



Building strength in the non-profit environment

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Overview

"The number one thing that becomes apparent when looking at high skill volunteers is the need for Non-Profit Executive Directors and Board Members to contemplate and develop integrated HR strategies that support volunteer programs as a whole and their ability to recruit these volunteers and capitalize on the emerging trends in volunteerism."

*Mario Siciliano,
President & CEO
Volunteer Calgary*

High Skill Volunteers – Filling Your Human Resource Needs

The first of the baby boomers have started to leave the workplace, and many of them have already begun seeking volunteer opportunities within non-profit organizations. Often these new volunteers come with a variety of skills and many years of experience.

In April 2005, Former Executive Director of Volunteer Calgary Martha Parker, Vice President and COO of United Way of Calgary and Area Heather MacDonald, Mario Siciliano, President and CEO of Volunteer Calgary and retired CEO of a large Calgary corporation Marshall Williams initiated a discussion about baby boomers who are coming out of the work force, now and over the next decade, with huge skill sets that non-profit organizations can benefit from.

Williams realized many non-profit organizations are not equipped to bring these skilled people into the workplace as volunteers.

As a result, Volunteer Calgary launched a High Skill Volunteer (HSV) pilot in January, 2007, as a research project to test the process by which seven organizations engaged high-skilled volunteers in appropriate volunteer opportunities.

The project was funded by United Way of Calgary and Area, The Wild Rose Foundation, Volunteer Calgary and individual donors. The program

included basic training, coaching and mentoring for the agencies on how to change their cultures and build the systems, policies and procedures needed to be able to embrace this type of volunteering.



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High Skill Volunteers – Filling Your Human Resource Needs

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Throughout the 12-month project, organizations worked with a coach/consultant who provided support and challenged each organization as they considered new ways to engage high skill volunteers.

“You have to have a culture within the organization that supports and encourages the HSV to work in areas that utilize their high skill training and experience,” said Cindy Frank Lewis, Manager of Community Leadership Development at Volunteer Calgary.

Given the level of skill that volunteers can now bring to non-profit organizations, it is time for non-profit organizations to completely revise the way they view volunteers and look for ways to integrate high skill volunteers into the existing work environment.

According to Lewis, this will only occur if there is a total culture shift within organizations. They must change the way staff, management and the board thinks about the volunteer workforce that supports their organization if they hope to integrate HSVs into the work environment.

One thing that became very apparent during the inaugural year of this research program was the need to involve Executive Directors and Board Members to create a setting where HSVs are a benefit to the organization.

“Once we realized that the changes we were talking about would require a cultural shift for these organizations it became pretty obvious that if the integration of HSVs into non-profit organizations is to be successful the very top management must step

in to help guide and shape the development of new policies and procedures,” says Lewis.

Although it may be time-consuming, this type of a culture shift may be the most cost effective way for organizations to capitalize on the expertise that is available from the HSVs that are moving into the world of volunteerism and philanthropy. HSVs can provide an organization with the human resources needed to greatly expand their expertise and work force without the high priced salaries that such skills would demand in the corporate environment.

The end result is a significant benefit to the organizations that are prepared to take the time needed now to develop and prepare their staff for an integrated HR plan to fully engage this new generation of volunteers into their organization.

“I think it is always difficult to find room to help manage and use a new resource, but we need to build the capacity of the non-profit community to be able to utilize high skill volunteers,” says MacDonald.

Dariel Bateman, Executive Director of Calgary Reads, one of the participating organizations, said “My staff are very open and welcoming to high skill volunteers. Our organization needs this type of volunteering in order to accomplish our mission with less cost!”

If non-profit organizations do not want to be left behind they must step up with a plan to fully engage this group of volunteers. They need to prepare now with volunteer positions and opportunities that can take advantage of vast skill sets the next generation of volunteers can offer and they need to nurture an internal culture that is supportive and accepting of the skills that these volunteers can bring.

ASK YOURSELF... IS YOUR ORGANIZATION READY?

Volunteer Calgary will continue to work on researching and training in the area of High Skills Volunteers in 2008.

If your organization is ready to look at building capacity by incorporating High Skill Volunteers or you would like to find out more information on the work that is being done in this area please contact Cheryl Humphrey at 231-1427.



Building Leaders

Leadership Calgary is a unique program designed to identify, motivate and engage future and existing leaders in Calgary. Since the program began in 1999, over 250 participants have embarked on a ten-month journey during which they dedicate themselves to learning a comprehensive framework centered on systems thinking, the development of adaptive capacities, and wise, responsible action.

Past participants in the program have gone on to use their knowledge and training towards solving complex problems and creating healthy and sustainable communities.

