $79 999
- ❑ $80 000 +

16.   Community: _____

17.   Do you work outside of your home?
- ❑   YES
- ❑   NO

17.a.   If yes, what is your current occupation? _____

17.b.   How long have you been in this position? _____

INTERVIEW PROTOCOL (PRESENTLY NOT VOLUNTEERING)

Thank you for agreeing to complete this interview.

The Community Services Council is exploring the ways in which volunteerism is perceived by people living in rural communities in Newfoundland and Labrador. We are discussing volunteer experiences with two distinct groups of people in the community – people who are currently volunteering and people who are not presently in a position to volunteer. The purpose of speaking with both groups is to attain a more complete understanding of volunteer activity in rural areas.

The interview should take approximately 20 – 30 minutes of your time. I will ask you a variety of questions. Please respond by reflecting on your own personal experience and your community. You may choose not to answer some questions.

The results of this survey will be available to policy makers who make important decisions regarding support to the voluntary community-based sector. The information will be summarised. Our final report will not identify individual people.

SECTION I: INTERVIEW QUESTIONS

1. I understand that you are not currently involved with a volunteer group or a volunteer activity at the moment. Can you explain to me why you are not currently involved?

2. Have you volunteered in the past?
    ❑ YES
    ❑ NO

IF YES, CONTINUE TO 2.A.I. AND 2.A.II.

IF NO, CONTINUE TO 2.B.I.

2.A.I   If yes, what type of volunteer activity did you perform?

2.a.ii   Why did you choose to discontinue volunteering?

2.b.i.   If no, can you tell me what (if anything) might have prevented you from volunteering?

3.   Have you ever been asked to volunteer?
 ❑   YES
 ❑   NO

IF YES, CONTINUE TO 3.A.
IF NO, CONTINUE TO 4.

3.a.   If yes, by who?

3.b.   What were you asked to do?

3.c.   Did you agree to perform the specified task?
 ❑   YES
 ❑   NO

3.C.I.   IF YES, WHY?

3.C.II. IF NO, WHY NOT?

4.   Do you think that there is something about your community (for example, distinct community dynamics or characteristics) that prevents you from volunteering?
 ❑   YES
 ❑   NO

4.A.   If yes, can you explain to me what these factors are?

5.   If you decided to volunteer, does your community have the type of organizations that would interest you?
 ❑   YES
 ❑   NO

PLEASE EXPLAIN:

6.   Many people choose not to volunteer. In general, what do you think discourages people in your community from volunteering? (Examples: Organizations expect too much, (i.e. time, effort, long-term commitment), liability, personal issues, etc.)

PLEASE EXPLAIN:
7.   Do you think that community-based organizations are putting enough effort into encouraging volunteerism and participation from people within your area?
 ❑   YES
 ❑   NO

PLEASE EXPLAIN:

8.   What do you think could be done to encourage and support volunteerism in your community?

PLEASE EXPLAIN:

9.   Are there any other comments you would like to make?

SECTION II: DEMOGRAPHIC INFORMATION (OPTIONAL)

It would be very beneficial to the outcome of this study if I could include some very general descriptive information about my interview participants. You may choose to decline to answer the following questions.

10.   What is your gender?
- ❑   MALE
- ❑   FEMALE

11.   What is your age group?
- ❑   >15
- ❑   16-24
- ❑   25-34
- ❑   35-44
- ❑   45-54
- ❑   55-64
- ❑   65 and older

12.   What is your marital status?
- ❑   Single
- ❑   Married

13.   What level of education did you complete?
- ❑   Less than high school
- ❑   High school diploma
- ❑   Some post-secondary
- ❑   Post-secondary certificate or diploma
- ❑   University degree

14.   What is your average household income?
 ❑   Less than $20 000
 ❑ $20 000 - $39 999
 ❑ $40 000 - $59 999
 ❑ $60 000 - $79 999
 ❑ $80 000 +

15.   Community: _____

16.   Do you work outside of your home?
 ❑   YES
 ❑   NO

 16.a.   If yes, what is your current occupation? _____

 16.b.   How long have you been in this position? _____

Thank you for participating in this survey. If you have any questions, please contact the Community Services Council at (tel.) 709-753-9860 or (fax) 709-753-6112 or (email) assistant@csc.nf.net. Please visit us at www.envision.ca.

Leadership Gap: Perception or Reality?

LITERATURE REVIEW

SUBMITTED BY

THE COMMUNITY SERVICES COUNCIL NEWFOUNDLAND AND LABRADOR

THIS REVIEW WAS PREPARED BY
Lisa Dwyer, Research Assistant
2002

Suite 201,Virginia Park Plaza
Newfoundland Drive
St. John's, NL   A1A 3E9
Tel: (709) 753-9860   Fax: (709) 753-6112
EMAIL: CSC@CSC.NF.NET WEB: WWW.ENVISION.CA

ACKNOWLEDGEMENTS

The research findings are based on information gathered from the study participants. Conclusions and recommendations are the views of the authors and do not necessarily reflect the position of the funders of the project.

INTRODUCTION

The literature review was conducted with reference to various on-line and hard copy journal abstract sources such as: ERIC database, Sociological Abstracts, the Canadian Rural Restructuring Foundation, Rural and Small Town Programme, and Memorial University of Newfoundland library holdings. A "key word" search technique was used in the indices to target the following topics: rural volunteerism, barriers to volunteerism, community capacity building, volunteer leadership, rural demographics, Newfoundland and Labrador.

In addition to investigating these traditional sources, the researchers also reasoned that much of the information relevant to this topic might be found on volunteer sector related web sites and in other non-academic publications and reports. Consequently, various web sites were also searched for appropriate background information including but not limited to: ISUMA, the Canadian Centre for Philanthropy (nonprofitscan.org), Voluntary Sector Initiative, Volunteer Canada, the Government of Canada, Community Accounts, Newfoundland and Labrador Statistics Agency, and Statistics Canada.

A review was also conducted of reports and documents available in-house at the Community Services Council. This was considered appropriate given the 25-year history of the Community Services Council in development, support, engagement and research related to the provinces voluntary sector. Several in-house documents, in particular: *Fostering a Climate for Growth and Development: Final Report of the Roundtable on the Role of the Voluntary Community-based or Third Sector and the Social Economy in Regional Development in Atlantic Canada* and *Values Added: The Voluntary Community-based Sector in Newfoundland and Labrador* provided valuable background information.

Leadership Gap: Perception or Reality? will explore the perceived lack of community leadership in rural Newfoundland and Labrador today in an attempt to provide an explanation for this apparent leadership gap, to suggest what it may mean for the future of rural community-based organizations that rely on volunteer leaders, and to propose recommendations for addressing this potential problem. To date, however, few academics or social policy analysts have considered the possible implications of this issue. This literature review is intended to provide context for an exploration of leadership in the province. By examining recent developments in the literature on leadership, volunteerism and social capital in relation to social, economic and demographic trends in the province, the concept of a leadership gap, as it relates to the well-being of voluntary, community-based organizations in rural areas, can be better understood. This review begins, then, with a summary of the current state of affairs in Newfoundland and Labrador from the perspective of various researchers in the field, followed by a review of the literature dealing with leadership and social capital in rural communities.

LIFE IN RURAL NEWFOUNDLAND: ECONOMIC CRISIS AND OUT-MIGRATION

The recent history of Newfoundland and Labrador and its people cannot be adequately understood without briefly considering the decline and eventual collapse of the northern cod fishery in 1992. The moratorium later imposed by the federal government in 1993, led to

government-initiated retraining schemes, temporary make-work projects, and newly devised public policies to prop up the Newfoundland economy and provide income security for much of the island's population. Approximately 35,000 fisheries workers (harvesters and plant workers), primarily residing in outport communities, had been expelled from the fishery by 1993, forced to rely upon existing social programs and transfer funds to obtain the basic necessities of life.[i]

Demographic change has also become an issue of concern in Newfoundland and Labrador, particularly in the aftermath of the moratorium. A low birth rate and an aging population, combined with high levels of out-migration, have contributed to significant population loss.[ii] A study published by the Canadian Rural Partnership in 2000, for example, estimated that rural Newfoundland has experienced a net loss of around 25% of its teenage population, approximately twice the rate experienced in the rest of Canada. [iii] As these trends are affecting primarily rural areas in the province, it is to be expected that demographic change will have an impact on voluntary, community-based organizations and volunteerism, making this an important issue to take into consideration when exploring the possible causes and potential consequences of a perceived leadership gap.

