



Guidelines for Volunteer Management

Funding provided by



Table of Contents

Acknowledgements	3
Introduction	4
Background	8
Planning & Preparation	11
Recruitment	16
Orientation & Training	25
Feedback & Evaluation	34
Retention & Rewards	39
Inspiration	42
Resources	43

Acknowledgements

Hot Docs has been working together in partnership with WorkInCulture and the Toronto Fringe to gather information and create volunteer management resources with the goal to share feedback and results with hundreds of cultural organizations in Ontario. Volunteers are the life of many cultural organizations in our province and ensuring that the volunteer program is well planned and organized will create a stronger community and ultimately show the appreciation volunteers deserve for the time they dedicate to our organizations.

A large portion of the project was the development of this manual, which includes results of surveys and activities completed thus far. This manual was created to support arts and culture not-for-profits in Ontario and beyond to have a better understanding of developing a strong and successful volunteer program. With the hope of providing insight into the planning and execution of a volunteer program, organizations can continue to grow and provide their volunteers with the best experience possible. The information contained in this manual is only meant as a guideline to best practices in volunteer management, and should be adapted to each organization individually according to staff and program size. Organizations are encouraged to review the material in its totality, or zero in on portions that will complement their already existing volunteer programs.

Without the work of Bob McCarthy, Brett Hendrie and Ron Koperdraad, Hot Docs' volunteer program would not be where it is today. Their insight into the daily operations of the organization led them to develop a great resource, *Festival Volunteer Programs: Best Practices and Planning Manual* (2003), from which this manual continues to expand. A huge thanks is in order to all of the organizations that have kindly offered their insight via online surveys, emails, phone calls and in-person meetings, all in an effort to facilitate the creation of this resource. Your encouragement and excitement throughout this project provided inspiration and insight into the work of volunteer management in the arts and culture world.

Finally, we gratefully acknowledge the generous funding provided by the Government of Ontario, as well as the instrumental support from the Toronto Foundation through the Goring Family Foundation, the Karen and Bill Barnett Fund, and the Vital Toronto Fund.

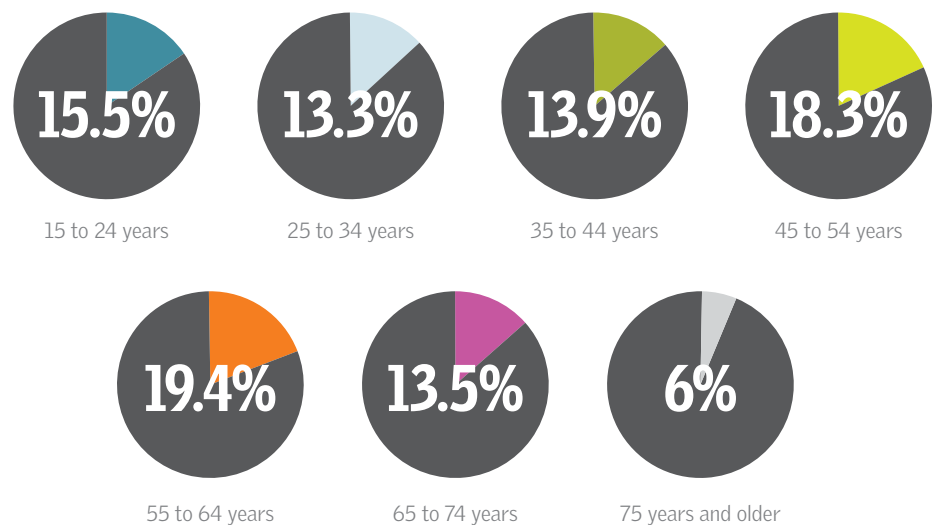


INTRODUCTION

Volunteer management, managing people; it can't be that hard, can it? Carefully considering other people's schedules, personalities, skill sets and motivations, volunteer management is like a big game of Tetris. Finding the right role for volunteers, finding the right volunteer for a role or organization, all of this takes lots of time and planning before you take your first step into recruiting the right people.

There is a common misconception that volunteers and their time are free, but that couldn't be further from the truth. Organizations need to spend money on hiring someone to plan for and manage volunteers, recruitment material, training spaces, T-shirts, appreciation events and much more. The payback though can be really big; in 2013 alone, Statistics Canada reported almost two billion logged volunteer hours across our country! What's even more surprising is that the percentage of total volunteer hours was almost evenly split between the ages of 15 to 75+ (Figure 1). That's a lot of people from all walks of life who potentially want to contribute to your organization, and you will need to harness that interest and passion.

FIGURE 1: BY AGE—STATISTICS CANADA, GENERAL SOCIAL SURVEY ON GIVING, VOLUNTEERING AND PARTICIPATING, 2013



Volunteers can bring diversity and a fresh set of eyes to organizations that make a broad outreach and thoughtful selection. From basic roles like helping with event set-up to supervisory roles to even becoming board members, volunteers contribute at all levels. Their investment in your organization through their time means that they can be your strongest assets and most honest critics. The passion and dedication that volunteers exude can lead to the best form of marketing, word of mouth. It's important then to keep volunteers happy, and that's often the job of the volunteer manager or coordinator.

If it's your first time in the role of volunteer manager, coordinator or assistant, the task can be overwhelming. Depending on the size of your organization and its volunteer needs, your job can range from planning a few envelope-stuffing shifts per month to recruiting, orienting and training hundreds of volunteers for a large-scale festival or event. No matter the level of volunteerism in your current situation, you will hopefully find at least a few things in this manual that will inspire you to take a look at and evaluate your organization's volunteer program.

From tips on how to plan and organize your program to innovative ways of working with diverse community partners and marketing your volunteer opportunities, this manual provides a great outline on how to shape a program that's best for you and your organization.

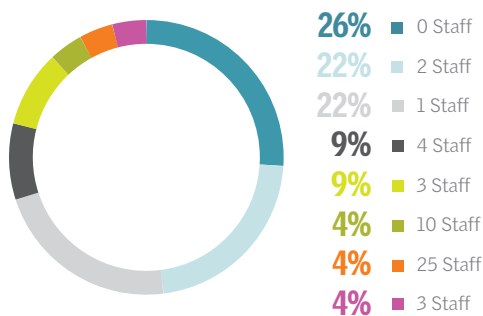
This project wouldn't have happened without the amazing community support I received from many cultural organizations, wonderful staff, fellow volunteer managers and coordinators, friends, and of course, our volunteers! To give you an idea of some of the people we have been chatting with about volunteerism, the following are results from a 2014 survey that was conducted with the participation of 25 cultural organizations. From volunteer managers, coordinators and festival administrators to executive directors, general managers and board members, these results give us a glimpse into volunteer management for cultural organizations.

The following information provides a glimpse into the questions we asked organizations and volunteers. Please refer to Figure 2 and Figure 3 in the appendices for a detailed look at both surveys.

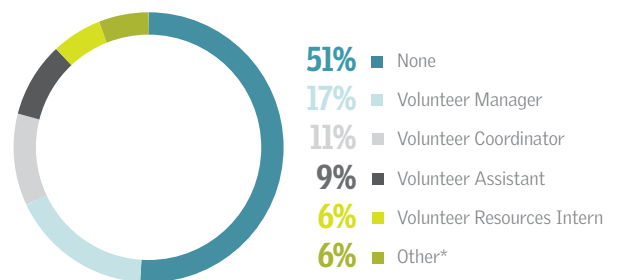
FIGURE 2: SELECT RESULTS FROM ORGANIZATIONAL SURVEY

To give you an idea of some of the people we have been chatting with about volunteerism, the following are results from a 2014 survey that was conducted with the participation of 25 culturally based organizations. From volunteer managers, coordinators and festival administrators to executive directors, general managers and board members, these results give us a glimpse into volunteer management for cultural organizations.

At peak operations, how many staff members are dedicated to volunteer management within your organization (i.e. Volunteer Manager, Coordinator, Assistant, etc)?

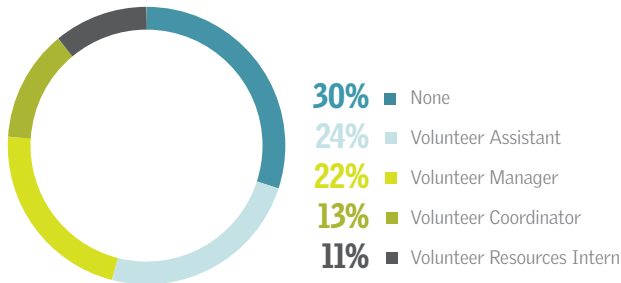


Which of these positions are full time (Monday to Friday)?



*Other included Volunteer Outreach

Which of these positions are seasonal/contract?



If the position is seasonal/contract, what is the average length of the contract for a staff member dedicated to the volunteer program?

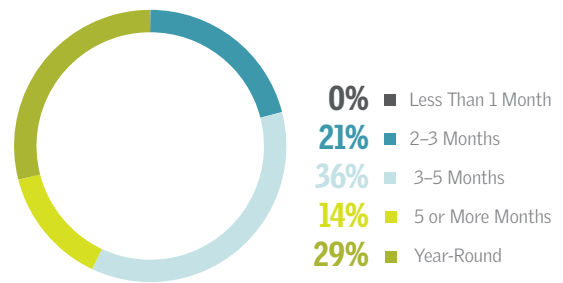
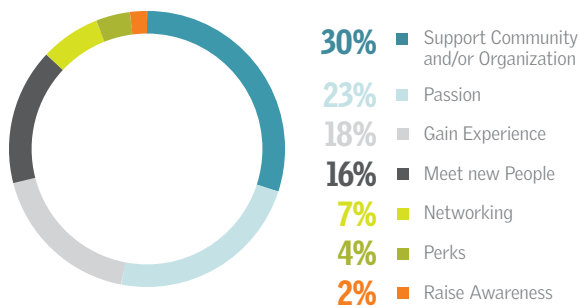


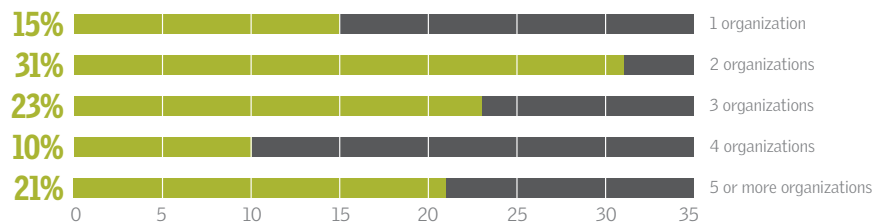
FIGURE 3: SELECT RESULTS FROM VOLUNTEER SURVEY

In March of 2015, data was collected from volunteers in an online survey that was administered for the whole month. The participants ranged in age as well as the types of organizations they volunteer with, although a large proportion of participants volunteered their time with arts and cultural organizations. With just over 270 participants, the following is a breakdown of the survey results.

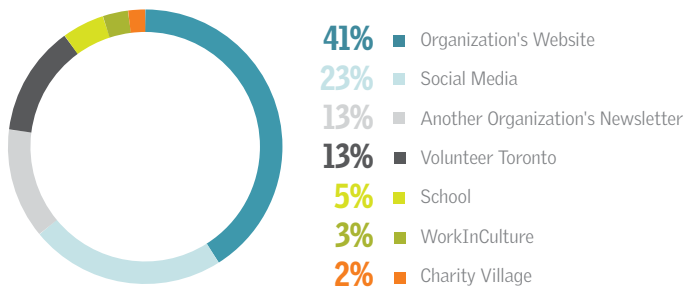
Motivations for volunteering



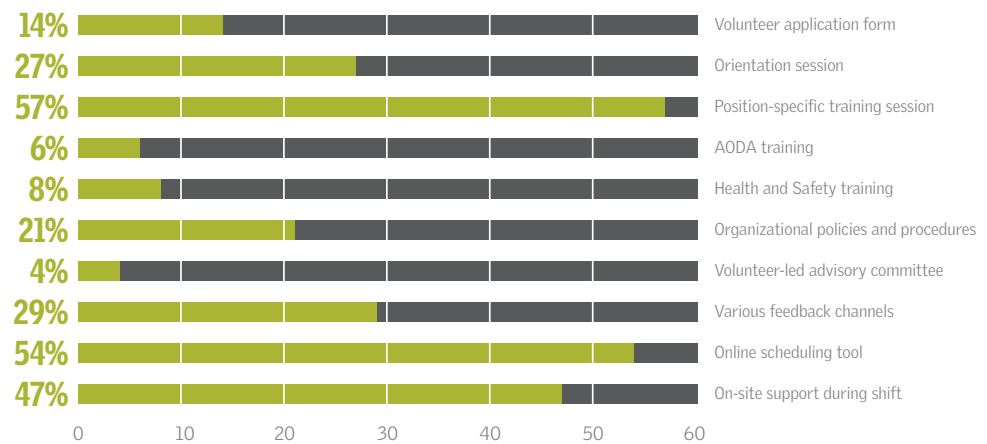
The number of organizations to which volunteers donate their time annually



The best way to hear about an organization



The tools that volunteers require from a volunteer program



Joseph Michael Howarth



Christian Peña

Best Practices For Volunteer Programs

In a continued effort to further develop and maintain strong partnerships within its community, Hot Docs has always welcomed resource sharing in the general operations of a festival, and most recently, operating a cinema year round. In 2003, Hot Docs developed *Festival Volunteer Programs: Best Practices and Planning Manual*, a composite of 10 best practices to implement in cultural organizations that program an annual festival. These 10 steps were critical in the changing landscape of volunteerism, and since then Hot Docs has continued to improve and expand its volunteer program based on these 10 best practices:

- 1 The value of volunteers should be officially recognized by the festival's senior management and its Board of Directors.
- 2 A festival staff member should be assigned responsibility for the management of the volunteer program.
- 3 A festival should develop policies and procedures that will govern volunteer involvement in their organization.
- 4 The festival should implement a formal and consistent recruitment and screening procedure for all volunteers.
- 5 A festival should assign volunteers to roles that take advantage of their skills and experience, while also matching their interests and requests.
- 6 A festival should organize volunteer orientation meetings, and provide volunteers with appropriate training and informative background materials.
- 7 A festival should provide volunteers with an enjoyable and safe working environment, arrange supervision where appropriate and track volunteers' performance.
- 8 A festival should develop a formal acknowledgement and benefits program for volunteers, that recognizes their work and commitment.
- 9 A festival should develop conflict resolution strategies, train volunteers and staff to meet these guidelines and set clear standards for dismissal.
- 10 A festival should solicit feedback and collaboration from volunteers, and consider each volunteer to be an equal member of the organization's team.