Dan O' Grady, Manager, Community Partnerships and Investment of Enbridge Inc., has seen firsthand the impact this program has on employees and the community at large. Over the past few years a number of Enbridge employees have participated in the program.

According to O'Grady, "Leadership Calgary is recognized as a unique leadership development opportunity for Enbridge employees. It broadens their perspective of community issues and how corporations, governments and not-for-profits can collaborate towards a resolution of some of these issues".

COMMUNITY LEADERSHIP IS...

- **The capacity to see what needs to be done;**
- **The courage to take the lead;**
- **The ability to inspire others to action;**
- **The willingness to break down barriers; and**
- **The fundamental ability to collaborate with others in the community so that together,**

Great results are achieved, far greater than what one could do by oneself.

The program ultimately serves the greater community. "Over the years, it has provided a capacity building opportunity for our community because there are over 180 Leadership Calgary alumni that are actively involved in supporting community organizations," O'Grady says.

Rod Garossino, Advisor, Community Investment of EnCana Corporation, agrees that the Leadership Calgary program does indeed have a powerful impact on the individuals who participate in it and on the community at large.

"Participating employees are empowered through a heightened understanding of community needs, increased leadership skills and capacity, and their inclusion in a network of program alumni. This improves their effectiveness both at work and in the community," says Garossino.

The program also has positive impact on the companies that the graduates work for. "First, a company is strengthened when its employees develop their skills and abilities. Second, companies can enhance their community involvement by enabling their employees to participate in community-focused programs like Leadership Calgary," adds Garossino.



"Leadership Calgary allows civically minded individuals to better assess the wisdom and judgment behind their actions," says Daryl Martin, a graduate of the program in 2005. "I hope that my present and future community involvement moves people and organizations toward long-term sustainable solutions."

The program builds personal ability and responsibility among existing and potential Calgary leaders and increase their awareness and understanding of global and community issues, assets, and activities.



Volunteers Connecting Community

A quarterly publication of Volunteer Calgary

Volunteer Calgary's mission is to engage more people, more effectively, to volunteer in the community. In keeping with our goal, this newsletter serves as an information tool for the many individuals and organizations active within our community's voluntary sector.

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Leadership Calgary Recruitment Process

Each year, 30 individuals identified as having outstanding potential for leadership development, are offered a dynamic, city-focused leadership experience. Participants are selected by a competitive screening process to participate in a ten-month voyage of discovery.

Although the Leadership Calgary training program is designed to accommodate a full-time working schedule, it is a full year program and candidates should be prepared to committed to attending the full Leadership Calgary program (retreats, learning days, planning days).

The ideal participant is a person who demonstrates self-awareness and is viewed as creative, responsible, and effective in their endeavours. Candidates must show evidence of or the potential to become a community leader.

Leadership Calgary offers candidates an exciting development opportunity. Successful candidates will become part of a living legacy, the people who have made things happen in Calgary. They will...

- increase clarity and focus in their personal leadership journey to better enable them to mobilize people, cultivate common ground, and build effective teams,
- increase their ability to identify and analyze challenges and assets in the community at a strategic and foundational level,
- apply their leadership abilities and their philosophy of community stewardship to act in the best interest of both their organization and community while enhancing Calgary's quality of life.

IMPORTANT UPCOMING LEADERSHIP CALGARY DATES: CLASS OF 2008/09

January 2, 2008
Registration opens

May 15, 2008
Application deadline

March 13, 2008
Recruitment Launch
Breakfast at the Hyatt

April, 2008
Information session
(time and location TBC)

Registration forms
available online at
www.leadershipcalgary.ab.ca/

For more information please
contact Tracy Hollingsworth
231-1430 at Volunteer Calgary



Valerie Nishi
Sr. Consultant, Employee Engagement,
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Director & co-founder, Women's Leadership
Foundation.
Special Advisor & past-Director, Youth In Motion.
And she's a Leadership Calgary alumni.

a better you
a better **Calgary**

 **Leadership
calgary**
a better you ...a better Calgary

BoardMatch Fundamentals Calgary

Non-profit organizations everywhere are looking for ways to operate more efficiently, increase their donor base, and strengthen their involvement in the community. One means to go about this is by recruiting dedicated and qualified board volunteers who are skilled in areas such as Finance, Marketing, Information Technology, Governance, Public Relations, Fundraising, Law, Strategic Planning, and Human Resources.

On the other hand, there are hundreds of qualified professionals in Calgary who are willing to volunteer their time and expertise but have no idea how to find the right opportunities. It is indeed a challenge to pinpoint organizations that can benefit from the specific expertise that they offer, and there is also that daunting question of the kind of reception they would get from these organizations.