Researchers and policy makers have considered ways of stemming the tide of out-migration by exploring opportunities for community development and means of ensuring rural sustainability. Concentrating on the division between the formal (fishing for the merchant; working for wages) and the informal (living off the land to the best of one's ability) economies, they have attempted to explain how these distinct, though sometimes co-existing, economies have shaped the way people live in Newfoundland and Labrador in hopes of finding a solution to the province's troubles.[iv] Rosemary Ommer, Lawrence Felt, Peter Sinclair, and Douglas House have criticized the tendency of social scientists and policy makers to focus on the economic situation created by the collapse of the northern cod fishery in Newfoundland and Labrador in devising a response to the crisis. Recognizing that a thorough analysis of the current economic situation is certainly necessary, Ommer argues, for example, that the social aspect of Newfoundland fishers' lives must also be taken into account when proposing new policies to determine the fate of essentially "non-industrial people [with] … little to do with the urban, industrial wage worker."[v] She explains that policy makers must understand the differences between these two groups of people – wage and non-wage earners – before attempting to devise methods to redevelop rural areas in Newfoundland and Labrador. Recalling the informal subsistence economy of late-nineteenth and early-twentieth century Newfoundland, Ommer suggests that policy makers refer to the diversity within the 'traditional' economy to inspire 'new' development in Newfoundland. By resurrecting the informal economy in which people residing in rural Newfoundland subsidized their incomes by growing vegetables and keeping livestock, these scholars believe it is possible to develop a diversified economy in which ultimately fewer Newfoundlanders will require federal government transfer funds to survive:

> *… people have traditionally used natural products such as berries, and trees for firewood and building, and these supplemented the resources needed for maintaining households. These and other activities allowed people to sustain their communities with minimal cash earnings.… This practice should be further encouraged.*[vi]

Similarly, House has also argued that *"in rural Newfoundland, [an informal economy] will mean that many people will continue to be employed on a seasonal basis, supplementing their economic well-being by household production and a measure of income supplementation, the need for which should decline over time as the rural economy becomes stronger."*[vii]

Sociologist James Overton has criticized those advocating a return to a subsistence economy, terming them "academic populists" or mythmakers. Overton's work provides evidence that the informal economy of the late-nineteenth and early-twentieth century was not as efficient as some academics would have us believe. Instead, Overton points out that though some people living in outport Newfoundland may have owned small parcels of land, they may not have possessed the equipment to work the land. In addition, not all people owned private fishing boats or equipment. Many, in fact, were obliged to work for wages on someone else's boat to earn a living.   Furthermore, as Overton points out, arguments favouring an informal economy do not defend *"social rights, but ... provide support for those intent on cutting income support in the province and more generally rolling back welfare state provisions."*[viii]

While attempting to understand and respond to the plight of Newfoundlanders and Labradoreans by reinterpreting their past, academics and government officials are also exploring their reasons for migrating. Unfortunately, though much attention has been paid to the factors motivating thousands of people to leave their rural homes, little attempt has been made to identify the reasons so many people decide to stay.

Believing that perceptions of life satisfaction may be a key factor in determining whether people choose to stay or to migrate, Felt and Sinclair conducted a survey of residents on the Great Northern Peninsula of Newfoundland. Though they expected to find that most people were highly unsatisfied with their lives, they were surprised to discover that the majority displayed relatively high levels of life satisfaction. At the same time, however, the authors caution that to assume that these people are exceptionally happy with the current economic and social conditions in rural communities is over-stating the case. Instead, they conclude that:

> *... we see individuals attempting to make rational choices among limited alternatives. If we combine this with earlier research, we have undertaken documenting the extensive informal organizational networks of help and assistance, a picture emerges of individuals and groups utilizing a wide range of skills and resources to create a reasonable social environment.* [ix]

Sinclair and Felt maintain that policy makers need to recognise the complexity of demographic trends prior to devising strategies that will affect the lives of people residing in rural areas. Though there are many people leaving the province each year, it is also necessary to understand why some stay behind.

In a recent article, Palmer and Sinclair noted that young people currently residing in rural areas expect to leave their hometowns to gain employment or to pursue further education. Though they initially believed that more people would leave the area than would *want* to

leave, they discovered that most of the participating youth expressed a *desire* to leave. The authors suggest that should the *"actual future behaviour of the high school student in this study correspond with their stated desires and expectations, northwest Newfoundland will experience unprecedented levels of out-migration, even for this area, which has had a history of high migration rates."*[x]

David Bruce and Patricia Gadsen, writing on behalf of the Rural and Small Town Programme, have also explored quality of life indicators in rural Newfoundland. The results of their research reveal that many Newfoundlanders are happy with the quality of life enjoyed in rural communities. Even though significant economic and social challenges presented themselves following the cod moratorium, the researchers discovered that rural Newfoundlanders are more satisfied with their lives than respondents from any other community researched in Atlantic Canada. Unfortunately, the authors did not ask respondents to explain their perceptions of life in rural Newfoundland; instead, informants were asked to respond to a set of pre-determined narrowly focused questions.[xi]

However, Paul Jordan, also writing for the Rural and Small Town Programme, has discovered that residents of Atlantic Canada choose to live in rural areas because they perceive the quality of life to be significantly higher than that experienced by people living in urban centres. Though rural residents perceive overall contentment to be greater (e.g. safer communities, good areas to raise children, inexpensive housing, etc.), Jordan stresses that residents are concerned about economic hardships and government's limited ability to create and sustain employment.[xii] Similarly, Andrew Taillon, Jamie Orser, and David Bruce surmise that communities heavily dependent on government transfer payments lose population to a greater extent than others, likely because people leave to seek employment.[xiii] Whatever the explanation, it is clear that demographic trends will be central to any study of rural issues. It is to be expected that the loss of so many of the province's people, especially its youth, will have serious consequences for volunteerism and community leadership.

RURAL LEADERSHIP AND THE VOLUNTARY SECTOR

Few attempts have been made by academics or policy makers to the discuss issue of leadership and how it might affect rural sustainability in Newfoundland and Labrador. It has been, therefore, necessary to consult national and international writing on the subject. Discussed here are articles and reports prepared by Ian Falk, Susan Raferty, Stephen Cornell, Joan Marshall, the Canadian Centre for Philanthropy, and the Rural and Small Town Programme.[xiv]

A number of researchers have discussed the characteristics of leaders rural communities need. Falk, Raferty, and Cornell, for example, argue that different communities, having particular sets of social and economic conditions, determine the actions or steps community leaders must take in order to achieve certain goals. The type of leadership style that suits an organization or community will be determined by the situation in which the leaders find themselves. Falk, for example, suggests that:

> leadership is multi-faceted and should be about a situation rather than about
> the characteristics of a person. The precondition for good leadership in the

new times heralded ... is that the leadership is not approached from a predetermined 'this is the right way to do the job' stance: the action is situated in a particular location, with particular needs and particular planned outcomes in the form of enabling others by connecting them to each other, to information, and to their community. The situation dictates the needs, the planning, and the outcomes.[xv]

Hall et al, in the report *Caring Canadians, Involved Canadians: Highlights from the 2000 National Survey of Giving, Volunteering, and Participating*, also point out that issues of leadership and volunteerism are heavily determined by the community's socio-economic and demographic situation.[xvi]

Furthermore, Raferty suggests that, in order to ensure sustainability, a community must rely on the guidance of local individuals capable of fostering and maintaining economic security. As a result, effective leadership development programs must take place in the community, be grounded in knowledge of local conditions, and be based on partnerships between community organizations and institutions.[xvii] Similarly, Cornell has argued that good leadership is required to ensure that sustainable communities develop effectively, noting that good leaders are "precipitators, breaking with past habits and establishing new kinds of behaviour; they are conduits for information; they encourage leadership on the part of others; and they build governing institutions that are not themselves dependent on good leadership."[xviii] These authors maintain that encouraging people to assume community-based roles in rural areas will also require assurance that these individuals undergo leadership training. Without such training, new leaders will be little more effective than their predecessors.

Joan Marshall, writing for the Canadian Rural Restructuring Foundation (CRRF), links the current tendency to look to voluntary organizations for direction when responding to rural development and crisis issues to the desire of government and community officials to find some solution to economic insecurity in these organizations. Marshall argues that individuals in positions of power equate volunteerism with a *"solution to problems associated with high rates of mobility, alienation, downsizing, and forced early retirements. On the one hand some people appear to focus on voluntary activity as a way to fill in the gaps left by government cutbacks; and on the other, we are hoping that volunteerism can help us retrieve a sense of community."[xix] Marshall also suggests that higher levels of education, income, and occupational status lead to "greater confidence and feelings of efficacy"* that result in more volunteer participation and assumption of leadership roles.[xx] Similarly, Bill Reimer, again writing for the CCRF, argues that voluntary associations are important institutions in rural communities because they provide unique facilities, including informational, educational, recreational, and religious services. Moreover, Reimer stresses that the *"strengthening of voluntary associations is one of the best ways to ensure the support of the most vulnerable."[xxi]* Many services provided by voluntary associations are intended to help those who are *"disenfranchised from the primary social support systems."* [xxii] Reimer emphasises, however, that voluntary associations and their volunteers should not be depended upon to provide the majority of social services. It is necessary to establish a

common ground between the services provided by government and those provided by volunteers. Otherwise, volunteer work becomes too exhausting.