It should be mentioned that each practice offers an opportunity to build greater diversity and inclusion into your organization as you consider existing biases or barriers, and look for ways to expand your volunteer base.

The attitudes surrounding volunteer management are shifting. The 1990s ushered in full college degrees being offered in volunteer management, leading to the development of the Canadian Code for Volunteer Involvement. In the last decade, Volunteer Canada has seen volunteer management practices focus on the needs and

interests of the volunteer in addition to accomplishing the goals of the organization. This idea of balancing the needs and interests of both parties is part of the major evolution in the field.

While the motivations and personal goals of volunteers from different ages and cultures differ, Volunteer Canada identified six common characteristics of volunteers today:

- Highly educated with professional backgrounds
- Goal-oriented with highly organized career, family and social lives
- Sense of mobility (transient in terms of school, residence and work)
- Technologically skilled and comfortable participating in social networks
- Individualistic with a strong desire for autonomy
- Multiple interests and identities linked to many communities and causes

Professionals in the field are also investing time researching who their volunteers are. It's important to understand who your volunteers are in addition to why they dedicate their time to your organization. Greater efforts are also being made to improve volunteer diversity. You'll want to determine how to create a volunteer team that is not only representative of the communities you serve, but one where everyone is recognized for the expertise they bring.

With numerous online resources and organizations devoted to it, it will soon be hard to argue against a dedicated full-time position of volunteer manager or coordinator in the not-for-profit world. A 2003 study entitled *Managers of Volunteers: A Profile of the Profession*, shows the reality of volunteer management in our Canadian landscape. The survey sampled 6,152 Canadian volunteer organizations and elicited 1,203 successful respondents from a variety of:

- Organizations (incorporated, unincorporated, charity, etc.)
- Areas of activity (social services, health, arts and culture, etc.)
- Revenue levels
- Employee numbers
- Volunteers numbers
- Volunteer program budgets
- Provinces

Some interesting results from the survey indicated that:

- The chances of having a full-time paid position with a higher salary increased with the size of the organization and the size of the volunteer program budget.
- The number of volunteers an organization has and the size of the volunteer program budget are closely related to the size of the organization.
- The title given to the person who manages an organization's volunteers may also suggest the importance or value of volunteers within an organization.

It's not hard to conclude, then, that an organization that is looking to grow needs to continue investing in its volunteer program. If volunteers are a truly crucial aspect of an organization, it's equally as important to define a job specifically related to volunteer management.

The most frequently mentioned challenge was volunteer recruitment (cited by 32 per cent of respondents as their biggest challenge). The five top challenges reported were:

- Volunteer recruitment (32 per cent)
- Time constraints (14 per cent)
- Assigning volunteers to tasks (four per cent)
- Lack of funds or money (four per cent)
- Volunteer retention (four per cent)

This manual hopes to touch upon some of these findings and provide volunteer managers, coordinators and assistants with a tool for creating a volunteer program, but also a little inspiration for improving the program already in place.



PLANNING & PREPARATION

It can be a real whirlwind to get all the pieces in place for an event or festival. One day you have months until your event, and then, all of a sudden it's only a couple of weeks away! Ideally, you are sitting at your desk, calm, cool and collected, but we all know that last minute changes occur, so making sure you have a plan is the key difference between calm, cool and collected and frantic and frazzled.

Setting Goals/Creating a Critical Path

First things first, you need to create goals to achieve, come up with objectives to reach those goals and convert all that into a plan. Call it what you like—action plan, critical path, timeline—the basics should all be there:

- Actions or tasks that need to happen in order to reach your goal
- How long each task should take to complete
- People responsible for each task or action
- Materials or resources that are needed to complete the action or task
- A way to measure your success when the action or task is completed

The format of your critical path is up to you. A basic Excel spreadsheet can work wonders, and there are some fancier software products out there, like Trello or Smartsheet, to help you plan. Depending on the length of the contract, you can plan out when crucial tasks need to be completed to give you enough time to develop or amend the resources you will need. If the volunteer department exists for only part of the year, most contracts last anywhere from two or three months up until five or six months. A typical three-month critical path (Appendix A) generally works for smaller organizations looking to recruit around 100 volunteers, while a five-month critical path (Appendix B) can be developed for mid-sized organizations looking to recruit a few hundred volunteers.

If you are fortunate enough to step into a role where the critical path is already established, it is crucial to review and amend that document in the first week of your position to ensure that any new goals are reflected in the current path, and that realistic timelines are set. To ensure your success, it's crucial to identify parts of the critical path that require resources and other departments to complete tasks. Starting communication with different departments early on will guarantee those tasks are on their radar; identifying what resources you will need to budget for may give you some time to look into free options by working out sponsorship or in-kind exchanges. Your budget can go a long way if you invest time into building favourable relationships with other like-minded organizations.

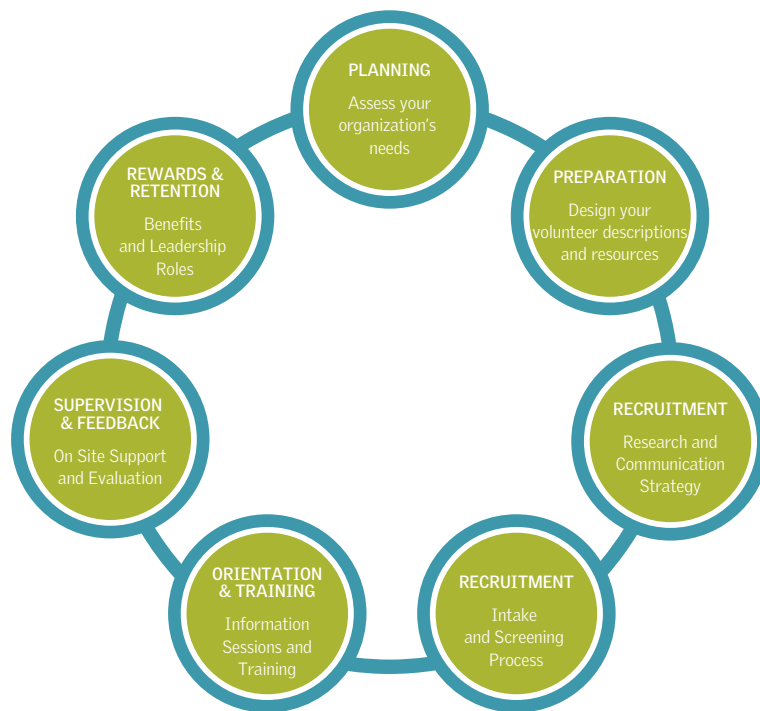
When determining your goals, make sure that they are realistic in relation to your time, the support you require from your staff, your budget and promoting your organization's mission. Often volunteer programs are overlooked in the overall planning—sad but true. So taking a critical look at the program to ensure that it still reflects your organization's aim and mission will guarantee that your planning will substantiate your efforts. Keeping track of your goals and objectives through measurable deliverables (e.g. number of applicants, overall volunteer number, volunteer hours, etc.) is especially handy if you plan on approaching future donors or are seeking local funding to grow the volunteer program.

Your goals for your volunteer department should revolve around the Volunteer Life Cycle (Figure 4). The model was created by Helen Bussell and Deborah Forbes in 2003 to identify the four stages of volunteer behaviour:

- Determinants of volunteering (Planning & Prep)
- The decision to volunteer (Recruitment)
- Volunteer activity (Orientation & Training, Feedback)
- The committed volunteer (Rewards & Retention)

These four stages can further be broken down.

FIGURE 4: VOLUNTEER LIFE CYCLE



Your plan depends, of course, on your length of contract, but keep in mind that some of the planning can begin before your first day. It's important to identify what tasks can be started before a contract begins and that you communicate with your supervisor about what tasks can get started without you, leaving you with the implementation and execution.

Take the first week to get familiar with documents and resources that may already exist. This will get you acquainted with volunteer job descriptions that may need to be amended with current information and should give you a good idea of what staff member is responsible for each volunteer request. Getting started on creating (or hopefully amending) past years' orientation manuals and training manuals will help in your marketing recruitment strategy by allowing you to identify the types of roles, venues, hours, benefits and finally, volunteers, you may need to target to get the job done. Start thinking about the materials you will need to get ready for each stage of the above cycle. Reading over the post-mortems from the last two years will provide great insight into some of the challenges and successes that you or previous managers had in the past. All of this preparation may sound like a lot, but creating a critical path with these objectives will ensure that you are meeting your goals on time.

Assessing Your Needs

Early on in planning, assessing the volunteer needs in your organization may take a little while, as your coworkers may not be thinking about what support they need on hand for an event that may be months away. It is the responsibility of the volunteer department to work with staff in determining needs they may not even know they will have, as well as providing guidance into what is an appropriate task versus one that a volunteer cannot do. Open communication with staff at meetings, via email and telephone about your deadline to collect this information will help limit changes further down the road and will ensure that your time will not be spent chasing people down for that information.

Your first step should be to create a volunteer request form (Appendix C) that staff can fill out and return back to the volunteer department. This can be through an online form (e.g. free Google Forms) or through a Word document like the one shown in the Appendices; as long as the information is easily retrieved and accessed, it doesn't matter how you collect it. The first portion of the form should be dedicated to tips and guidelines when requesting volunteers and possibly include:

- Determining the length of a shift. Generally, a volunteer shift should at least be three hours long. If the shift contains lots of repetitive work, consider splitting a longer shift into two shorter shifts
- Breaks for volunteers. Check out your local employment standards acts and make sure that the same standards are applied to volunteers as well
- Details on what should be included in a job description and what legally must be noted
- Performance evaluation and feedback. Make a point to ask staff and supervisors to note exceptional volunteers as well as volunteers who are experiencing performance issues. This little task will go a long way in making your job easier by immediately finding the superstars in your group and will also build a rapport between your staff and volunteers
- Contact information of the volunteer department staff and who to contact if they have any questions
- A big thank you to staff filling out the form. Without even knowing it, they are aiding the volunteer department in achieving its goals by helping you prepare for recruitment

Best practices for supporting diversity also include:

- Being more flexible in considering what usable skills volunteers bring, not just the skills you think you need
- Creating different volunteer role descriptions for the same role to attract a different audience

If you would like to take it a step further, beyond the form, create a quick 15- to 20-minute session on working with volunteers, which outlines:

- What types of individuals make up your volunteer base
- A reiteration of your organization's commitment to diversity, including any values statements or policies you have
- Volunteer statistics including the number of volunteers your organization engages annually and the number of volunteer hours that contributes to your organization's operations
- Information on the volunteer management team including other staff and contacts
- Tasks a volunteer can be asked to complete on duty
- Tasks a volunteer should not be asked to complete on duty
- Details of tasks that are required in a job description (any lifting involved, cash handling, standing for long periods of time, length of volunteer shift, etc.)
- Determining whether further training is needed for volunteers or if training will be provided on site
- Conflict resolution techniques and examples

- How to provide feedback to volunteers on shift and to the volunteer management team; overview on how performance evaluation is tracked and why it is useful
- The type of feedback you are looking for from your staff or supervisors. This should be related to goals you devised for the volunteer program, which ultimately leads back to the organization's mission and aim
- Showing appreciation to volunteers on shift and appreciation events organized by the volunteer department
- Administering benefits

This session can come in the form of a PowerPoint presentation that you can deliver in an upcoming meeting or that you can circulate via email with your coworkers. It's a great resource that your coworkers can share with their staff, especially those who will be working directly with volunteers.

Make sure you are up to date on your current demographics, so that you can assess if you are serving your communities well and if your volunteers reflect the communities you serve. Maybe you think you have a diverse organization already. But how can you tell? You can start by drawing up a brief survey to use as a guide to give you an overall picture of what sections of the community may be missing. This doesn't mean you have to go find them just for the sake of being able to tick more boxes. You are looking for people with the right skills/experience, rather than people from a certain group.



Gilad Cohen



Joseph Michael Howart

Job Descriptions & Scheduling

Once you have received your volunteer requests from your fellow coworkers, you will have a good idea of the types of volunteers you are looking for, plus the total number of volunteers that you will need to recruit. Both pieces of information will be very helpful in establishing a marketing strategy for recruitment, which we will get into in the next section.

At this point, you want to ensure that all of the job descriptions that exist are up to date and ready to share. It is important to ensure that expectations are set for potential volunteers with these descriptions, so take your time when creating the descriptions and make sure that any requirements are listed (Appendix D). Posting the descriptions clearly outlines your expectations for volunteers and provides them with information they need before making the decision to commit to your organization (Appendix E). Outlining your expectations gives your volunteers a chance to make arrangements in their schedule and accommodate the time commitment needed. This is especially important for any volunteer leadership roles that you have within your team (Appendix F). It's wise to include Orientation and Training session dates, as well as any interviews associated with the position, in addition to laying out the time commitment, especially if the sessions and interviews are mandatory. We talked about preparing yourself adequately for your volunteers, but consider this, too: volunteers need to figure out their personal schedule before dedicating time to your organization. By giving your volunteers adequate time to prepare for and attend orientation, training and interviews, your volunteer team will be better informed and ready when it comes to achieving your goals.

This is a great time to start the process of building a volunteer schedule and planning out how many volunteers you will need for each task. Using Excel to map out the shifts is great prep for uploading the schedule to volunteer management software like Volgisitics, Volunteer Impact, Volunteer Matters, etc. If your organization currently does not use volunteer management software, you should absolutely look into investing in a product that will significantly cut down on time dedicated to scheduling volunteers, so that you can continue to strengthen and grow your volunteer program. There are a few free trials of software out there; take a bit of time to assess what you need to help you with your workload. If your organization is a not-for-profit or charity, consider registering with Tech Soup Canada, a team of eight people dedicated to empowering charities, non-profits and libraries with the effective use of technology. That's the great news—the resources are out there. It just takes some time to start investigating and registering.