This is where Volunteer Calgary's BoardMatch Fundamentals program can help.

BoardMatch is an innovative approach to recruiting and filling board positions. Its main goal is to introduce non-profit organizations to talented, interested and qualified individuals who want to devote their time to serve as volunteer board members.

The Program also informs aspiring board candidates of the various positions available in organizations of their choice; thus, satisfying the demands of both sides. BoardMatch ensures that the volunteer candidates understand the responsibilities of a board member in an organization.

Since the launch of BoardMatch nationally in February 2000 as an innovative program of Altruvest Charitable Services, the program has placed over 1,300 talented board members on the boards of over 400 charitable organizations including Habitat for Humanity, The Canadian Cancer Society, and local United Ways across Canada.

The BoardMatch Fundamentals program is available to any non-profit organization. If your organization is a member of Volunteer Calgary, the program is available as a benefit of your membership. If you are not a current member you will be assessed a small annual fee for the BoardMatch program based on the size of your organization.

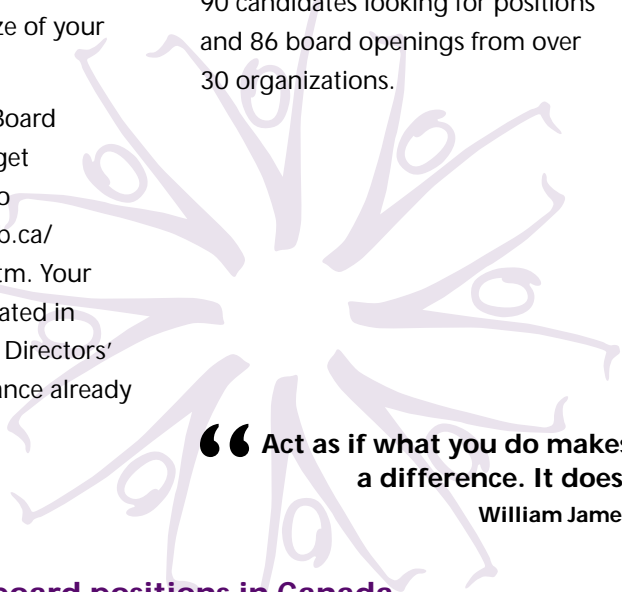
If your organization has Board positions to fill, you can get started by going online to www.volunteercalgary.ab.ca/volunteer/boardmatch.htm. Your organization must be located in Calgary and should have Directors' & Officers' liability insurance already

in place for the benefit of the board members. Follow the registered charities and nonprofits link online and register your organization's board positions directly.

For an individual who wishes to access BoardMatch to acquire a board position, necessary qualifications are a post-secondary degree or diploma with 2 - 3 years of experience in their corresponding professions, leadership and critical thinking skills, ability to be a team player, and diversity of life experience.

The registration process is very straightforward. It merely entails the creation of an online profile and taking an online orientation. Upon completion, posting, searching, interviewing, and matching may commence. Volunteer Calgary provides organizations and candidates with help, if needed, through every step.

Currently, Volunteer Calgary has 90 candidates looking for positions and 86 board openings from over 30 organizations.



“ Act as if what you do makes a difference. It does. ”
William James

Did you know?

- There are approximately 1,000,000 non-profit board positions in Canada.
- 225,000 new board member volunteers are needed annually in Canada.
- Volunteer Calgary currently has over 90 candidates looking for a board position.

Making the Right Match

Through Volunteer Calgary, the BoardMatch program facilitates the matching process between boards and board candidates, ensuring its efficiency and quality.

Since its launch in Calgary in 2006, many local non-profit agencies have utilized the services of BoardMatch. This year, Child & Youth Friendly Calgary successfully recruited three board members through the BoardMatch program. "BoardMatch is so fast it feels like a dating service," said Penny Hume, Executive Director.

According to Hume, the key to its success is the fact that BoardMatch candidates have training and knowledge of board governance. "They're great matches," says Hume.

Cheryl Doherty, Executive Director of the Boys and Girls Clubs of Canada, stresses that the most important thing was that the candidates understood what being a board member is about. Doherty says, "The candidates have come very well prepared and they understood the work of the board in the non-profit world. They are familiar with board governance. They understand what governance is because they went through the orientation process and it provided them with a really good foundation."

The Boys and Girls Club used BoardMatch to successfully fill three board positions, and in doing so, gained board member expertise in the areas of Finance, Human Resources and Child Care. It took no longer than 1 - 2 months to fill each role.