Perhaps the most recent and thorough report to discuss social issues facing rural Newfoundland was prepared by the Social Policy Advisory Committee (SPAC) in 1997 following a public dialogue on the province's proposed Strategic Social Plan (SSP). SPAC's findings were published in a two-volume report entitled *Volume I: What the People Said* and *Volume II: Investing in People and Communities A Framework for Social Development*. The report argues that strong communities with vibrant futures require, among other things, strong local leadership and healthy voluntary, community-based organizations but noted that, during the consultation process, many people had *"expressed serious concerns about the demands ... being exerted on community organizations and volunteers."* This, the committee argued, contributed to "volunteer burn-out," leading many volunteers to quit and discouraging others from getting involved.[xxiii] A 1999 report by the Community Services Council of Newfoundland and Labrador echoed these arguments, suggesting that, due to an aging population and out-migration, many organizations had few reliable volunteers on whom to depend and that a much larger network of volunteers was essential. Both reports noted, however, that, as the *"provider[s] of a broad range of services,"* volunteers and voluntary organizations are *"of vital importance for the social well-being of the province."*[xxiv]

SOCIAL CAPITAL

Much of the academic and community-based literature examining questions of leadership and community economic development also discusses, if briefly, the concept of social capital. Analysts writing in this area frequently comments upon the importance of enlisting competent individuals with leadership skills working in strong community-based organizations and in government to help build social capital within both economically depressed and viable regions. Social capital is commonly defined as *"the relationships, networks, and norms that facilitate collective action.... Bonding social capital refers to those relationships and norms that strengthen ties within groups. Bridging refers to linking across groups."*[xxv] Due to its connection to leadership formation and economic growth, a brief overview of some of the literature dealing with social capital is discussed here. To highlight the main issues within this body of literature, works by Warner, Taylor, Glaeser, Schuller, and Putnam have been consulted.[xxvi]

In an exploration of the relationship between social capital development and government involvement in community affairs, Warner notes that the nature community relationships, the structure of government, and the design of specific programs, determine the degree of social capital. Successful social capital construction, she argues, depends largely upon the willingness of groups operating in the community – community-based organizations, government, and local businesses – to invest in its development. Furthermore, in order to understand social capital at the community level, researchers must investigate the roles played by community-based organizations in the region, as well as the type of government in power. The networks of communication and relationships built between these two entities, which are important elements in the construction of social capital, must be analyzed. To encourage the development of social capital effectively, those organizations involved require

a certain amount of autonomy within the relationship between government and the community.[xxvii]   This, Warner maintains, is important because *"strong community level social capital creates the civic infrastructure which supports formal and informal processes of decision making and public involvement. As public capital, it provides organized spaces for interaction, networks for information exchange, and leadership development."*[xxviii] These, in turn, encourage the formation of effective relationships between community-based organizations and government, which indirectly build strong economically viable communities.

Meanwhile, in considering *"how far current policy initiatives are likely to change the distribution of power on the one hand and of financial, human, and social capital on the other,"* Taylor has suggested that groups of people representing various factions within communities lobby for the distribution of power and resources from community elites out to more widespread organizations and their representatives. At the same time, there appears to be a call from communities to enforce accountability on those with access to the public purse when using resources to develop social capital and community assets. Like Warner, however, Taylor also argues that unless financial concerns are addressed appropriately, the prospects for partnerships between organizations in the area and with government will be inconsequential. If new forms of governance within the communities are to be developed and to grow out of economic concerns, she stresses that a substantive investment in social capital must be enforced and partnerships must be developed between organizations within "excluded" communities. According to Taylor, *"it is perhaps not surprising to find that, generally speaking, those areas where there has been a tradition of investment in community development and in dialogue between local voluntary and community organizations and local authorities seem more likely to be able to work together than those who have not."*[xxix] She concludes that the networks of communication between community leaders, their organizations and government representatives need to be converted into more formal structures so that all views may be expressed. Once formal communication structures are in place, those involved in building stronger communities can be accessed and held accountable for their actions.

According to Glaeser, individuals are more likely to invest substantial effort into the development of communication lines, networks, and relationships to build social capital if they envision living in a community for a significant period of time. He maintains that the investment people will place on social capital is also positively correlated to education levels, home ownership, and community homogeneity. If individuals have invested financially in property and resources in the community, they are more likely to invest in social and economic development. Glaeser also adds that, *"if education reflected a greater orientation toward the future (i.e. high discount factor), then we should not be surprised that people with more human capital also invest more in social capital."*[xxx]   Due to the strong positive correlation between social capital and education, Glaeser concludes that government officials should consider investing in education policies that address social capital concerns.

Putnam has tried to determine why there has been a decline in membership in community-based organizations, in levels of trust and reciprocity, and in charitable giving since the mid-1960s and how these relate to social capital. Like Glaeser, however, Putnam argues that

there is a strong relationship between education and social capital, but also notes a relationship between health, tax evasion, self-assessed welfare and social capital. Though Putnam recognises that there needs to be a lot more work done in this area, he argues that the strong correlation between these factors demands rethinking by government and public officials when addressing concerns of social capital and developing future public policy. Though he recognises that investing in social capital will not forestall all community problems, he argues *"it [social capital] is probably a powerful predictor of many things, enough to make it worth our attention."*[xxxi]   Policy makers and community leaders should, therefore, consider the relevance of social capital when addressing social and economic concerns in less stable communities.

CONCLUSION

As this brief literature review indicates, there are numerous issues yet to be explored if we are to determine whether or not a leadership gap exists in rural Newfoundland and Labrador and how such a problem might be addressed. Because of the paucity of written material available in this area, one must rely on national and international studies of leadership, volunteerism, and social capital for a theoretical understanding of the factors that may contribute to a decline in leadership. By supplementing these with discussions of recent economic, social and demographic trends in Newfoundland and Labrador, we can begin to assess rural conditions and their relationship to the perceived leadership gap. The apparent linkages between social capital, volunteerism, leadership, and social and economic development suggest these are important issues for policy makers, researchers and activists to consider, particularly in light of the crisis facing many rural communities in Newfoundland and Labrador.

BIBLIOGRAPHY

Brown, R. James; and Penelope Rowe. *Values Added: The Voluntary, Community-based Sector in Newfoundland and Labrador*. St. John's, NL: Community Services Council, 1999.

Bruce, David; and Patricia Gadsen. "Quality of Life in Rural and Small Town Newfoundland." Sackville, NB: Mount Allison University, Rural and Small Town Programme, 1998.

Coast of Bays Corporation. Website URL: http://www.coastofbays.NL.ca

Community Services Council. *Directory of Non-Profits*. Website URL: http://www.envision.ca/templates/profile.asp?ID=52

Community Services Council. *Fostering a Climate for Growth and Development: Final Report of the Roundtable on the Role of the Voluntary Community-based or Third Sector and the Social Economy in Regional Development in Atlantic Canada*. St. John's, NL: Community Services Council, 1998.

Community Services Council. *Values Added Provincial Forum 2000: Report of Proceedings*. St. John's, NL: Community Services Council, 2000.

Cornell, Stephen. "Enhancing Rural Leadership and Institutions," in *Beyond Agriculture: New Policies for Rural America*. November 2000. Website URL: http://www.kc.frb.org/PUBLICAT/beyond/beyondmain.htm

Dupuy, Richard; Francine Mayer, and Rene Morissette. "Rural Youth: Stayers, Leavers and Return Migrants." Report submitted to the Rural Secretariat of Agriculture and Agri-Food Canada and to the Atlantic Canada Opportunities Agency. Canadian Rural Partnership Research and Analysis. March 31, 2000. Website URL: http://www.rural.gc.ca/researchreports/ruralyouth/ruralyouth_e.phtml

Exploits Valley Economic Development Corporation. Website URL: http://www.exploitsvalley.NL.ca

Falk, Ian. "Enabling Leadership: Just Cycling Along." Tasmania, Aus.: University of Tasmania, Centre for Research and Learning in Regional Australia, 2000.

Falk, Ian. "Situated Leadership: A New Community Leadership Model." Tasmania, Aus.: University of Tasmania, Centre for Research and Learning in Regional Australia, 1998.