Barriers to Volunteering

Even at the early planning stages, you may want to think about what keeps people from volunteering and how your organization can make itself more accessible and open. Issues (and solutions) may include:

- Timing of shifts: Is there evening work for those who work full time?
- Child care: Are there tasks that can be done from home?
- Concerns about English fluency: Are there tasks where language isn't important that volunteers can work at until their English improves?
- Lack of a vehicle or driver's licence: If transit isn't an option, can you facilitate carpooling or offer a task that can be done from home?
- Lack of skills: Can you offer simple tasks and stress that they will build needed skills, both on the job and through any training you offer?

RECRUITMENT

You've got a great road map now of where you need to go. You know how many volunteers you are looking for and what types of personalities and qualifications you need for your roles. It's time to start your recruitment strategy.

Website Review

An excellent exercise to help start you on your way is to check out your organization's website. Nothing is more frustrating than to hear about how great it is to volunteer with an organization, find their website and then not be able to find a link to the volunteer page or application anywhere! When you're looking at the website, ask yourself the following:

Can I CLEARLY see how to volunteer on the front page or am I looking around for tiny print at the bottom of the page?

Even though it may not be possible to promote volunteer opportunities all the time on the site, it's imperative that your organization works with your recruitment timing and makes the link to the volunteer page clear and easy to find.

Are there recent photos of volunteers in action online?

While it may be fun as a "Throwback Thursday" photo on Facebook, outdated photos of your volunteers in action will make your organization seem just that, outdated. If you do not have any pictures to use, you just may have a new volunteer position on your hands: volunteer photographer! Your online and print publicity materials should show positive images of volunteers from the diverse communities you are hoping to attract.

Is there a dedicated webpage for volunteer information?

If there is no dedicated page, you may be sending the message to your volunteers that there aren't enough resources to give volunteers their own page. The page is a great tool to keep messaging current to the public who may be interested in volunteering one day, or who are looking to share the opportunity with friends and family.

Is there any contact information listed on the site?

Even though your initial response to potential volunteers may be "please go to our website and fill out an application form first," it's always nice to give people the feeling that they can reach out and ask any question they can about your program and opportunities available. That being said, if someone's email address or phone number is listed online, you better make sure that they are responding to email and phone calls in a timely manner; within 48 hours is the most accepted common courtesy.

Is there a general description of some volunteer roles for potential volunteers to peruse?

Don't feel as if you have to list every single position under the sun on your site. Some roles may only be available for your more experienced volunteers and there is no need to pitch these roles to your brand new applicants. Feel free to expand on any roles that brand new volunteers are likely to fill in their first year. Keep this part brief, though, and save all the details for your orientation sessions.

Anything to make your site easier for volunteers to navigate will go a long way to retaining those volunteers you try so hard to reach through all of your upcoming recruitment events, call outs and pitches.

Diversifying your Volunteer Base

Taking some time to research organizations that you may not yet have connections with will help get the word out about your organization, and bring in a fresh perspective and potentially new ideas for your program. You must be cognizant of the use of wording and information that potential volunteers may look for and ensure that your message is clear to different groups or individuals regardless of their age, race, ethnicity, religion, gender, ability, sexual orientation and gender identity. Consider reaching out to newcomer organizations, high schools as well as colleges and universities, and organizations that serve different populations within your city. People who are new to your city, town or even Canada are looking to make connections in their new home and want to feel valued and part of a team. In a research paper published by the Laidlaw Foundation, participants were asked what an "inclusive community" means to them and the following set of characteristics were used to describe an inclusive community space:

- Integrative and cooperative
- Interactive
- Diverse
- Equitable
- Accessible and sensitive
- Participatory
- Safe

Ensuring that your organization provides all the above characteristics will open your doors to a new base of volunteers looking to make a difference in their community. Building relationships and partnerships with communities is the first key to getting the word out, recruiting volunteers and working together effectively. The second key is being willing to change. Get to know the leaders in the cultural communities you serve. Listening will provide you with a wealth of information that will allow your organization to do this work more effectively, if you are open to change.

Application Form

First things first, volunteers need a way to become part of your organization. The easiest way to get them onboard is through a quick and simple application form (Appendix G). Most application forms include the following:

- Contact information
- Availability
- What roles the volunteer may be interested in
- Why the volunteer is interested in the organization
- Résumé
- References
- How the volunteer heard about volunteering
- Age restrictions to volunteering (if applicable)

While it's nice to list all of the above in your application form, take a moment to review it and keep it simple. It's important to ask why an applicant wants to dedicate their time to your organization as a volunteer. This will give you good insight as to whether that applicant truly knows about your organization's mission and aim, and whether they would be a good fit. By including the question about how your applicant heard about volunteering with your organization, you are well on your way to getting ready for the next time you need to recruit. This is an invaluable way of finding out what recruitment strategy worked best, especially if you are trying something new that year, like purchasing a membership with a large volunteer organization, attending recruitment events or forging collaborations with like-minded organizations.

Some organizations feel that the simpler the application form, the better. The easier it is for a volunteer to apply, the more likely they will follow through and come out to orientation and complete the volunteer process. If your organization must have a lengthy initial application process, it is very important that the applicant is aware of when they will hear back from you with a decision, either inviting them to orientation or not. Once again, you need to be cognizant of the fact that the volunteer needs to plan their schedule in order to make time to be available for your organization. The easiest way to communicate this information is in an automatically generated email that is launched once the application is received. The beauty of some of the volunteer management software mentioned in the previous section is that email responses are in fact quite simple to set up in an application form. If software is not in your foreseeable future, the Google Apps suite for nonprofits can really help you organize your applicants and your programs.

In some specialized volunteer roles, sometimes a background check is required; this needs to be taken into account when determining the start date for recruitment, allowing extra time for this to be completed. In regards to leadership roles that may exist in organization, it's important to keep in mind that additional screening processes should take place. In most cases, this is usually an interview, and interviews are lengthy processes. Make sure to plan adequate time for the interview process, usually by dedicating a week or two for interviews to take place. These are the roles you may want to start your recruitment campaign with, since you will more than likely be promoting these roles to your experienced volunteers instead of bringing on new volunteers to fulfill these roles.

Recruitment for new board of director members is quite different than recruiting volunteers to help with box office or event planning. You want to make sure that you are recruiting members who believe in your mission and can bring certain skill sets to the table. That is why it is crucial to understand the strategy and goals of your organization before starting to recruit new members. Think about where you lack support in the organization and where the organization will be in a few years. Remember, diversity planning starts at the top. Diversifying your volunteer leadership shows that diversity is a priority and can open up new avenues of recruitment.

Keeping in mind that board recruitment is a constant process, here are 10 ideas from the Dalhousie University College of Continuing Education for successful recruitment of board members:

1. Invest in making your organization more visible in the community
2. Make your board and its job more visible
3. Be clear about the role of the board, what you expect of board members and what they should expect of the organization
4. Know what you are looking for in new board members
5. Do not hide your current challenges
6. Look far and wide for your board candidates
7. Recruit with style; create a great-looking recruitment package
8. Make recruitment a team-building effort
9. Prepare new board members to participate
10. Focus on recruitment regularly

Recruitment Material

Deciding whether your material is printed or not is one consideration, but having a recruitment piece to circulate is crucial for enticing future volunteers to apply. If you are printing promotional material, you want to make sure that it reaches out to the largest group of volunteers you are looking for and gets the “buzz” out about your organization. Some things to keep in mind while developing your promotional material:

- Keep your organization's mission in mind: you want to attract volunteers who will support your organization and its goals
- Clearly outline the next step or call to action. Often this will be a website that has your application form ready for filling out, or a few orientation session dates that people can drop in for
- Entice potential volunteers with a few benefits you offer. If you aren't sure what those are, chat with some current volunteers and ask them for three reasons why they continue to volunteer
- In your recruitment material, you could add a line to encourage dialogue with your community. For example, “We welcome inquiries from across the local community, regardless of background or experience.” Or if you are targeting a particular group, you could state, “We particularly welcome enquiries from [name of group]”

Don't forget, your promo piece doesn't need to be a large poster outlining every volunteer role available along with listed job descriptions, session dates and more; keep the message clean and simple. This is just the first glimpse into your organization. More information should be available for volunteers to check out on your organization's website or social media platforms.

FIGURE 5: CURRENT HOT DOCS RECRUITMENT HANDBILL



When looking to recruit new board members, ensure that you have a recruitment package ready to hand out. This package should contain all of the necessary information on your organization, as well as your expectations of that board member. Dalhousie University suggests the following tips on what to include in the package intended for prospective board members:

- Personal invitation to join the board
- Organizational overview
- Mission statement and objectives
- Board member description
- Financial statement
- List of existing board members and staff
- Board application form (optional)
- By-laws and governing policies (optional)

- Fundraising campaign description (optional)
- Board member agreement (optional)
- Sample of a board meeting agenda (optional)
- Invitation to annual general meeting

Whether you are looking for volunteers to help out with a one-time event, volunteers to become leaders in your organization or volunteers to sit on the board of directors, the concepts of recruitment are generally the same. Get the word out about your organization and make sure your expectations are easy to find. The next step is identifying the best ways to get that word out.

Recruitment Strategies

There are many strategies you can employ in your recruitment. Rick Lynch and Steve McCurley, authors of *Essential Volunteer Management*, suggest three basic ways:

1. Warm Body Recruitment

Also referred to as broad-based recruitment, this type of recruitment works well if you are looking for a large group of people to help out with tasks that don't require a vast array of skills. The promo material you develop needs to go somewhere, so why not start your promotion by looking into some ideas below?

- The public library system will often post flyers or promo material for free in all branches
- Free publications (e.g. *NOW*, *Exclaim*, *Metro*, etc) can also provide free event listings online
- Post a free ad on classified sites like Kijiji and Craigslist
- Online Job Boards: WorkInCulture, Charity Village
- Volunteer Opportunity Websites: Volunteer Toronto, GetInvolved.ca
- Distribute your promo material to local businesses and coffee shops
- Participate in recruitment events
- Word of mouth



2. Targeted Recruitment

A very useful method when you are looking for people with specific skill sets. Highly recommended when you are looking for volunteer leaders or board of director members. Targeted recruitment takes a lot more planning and research to locate the best places to promote your opportunities.

3. Concentric Circles Recruitment

This type of recruitment leverages the networks you have already developed over time. It relies on your contacts being more familiar with your organization and having them make calls out to other interested friends. You often have direct or indirect contact with these people and they can include:

- Staff and co-workers
- Friends of current volunteers and staff
- Family and friends
- Stakeholders
- Board of directors

Sharing your recruitment strategy and goals with other staff, board members, volunteers and key stakeholders in your organization yields great results. These are the people who support and know your organization better than anyone, and can be your greatest asset. Leverage their networks to build your audience and continue to spread the word of volunteering with your organization.

Liaising with your marketing or communications department can also loop in one of the most effective ways of promoting your volunteer opportunities through various social media platforms. If your organization currently does not have a Facebook or Twitter account, it's time to invest some resources in establishing either account or both. Having at least one of these two social media platforms will deepen your engagement with your volunteer base, your organization's supporters and other like-minded community partners. Make it easy to become visible online by creating specific recruitment-related hashtags and by looping in other organizations by thanking them and directly linking to their Facebook page or Twitter handle. The online community has grown to be a very important key, not just for recruitment purposes, but also for marketing and engagement strategies. Regularly communicating the interesting new things your organization is doing or promoting opportunities that exist within your organization will increase your visibility online and will help build your community of supporters.

A holistic way to approach recruiting is the ABCD Technique taught through the workshop *Recruiting Volunteers: A Total Approach*, designed by Idealist on Campus. This technique includes all three methods listed above and breaks down into the following:

- A = Approach**
- B = Belonging**
- C = Cast a wide net**
- D = Direct asks**

A

Approach: Figuring out how to get started with recruitment can be slightly overwhelming. Once you have finished planning and preparing your volunteer requests, ask:

How many people do you need to recruit?

Knowing these numbers helps create a structure that utilizes your immediate resources or colleagues.

What is the caliber of people you need to recruit?

You should know what level of training and/or experience your volunteers need to truly be helpful in your work, and you need to know where/how to find and communicate with them.

Thank goodness your volunteer requests indicated the number of people you need and the specific skills and training needed for different roles. You are well on your way to figuring out an approach!

When you start looking into your targeted recruitment ask:

Where can you find people with the specific skill sets you require?

Start with educational institutions and professors who teach courses on particular subjects, organizations with similar goals as yours, newcomer centres (newcomers are always looking to build work experience), community centres and ethnic or cultural organizations. Connect with foreign-language publications and ask them to run stories about your organization. For some new arrivals to Canada, there will be a language barrier. If you have not already done so, consider outreach in different languages, led by volunteers from that particular community. Build yourself a mini database of these contacts and you can start targeting the same groups each year. Soon enough, they will expect your call out for volunteers and your work will be half done.

If you have worked with some organizations in the past, don't forget to include a quick thank you for their efforts in previous years. It's always nice to be acknowledged for helping out and this will also develop that relationship in the future.

B

Belonging: Think about the environment you want to share with your volunteers: a positive, learning environment where people can have fun and meet others. People volunteer for different reasons and the following are most common:

- A chance to give back to the community and support an organization I am passionate about
- Meeting new friends and experience new things without spending money
- Increasing my skill set by practicing newly acquired skills or trying something completely different
- Increasing my personal and/or professional network
- Creating a positive change in my life and community

Make sure to echo these benefits in your recruitment, as most volunteers like to get something out of it, whether that "it" is physical, like event admission or a T-shirt, or intangible, like skill development and being part of team. The greater the variety of benefits you offer, the larger the audience you can reach. You may need to tailor your pitch to the different communities you are targeting.

C

Cast a wide net: Get your message out there, far and wide. This is your warm-body recruitment method and is very important in creating a buzz for your organization, establishing your legitimacy in the community ("Oh, I've heard about this") and meeting requirements of inclusivity. Show that you are a place for everyone. One of the most important things you can do is include your current volunteers in the process. This will not only increase word-of-mouth marketing, but will also make your volunteers feel like they are part of the team and helping you out. Volunteers can get involved by handing out promo material around the city, or can suggest areas that should be contacted by follow up. Ask them to reach out to different people in their communities.