According to Doherty, "It is an efficient way to go about recruitment and we got the skills that we needed." In addition, "the support from

Volunteer Calgary was certainly felt as the search went on for the right candidate," says Doherty.

Lynn Squance, Executive Director of Calgary Block Parents Association, has used the service for the last two years and has also been able to fill three board positions during that time. Prior to BoardMatch, they had posted positions on bulletin boards at volunteer centres where it was necessary to wait for interested candidates to contact them. "BoardMatch is a service that has evolved from that [the bulletin board]," according to Squance. "It provides organizations the ability to proactively find and contact the right people who match the available positions."

It didn't take long to fill the positions using BoardMatch. After posting the availability, they sought out a number of individuals who seemed to possess the exact set of skills they needed and contacted them. Squance says, "We got the right person each time."

Everything to Gain

BoardMatch Fundamentals is a unique tool that should be utilized by organizations who are interested in building strong boards or individuals who wish to be part of a board. There are many benefits to be gained from becoming involved in the program for both non-profit organizations and individuals.

Benefits to non-profit organizations include:

- Improve governance
- Increase accountability



- Create diversity of skills, backgrounds and age
- Increase capacity

Benefits to individual board member candidates include:

- Strengthen leadership and governance skills
- Expand social and professional networks
- Share expertise
- Develop new skills, broaden and deepen existing skills
- Support and strengthen community

Calgary is indeed fortunate to have access to such a leading edge board recruitment tool. As a member of Volunteer Calgary, non-profit organizations can take advantage of the entire program free of charge thanks to the generous support of the program sponsors: Suncor, J.W. McConnell Family Foundation and Alliance Pipeline.

If your organization is looking to optimize your current board operations or if you simply need more information about BoardMatch Fundamentals, contact Janet Burstall of Volunteer Calgary at 231-1429 or jburstall@volunteercalgary.ab.ca or visit the Volunteer Calgary website at www.volunteercalgary.ab.ca.

Books and Resources

The Volunteer Calgary Library has numerous publications that provide additional information on High Skill Volunteers, Non Profit Leadership and Board Governance here is a list of several that members may find helpful:

Generations: the challenge of a lifetime for your nonprofit

Brinckerhoff, Peter C. 2007

With the Boomers set to retire, now is the time for nonprofit boards and staff to plan for generational change. The author tells the reader what to expect, and then provides the tools to prepare. Individual chapters provide in-depth information on how to deal with generational issues in each area of an organization: staff, board, volunteers, clients, marketing, technology, and finances. It also includes discussion questions to get the planning started. The chapter on technology is thorough, practical and very useful. For organizations looking at succession planning, this will be invaluable.

Governing for results: a director's guide to good governance

Gill, Mel 2005

This Canadian resource guide for boards blends key knowledge with skills, practical tips and case studies readers can use to reflect upon their own practices. Contents include: governance basics, best practice benchmarks, board responsibilities, nonprofit structures, board and committee structures, evaluation logic model, board types, forms, tools and check lists. Includes sample policies, bylaws etc.

Gracious space: a practical guide for working better together

Hughes, Patricia M. 2004

This compact book pulls together concepts of dialogue, learning, and trust building into a common framework for leadership and management. It is based on techniques such as Appreciative Inquiry and Active Listening which are valuable when negotiating conflicts, creating new possibilities or planning for the future.

Being a governor: a process for board development

Seel, Keith; Iffrig, Andree 2006

Participatory approaches offer people serving on a governance board a means for challenging conventional ideas and creating conditions for change. This guide begins with the question, "What does it mean to govern?" The peer learning circle methodology which it recommends for exploring this issue, helps board members tap into their collective understanding to come up with answers. The board gains a broader perspective on its role and that of the organization in responding to the external environment.

It's okay to be the boss: the step-by-step guide to becoming the manager your employees need

Tulgan, Bruce 2007

Undisciplined workplaces overwhelm managers and frustrate employees. The author, a management trainer himself, has created a clear guide which challenges bosses everywhere to spell out expectations, tell employees exactly what to do and how to do it, monitor and measure performance constantly, and correct failure quickly then reward success even more quickly.

This is just a very small sampling of some current materials held by the Volunteer Calgary Library. If you would like a complete listing of Leadership Calgary recommended titles, please see the "Leadership Calgary Recommended Reading" link under Popular Searches on our library catalogue search page. For more information on all of the resources available through the Volunteer Calgary Library please visit our website at www.volunteercalgary.ab.ca or call our Library staff directly at 231-1426.

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www.volunteercalgary.ab.ca/leadershipawards
Nomination deadline is on February 20, 2008.