Felt, Lawrence; and Peter Sinclair. "'I Likes It Here': Perceptions of Life Satisfaction in a Marginal Region." in *From the Margin to the Centre: 25th Anniversary Meeting of the Atlantic Association of Sociologists and Anthropologists*. Eds. Janet Burns, Gail Pool and Chris McCormak. Saint John, NB: University of New Brunswick, 1990.

Glaeser, Edward. "The Formation of Social Capital," *ISUMA: Canadian Journal of Policy Research*. Volume 2(1), Spring 2001.

Community Services Council Newfoundland and Labrador

Hall, Michael; Larry McKeown, and Karen Roberts. *Caring Canadians, Involved Canadians: Highlights from the 2000 National Survey of Giving, Volunteering, and Participating*. Joint Report by the Canadian Centre for Philanthropy and Canadian Heritage, August 2001.

House, Douglas. *Building on Our Strengths: Report of the Royal Commission on Employment and Unemployment*. St: John's, NL: Office of the Queen's Printer, 1986.

Irish Loop Development Board. Website URL: http://www.irishloop.NL.ca.

Kittiwake Regional Economic Development Corporation. Website URL: http://www.eberg.ca

Jordan, Paul. "Living in Atlantic Canada, 1998: Perceptions About Life in Rural and Small Towns." Sackville, NB: Mount Allison University, Rural and Small Town Programme, 1998.

LeBlanc, Alfred. "Social Capital," *ISUMA: Canadian Journal of Policy Research*. Volume 2(1), Spring 2001.

Marshall, Joan. "Voluntary Activity and the State: Commentary and Review of Literature Relating to the Role and Impact of Government Involvement in Rural Communities in Canada." Commissioned by the New Rural Economy Project, Canadian Rural Restructuring Foundation, February 1999.

National Volunteerism Initiative Joint Table (Canada). *The Canada Volunteerism Initiative: The Report of the National Volunteerism Initiative Joint Table*. Ottawa, ON: The Joint Table, 2001.

Newfoundland and Labrador. *Demographic Change: Newfoundland and Labrador, Issues and Implications*. St. John's, NL, April 2002

Newfoundland and Labrador. *People, Partners, and Prosperity: A Strategic Social Plan for Newfoundland and Labrador*. St. John's, NL: Office of the Queen's Printer, 1998.

Newfoundland Statistics Agency. *Community Accounts*. Website URL: http://www.communityaccounts.ca

Ommer, Rosemary; and Peter Sinclair. "Systemic Crisis in Rural Newfoundland: Can the Outports Survive?" in *Communities, Development and Sustainability Across Canada*. Eds. John T. Pierce and Ann Dale. Vancouver, BC: University of British Columbia, 1999.

Ommer, Rosemary. "Policy, Fisheries Management, and Development in Rural Newfoundland," in *Progress in Rural Policy and Planning*. Ed. Andrew W. Gilg. London: John Wiley & Sons, 1995.

Ommer, Rosemary. *Final Report of the Eco-Research Project:* "*Sustainability in a Changing Cold-Ocean Coastal Environment*." St. John's, NL: Institute for Social and Economic Research, 1998.

Overton, James. "Academic Populists, the Informal Economy and Those Benevolent Merchants: Politics and Income Security Reform in Newfoundland," *The Journal of Peasant Studies.* Volume 28(1), October 2000.

Palmer, Craig T: and Peter Sinclair. "Expecting to Leave: Attitudes to Migration Among High School Students on the Great Northern Peninsula of Newfoundland," *Newfoundland Studies.* Volume 16(1), Spring 2000.

Putnam, Robert. "Social Capital: Measurement and Consequences," *ISUMA: Canadian Journal of Policy Research.* Volume 2 (1), Spring 2001.

Raferty, Susan R. "Community Leadership Development for Sustainable Alabama Communities." Report No. CRD-61, Alabama Cooperative Extension Service, Auburn University, 1993.

Reimer, Bill. "Informal Social Networks and Voluntary Associations in Non-metropolitan Canada," in *Changing Rural Institutions: A Canadian Perspective*. Ed. Richard C. Rounds. Brandon, ON: Canadian Rural Restructuring Foundation, 1997

Sinclair, Peter; Heather Squires, and Lynn Downton. "A Future Without Fish? Constructing Social Life on Newfoundland's Bonavista Peninsula after the Cod Moratorium," in *Fishing Places, Fishing People: Traditions and Issues in Canadian Small-Scale Fisheries*. Eds. Dianne Newell and Rosemary Ommer. Toronto: University of Toronto Press, 1999.

Sinclair, Peter. "Industrialization and Rural Development: Contrasting Labour Markets and Perceptions of the Future on the Bonavista Peninsula and Isthmus of Avalon, Newfoundland," *Newfoundland Studies*. Volume 15(1), Spring 1999.

Social Policy Advisory Committee. *Volume 1: What the People Said, Report of the Strategic Social Planning Public Dialogue Newfoundland and Labrador*. St. John's, NL: Office of the Queen's Printer, 1997.

Social Policy Advisory Committee. *Volume 11: Investing in People and Communities A Framework for Social Development*. St. John's, NL: Office of the Queen's Printer, 1997.

Statistics Canada. 2001 Census Data. Website URL: http://www12.statcan.ca/english/census01/release/index.cfm

Statistics Canada. *Population of Canada, Provinces, and Territories over 100 years*. Website URL: http://geodepot2.statcan.ca/Diss/Highlights/Tables_e.pdf

Statistics Canada. *Population Counts, Canada, Provinces and Territories, 2001 and 1996 Censuses*. Website URL: http://www.NLstats.gov.NL.ca/statistics/Census_PDF/Can-Provs-Terrs_2001.PDF

Taillon, Andrew; Jamie Orser, and David Bruce. "Population Change in Atlantic Canada: An Analysis of 1991-1996 Population Change and Implications for Rural Communities." Sackville, NB: Mount Allison University, Rural and Small Town Programme, 1999.

Taylor, Marilyn. "Communities in the Lead: Power, Organizational Capacity, and Social Capital," *Urban Studies*. Volume 37(5-6), January 2001.

Voluntary Sector Initiative (Canada). *A Code of Good Practice on Policy Dialogue: Building on An Accord Between the Government of Canada and the Voluntary Sector.* Ottawa, ON: The Joint Accord Table of the Voluntary Sector Initiative, October 2002.

Voluntary Sector Initiative (Canada). *A Code of Good Practice on Funding: Building on An Accord Between the Government of Canada and the Voluntary Sector.* Ottawa, ON: The Joint Accord Table of the Voluntary Sector Initiative, October 2002.

Warner, Mildred. "Social Capital Construction and the Role of the Local State," *Rural Sociology*. Volume 64(3), September 1999.

Youth Services and Post-secondary Education. Website URL: http://www.gov.NL.ca/youth/cyn.htm

ENDNOTES

i James Overton, "Academic Populists, the Informal Economy and Those Benevolent Merchants: Politics and Income Security Reform in Newfoundland," *The Journal of Peasant Studies*, 28 (1), October 2000, p. 5.

ii Between 1991 and 2001, the population of Newfoundland and Labrador dropped by nearly 60,000. Government of Newfoundland and Labrador, *Demographic Change: Newfoundland and Labrador, Issues and Implications* (St. John's, NL, April 2002) p.10.

iii Richard Dupuy, Francine Mayer, and Rene Morissette, "Rural Youth: Stayers, Leavers and Return Migrants," a report submitted to the Rural Secretariat of Agriculture and Agri-Food Canada and to the Atlantic Canada Opportunities Agency. Canadian Rural Partnership Research and Analysis, 2000 (http://www.rural.gc.ca/researchreports/ruralyouth/ruralyouth_e.phtml).

iv Douglas House, *Building on Our Strengths: Report of the Royal Commission on Employment and Unemployment*, (St. John's, NL: Office of the Queen's Printer, 1986); Peter Sinclair, Heather Squires and Lynn Downton, "A Future Without Fish? Constructing Social Life on Newfoundland's Bonavista Peninsula after the Cod Moratorium," in *Fishing Places, Fishing People: Traditions and Issues in Canadian Small-Scale Fisheries* (Toronto: University of Toronto Press, 1999); Peter Sinclair, "Industrialization and Rural Development: Contrasting Labour Markets and Perceptions of the Future on the Bonavista Peninsula and Isthmus of Avalon, Newfoundland," *Newfoundland Studies*, 15 (1), 1999; Rosemary Ommer, *Final Report of the Eco-Research Project: "Sustainability in a Changing Cold-Ocean Coastal Environment*, (St. John's, NL: Institute for Social and Economic Research, 1998); Rosemary Ommer, "Policy, Fisheries Management, and Development in Rural Newfoundland," in *Progress in Rural Policy and Planning*, edited by Andrew W. Gilg (London: John Wiley and Sons, 1995); Rosemary Ommer and Peter Sinclair, "Systemic Crisis in Rural Newfoundland: Can the Outports Survive?" in *Communities, Development and Sustainability Across Canada*, edited by John T. Pierce and Ann Dale (Vancouver: University of British Columbia, 1999).