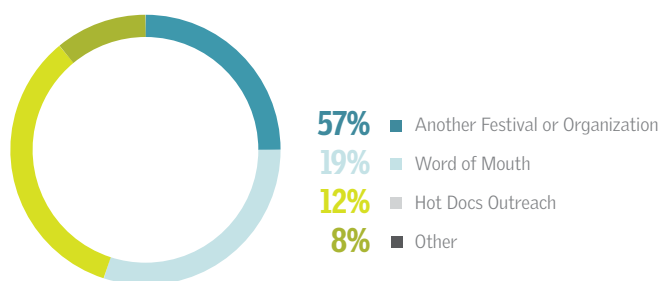
D

Direct asks: This method works especially well when you are looking for particular volunteers with specific skill sets like a new member for the board of directors or an educator to lead a professional development class. Think about the type of person you are looking for and create a list of your top choices. Following up with a personalized letter or phone call is imperative in this recruitment strategy, as you are often asking the party for a lengthier volunteer commitment.

Get Inspired: Program Ambassadors & Recruitment Events

It's a well-known fact that over half of your volunteer base heard about volunteering with your organization through good old word-of-mouth marketing. Over the last few years at Hot Docs, 55.5 per cent of volunteers joined the organization by hearing about it through current Hot Docs volunteers, friends or family, other festivals they volunteer for or through their educational institutions (Figure 6).

FIGURE 6: CHART OF HOW DID YOU HEAR ABOUT HOT DOCS?



But how does anyone even begin to increase that effective word-of-mouth marketing? Utilizing your existing current volunteer base to help with promotion is key, and cross-promoting volunteer opportunities with other like-minded organizations can really make a difference. Partnering can increase your visibility as well as your potential volunteer pool. Develop your links with other organizations who are taking measures to address the same challenges. Ask them to give you guidance on how to reach a diverse volunteer base.

At Hot Docs, current volunteers are rewarded with benefits to help spread the word of volunteering in their communities. This is often done at mini orientations (Meet & Screens) that take place before recruitment for new volunteers begins. These orientations are not as lengthy as orientation sessions for new volunteers since returning volunteers come back to catch up on what's new for the year and see if there are new positions where they can apply their skills. These Program Ambassadors love helping out and also like the fact that they can start earning benefits early on. Benefits are acquired once the Ambassador returns a "Mission Log" detailing local businesses that accepted the material. Now you are starting to map out what areas and what businesses to approach the following year. An interesting concept to try would be to include these Program Ambassadors in sharing or tweeting some recruitment material online, instead of just hitting the streets with physical material. Now you are involving volunteers who love to go out and interact with the public, and volunteers who are tech savvy and using different social media platforms throughout the day.

Recruiting Events

Make recruitment an event! This effort does take some planning and building relationships with other like-minded organizations in your community but the payback is very rewarding. By hosting an event that includes numerous participants pitching their volunteer opportunities to an audience, your organization looks well connected and shows that you are working together with other community members. The event can be as big or as small as you like, but keep in mind, the more organizations that participate, the bigger that network becomes and the greater the chances of attracting a rather large crowd. Often, because this is more of an event, media coverage will be easier to attract, so make sure to contact a few media outlets in your city.

At Hot Docs this event is called "Volunteer In Culture" and happens twice a year (Figure 7).

FIGURE 7: VOLUNTEER IN CULTURE HANDBILL



The first event does take a lot of planning, but once the outline is there (Appendix H), it becomes easier to plan the next one, as you have developed an outline. An important aspect of working with numerous organizations is increasing the promotion of the event through their social media networks and newsletters. Creating a hashtag for the event and developing a quick social media tip page (Appendix I) will make it easier for organizations to help promote the event and will help you with that word-of-mouth marketing. Be sure in your marketing to indicate whether the event is accessible. The first Volunteer in Culture event, held in October 2014, featured eight cultural organizations based in Toronto and was hosted at the Bloor Hot Docs Cinema. The main idea was to fill the cinema with an audience and have each organization pitch their opportunities to the crowd in five-minute presentations. Following the presentations, attendees were then asked to stick around and mingle with each organization at their respective booths. The flow of the event is respectful of all participants' time; organizations do not have to be at their booth for hours on end and attendees can choose to either leave after the presentations are done or stay and ask one-on-one questions to organizers. Overall feedback from organizations that participated and attendees that came was positive. It can really show the vibrancy and variety of opportunities that exist within your community. More often than not, attendees discover festivals, events and organizations they hadn't heard about before attending. The second event wrapped up in March 2015 and featured nine different organizations (Appendix J), all recruiting for upcoming festival, events or year-round operations.

ORIENTATION & TRAINING

Orientation Sessions

Orientation sessions are an important part of welcoming and informing your new volunteer base about your organization and the staff that they will be working with the most. It's often one of the first impressions people get of your organization, so making an effort to plan and practice the material you will deliver will have a huge impact on volunteer recruitment. The importance of holding orientation sessions or information sessions cannot be stressed enough. This is your way of welcoming potential volunteers into your organization, publicly reinforcing your commitment to diversity and inclusion. It also gives you the opportunity to come face to face with potential volunteers. For some organizations, attending an orientation session does not necessarily mean that the person becomes a volunteer. Sometimes, these sessions are followed up with one-on-one interviews or other screening processes to ensure that the candidate is a good match for the roles in the organization.

Once an interested candidate fills out an application, it's important to let them know what the next steps are in the volunteer process. Selecting orientation dates early on in the planning and prep stage ensures that you can communicate these dates to potential volunteers and gives them enough time to clear their schedules. The number of sessions you hold is entirely dependent on the overall number of volunteers you want to recruit (keep in mind that generally 50 per cent of people who RSVP for your session actually show up) and the size of the orientation session space. Before booking your space, take a quick moment to ensure that you have a fully accessible space for any interested applicants with mobility impairments.

To help you prepare for the session, set up a quick RSVP to keep track of numbers (Appendix K). This RSVP form is also handy to send out reminders a couple of days before each session so that you maximize the occupancy of each orientation. Feel free to utilize a Google form or something similar, or schedule the orientation sessions into your volunteer management software so applicants get to know your software and how to schedule themselves. Scheduling orientation sessions into your management software only works if you grant access to applicants before they attend orientation, and some organizations prefer to grant access to volunteers only when they complete orientation and are ready for the next stage in the process.

Plan ahead and take some time to think about the logistics of the session. Will attendees be signing in at the session? Will they receive any material about your organization? Ease your mind on the day of the session by enlisting the help of your current volunteers. This is another great way to involve current volunteers in the planning process and keep them engaged while you run around and work on other potential issues that may arise (Appendix E). Consider the following roles for your volunteers:

- Set up and tear down
- Signing attendees into the session
- Directing attendees to the right space
- Handing out orientation material to attendees
- Answering general questions about the space and session (the duration of the session, where are the washrooms, etc.)

Finally, the pièce de résistance, the voice of your organization and the thing that will captivate and motivate your applicants into continuing their volunteer journey: your presentation. Your presentation speaks volumes about your organization. It's a great indicator of how organized things are and the

general feeling of the place. You want to wow your potential volunteers and impress them right off the bat, so take some time and make your presentation dynamic and fun. The use of PowerPoint, Keynote and Prezi will engage your audience and give them something to look at while you are speaking. Use multimedia in your presentation to mix things up; throw in some images of volunteers in action, maybe starting off with a quick video about your organization, or animating the slides of your presentation.

Now that you have a great-looking presentation, think about the delivery of the material. You don't want to have an amazing presentation with a dry delivery. Inject some enthusiasm and fun into the presentation, but most importantly, write, plan and practice your talking points. A lot of people think that most preparation time should be focused on the content and look of the presentation, but in order to deliver a great presentation, one must practice the act of presenting. After you have plotted out your portion and rehearsed the material yourself, plan rehearsals of the orientation as a whole group. A good tip for a dynamic presentation is to avoid having one person speak for the full duration of the session. Bring in a guest speaker (i.e. staff member who will be supervising volunteers in the future), show a quick video about your organization, have a volunteer cover the roles that are available or speak about their experience. No matter what you choose, do not omit practising.

Lastly, be respectful of people's time. If you advertise that your session is one hour, make sure your presentation is one hour, not 90 minutes. People plan to come to your session, so do the same for them and plan your session accordingly. Don't forget, practice makes perfect. Take some time to complete a couple of dry runs to time yourself and to make sure you are comfortable and confident with the content on presentation day.

The following is a guide for planning an orientation session; feel free to amend it to best suit your organization. Here is a general outline of things that you should cover in your orientation session with a detailed explanation of each below:

- Welcome Volunteers & Overview of the Session
- Introduction of Your Organization & Staff
- Volunteer Expectations & Roles
- Volunteer Benefits
- Scheduling of Volunteers
- Policies & Dress Code
- Program Evaluation, Feedback & Additional Resources
- Thank You & Next Steps

Welcome Volunteers & Overview of the Session

- Often overlooked, a warm welcome goes a long way to making volunteers feel appreciated right off the bat. Providing an overview at the beginning of the session provides volunteers with a road map of what to expect during the session. It will also give them a sense of timing for the session, like when to ask questions if they have any throughout the session or when they can expect the session to finish.

Introduction of Your Organization & Staff

- Volunteers want to dedicate their time to organizations that have similar values as they do. Provide a brief history of your organization and include the mission and/or values, in addition to highlighting aspects of diversity found in your organization, so volunteers can buy into your vision from the start. Make sure to introduce the staff that volunteers will be closely working with. This can be the volunteer manager, management staff or staff that will be supervising volunteers on shift, if they are available. It's reassuring for new volunteers to know who is responsible for what and where to direct any questions so that they feel more confident when communicating.

Volunteer Expectations & Roles

- Communicate anything that is expected of volunteers in this section. You should include things like:
 - Time commitment (average shift length, minimum number of shifts, etc.)
 - Location(s) of volunteer position(s) and organization office
 - Brief description of volunteer opportunities
 - Additional training opportunities (is there another session scheduled or will they be trained on shift?)
 - Customer/client base they will be working with on shift
 - How to proceed with volunteering with your organization post-orientation
 - Additional resources volunteer can refer to for more info (orientation manual or one-page info sheet)

Volunteer Benefits

- A description of the benefits/rewards volunteers get while dedicating their time to your organization. This could include physical tangible benefits like tickets to upcoming events, certificates, appreciation events, workshops and snacks on shift or intangible benefits such as meeting like-minded people, developing skills and networks in your industry and gaining work experience in their field of choice.
- Be clear of how many hours/shifts volunteers need to complete before attaining the benefits.
- Make mention of any expiry dates for rewards like event tickets or vouchers. If there is an appreciation party, it is great to mention the rough timing of the event so volunteers can plan to attend accordingly (i.e. within a month of the end of the event, etc.).

Scheduling of Volunteers

- An overview of how volunteers will be scheduled and what criteria you will be using to schedule volunteers for certain tasks. If you are using scheduling software, try to include a live demonstration of the system or images to demonstrate signing up for shifts. Make note of dates when you will be either posting shifts for sign up or finalizing the schedule for volunteers.
- Indicate any areas volunteers can update to include more information about themselves or their preferred volunteer position(s).
- Include any resources that exist about how to sign up using your system and where to find them online.

Policies & Dress Code

- Any information on dress code while on shift should be made clear in orientation. If there is a uniform for volunteers, ensure that you specify when and how volunteers can pick up their uniform. Making mention of why there is a uniform is always helpful for volunteers (e.g. security reasons, being easily identifiable, etc.).
- Cancellation policies for cancelling shifts should be clearly outlined (e.g. last chance to cancel is 24 hours before the shift). Reiterate where this information can be found online or in the manual, just in case. This will help with last-minute cancellations.
- Any policies or protocols your organization has for employees should also be shared with volunteers. If a termination policy exists within your organization, it should be clearly presented to avoid future conflicts.
- In the event of an emergency, outline what the protocol is and the location of emergency exits.

Program Evaluation, Feedback & Additional Resources

- It is important to let volunteers know how they can express their comments or concerns regarding their volunteer experience with staff. Provide them with different methods of communicating any comments or concerns in the session (e.g. email address, telephone number, one-on-one meeting with staff, etc.).
- If your organization sends out a survey to gauge volunteer interest, make note of it in orientation so volunteers can start to think about making notes of their experience with your organization.
- Make note of where volunteers can find any additional resources like manuals, how-to guides, job descriptions, etc., either online or in person. Providing your volunteers with these additional resources may seem like a lot of extra work but will save your organization time when it comes to answering basic questions in the future.

Thank You & Next Steps

- Ending the session with a thank you will once again show your volunteers that your organization values their time. Feel free to spend a couple of minutes on how volunteers impact your organization and how necessary it is for volunteers to dedicate their time.
- Provide a clear outline of what volunteers can expect if they wish to continue volunteering with your organization. Keep in mind that not all volunteers who attend orientation will continue volunteering with you, but with a planned and organized orientation session, you can count a high retention rate.

Once the session is complete, ensure that the content you delivered in the presentation is available as an additional resource. Developing these resources is crucial to increasing a prospective volunteer's confidence and knowledge of your organization and will go a long way in answering inquiries. In an effort to reduce waste, Hot Docs hands out a condensed one-page version of key material delivered in the orientation session (Appendix L) while the full orientation manual is posted online where it can be easily accessed for reference.

Developing a compulsory volunteer contract, commitment agreement or terms and conditions is an important part of communicating your expectations to volunteers. The document does not have to be long, but it does need to outline certain organizational policies that volunteers have to abide by, as well as any definitive time commitments and additional training that must be completed by the volunteer (Appendix M). Having this document readily available at orientation, or by ensuring volunteers must read it and agree before signing up for shifts, will give you another option to reiterate important policies. This document should not be static and should be amended each year to include the latest training enacted by law, like the Accessibility for Ontarians with Disabilities Act (AODA), or policies set out by your organization.

Orientation sessions are also a great way to introduce the mission and goals of your organization to your new board members. Once a new member has joined the board, invite them to an orientation session for volunteers to give them the big picture of how volunteers contribute to the success of the organization. While this is a great way of providing the overall big picture, it is even more important for providing a more personal approach to each member.