v Ommer, "Policy, Fisheries Management, and Development in Rural Newfoundland," p. 175.

vi Ommer, *Final Report of the Eco-Research Project*, p. 61.

vii House, *Building on Our Strengths*, p. 23. Similarly, Ommer and Sinclair argued that the difference between the formal and informal economies was the tendency for the latter to centre around satisfying needs rather than maximizing profit – it is the attainment of particular household goods for survival, they argued, that is characteristic of the Newfoundland economy and not the desire to earn capital. Ommer and Sinclair, "Systemic Crisis in Rural Newfoundland," p. 50.

viii Overton, "Academic Populists," pp. 42 and 49.

ix Lawrence Felt and Peter Sinclair, "'I Likes It Here': Perceptions of Life Satisfaction in a Marginal Region," in *From the Margin to the Centre: 25th Anniversary Meeting of the Atlantic Association of Sociologists and Anthropologists,* edited by Janet Burns, Gail Pool and Chris McCormak (Saint John, NB: University of New Brunswick, 1990) p. 91.

x Craig T. Palmer and Peter Sinclair, "Expecting to Leave: Attitudes to Migration Among High School Students on the Great Northern Peninsula of Newfoundland," *Newfoundland Studies,* 16 (1), Spring 2000, p. 43.

xi According to the report's authors, however, the primary reason for the difference is the lack of people moving to Newfoundland and Labrador rather than the numbers of people leaving. David Bruce and Patricia Gadsen, "Quality of Life in Rural and Small Town Newfoundland" (Sackville, NB: Mount Allison University, Rural and Small Town Programme, 1998).

xii Paul Jordan, "Living in Atlantic Canada, 1998: Perceptions About Life in Rural and Small Towns" (Sackville, NB: Mount Allison, Rural and Small Town Programme, 1998).

xiii Andrew Taillon, Jamie Orser, and David Bruce, "Population Change in Atlantic Canada: An Analysis of 1991-1996 Population Change and Implications for Rural Communities," (Sackville, NB: Mount Allison University, Rural and Small Town Programme, 1999).

xiv Stephen Cornell, Enhancing Rural Leadership and Institutions," in *Beyond Agriculture: New Policies for Rural America*, November 2000 (http://www.kc.frb.org/PUBLICAT/beyond/beyondmain.htm); Joan Marshall, "Voluntary Activity and the State: Commentary and Review of Literature Relating to the Role and Impact of Government Involvement in Rural Communities in Canada," a report commissioned by the New Rural Economy Project, Canadian Rural Restructuring Foundation, February 1999; Susan R. Raferty, "Community Leadership Development for Sustainable Alabama Communities," Report No. CRD-61 (Alabama Cooperative Extension Service, Auburn University, 1993); Ian Falk, "Enabling Leadership: Just Cycling Along," (Tasmania, Aus.: University of Tasmania, Centre for Research and Learning in Regional

Australia, 2000); Ian Falk, "Situated Leadership: A New Community Leadership Model" (Tasmania, Aus.: University of Tasmania, Centre for Research and Learning in Regional Australia, 1998).

[xv] Falk, "Situated Leadership," p. 6.

[xvi] Michael Hall, Larry McKeown, Karen Roberts. *Caring Canadians, Involved Canadians: Highlights from the 2000 National Survey of Giving, Volunteering, and Participating*, a Joint Report by the Canadian Centre for Philanthropy and Canadian Heritage, August 2001, p. 44.

[xvii] Raferty, "Community Leadership Development," p. 1.

[xviii] Cornell, "Enhancing Rural Leadership."

[xix] Marshall, "Voluntary Activity and the State," p. 2.

[xx] Marshall, "Voluntary Activity and the State," p. 2.

[xxi] Bill Reimer, "Informal Social Networks and Voluntary Associations in Non-metropolitan Canada," in *Changing Rural Institutions: A Canadian Perspective*, edited by Richard C. Rounds (Brandon: Canadian Rural Restructuring Foundation, 1997), p. 100.

[xxii] Reimer, "Informal Social Networks," p. 100.

[xxiii] Social Policy Advisory Committee, *Volume 1: What the People Said Report of the Strategic Social Planning Public Dialogue Newfoundland and Labrador, 1997* (St. John's, NL: Office of the Queen's Printer, 1997) p. 77; Government of Newfoundland and Labrador, *People, Partners, and Prosperity: A Strategic Social Plan for Newfoundland and Labrador* (St. John's, NL: Office of the Queen's Printer, 1998).

[xxiv] R. James Brown and Penelope Rowe. *Values Added: The Voluntary Community-based Sector in Newfoundland and Labrador,* (St. John's, NL: Community Services Council, 1999) p. 23-4.

[xxv] Alfred LeBlanc, "Social Capital," *ISUMA: Canadian Journal of Policy Research*, 2(1), Spring 2001, p. 6.

[xxvi] Mildred Warner, "Social Capital Construction and the Role of the Local State," *Rural Sociology*, 64(3), September 1999; Marilyn Taylor, "Communities in the Lead: Power, Organizational Capacity, and Social Capital," *Urban Studies*, 37(5-6), January 2001; Edward Glaeser, "The Formation of Social Capital," *ISUMA: Canadian Journal of Policy Research*, 2(1), Spring 2001; Robert Putnam, "Social Capital: Measurement and Consequences," *ISUMA: Canadian Journal of Policy Research*, 2(1), Spring 2001.

[xxvii] Warner, "Social Capital Construction," p. 374.

[xxviii] Warner, "Social Capital Construction," p. 374.

[xxix] Taylor, "Communities in the Lead," pp. 1020 and 1028.

[xxx] Glaeser, "The Formation of Social Capital," p. 39.

[xxxi] Putnam, "Social Capital," p. 51.

LEADERSHIP GAP: PERCEPTION OR REALITY?

ATTACHMENTS

BY

THE COMMUNITY SERVICES COUNCIL NEWFOUNDLAND AND LABRADOR

ATTACHMENT 1: WEBSITE QUESTIONNAIRE

It has been noted by the CSC that many representatives of community-based organizations across the province perceive that there is a continual decline in the number of volunteers assuming leadership roles. The purpose of this survey is to determine if this perception is widespread, and if so, why people believe such a decline is occurring. The survey should take approximately 15 minutes to complete. Please answer the following questions by reflecting on your personal experience and the issues you believe are prevalent in your community.

This survey will be available to policy makers who make important decisions regarding support to the volunteer community-based sector. Your answers count.

CONTINUE TO SECTION I: PERCEPTIONS OF LEADERSHIP

SECTION I: PERCEPTIONS OF LEADERSHIP

1. Do you think that the perception of a declining base of volunteers to assume leadership roles is accurate?
- YES
- NO

IF YES, PLEASE PROCEED TO QUESTION 1 A. (LINK TO Q. 1 A)
IF NO, PLEASE PROCEED TO QUESTION 1 B. (LINK TO Q. 1 B)

1 A.   Why do you think the number of people assuming leadership roles <u>is</u> declining? Please consider each item carefully and then decide whether you a) agree, b) do not know, or c) disagree, that the Answer Provided is contributing to a declining base of volunteers. Please mark your choice with an "X."

	Agree	Do Not Know	Disagree
Example Only: Lack of Time	X		
Declining Population (e.g. Out-migration)			
Changing demographics (e.g. Aging Population)			
Disinterested Youth			
Government Downloading			
Volunteer "burn-out"			
Lack of volunteer appreciation			
Lack of volunteer training			
Volunteers are required to devote too much time and effort to the organization			
Liability and accountability on behalf of volunteer leaders discourages people from participating			
People have personal commitments that interfere with volunteer duties (e.g. Family responsibilities)			
Low and / or fixed income levels in the community negatively affect volunteer appreciation			
People are generally too busy (e.g. Two working parents in one household)			
Volunteers are not reimbursed for expenses incurred while volunteering (child care, meals, travel, etc.)			
Organizations are not well-known in the community			
Organizations are not recruiting people effectively			
Youth are not recruited			
Seniors are not recruited			
Disabled are not recruited			
Poor Community Dynamics (e.g. Community members do not work well together)			
Few people have necessary skills / qualifications			
Organizations are not meeting current needs of the community			
Organizations are not "modern" – are not seen to be meeting the current needs of the community			
Organizations expect too long a commitment from volunteers			
Competition between voluntary organizations (Organizations are competing for the same few volunteers)			
People in leadership positions are reluctant to step down			
Other (Please Specify:_____)			

CONTINUE TO QUESTION 2. (LINK TO QUESTION 2)

1 B.   Why do you think the number of people assuming leadership roles <u>is not</u>

declining? Please consider each item carefully and then decide whether you a) agree, b) do not know, or c) disagree, that the Answer Provided is not contributing to a declining base of volunteers. Please mark your choice with an "X."

	Agree	Do Not Know	Disagree
Example Only: Enjoyment	X		
Retired Persons are Volunteering			
Youth Are Interested in Volunteer Work			
Certain people within community genuinely enjoy volunteering			
Certain people are "natural" leaders and choose to get involved			
Persons with Disabilities are encouraged to join			
Training is available for volunteers			
Organizations are recruiting effectively			
Organizations show appreciation of volunteers			
Community shows appreciation of volunteers			
Incentives are provided for volunteers (e.g. travel opportunities)			
Other (Please Specify:_____)			

CONTINUE TO QUESTION 2. (LINK TO QUESTION 2)

2.   DO YOU THINK YOUR ORGANIZATION IS EXPERIENCING A DECLINE IN
       volunteer leadership?
                    ❑   Yes
                    ❑   No

IF YES, PLEASE PROCEED TO QUESTION 2 A. (LINK TO QUESTION 2 A)

IF NO, PLEASE PROCEED TO QUESTION 2 B. (LINK TO QUESTION 2 B)

2 A.   If yes, why do you think your organization is experiencing a decline in volunteer leadership?

       i.   Do you think this decline is Limited to your Organization?
                    ❑   YES
                    ❑   NO

       ii.   Why do you think it is Limited to your organization?
                                OR
       iii.   Why do you think it is not limited to your organization?

CONTINUE TO QUESTION 3. (LINK TO QUESTION 3)

2 B.   Why do you think your organization is not experiencing a decline in leadership?

      i.   Do you think that this stability in leadership is limited to your organization?
        ❑   Yes
        ❑   No

      ii.   Why do you think it is limited to your organization?

          OR

      iii.   Why do you think it is not limited to your organization?

CONTINUE TO QUESTION 3. (Link to question 3)

Some people suggest that certain "types" of organizations are losing or gaining volunteers more so than others. We have listed a wide range of organizations below. We would like you consider each group carefully and then decide if you believe the group is losing ground in their volunteer leadership base, are stable in maintaining leaders, or losing volunteer leaders. More specifically, which, if any, of the following types of organizations do you think are losing, gaining, or remaining stable in numbers of volunteers? Please check as many as required.

	Gaining	Stable	Losing	No opinion
Example Only: Humane Societies		X		
Aboriginal				
Arts and Culture				
Business / Professional				
Community and Economic Development				
Development and Housing				
Education / Training / Employment				
Education and Research				
Emergency / Crisis (eg. Firefighters, Ambulances)				
Environment				
Church Groups or Religious Organizations (e.g. church women's leagues, Knights of Columbus)				
Family Resource Centres				
Fraternal Organizations (eg. Lion's Club, Kinsmen)				
Health Services				
Heritage / Preservation				
Human Rights				
International				
Justice / Crime Prevention				

Law, advocacy, and politics				
Municipal / Town Councils				
Volunteer Fire Fighters				
Philanthropy and voluntarism				
Recreation / Sports (e.g. minor soccer, hockey)				
School Boards				
Services for People with Disabilities				
Senior's organizations				
Social Services (e.g. St. Vincent de Paul, school lunch, food banks)				
Women's Organizations				
Youth Groups				
Other (Please Specify: _____)				

CONTINUE TO QUESTION 4. (LINK TO QUESTIONS 4)

4.   Do you believe that the same few people are assuming leadership roles in numerous organizations?
   ❑ YES
   ❑ NO

IF YES, PLEASE PROCEED TO QUESTION 5 A. (LINK TO QUESTION 5 A)
IF NO, PLEASE PROCEED TO QUESTION 5 B. (LINK TO QUESTION 5 B)

5 A.   Why do you think the same few people are assuming leadership roles?   Please select all that apply.

   ❑ Certain people within communities will always do needed volunteer work (natural leaders)
   ❑ Organizations recruit well-known and respected volunteers
   ❑ Certain members of the community believe in the value of volunteerism
   ❑ Organizations do not actively recruit other members of the community on a frequent basis
   ❑ Only certain people have the necessary skills / qualifications to do the required tasks
   ❑ Current people feel compelled to retain position (do not believe anyone else will assume role)
   ❑ Some people want to retain control of the organization
   ❑ Members of the community do not consider the organization to be welcoming toward additional volunteers (the organization does not try to include all members of the community in its volunteer activity)
   ❑ Out-migration and changing demographics (e.g. aging population) are contributing to the overall loss of volunteers
   ❑ Other (Please specify: _____)

CONTINUE TO QUESTION 6. (LINK TO QUESTION 6)

5 B.   Why do you think the same few people <u>are not</u> assuming leadership roles? Please select all that apply.

- ❑ Organizations recruit new people frequently
- ❑ Organizations include people from a variety of groups within the community (seniors / youth / disabled / low or fixed income)
- ❑ Organization is mandated to ensure a change in leadership on a continual basis (every few months / years)
- ❑ People within the community are interested in assuming leadership roles
- ❑ Training is available for people wishing to assume leadership
- ❑ Community encourages volunteer activity
- ❑ Other (Please specify: _____)

CONTINUE TO QUESTION 6. (LINK TO QUESTION 6)

6.   Do you think that certain members of the community may be excluded from participating in voluntary organizations and activities?
- ❑ Yes
- ❑ No

IF YES, PLEASE PROCEED TO QUESTION 7 A. (LINK TO QUESTION 7 A)
IF NO, PLEASE PROCEED TO QUESTION 7 B. (LINK TO QUESTION 7 B)

7 A.   Why do you think certain people are excluded from participation?

7 A i. What groups do you think are excluded?
- ❑ People with limited financial resources
- ❑ People who lack qualifications (i.e. limited educational attainment)
- ❑ People who lack skills (i.e. public speaking, ability to be cooperative)
- ❑ People who are not well-accepted in the community (i.e. people who have had problems in the community in the past)
- ❑ Youth
- ❑ Seniors
- ❑ Disabled
- ❑ Other (Please specify: _____)

CONTINUE TO QUESTION 8. (LINK TO QUESTION 8)

7 B.   Why do you think no one is excluded from participation?

CONTINUE TO QUESTION 8. (LINK TO QUESTION 8)

8.   What do you believe are the two or three most important issues that must be addressed to improve leadership in your community?

CONTINUE TO QUESTION 9. (LINK TO QUESTION 9)

9.   Now we would like you to answer some questions on general <u>volunteer</u> issues (separate from volunteer <u>leadership</u>). We would now like to know why you think people volunteer. Please consider each item carefully and then decide whether you a) agree, b) do not know, or c) disagree that the Answer Provided <u>explains</u> why people volunteer. Please mark your choice with an "X."

	Agree	Do Not Know	Disagree
Example Only: Enjoy Volunteering	X		
Feel Compassion Towards People in Need			
Want to help a cause in which they personally believe			
Have been personally affected by the cause the organization supports			
Feel they owe something to their community			
Want to fulfill religious obligations or beliefs			
Asked by someone in the organization			
Approached by the organization itself			
Already a member of the organization			
Child or spouse involved			
Friends volunteer			
Asked by a friend or relative outside of the organization			
Nominated, appointed, or elected			
Asked by a boss or employer			
Responded to a public appeal			
To use skills and experience			
To explore one's own strength			
To improve job opportunities			
Other (Please specify:_____)			

CONTINUE TO QUESTION 10. (LINK TO QUESTION 10)

10.   We would now like some information reagrding why you think people <u>do not</u> volunteer. Please consider each item carefully and then decide whether you a) agree, b) do not know, or c) disagree that the answer Provided <u>explains</u> why people <u>do not</u> volunteer. Please mark your choice with an "X."

	Agree	Do Not Know	Disagree
Example Only: Does Not Enjoy Volunteering	X		
Do not have extra time			
Unwilling to make a year round commitment			
Already made a volunteer contribution			
Do not like the way in which requests are made			
Hard to find a cause worth supporting			

Give money instead of time			
Had not been personally asked			
Health problem / physically unable			
Have no interest			
Deterred by the financial cost of volunteering			
Did not know how to become involved			
Other (Please specify:_____)			

CONTINUE TO QUESTION 11. (LINK TO QUESTION 11)

11.   ARE THERE ANY OTHER COMMENTS YOU WOULD LIKE TO MAKE?

CONTINUE TO SECTION II.