Vic Murray (author of *The Management of Non-profit and Charitable Organizations of Canada*) states that the two most important reasons that boards are ineffective are because the members do not know what is expected of them or they lack the skill and knowledge to make good decisions. Developing an orientation manual with important information for new board members will make them feel at ease and lay out the expectations for their role. Beth Deazeley of Imagine Canada details what is often included in a board orientation manual:

- Articles of incorporation/letters/patents
- Bylaws
- Annual report(s) and financial statements
- Minutes from recent board meetings
- Information regarding insurance (including directors' and officers' liability coverage)
- Annual fundraising plan and list of major funders
- Operating budget
- Promotional material and website information
- Annual strategic plan
- Board's current year work priorities and plan, including schedule of upcoming meetings, AGM and retreats
- Policies including confidentiality, conflict of interest, investments, equity and diversity, AODA accessibility, etc.
- Organizational chart
- Profiles and contact information for senior staff and board members
- Board and committee mandates
- Director position descriptions

A well thought-out orientation for board members will do the same for them as it will for all of your volunteers. State your expectations clearly and empower your volunteer base with knowledge of the skills they can apply in their role. Overall, this will make your volunteers feel valued and will strengthen their commitment to your organization, bringing them back year after year.

Training Sessions

Training sessions cover the detailed instruction and understanding of what a volunteer will be expected to do on shift. For some roles, training is essential in making a volunteer feel confident and comfortable in their role. While orientation sessions provide them with a general overview of who you are as an organization, the training session will dive deeper into what the expectations and tasks are for the role the volunteer has signed up for.

Take a look at the training that currently exists in your organization and ensure that it complies with training that is required by law. A good example of this is the Accessibility for Ontarians with Disabilities Act (AODA), an act set into motion in 2005 in Ontario in an effort to break down barriers for residents with disabilities. It is now mandated that all Ontario organizations train their staff and volunteers on the Accessibility for Ontarians with Disabilities Act. The training can be modified to reflect the principles of the act in accordance with situations your volunteers may come across while on shift. This extra effort in modifying standard training and by making it a requirement to volunteer will provide the volunteer with real life situations and answers (Appendix N), thus giving them the tools to solve problems on site. Access Ontario is a great online resource that provides training courses and modules (both in person and online) and will get you started on developing AODA training for your organization. By adding scenarios or interactive components into your training, you can rest assured that your volunteers will be empowered with the knowledge to work with any customer.

If your training requires attendance by a large number of volunteers, or if you have a variety of training sessions happening around the same time, it may be wise to instate an RSVP form to keep track of capacity and who is coming to what session. Depending on what your training looks like, you may need some extra hands to help set it up and tear it down, a perfect opportunity for volunteers who have volunteered for that specific role.

Resources are critical in the training process. Making sure that the volunteer has something to reference when they need a bit of help is crucial to their success in that role. By introducing manuals and the people they will be working with on shift, the volunteer can feel at ease, since they now know who or where they can turn to for help. Volunteers want to help out and successfully complete their tasks, so it's your job to provide them with all the resources they will need.

If you feel that training is an important element of your volunteer program, here are a few things to include in your session and manual:

- Welcome Volunteers & Overview of the Session
- Introduction of On-Site Staff Supervisor and/or Team
- Volunteer Expectations & Responsibilities—The What
- Demonstration of Task & Tour of Facility—The How
- FAQs
- Emergency Procedures
- Additional Training Resources
- Thank You & Getting Ready for Your Shift

Welcome Volunteers & Overview of the Session

- A welcome is a big part of making a volunteer feel valued. Use this opportunity to warmly welcome volunteers and thank them for taking the extra time to learn about their tasks. A quick overview of the day's agenda will prepare your volunteers for the session, especially if you plan on including hands-on, interactive portions of the session.

Introduction of On-Site Staff Supervisor and/or Team

- Since the trainer may be a staff member who will be directly supervising the volunteers on site, they should take a minute to introduce who they are and provide a brief description of what they do in the organization. If there is more than one staff member participating in the training, quickly introduce them and their roles.
- If the volunteer will be working with other staff members or supervisors on shift, and they are not present at training, outline who these potential people are so that volunteers are familiar with their role and feel comfortable the first day on shift.
- Outline who volunteers can refer to as a resource when they are volunteering.

Volunteer Expectations & Responsibilities—The What

- This section differs from orientation as volunteers will get a greater insight into what their duties will be on shift. Take the time to describe in detail all the duties the volunteer may be asked to do on shift. Ensure the following is taken into consideration:
 - Where volunteers are to check in and with whom when they arrive for their first shift. Provide instructions on who to contact if they are running late or need to cancel the shift entirely.
 - Description of each task the volunteer may be required to do on shift.
 - Resources the volunteer will have to aid in the task (equipment, uniform, manuals, etc.).
 - Importance of why the volunteer task exists and who it serves (customers, clients, organizational staff, other volunteers, etc.).
 - How the task fits into the big picture and helps the organization achieve its goals.

Demonstration of Task & Tour of Facility—The How

- A demonstration of how to complete the task volunteers will be asked to do goes a long way in terms of understanding. People learn in different ways, so the more ways you can incorporate in your training session, the better chance you have of reaching all of your volunteers. Feel free to use photos in your presentation, provide live demonstrations of the programs, software or equipment the volunteer will be using and/or break out into small groups allowing the volunteers to try the task themselves.
- Take the group of volunteers on a tour of the facilities so that they are comfortable with the space and know where to find any resources they may need on shift. Outline where the emergency exits are and the area where volunteers and staff gather in the event of an emergency.
- If working with a large group for a variety of tasks, you may want to set up a circuit training model. In this model, your large group is broken down into multiple, smaller groups and each group moves to various locations where a staff member or experienced volunteer demonstrates each task.

FAQs

- In order to ensure that your volunteers will be ready for their first shift, it's helpful to quickly go through some Frequently Asked Questions that the volunteer may have or that will be posed to them while they are on shift. These FAQs should be gathered before the session and come from the staff who often work on site and have experience with each task.
- Include any contacts volunteer can turn to if they cannot answer a question. It is important for volunteers to know that they have the support of your organization's staff so they feel comfortable and confident in their role.

Emergency Procedure

- Prepare your volunteer base by including the emergency protocol in training. In the event of an emergency, outline what the organization expects from its volunteers and location of the emergency exit. Often there is a meeting place where all staff and volunteers meet in the case of an emergency.

Additional Training Resources

- Providing your volunteers with additional resources to supplement your training session will give volunteers an opportunity to review material and look for answers before their volunteering begins with your organization. In most cases, this will minimize the amount of questions you will receive from your volunteer base.
- Reiterate who volunteers can turn to on shift with any questions (e.g. volunteer leader, experienced volunteer, staff supervisor, etc.).

Thank You & Getting Ready for Your Shift

- Don't forget to thank your volunteers for taking these extra steps in the volunteer program. Ensure that you want them to be fully prepared for their first day and provide them with a contact with whom they can share their feedback about their volunteer experience.
- Outline any necessary outstanding tasks that volunteers may have to complete before their first shift, like where and when to pick up their uniform. At this point, reiterate if you have a minimum shift policy (e.g. volunteers must complete two shifts per month, etc.) and whether any additional training needs to be completed before beginning.

Training does not end with a training session; it's an ongoing responsibility. Well-trained volunteers are more productive and satisfied in their roles. Ensuring that adequate on-site support is present when volunteers are on duty is a must. Don't expect your volunteers to retain all the information provided at training when they first come in to complete their task. Complete quick on-site training to refresh some of the main points learned at the session. Pay attention to the fact that not all people learn in the same way; some may need a visual demonstration of the task in addition to vocalizing your expectations. Once the volunteer has started the task, it's important to check in on their progress and ask them if everything is going well. Brand new volunteers may be shy in asking for help and will continue doing the task not knowing that their approach is incorrect. The supervisor should check in frequently, especially if they know it's the volunteer's first shift. If it is noticed that the task is being completed incorrectly, an effective way of figuring out where the miscommunication happened is to ask the volunteer how they think the task is to be completed. Once it is identified where the miscommunication lies, it may take another demonstration of the task by the supervisor to reiterate how to complete the task correctly. In this instance, it's wise to hang around for a bit and watch as the volunteer performs the task again.

There are many models of training that are available and include:

- Group training
- Computer-assisted training
- On-site training
- Peer mentoring programs
- Simulations

It all depends on what the task is at hand and the best way for someone to learn that task. Your overall training program can include all of the above listed methods or just one. Although it may be a considerable amount of time to set up a training program, the result of having confident and comfortable volunteers is a big reward, and what's more rewarding is the increased productivity you will surely achieve.

Staff & Volunteer Leader Training

While the focus above is strictly on providing the best training for your volunteer base, it's equally important to ensure that any staff or supervisors working with volunteers are also trained on the basics of the task, the volunteer program and how to deliver feedback. You may want to consider diversity/cultural sensitivity training to address the subtle biases that can affect staff/volunteer interactions. Training your staff and supervisors will guarantee that the volunteer's experience will be consistent no matter the area they choose to volunteer within your organization. Creating a presentation or handout on how to work with volunteers will help answer any questions that may arise in the future. Ideally this material will give your staff and supervisors the following:

- Support to address any conflict on shift
- Details of what the volunteer is being asked to complete
- Policies of the volunteer program
- Guidance on how to provide effective feedback
- Contact information on how to reach you directly
- The importance of showing appreciation and how to administer benefits

A more detailed version of this training can be found in the Planning & Prep section of this manual.

In the end, you want to make certain that your supervisors feel prepared and comfortable in their roles and know what your expectations are of them. Providing your volunteers with the best experience possible relies on your organization's understanding of the volunteer program and the responsibilities of being a volunteer supervisor. This step may take some time to develop but is crucial in the development and growth of the volunteer program.



Gilad Cohen



Taku Kumabe

FEEDBACK & EVALUATION

Giving Feedback

One of the most important aspects of a person's ability to learn a new task is feedback. Whether it comes from you or a volunteer supervisor, it's imperative that the process exists to make your volunteers feel valued and help them succeed in their roles. There are two generally agreed upon forms of feedback:

Reinforcement: Identifies desirable traits and encourages the individual to continue with these in the future.

Corrective: Identifies areas that need improvement and provides suggestions on how to improve the task at hand.

While giving reinforcement is usually easier to do, most studies agree with the fact that corrective feedback is indeed important for the learning of a new task. Methods of delivering feedback vary, with common approaches including the BOOST and EEC models:

Balanced: Ensure that your feedback includes both points of development and strength.

Observed: Focus on what you have observed and not what you may think happened.

Objective: Don't bring in personality traits; you want to highlight the issue with the behaviour, not the person.

Specific: Back up your comments with specific examples of the behaviour.

Timely: Your follow-up on the issue must be timely and happen shortly after the activity.

Or:

Evidence: Ensure that you are providing specific examples of the behaviour without focusing on the personality of the person.

Effect: Describe what effect the person's action had on the overall task at hand.

Change: Offer guidance on how to change the person's actions. It's best to encourage them to offer solutions instead of imposing your own ideas.

A few important things that both these models take into account are the ideas of providing specific details of the inappropriate behaviour involved and focusing on the behaviour itself and not the person. You most certainly do not want your emotions to contribute to your discussion with the person involved if you want to resolve the issue at hand smoothly. These models also contain some very useful skills utilized in conflict-resolution strategies:

- Focus on the problem, not the person.
- Point out specific details surrounding the issue, not hearsay.
- Encourage working together to find a solution.

Empowering your supervisors with these methods of providing feedback will give them comfort and confidence while working with volunteers in the future. Any issues that arise need to be well documented and followed up on by you if the situation is not resolved at the time.

When working with volunteers, supporting them with positive reinforcement is equally as important as following up with corrective feedback. This reinforcement will encourage your volunteers to take on leadership roles in the future as you continue to build their confidence and their responsibilities. This is also an opportunity to increase the diversity of your volunteer leadership, which will in turn create a more inclusive environment.

Getting Feedback

Delivering appropriate feedback cannot happen without establishing a proper process. Ensuring that proper feedback channels are established for your volunteer program will foster an open and inviting environment. It's equally as important to include as many feedback channels as possible, so that all volunteers feel comfortable providing it. Different forms include:

- Direct reporting to the supervisor on shift
- Supervisor reports completed at the end of each shift
- Face-to-face meeting with the volunteer department
- Telephone number that volunteers can call anytime with questions, comments, concerns
- Email address where inquiries are answered in a timely manner
- Group feedback sessions
- A quick anonymous survey

All of the above channels may not have the highest impact when administered individually, but combining your efforts and offering multiple channels for feedback will encourage volunteers to voice their comments and concerns in a way that is most comfortable for them. Be aware that some communities prefer to avoid direct confrontation or criticism—you may need to find ways to reassure these volunteers that their opinions are valued and encouraged.

As mentioned above, one of the most important factors in gathering feedback and evaluating performance is time. You want to make sure that any concerns with performance or any praise that is passed along is responded to in a timely manner. It can be confusing to approach someone with praise or performance issues weeks after the event occurred.

If you are relying on a supervisor to provide you with their notes, make sure that they understand the timeline for submitting their response. In order to streamline the reporting process, create a report template (Appendix O) that you expect supervisors to fill out. Include an outline of what you are looking for when it comes to the report, and to ensure that the comments you receive are useful, it's worth adding what you are looking for specifically in terms of feedback (i.e. how a volunteer interacts with customers or how they work in a team environment, etc.). Listing specific examples of why someone is excelling in a role is crucial for developing future opportunities for them. This feedback will ensure that the volunteer's skills and personality fit the roles you may ask them to fill, or may help develop other roles that never existed in the past.

You can gather performance feedback about a volunteer time and time again, but if there is not a streamlined process for how this feedback is captured, there is hardly a point of gathering it in the first place. Investing in volunteer management software, or sourcing free software, can really make a huge difference to your organization. Make sure that the software you look into can store performance feedback notes, in addition to other obvious assets like scheduling shifts and organizing resources.

Gathering anonymous input from a volunteer's perspective about the volunteer program will give you a glance into the overall experience. Developing a short survey (Appendix P) to administer at the end of a volunteer term will provide you with the tools to re-examine and improve your efforts. You especially want to evaluate any new initiatives you introduced into the program to gauge how effective your efforts were for volunteers. Subtle nuances can be most important in helping someone feel welcomed and appreciated. Talk to your volunteers, get their feedback and integrate it into your processes and procedures.

If you rely on supervisors to deliver training material or to provide on-site support, gathering opinions on the method of training and support volunteers experienced is crucial to ensure that the level of volunteer satisfaction is consistent across your organization. Again, time is of the essence with feedback surveys. The survey needs to be administered in a timely manner when the event finishes or when the volunteer has completed the task in order to receive the most accurate feedback.

It's impossible to be in many places at once, so ensuring that feedback is being given and gathered via different streams is important in creating an overall picture of your volunteer's experience.



Conflict Resolution

When working with many different types of personality and work ethic, conflicts are naturally bound to arise. Developing a planned approach to conflict management and training your staff and supervisors, using some quick and easy tips to resolve issues, will create a better workplace for both parties.

A great way to start minimizing conflict is to look forward to see how conflict may arise, and then take the steps to mediate potential conflicts right away. A great tool from Volunteering Queensland Inc. highlights some problems that may arise with volunteers and how to avoid such situations:

Problems with volunteer performance occur most often when:	How to avoid this situation:
What is required of the person in the job is unclear	<ul style="list-style-type: none"> • Have clear job descriptions
People's contributions are not recognized	<ul style="list-style-type: none"> • Use formal and informal ways of recognizing volunteers • Reward volunteers individually and as a group
People do not know when they are not performing well	<ul style="list-style-type: none"> • Give regular honest feedback • Conduct regular performance appraisals/reviews
There are no opportunities for training and development	<ul style="list-style-type: none"> • Provide regular training sessions • Utilize guest speakers to talk about various topics • Consider supporting volunteers in gaining qualifications
Managers do not take the time to listen and understand their particular and changing experiences and needs	<ul style="list-style-type: none"> • Schedule time to listen to volunteers • Ensure volunteers know when the "best" time to approach is • Gather regular feedback about various aspects of the program
A person does not adapt well or cope well with change	<ul style="list-style-type: none"> • Give plenty of notice about upcoming changes, wherever possible • Ensure volunteers understand why the change is necessary • Give support and encouragement
A person does not have the knowledge or skills to do the job	<ul style="list-style-type: none"> • Have clear job descriptions, and clear selection and application processes • Consider using "skilled" or "professional" volunteers
There are not the resources or equipment necessary to do the job	<ul style="list-style-type: none"> • Only put volunteers in a role if you have the required resources



Gilad Cohen



Christian Peña

It's a fact: most people do not enjoy conflict. Providing tips on how to approach a situation if one arises ensures that volunteers and staff can resolve things effectively and can leave the situation feeling good. Here are some common tips on how to approach a conflict:

- If tempers flare, take a step back and walk away until you're calm. Leave your emotions out of the discussion.
- Make sure you maintain eye contact. You do not want to look distracted or uninterested in the discussion.
- Focus on the problem with the behaviour; do not attack the person. Bring up specific details of the issue and how it impacted you or the operation of task.
- Communicate your feelings clearly and calmly; do not assign blame to anyone involved.
- One person should not be right or wrong. Everyone should leave the discussion feeling like they contributed, so work together to come up with a solution. When only one person's needs are met, the situation is not solved and the problem will continue.
- Listen to the other person without interrupting. Often people just need a little time to vent, and appreciate being heard.
- Repeat key details of the other person's account so they know they are being heard.
- Never jump to conclusions. Wait until you are aware of both sides of the story when coming up with a solution.
- Thank the other person involved. You do not want to end the discussion with someone storming off, still angry. Take the time to deescalate the situation and sincerely thank them for bringing their grievances forward.

A lot of people have read about conflict resolution and know most of the above tips when coming face to face with a problem. Create a few real-life scenarios that may happen in your organization and run through the scenarios with your staff and supervisors to see how they use the above tips to resolve issues.

RETENTION & REWARDS

Retention

Volunteer retention is a crucial part of every volunteer-based organization. Bringing volunteers back year after year builds an institutional memory, wherein volunteer management can change with the seasons but those experienced volunteers participate in steering the organization towards its goals. It is these volunteers who closely align themselves with the mission and values of the organization and bring the invaluable marketing tool of word of mouth to the streets. In terms of diversity, volunteers need to feel they can be their authentic selves within your organization, while at the same time supporting the larger mission. As mentioned in previous sections of this manual, treat your volunteers well and with respect and your recruitment and retention numbers will increase.

The obvious ways of treating your volunteers well is with benefits (more details below), but there are other ways of retaining volunteers that ultimately benefit your organization as well as meeting your volunteer retention goals. An easy way to keep your volunteers coming back is with constant communication. Whether it comes in the form of a monthly newsletter or via social media platforms highlighting new initiatives, projects or general happenings in your organization, communication to your volunteer base will generate more interest and investment in what you do. Continuing engagement in the off season can surely be a struggle but creating fun ways of engaging the volunteers like contest giveaways to partner organizations' events, encouraging them to share their volunteer stories via words or pictures on Facebook or promoting other volunteer opportunities will keep you fresh in their minds.

Involving your current volunteers in the overall operation of the volunteer program will give them the "insider" feeling and will ultimately increase the capacity of the volunteer management team by focusing team efforts on achieving greater volunteer program goals. Whether it's helping with distribution of promotional material for recruitment, answering basic questions at sign-in during orientation or helping with data entry for scheduling purposes, making someone feel a part of the big picture strengthens the connection between the volunteer and the organization.

Now take a step back and look at the volunteer program that exists within your organization. Are there leadership opportunities for volunteers? Are there options for them to grow within your organization? Are there roles that exist for volunteers that are skill based? With the shift in volunteerism now looking at maximizing volunteer's skill sets within the organization, volunteer management must provide volunteers with roles that offer a chance to apply their skills and experience.

A great way to start is by creating supervisorial roles within your volunteer team. Whether it be team leads, shift supervisors or project leads, giving your volunteers a chance to become leaders will give your experienced volunteers a feeling of value while offering new volunteers an opportunity to experience peer mentorship. While you may do your best to prepare and train new volunteers, most of the tasks are learned on the job from a shift supervisor. This is just one way of implementing a skills-based engagement strategy.

In a discussion paper about the strategy, Volunteer Canada defines a skills-based engagement strategy as one that focuses on identifying the skills required to complete specific projects or tasks derived from the organization's mission, and then recruiting individuals with these specific skills or areas of expertise.

These types of opportunities do require shifting the focus from generalized to more specific recruitment, like targeting professional and/or business schools. The main benefits of engaging professionally or specifically skilled volunteers are:

- Increase organizational capacity
- Provide specialized skills
- Improve long-term capacity (knowledge transfer of specific skill sets to other staff)
- Increase volunteer base
- Increased visibility (positive experiences = great word-of-mouth marketing)
- Improve mission delivery (successful project completion with limited time from paid staff)
- Increase impact (implement new ways to encourage peoples to think differently)
- Raise current salaries (decrease number of paid staff thereby providing opportunity for reasonable salaries)

Assessing your specific needs by talking with your staff will help identify what projects could use some expertise. The more concrete a project is, meaning a specific goal with outlined tasks and deadlines, the better the chance of attracting the right volunteer for the job. Although it may take some extra planning and working with your staff to spell out the expectations and deliverables, the value to the volunteer involved and your organization is great.

Rewards

For some people it is hard to imagine why anyone would contribute their time to an organization without getting anything back. In fact, one of the top motivators as to why people volunteer with organizations is for altruistic reasons. Generally, people volunteer to give back to their community and because they wholeheartedly support the mission and goals of the organization. Understanding why people volunteer with your organization is the first step in developing rewards that your volunteers will appreciate.

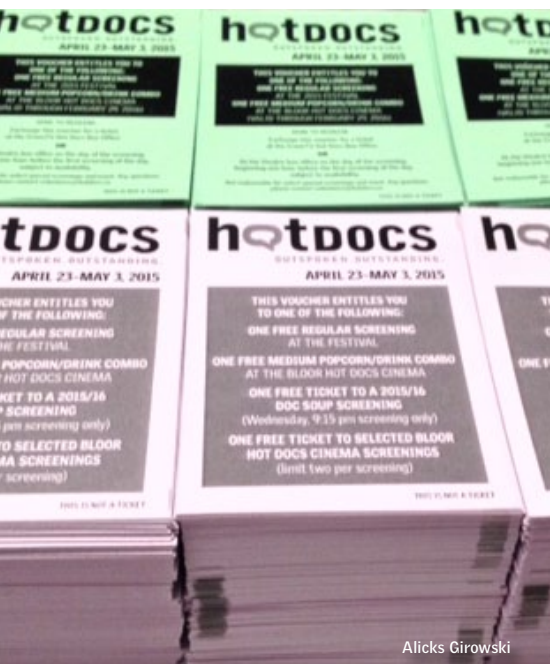
If your biggest recruitment push surrounds an event or festival, rewarding your volunteers for their time with tickets to the event is the most appreciated form of reward, according to the survey conducted this past March (Figure 3). Most volunteers dedicate their time to your organization because they support what you do, so naturally giving them access to your programming goes a long way. If it is not feasible to arrange tickets for all those working the event due to limited capacity, think about giving away tickets through a lottery system or through a contest. If your organization has a membership system in effect, offering your volunteers a discounted membership is another great way to keep your volunteers engaged throughout the year, and will automatically invite them into the community of patrons. It is not hard to imagine that volunteers who are experiencing your programming will almost definitely share their experience with family and friends, providing another way to increase invaluable word-of-mouth marketing, especially across diverse communities.

Not all organizations can afford to give away tickets to events to volunteers who dedicate time to the event, so setting up opportunities for professional development is a wonderful way to supplement your existing benefits. Identify professionals within your organization that you think could run a workshop for volunteers on different aspects of your organization, like marketing strategies or event planning and production. To expand on this idea, think outside of the box: introduce your volunteers to professionals in like-minded organizations at a networking event. The event does take some extra planning, but your volunteers will love the opportunity to get to know representatives from similar organizations and your connections with community partners will at least get your volunteer's foot in the door. Don't stop at professional development, though. Think about ideas for personal development too, like presentation skills and project management tools. People volunteer to grow personally and professionally and anything that you can provide to help them with that goal will be appreciated. This aspect can be particularly important for those from immigrant communities who are trying to establish themselves in the Canadian workforce.

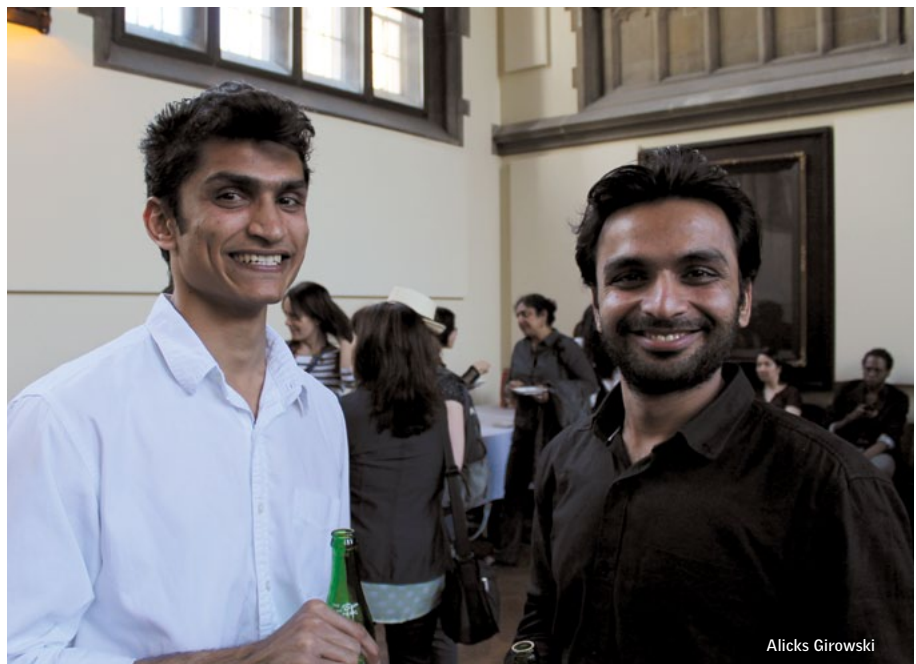
Some volunteers like to list their experience on their résumés to grow experience within a field that is interesting to them. Ensuring that you have the capacity to provide reference letters whenever possible is a great benefit for those particular volunteers. Develop a general template (Appendix Q) so that when requests come in, you can easily update the template with the number of hours that volunteer contributed, as well as any specific performance-related notes. This is yet another reason why keeping track of performance feedback is so important; it allows you to add a personal touch to the letter showing the volunteer that you respect the work that they have contributed to your organization.

Another motivating factor to get involved with an organization is to meet new people and experience something new. Planning a staff and volunteer appreciation party provides your volunteers an opportunity to enjoy themselves in a social setting. It's a time to get together and celebrate all of the hard work that goes into your organization, as well as a time to reconnect or get to know other volunteers and staff. Start thinking about things like a venue, snacks and entertainment for the party early on; this will give you time to think about potential sponsors or partners for the event or the space in order to keep your budget in check. Smaller events planned throughout the year are also a great way to keep your volunteer base engaged and will make them feel valued. If your organization works with various groups of volunteers dedicated to a project or department, then smaller social functions might be the way to show your appreciation for them. Attend a free event by a like-minded organization as a group, or plan a picnic in the park. Be sure to consider the accessibility of any venue and to avoid religious holidays.

There is more to showing your appreciation than a party, free tickets or workshops. Appreciation can be expressed every day to your volunteers with a quick thank you, a prompt reply to email or phone inquiries or by scheduling a time to sit down and catch up. The energy and attitude you bring daily to your job radiates through your volunteer base and spreads to everyone. While planning benefits, parties and events are great ways to thank you volunteers, remembering to positively interact with them is often the best way to show your appreciation.



Alicks Girowski



Alicks Girowski

INSPIRATION

The following quotes were pulled from the survey administered to volunteers in March 2015 in response to the question, "If you were a volunteer manager, what is the one thing you would love to offer in your volunteer program?"

Free transportation (public transport tokens) to get people to their shifts.

"Skill-specific opportunities to facilitate professional development and a post event meetup for networking and face-to-face feedback."

Good training sessions that address both what is needed for each specific volunteer position as well as some TED-like talks to inspire or educate us in ways that will move us forward as people :)

An opportunity to give more feedback through meetings or focus groups.

An effective volunteer network program for volunteers to connect and share with each other.

Development skills and a bridge to employment opportunities, either within the same organization or through connecting the volunteers to a network of peers.

Opportunities for various commitment levels—short-term positions as well as long-term positions, with development potential for those that want to contribute on a more significant basis with the potential of maybe eventually joining the organization on a paid basis.