SECTION II: DEMOGRAPHIC INFORMATION (OPTIONAL)

If you are willing, it would be helpful for us to know a few details about the people who too the time to complete this on-line survey. Answering the following questions, however, is optional.

12.   What is your gender? Please mark in the column and row of your choice a "X."
   ❑   Male
   ❑   Female

13.   What is your age group? Please mark in the column and row of your choice an "X."

> 20		41 – 50		< 70	
21 – 30		51 – 60			
31 – 40		61 – 70			

14.   COMMUNITY OR SSP REGION: _____

CONTINUE TO QUESTION 15. (LINK TO QUESTION 15)

15.   We are using the categories found in the CSC directory to Describe the type of organizations found in the province. Which, if any, of the following categories describes your organization most appropriately? Please mark your choice with an "X."

Organization Type	X
Aboriginal	
Arts and Culture	
Business / Professional	
Community and Economic Development	
Development and Housing	

Education / Training / Employment	
Education and Research	
Emergency / Crisis (eg. Firefighters, Ambulances)	
Environment	
Church Groups or Religious Organizations	
Family Resource Centres	
Fraternal Organizations (eg. Lion's Club, Masons)	
Government	
Health Services	
Heritage / Preservation	
Human Rights	
International	
Justice / Crime Prevention	
Law, advocacy, and politics	
Municipal / Town Councils	
Philanthropy and voluntarism	
Recreation / Sports	
School Boards	
Services for People with Disabilities	
Senior's organizations	
Social Services	
Women's Organizations	
Not affiliated with a community-based agency	
Other (Please specify:_____)	

CONTINUE TO QUESTION 16. (LINK TO QUESTION 16)

16. WHAT IS YOUR CURRENT POSITION IN THE VOLUNTEER ORGANIZATION? PLEASE MARK YOUR CHOICE WITH AN "X."

President		Employee	
Vice President		Coordinator	
Treasurer		Facilitator	
Secretary		General Member	
Executive Director		Officer	
Researcher		Technical Assistant	
Manager		Other (Specify)	

17. How long have you been in this position? Please mark your choice with an "X."

i. > 1 yr		iv. 10 – 14 yrs		vii. 25 – 29 yrs	

| ii. 1 – 4 yrs | | v. 15 – 19 yrs | | viii. < 30 yrs | |
| iii. 5 – 9 yrs | | vi. 20 – 24 yrs | | | |

We would like to thank you for taking the time to complete this survey. Please bring this survey to the attention of other people who are interested in volunteer issues. We would also like to hear from you with any comments regarding the topic of this survey or your experience completing it online at envision.ca. You can reach the CSC at 709-753-9860 or assistant@csc.nf.net.

ATTACHMENT 2: PAN PROVINCIAL RESEARCH PROJECT – RESIDENT SURVEY

RESIDENT SURVEY – CSC PROVINCIAL RESEARCH PROJECT

Town _____

Interviewer _____ *Date* _____ *Time* _____

Type _____

Hi. My name is _____ and I'm calling on behalf of the Community Services Council of Newfoundland and Labrador. We are gathering information on volunteering around the province. Do you have 5 minutes to answer a few questions? *(If No, "OK. Thank you." If Yes, "Thank you." and continue. If asked for more info on CSC: "The Community Services Council, or CSC, is a provincial non-profit organization that promotes volunteerism and supports the voluntary, community-based sector." If they ask "Are you going to ask me to volunteer?" say that the project is much broader than that, and we would like their opinion even if they are not interested in volunteering.)*

We are looking at ways to recruit new volunteers for organizations in your community and we are starting to build a list of people who may want to volunteer. Names will not be recorded unless you give us permission. Information on individuals will not be passed on without permission, but will be kept on file at the Community Services Council. You may choose not to answer any particular question and you may stop the interview at any time. Are you at least 15 years of age? *(If No, ask to speak to someone who is.)*

1. Do you volunteer for any organizations or groups in your community?
   o   Yes (Don't ask for comments here but note comments if any.) _____
   o   No
   o   Sometimes
   o   No comment
(If No, go to Question # 3; if Yes or Sometimes, go to Question # 2.)

2. a) Do you volunteer on a regular basis for long periods (e.g., weekly or monthly meetings for a year)?
             Yes   No   Maybe
   b) Do you volunteer occasionally for short periods (e.g., yearly fundraising or special event)?
             Yes   No   Maybe
(Go to Question # 4.)

3. Have you volunteered in the past?
             o   Yes , _____
             o   No
             o   No comment
(If No, go to Question # 5)

   4. When was the last time you did volunteer work? _____
             o   Less than a month ago
             o   1 - 6 months ago
             o   6 – 12 months ago

      o   More than a year ago
(Go to Question # 6.)

5. Have you ever been asked to volunteer with an organization?
          Yes   No   Maybe

(Phrase Question # 6 according to whether they have ever volunteered.)

6. Would you like to volunteer (**OR** Would you like to volunteer MORE) in your community?
- o Yes
- o No
- o Maybe
- o No comment

(If No, go to Question # 12; If Yes or Maybe, continue with # 7 - 12.)

7. a) Would you be willing to volunteer on a regular basis for long periods (e.g., weekly or monthly meetings for a year)?   Yes   No   Maybe

    b) Would you be willing to volunteer occasionally for short periods (e.g., yearly fundraising or special event)?   Yes   No   Maybe

8. What type of volunteer activities would you like to get involved in? _____
_____

MAY I GIVE YOU A FEW MORE EXAMPLES? PLEASE ANSWER YES, NO OR MAYBE. *(NOTE TO INTERVIEWER: IF PEOPLE HAVE ALREADY MENTIONED ONE OR MORE OF THESE, TICK THEM OFF AS YES WITHOUT ASKING AGAIN.)*

Helping with special events	Yes	No	Maybe
Helping people with special needs	Yes	No	Maybe
Office work	Yes	No	Maybe
Coaching / teaching	Yes	No	Maybe
Maintenance / repair	Yes	No	Maybe
Serving on a Board of Directors	Yes	No	Maybe
Serving on a committee	Yes	No	Maybe
Fund raising	Yes	No	Maybe

9. Would you like to find out more about volunteer opportunities in _____
    (**community**)?
- o Yes
- o No
- o Don't know
- o No comment

10. The Community Services Council is starting to put together a list of potential volunteers in your community. May I record your name, phone number and address so that you may be contacted about volunteer opportunities?
- o No
- o Yes

Name:_____Phone:_____ Fax:_____
Address:_____Email: _____

11. MAY WE HAVE PERMISSION TO PASS YOUR NAME ALONG TO ORGANIZATIONS IN YOUR AREA?
- o   No
- o   Yes

You may ask to have your information removed from our list at any time by calling the Community Services Council. Would you like our toll-free number? (1-877-753-9190. The contact person is Fran Locke.)

I HAVE A FINAL QUESTION ABOUT WHY PEOPLE DO NOT VOLUNTEER.

12. DO YOU THINK ANY OF THE FOLLOWING MAY BE REASONS WHY PEOPLE DON'T VOLUNTEER? (PLEASE ANSWER YES, NO OR MAYBE.)
a) Some people don't volunteer because they have not been personally asked.
        Yes   No   Maybe
b) Some people believe they don't have the right skills.
        Yes   No   Maybe
c) Expenses such as childcare, travel, meals, etc. prevent some people from volunteering.
        Yes   No   Maybe
d) Some people may think that volunteers are not appreciated.
        Yes   No   Maybe
e) The same people run many organizations and it may be hard for new people to get involved.
        Yes   No   Maybe
f) There is a lack of training for volunteers.
        Yes   No   Maybe
g) The possibility of being held legally responsible discourages people from volunteering.
        Yes   No   Maybe
h) Some organizations do not promote themselves or advertise their volunteer opportunities.
        Yes   No   Maybe
   (That is, people don't know how to become involved.)
i) It's hard to find a cause worth supporting.
        Yes   No   Maybe
j) Some people do not have enough time for a long-term commitment.
        Yes   No   Maybe
k) Some people are not interested.
        Yes   No   Maybe
l) Certain groups of people may not feel welcome as volunteers because of personal circumstances
   such as age, income, or disability.
        Yes   No   Maybe
m) Poor health prevents some people from volunteering.
        Yes   No   Maybe
n) Any other reasons? _____

13. Do you have any other comments on any of these issues? _____
_____
_____

103

(If people ask whom they could contact in their community about volunteering, say that the Community Services Council is working with quite a few organizations on recruitment and we will be in touch again in the coming months.)

14. Would you mind telling me your age?
- o   15 – 19 years
- o   19 – 24 years
- o   25 – 34 years
- o   35 – 44 years
- o   45 – 54 years
- o   55 – 64 years
- o   65 and over

15.   Are you   Male? **OR**   Female?

Thank you very much for completing this survey. We really appreciate your help.

ATTACHMENT 3: PAN PROVINCIAL RESEARCH PROJECT - ORGANIZATION SURVEY

COMMUNITY SERVICES COUNCIL PROVINCIAL RESEARCH PROJECT INTERVIEW FORM

Hello. Have I reached (Name of Organization) _____ in (Town) _____ May I speak with your Executive Director, your General Manager or a senior board member please? *(If Not Available)* When could I reach her / him? _____

My name is _____ and I'm calling on behalf of the Community Services Council of Newfoundland and Labrador (the CSC). We are doing a survey and planning project with community groups related to volunteer needs and recruitment activities. *(If asked for more info on CSC: The CSC is a provincial non-profit organization that promotes volunteerism and supports the voluntary, community-based sector.)* The information that we gather will be compiled and used to assist community organizations. A project report will also be available. Confidentiality will be respected and we will not attribute answers to particular organizations.

1. I wonder if you have about 20 minutes to answer a few questions, or could I call you back at a more convenient time?   Now   Later   No, do not call again. *(If Later)* What would be a good time? _____
Thank you.

2. What is your name? _____ Your title? _____

Mr. / Ms. _____, you may choose not to answer any particular question and you may stop the interview at any time.

A. First I'd like to ask about your organization's programs and services.

3. What are the 2 main objectives of your organization? _____
_____
_____

4. What specific activities, programs, and services does your organization offer?

_____
_____

5. (a) Do you have paid employees?
         Yes   No   Don't Know *(If Yes, continue with b, c, d)*
   (b) Do you have long-term employees with no specific end date?
         Yes   No   Don't Know
   (c) Do you have short-term project employees with a specific end date?
         Yes   No   Don't Know
   (d) Does your organization offer employee benefits beyond the mandatory ones?
         Yes   No   Don't Know

Comments
_____

_____

B. Now I'd like to ask about volunteers in your organization.

6. Does your organization have a volunteer Board of Directors?
        Yes   No   Don't know   No Comment   *(If No)* How is your organization structured?
_____

7. Does your organization have difficulty recruiting people to serve on its Board?
        Yes   No   Don't know   No Comment
  How does your organization recruit Board members?

_____

8. Does your organization use volunteers other than Board members?
     Yes   No   Don't know   No Comment
  (If No, go to Question # 20)
  (If Yes) How many? _____
  What kind of work do volunteers do for your organization? _____

_____

9. Can you estimate the total number of hours per month that volunteers, including Board members, contribute to your organization? _____

10. Does your organization have as many volunteers as it needs?   Yes   No   Don't know   No Comment
  (If Yes, go to Question # 12)
  (If No) What do you need more volunteers to do? _____

11. If there were more volunteers available to you, would you have the space, time and other resources to accommodate them?
        Yes   No   Don't know   No Comment
   (If No) What would your organization need to be ready for new volunteers?
_____

12. How does your organization recruit volunteers? _____

_____

13. What approaches to recruitment have worked well for you? _____

_____

14. What approaches have not? _____

_____

15. Who in your organization is responsible for recruiting and managing volunteers? _____

    What percentage of their time is devoted to volunteer coordination? _____

16. Does your organization offer volunteer orientation and training programs?
     Yes   No   Don't know   No Comment
_____

17. Does your organization have job descriptions or clear directions for volunteers?
_____

Yes   No   Don't know   No Comment

18. (a) Does your organization make special gestures of recognition and appreciation or hold special events to thank its volunteers?

       Yes   No   Don't know *(If Yes)* What kinds of things do you do?

_____

   (b) Does your organization celebrate Volunteer Week?

       Yes   No   Don't know   (Apr. 27 to May 3 this year.)

19. (a) Do you ever pay volunteers for activities done on behalf of the organization?

       Yes   No   No Comment

   (b) Do you cover out of pocket expenses such as:

Transportation	Yes	No
Child care	Yes	No
Meals	Yes	No
Accommodations	Yes	No
Other	Yes	No _____

20. Do you think there are people in your community who would like to volunteer but are not doing so?

       Yes   No   Don't know   No Comment

      (If Yes)   What do you think are the main reasons why people do not volunteer?

_____

C. I have a few questions on issues related to how voluntary organizations collaborate.

21. Do you think there might be a benefit for voluntary community-based groups to work together in your community

a) To Share Information	Yes	No
b) For Training Opportunities	Yes	No
c) To obtain shared project funding	Yes	No
d) To Promote Volunteer Opportunities	Yes	No
e) Other		

       _____

22. Do you have any ideas about how organizations could work together to promote volunteer opportunities in your community? _____

_____

23. Does your organization ever work in collaboration with other organizations on these issues?

       Yes   No   Don't Know

      (If Yes) How? _____

24. Do you think a community meeting might be a good way to explore these issues?

       Yes   No   Don't Know

D. Now I have a few questions about a couple of other things. First, about Newfoundland and Labrador's Strategic Social Plan – *People, Partners and Prosperity* **– commonly known as the SSP.**

25. Have you heard about the SSP?

Yes   No   Don't know   No Comment
(If NO, go to Question # 29)
(If Yes) How did you hear or learn about it? _____

26. Have you participated in any events or activities organized by your region's SSP Committee?

Yes   No   Don't know   No Comment
(If Yes) Which activities? _____

27. Are you familiar with the priorities of your region's SSP Committee?

Yes, very familiar   Yes, somewhat familiar   No, not at all

28. Has the SSP made any difference to your organization?

Yes   No   Don't know   No Comment
(If Yes) In what way? _____

29. Would you like to learn more about the SSP?

Yes   No   Don't know   No Comment
(If Yes) May I pass your name along in case there are upcoming information sessions about the SSP?

Yes   No   Don't know   No Comment

E. Now I'd like to talk a little about services provided by the Community Services Council.

30. Do you have access to the Internet and email?

Yes   No
(If Yes)   Personal access?
                          Office access?
                          Other? _____
                          (If Yes) May we have your email address?_____

31. The CSC provides a wide variety of resources for the voluntary sector on the Internet at www.enVision.ca, things like a calendar of events, training information, tips on writing a media release, etc. Have you ever visited www.enVision.ca?

Yes   No   Don't know
(If Yes) What do you use it for?_____

32. Would you like to learn more about enVision.ca?

Yes   No   _____

F. The CSC maintains an online directory of non-profit organizations in Newfoundland and Labrador. This is available on enVision.ca. We use this list to let organizations know about upcoming meetings, training sessions and other topics of interest.

33. Are you familiar with this directory?

        Yes   No   Don't know   No Comment

<u>I'd like to check that the contact information we have for your organization is correct.</u>

Note to Interviewer: Go through the information you have on your printed list and fill in any changes. When you enter the survey online, please fill in this whole section. Tick at bottom if there are changes and note what.

34. Full Name of Organization:

    _____

35. Contact Person: _____ Title: _____

36. Organization's Mailing Address:

    _____

        Organization? or   Personal?

37. Town: _____ Postal Code: _____

38. Street Address, if different from above:

    _____

39. Does your organization operate from

        Home
        Office
        Other - Describe:_____

40. Organization's Telephone #: _____ Fax #: _____

    (If no office) Personal Telephone: _____ This will not go online.

41. Organization's Email Address:_____

42. Organization's Website Address:_____

(Interviewer: Please check here if there were any changes.)
        Yes, there were changes
        No changes
Types of changes (i.e., name, phone number, etc.) _____

_____

43. Do you agree to have your organization's contact information and objectives posted in our online
    directory?
        Yes   No   Don't know   No Comment

        **By the way, any part of this information can be hidden when your organization is posted
        online. Please let me know if there is anything you want hidden**.

_____

44. We are in the process of trying to build a list of potential volunteers in your region by doing resident surveys.   May we pass on your organization's contact information to potential volunteers?

      Yes   No

The screening of these individuals will be the responsibility of your organization. Comments

_____

45. Do you have any other comments about the issues that we have talked about?

_____

46. Would you like to receive the final report from this survey by Email?

      Yes   No

or Mail?

      Yes   No

By the way, do you know that you can go online at www.enVision.ca to add or update your information for our online directory?

      Yes   No *(If asked, explain how.)*

And if your group is organizing a special event, you can submit it to our online calendar at enVision.ca. Or you may email the information (to carolanne.envision@csc.nf.net) or we can fax you a form.

      Fax #_____

Any volunteer opportunities you have can also be posted directly to the website or emailed (to carolanne.envision@csc.nf.net) or faxed to 753-6112 for posting.

Thank you very much for completing this survey. We really appreciate your help.

Submitted by: _____ Signature: _____

Date: _____