I firmly believe in the power of education. If I were a volunteer manager I would like to offer conferences and workshops for the volunteers, with interesting speakers and networking opportunities for them. I believe volunteering is a valuable learning experience, where you grow from meeting new people and from being challenged in new ways.

A presentation or video on how my volunteering helps society directly.

If I were a volunteer manager, I would love to create opportunities for people to become leaders and develop their own initiatives of supporting the organization's cause. This could mean periodically organizing meetups where volunteers can exchange ideas on a new way to support the cause within the organization and depending on the result of these discussions, provide them with the resources and encouragement to act on those ideas.

A robust support system for volunteers. I know that's more than a single thing. But really, the volunteer positions I've returned to are the ones I've felt the most supported in, either because of a personal connection forged with an organizer or other volunteers, or because I felt like I was well-trained and had a good supervisor to turn to.

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3-MONTH VERSION

Actions/Tasks

MONTH 1

WEEK 1

Database clean-up—ensure it's ready to take on new applications and identify returning volunteers for further communication		
Update all volunteer documents for new year (Orientation Manual, Training Manual, Application Form, Job Descriptions, etc.)		
Review application form and update volunteer section of website		
Begin brainstorming with Communications/Marketing department on outreach campaign (promo material, social media, etc.)		
Launch updated application form		
Research and confirm festival office dates and location (if applicable)		
Research and confirm dates and locations for returning volunteer sessions (if applicable)		
Research and confirm orientation and training session dates and locations (if applicable)		
Confirm orientation and training session helpers (if applicable)		
Research outreach contacts—film schools, other festivals, etc.		
Update staff request form and prepare to share with staff		
Contact all staff about staff request form and include guidelines and FAQs about the process		
Connect with public library system about distribution of promo material		
Begin taking post-mortem notes (especially important since contract ends shortly after the festival)		

WEEK 2

Confirm date of launching shifts to returning volunteers		
Send invitation to returning volunteers, include RSVP and info about returning volunteer sessions		
Develop or update presentation for returning volunteers		
New applicant management begins - following up with all necessary information, troubleshooting, answering inquiries, etc. (ongoing until application closes)		
Create and finalize marketing material and send to print		
Begin outreach to education institutions and other organizations		
Research and attend recruitment events		
Make a list of equipment needed for festival office (computers, signage, office supplies, T-shirts, etc.)		

WEEK 3

Specialized volunteer role outreach to returning volunteers (supervisors, shift leads, special events, etc.)		
Rehearse presentation for returning volunteers		
Begin confirming volunteer requests from staff and shift schedule with relevant departments		
Specialized volunteer role interviews (if applicable)		

WEEK 4

Staff volunteer requests deadline		
Create presentation for staff on how to work with volunteers		
Rehearse presentation for returning volunteers		
Order equipment needed for festival office (computers, signage, office supplies, T-shirts, etc.)		

MONTH 2**WEEK 1**

Returning volunteer sessions begin		
Create presentation for new volunteer sessions		
Rehearse presentation for staff on how to work with volunteers		
Send final reminder to returning volunteers to confirm return		

WEEK 2

Present training to staff on how to work with volunteers		
Returning volunteer sessions end		
Database clean-up of volunteers who are not returning – archive records, do not delete		
Begin liaising with departments to plan and create presentations for training sessions		
Rehearse presentation for new volunteers		
Open shifts to returning volunteers		
Follow up with training material for returning volunteers who didn't attend sessions (if session was not mandatory)		

WEEK 3

New volunteer sessions begin		
Open shifts to new volunteers (on rolling basis after each session)		
Rehearse presentations for training sessions (schedule meetings with departments to rehearse together if applicable)		

WEEK 4

Rehearse presentations for training sessions (schedule meetings with departments to rehearse together if applicable)		
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MONTH 3**WEEK 1**

New volunteer sessions end		
Close application form, confirm and message next year's details to those who can't volunteer this year		
Training sessions begin		
Follow up with all volunteer email with general info about scheduling shifts, registration opening date, benefits, etc.		
Pre-festival shifts (ie. office, street marketing, etc.) begin		

WEEK 2

Festival office established		
Begin tracking great volunteers for individualized thank you cards		
Email "save the date" for volunteer appreciation event to all volunteers (if applicable)		
Volunteer registration begins		

WEEK 3

Finalize tasks required of each Volunteer Office staff member during event, create daily routine if event takes place over multiple days		
Email "save the date" for volunteer appreciation event (if applicable)		
Pre-festival shifts end		
Training sessions end		
FESTIVAL/EVENT BEGINS		
Track attendance/performance of volunteers, follow up where necessary		

WEEK 4

FESTIVAL/EVENT ENDS		
Administer end of year survey		
Last email to all volunteers with details of your last week and message of thanks		
Debrief with all staff members who have requested volunteers on successes and challenges experienced		
Review and clean up volunteer database again for off season		
Volunteer appreciation event (if applicable)		
Update auto reply email with thank you message and include contact information for future inquiries		
Complete and submit post-mortem		

5-MONTH VERSION

Actions/Tasks

MONTH 1

WEEK 1

Schedule meetings with departments to debrief on what needs to stay the same or change for the year		
Database clean-up – ensure it's ready to take on new applications and identify returning volunteers for further communication		
Review application form and update volunteer section of website		
Begin research on dates and locations for festival volunteer office (if applicable)		
Begin research on dates and locations for returning volunteer sessions (if applicable)		
Begin research on dates and locations for orientation and training sessions (if applicable)		
Begin taking post-mortem notes (even if your contract ends a few weeks after the event – you will thank yourself later)		

WEEK 2

Begin brainstorming with Communications/Marketing department on outreach campaign (promo material, social media, etc.)		
Begin research on outreach contacts		
Update all volunteer documents for new year (Orientation Manual, Training Manual, Application Form, Job Descriptions, etc.)		
Confirm festival office dates and location		
Confirm dates and locations for returning volunteer sessions		
Confirm orientation and training session dates and locations		
Confirm orientation and training session helpers (if applicable); recruit more if needed		
Create and finalize marketing material and send to print		
Connect with public library system about distribution of marketing material		

WEEK 3

Confirm date of launching shifts to returning volunteers		
Contact all staff about volunteer requests and include guidelines and FAQs about the process		
Send invitation to returning volunteers, include RSVP and info about returning volunteer sessions		
Create presentation for staff on how to work with volunteers		
Launch application form		
Send email invitation to returning volunteers with save the date for sessions		

WEEK 4

Begin outreach		
Attend recruitment events		
Schedule and rehearse presentation for staff on how to work with volunteers		
Specialized volunteer role interviews (if applicable)		

MONTH 2

WEEK 1

New applicant management begins - following up with all necessary information, troubleshooting, answering inquiries, etc. (ongoing until application closes)		
Specialized volunteer role outreach to returning volunteers (supervisors, shift leads, special events, etc.)		
Make a list of equipment needed for festival office (computers, signage, etc.)		
Create or update presentation for returning volunteer sessions		
Rehearse presentation for returning volunteer sessions		
Send final reminder to returning volunteers to confirm return		

WEEK 2

Returning volunteer sessions begin		
Begin scheduling specialized volunteer role interviews (if applicable)		
Database clean-up of volunteers who are not returning – archive, don't delete		
Specialized volunteer role interviews begin (if applicable)		
Staff volunteer requests deadline		

WEEK 3

Present presentation to staff on how to work with volunteers		
Order equipment needed for festival office (computers, signage, office supplies, T-shirts, etc.)		
Returning volunteer information sessions end		
Follow up with information session material for returning volunteers who didn't attend sessions (if session was not mandatory)		
Create presentation for new volunteers		

WEEK 4

Finalize staff volunteer requests and proof before launching		
Begin liaising with departments to plan and create presentations for training sessions		
Rehearse presentation for new volunteers		

MONTH 3

WEEK 1

Continue rehearsal presentation for new volunteers		
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WEEK 2

Launch volunteer shifts to returning volunteers		
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WEEK 3

Assess volunteer shifts remaining and prepare opportunities available for new volunteers		
New volunteer sessions begin		
Open shifts to new volunteers (on rolling basis after each session)		
Rehearse presentations for training sessions (schedule meetings with departments to rehearse together if applicable)		

WEEK 4

Communicate training session dates with volunteers and include RSVP form if needed		
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MONTH 4

WEEK 1

New volunteer orientation sessions end		
Close application form, confirm and message next year's details to those who can't volunteer this year		
Training sessions begin		
Follow up with all volunteer email with general info about scheduling shifts, registration opening date, benefits, etc.		
Pre-festival shifts (ie. office, street marketing, etc.) begin		

WEEK 2

Festival office established		
Volunteer registration begins		

WEEK 3

Finalize tasks required of each Volunteer Office staff member during event, create daily routine if event takes place over multiple days		
Begin tracking great volunteers for individualized thank you cards		
Email "save the date" for volunteer appreciation event to all volunteers (if applicable)		

WEEK 4

Pre-festival shifts end		
Training sessions end		
FESTIVAL/EVENT BEGINS		
Track attendance/performance of volunteers, follow up where necessary		

MONTH 5

WEEK 1

FESTIVAL/EVENT ENDS		
Send message of thanks to all volunteers (group and individual thanks)		
Volunteer appreciation event (if applicable)		
Administer end-of-year survey with deadline indicated		

WEEK 2

Review and clean up volunteer database in preparation for next year		
Bring together statistics and feedback for post-mortem		

WEEK 3

Analyze and share end-of-year survey results with relevant departments		
Debrief with all staff members who requested volunteers and review successes and challenges		

WEEK 4

Last email to all volunteers with details of your last week		
Update auto reply email with thank you message and include contact information for future inquiries		
Complete and submit post-mortem		



CANADIAN INTERNATIONAL
DOCUMENTARY FESTIVAL
APRIL 23–MAY 3, 2015
TORONTO, CANADA

Festival Volunteer Request Form

Due: March 9th, 2015

Date of Submission:

Full Name:

Department:

Volunteer Request (ALL fields must be completed in order to request volunteers):

Date	Start Time*	End Time	#	Task (use space below for details)	Supervisor**	Location

* = Please allow your volunteer to have at least 15 minutes to acclimate to your environment and learn the task at hand

** = The supervisor name listed must be the person who signs the volunteer(s) in and out. If the position has not yet been filled, please put the title of the supervisor who will receive them

= how many volunteers are needed for the job

1. Task Details (e.g. what will the volunteer be doing, who will the volunteer be interacting with, dress code, etc.)

2. Special Skills Requested (e.g. heavy lifting required, word processing skills, etc.)

3. What is special about this task that can be used as a selling point?

4. Did you have an exceptional volunteer last year? If so, please make your request here for specific volunteers and don't forget to include their FIRST NAME and LAST NAME:

5. Any additional information needed about this position:

Please feel free to contact the Hot Docs Volunteer Office at any time at volunteers@hotdocs.ca if you have any lingering questions about requesting volunteers.

Remember: it's easier to add on than it is to change or cancel a volunteer shift that already exists!

[EVENT LOGO]

POSITION	
Dates	
Benefits	
Specifics	

[POSITION DESCRIPTION]

i.e. heavylifting required, dress code, skills needed (computer, etc.), supervisor of role

[TRAINING SESSION INFORMATION]

i.e. when and where, mandatory or optional

Duties and Responsibilities

- [ADD AS APPLICABLE]
- i.e. answering phones, processing paperwork, setting up and/or tearing down a table, etc.



CANADIAN INTERNATIONAL
DOCUMENTARY FESTIVAL
APRIL 23–MAY 3, 2015
TORONTO, CANADA

POSITION	Orientation & Training Session Helper
Dates	Pre-festival
Benefits	Festival Volunteer Vouchers
Specifics	For Returning Volunteers ONLY

Orientation & Training Session Helpers will be the key in ensuring a smooth and efficient flow during volunteer Orientation & Training sessions. These volunteers will assist with set up of each session, preparation of materials to hand out, sign in of volunteers and distribution of vouchers (if necessary) at the end of each session. This team reports and is critical to the Volunteer Office, and will be instrumental in keeping each session organized and efficient.

Duties and Responsibilities

- Assist with set up and tear down of each session
- Greet volunteers and direct them to the location of the session
- Track volunteer attendance to ensure that volunteers gain access to the volunteer portal
- Distribute volunteer vouchers at the end of each session (if necessary)
- Help prepare any material to be distributed at each session
- Distribute material to volunteers when they arrive at the venue



CANADIAN INTERNATIONAL
DOCUMENTARY FESTIVAL

APRIL 23–MAY 3, 2015
TORONTO, CANADA

POSITION	Volunteer Captain*
Dates	April 23–May 3, 2015
Benefits	Double the vouchers for each shift (one voucher for each shift can be claimed Pre-festival, the other will be handed out at the end of shift)
Specifics	Placed at various festival venues

Volunteer Captains are a valuable part of the Volunteer Office team. Captains will be an active part of the festival and will report and provide help to the Volunteer Office staff to ensure a smooth and efficient festival. During the festival, Captains will ensure that all volunteer shifts are full and help assess the need for FLOATERS with the Theatre Reps as well as maintain high morale with current volunteers on shift. Captains will act as the eyes and ears for the Volunteer Office at each venue daily and will report on any issues that need to be dealt with immediately.

Duties and Responsibilities

- Attend MANDATORY training session in April (Date and Time to be confirmed)
- Complete a MINIMUM of FOUR Captain shifts during the festival
- Help sign all volunteers in and out of their shifts
- Be familiar with the venue with details like emergency exit, accessible washrooms, volunteer space and nearest TTC stops
- Distribute Volunteer Vouchers at the end of each shift
- Schedule breaks for all volunteers on shift and ensure all volunteers take their breaks
- Answer general inquiries from volunteers on shift
- Assist with assessing venue needs for Floaters and request dispatch
- Record feedback from staff, co-captains and volunteers on the Captain Report after each shift
- Complete a festival postmortem detailing successes, challenges and suggestions for the Volunteer Office

*This position requires an interview. Phone interviews will be scheduled in February and March.



CANADIAN INTERNATIONAL
DOCUMENTARY FESTIVAL
APRIL 23–MAY 3, 2015
TORONTO, CANADA

Volunteer Application Form

First Name:
Last Name:
Email Address:
Home Phone:
Mobile Phone:
Street Address:
City:
Province:
Postal Code:
Country:

How did you first hear about volunteering for Hot Docs?

- Current Hot Docs volunteer
- Friend or family
- Hot Docs website
- Hot Docs eBulletin
- Another festival
- Hot Docs volunteer postcard
- Facebook or Twitter
- School
- WorkInCulture
- Other

Due to the varying classifications for films showing in Hot Docs (some are restricted to 18 years and older), we ask all of our volunteers to be 18 by the first day of the festival. As a THANK YOU to all of our volunteers Hot Docs hosts a Staff and Volunteer party at the end of each festival in a licensed venue which requires our volunteers that are attending to be 19 years of age or older. Please indicate if you meet the Hot Docs age requirement (you can only select ONE choice).

- I am under the age of 18
- Yes, I will be 18+ for the festival
- Yes, I will be 19+ for the festival

In order to keep the number of volunteers needed to a manageable level, our volunteers are required to complete a minimum of FOUR shifts during the festival which means dedicating an average of 20 hours of your time. Please indicate if you think you will be able to complete the minimum commitment.

- Yes, I can commit to FOUR shifts for Hot Docs

Thank you for volunteering with Hot Docs. You'll receive a confirmation email shortly.



AGENDA

10:00am – Organizations arrive at the Bloor (506 Bloor Street West) for booth set up and presentation set up (Green P Parking available on the street and just east of the Palmerston Library). A volunteer will be at the door to let you into the cinema.

10:30am – Doors Open to Event Attendees

11am-12:00pm – One-hour presentation (5 minute pitches from all 10 organizations participating)

- Intro by Ron Koperdraad (Bloor Cinema Manager) and Alicks Girowski (HD Volunteer Manager) **2 minutes**
- Hot Docs – Jenn & Kate (Volunteer Operations) **5 minutes**
- Jane's Walk – Kate Watanabe (Toronto City Organizer) **5 minutes**
- Scarborough Film Festival – Sergei Petrov (Executive Director) **5 minutes**
- Luminato – Jeremy Forsyth & Saskia Rinkoff (Volunteer Coordinators) **5 minutes**
- Inside Out – Steen Starr (Volunteer Coordinator) **5 minutes**
- Toronto Fringe Festival – Natasha Boomer (Executive Director) **5 minutes**
- Cinéfranco Film Festival – Marc Rocco & Audrey Le Goff (Marketing & Youth Program Directors) **5 minutes**
- PrideHouseTO – Ashley McGhee (Specialist, Sport and Recreation) **5 minutes**
- Revue Cinema – Aileen MacDonald (Executive Director) **5 minutes**
- GetInvolved – Rudayna Bahubeshi & Jen Gawor (Community Manager & Community Animator) **5 minutes**

12:00pm-12:30/12:45pm* – Attendees are invited to interact with our presenters at their table in a marketplace type style

12:30pm – Doors open to general public for 1:00pm film

1:00pm – Screening of *Merchants of Doubt*

*Tables will be set up on the second floor mezzanine and the main lobby of the Bloor. Please note that the Bloor will be providing tables, chairs and tablecloths. Outlets are also available on the mezzanine if you wish to bring a laptop; if you require an outlet, please let us know so we can accommodate your request and place your table near a plug.

VOLUNTEER IN CULTURE Recruitment Fair

Saturday, March 14th (11:00am-12:30pm)
at the Bloor Hot Docs Cinema

Email/Newsletter Content (83 words)

Here's your chance to join Toronto cultural organizations and find out how to get involved in the events that make our city vibrant.

Learn more about the Volunteer in Culture fair and RSVP [here](#). Save a seat for the event and stay for a FREE film!

Date: Saturday, March 14th, 2015

Location: Bloor Hot Docs Cinema (506 Bloor Street West)

Time: Doors open at 10:30am, event at 11:00am, FREE film for attendees at 1:00pm

Spread the word and keep Toronto's cultural scene alive!

General Information

- Free film info – [Merchants of Doubt](#) at 1:00pm
- Website link - www.hotdocs.ca/about/volunteer_opportunities/
- Facebook event - www.facebook.com/events/1585798071655139/
- #VolunteerInCulture

Project Partners

Bloor Hot Docs Cinema

Facebook - www.facebook.com/bloorcinema
Twitter - @thebloorcinema

Government of Ontario

Twitter - @ongov

Hot Docs

Facebook - www.facebook.com/hotdocsfestival
Twitter - @hotdocs

Toronto Fringe

Facebook - www.facebook.com/torontofringe
Twitter - @toronto_fringe

WorkInCulture

Facebook - www.facebook.com/WorkInCulture
Twitter - @workinculture

Confirmed Presenters

Cinéfranco

Facebook -

www.facebook.com/pages/Francophone-International-Film-Festival/262178024251

Twitter - @cinefranco

Fringe Toronto

Facebook -

www.facebook.com/pages/Toronto-Fringe-Festival/108250315862618

Twitter - @toronto_fringe

Get Involved!

Facebook - www.facebook.com/GetInvolvedca

Twitter - @getinvolvedCA

Hot Docs

Facebook -

www.facebook.com/hotdocsfestival

Twitter - @hotdocs

Revue Cinema

Facebook-

<https://www.facebook.com/RevueCinema>

Twitter - @RevueCinema

Inside Out LGBT Film Festival

Facebook -

www.facebook.com/InsideOutFilmFestival

Twitter - @insideoutTO

Jane's Walk Toronto

Facebook - www.facebook.com/janeswalk

Twitter - @janeswalkTO

Luminato

Facebook - www.facebook.com/luminatofestival

Twitter - @luminato

Pridehouse TO

Facebook -

www.facebook.com/PrideHouseTO

Twitter - @pridehouseTO

Scarborough Film Festival

Facebook-

www.facebook.com/ScarboroughFilmFestival

Twitter - @scarboroughff

Twitter Suggestions

Create your own or copy paste below with your organization username.

Shortened URL: <http://ow.ly/Bwvew>

- Get CULTURED at the Volunteer in Culture fair on March 14! @hotdocs, @janeswalkTO, @fringe_toronto & more in attendance. <http://ow.ly/Bwvew>
- Interested in new & exciting volunteer opportunities in the culture sector? Join us on March 14 to learn more: <http://ow.ly/Bwvew> #VolunteerInCulture
- Join us for the Volunteer in Culture fair on March 14 @thebloorcinema. RSVP for the event & stay for a free film! <http://ow.ly/Bwvew>

March 2015 |

**VOLUNTEER
IN CULTURE**

hotdocs
OUTSPOKEN. OUTSTANDING.

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FRINGE
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WorkInCulture

Funding provided by

 **Ontario**

Thank you for your interest in the first Volunteer in Culture fair held on Saturday, March 14, 2015 at the Bloor Hot Docs Cinema! If you managed to attend, this will be a quick recap of presenters and how to get involved. If your weekend plans held you captive and you couldn't make it fear not, take a look at what the presenting organizations are looking for and feel free to contact them for more info. Once again, a HUGE THANK YOU to you, for making Toronto such a vibrant, cultural space.

Hot Docs

The application for the 2015 festival is [now open](#)! Fill out an application online to ensure that you receive communication from the volunteer office. Festival communication usually begins at the end of January once Orientation Session dates are booked and announced. Join the theatre team as Hot Docs takes over 10 venues in the city OR try your hand at helping delegates in the Industry Centre, there's always lots to do. Stay tuned for more details in the next coming months!

Jane's Walk

Do you love Jane's Walk? Volunteering is a great way to get involved and get walking! Our Festival Volunteer sign-up opened on March 30. We're looking for walk assistants, photographers, chalk artists and more. Click [this link](#) to volunteer. It only takes a couple of minutes!

We could go on and on about how great it is to volunteer with Jane's Walk, but why not go right to the source?

"I can't say enough about my experience volunteering with Jane's Walk. The festival provides a perfect opportunity to get out and explore parts of our cities that we may not have known were there. In doing so, it allows us to develop new friendships and connect with new places and ideas, as we rediscover old ones." – Alana, 2014 Jane's Walk volunteer

Scarborough Film Festival

The third Scarborough Film Festival aims to enhance cultural landscape of Scarborough, so by volunteering you not only get to support the festival and help the community to see great films, but you will also help to raise the profile of one of the great districts of Greater Toronto Area, all while enjoying films and meet interesting people. [Click here](#) to volunteer!

Event Recap



Contents

Organizations Who Were There

Hot Docs	1
Jane's Walk	2
Scarborough Film Festival	3
Luminato	4
Inside Out	5
Toronto Fringe Festival	6
Cinefranco Film Festival	7
Revue Cinema	8
GetInvolved	9





Luminato

Toronto's premier multi-disciplinary Festival of Arts and Creativity depends on our enthusiastic and dedicated volunteers (19+) to help transform the city for ten exceptional days (June 19 - 28, 2015). Our diverse group of volunteers enhances the visitor experience by providing guests of the Luminato Festival with information, lending onsite support and working with Luminato staff.

[Click here](#) to volunteer!

“The variety of cultural events kept people’s interest. The dual purpose was good as some events you would just want to attend while others you could support by volunteering.”

Event Dates

Get your calendars out and make note of these upcoming events:

Hot Docs
(April 23-May 3, 2015)

Jane's Walk
(May 2015)

Scarborough Film Festival
(June 2-7, 2015)

Luminato
(June 19-28, 2015)

Inside Out Film Festival
(May 21-31, 2015)

Toronto Fringe Festival
(July 1-12, 2015)

Cinefranco Film Festival
(April 10-19, 2015)

Revue Cinema
(Year Round)

GetInvolved
(Year Round)

Inside Out Film Festival

Inside Out is a non-profit registered charity that exists to challenge attitudes and change lives through the promotion, production and exhibition of film and video made by and about lesbian, gay bisexual and trans (LGBT) people of all ages, races and abilities.

To join the team, click [here](#).

Toronto Fringe Festival

Join us July 1st-12th, 2015 for our most spectacular, Fringe-tastic festival ever, featuring new plays and old favourites, experimental works and fresh hits. Our FringeKids Club is back and bigger and better than ever, now relocated to the George Ignatieff Theatre. If our big kids Fringe Club (also known as our beer tent) is more your style, never fear, we'll once again be returning with July's hottest patio featuring buskers, Shed Shows, Visual Fringe, underground parties, delicious eats and, of course, beer. And we'd love to have your help! Volunteer application opens in April - click [here](#) for more information.



Cinefranco Film Festival

Cinéfranco is the most important International Francophone Film Festival in English Canada. Cinéfranco promotes the diversity and richness of Francophone movies in order to increase their appreciation and give them more exposure in an English-speaking environment. All films are screened in their original language with English subtitles.

Cinéfranco is on in April at the Bloor Hot Docs Cinema! For more information, click [here](#).

Revue Cinema

Located in the quirky Roncesvalles neighbourhood, the Revue offers interesting programming of both current and classic cinema. To volunteer, click [here](#).

GetInvolved

[Getinvolved.ca](#) is an online community of 20,000 organizations and volunteers across Canada. By using our "Get Matched" tool volunteers are able to find opportunities and organizations can find talented volunteers according to skills, interests, and location. Join [Getinvolved.ca](#) to volunteer in your community, connect with skilled volunteers, and find valuable resources, including volunteer best practices, blog posts from organizations, videos about inspiring volunteers, and a Volunteer Quiz to help you determine what kind of volunteering is best suited to you.



Share Your Feedback!

Were you in attendance at the first Volunteer in Culture fair? We would LOVE to hear from you.

E: volunteers@hotdocs.ca with your comments, concerns and suggestions.

Our next fair is tentatively scheduled for October 2015. Spread the word and come out to hear from more cultural leaders in our community!

Orientation Sessions

Orientation Sessions are an important part of welcoming and informing your new volunteer base about your organization and the staff that they will be working with the most. It's often one of the first impressions people get of your organization so making an effort to plan and practice the material you will deliver will have a huge impact on volunteer recruitment. The following is a guide for organizations to use while planning the Orientation Session; feel free to amend the guide to suit your organization best. Here is a general outline of things that you should cover in your Orientation Session with a detailed explanation of each below:

- Welcome Volunteers & Overview of the Session
- Introduction of Your Organization & Staff
- Volunteer Expectations & Roles
- Volunteer Benefits
- Scheduling of Volunteers
- Policies & Dress Code
- Program Evaluation, Feedback and Additional Resources
- Thank You & Next Steps

1. Welcome Volunteers & Overview of the Session

- a. Often overlooked, a warm welcome goes a long way to making volunteers feel appreciated right off the bat. Providing an overview at the beginning of the session provides volunteers with a road map of what to expect during the session. It will also give them a sense of timing for the session, like when to ask questions if they have any throughout the session or when they can expect the session to finish.

2. Introduction of Your Organization & Staff

- a. Volunteers want to dedicate their time to organizations that have similar values as they do. Provide a brief history of your organization and include the mission and/or values so that volunteers can buy into your organization from the start. Make sure to introduce the staff that volunteers will be working with closely. This can be the volunteer manager and management staff or staff that will be supervising volunteers on shift, if they are available. It's reassuring for new volunteers to know who is responsible for what and where to direct any questions so that they feel more confident when communicating.

3. Volunteer Expectations & Roles

- a. Communicate anything that is expected of volunteers in this section. You should include things like:
 - i. Time commitment (average shift length, minimum number of shifts, etc.)
 - ii. Location(s) of volunteer position(s) and organization office
 - iii. Brief description of Volunteer Opportunities
 - iv. Additional Training Opportunities (is there another session scheduled or will they be trained on shift)
 - v. Customer/client base they will be working with on shift
 - vi. How to proceed with volunteering with your organization post-Orientation
 - vii. Additional resources volunteer can refer to for more info (Orientation Manual or one-page info sheet)

4. Volunteer Benefits

- a. A description of the benefits/rewards volunteers get while dedicating their time to your organization. This could include physical tangible benefits like tickets to upcoming events, certificates, appreciation events, workshops, snacks on shift or intangible benefits such as meeting like-minded people, developing skills and networks in your industry, and gaining work experience in their field of choice.

- b. Be clear of how many hours/shifts volunteers need to complete before attaining the benefits.
- c. Make mention of any expiry dates for rewards like event tickets or vouchers. If there is an appreciation party, it is great to mention the rough timing of the event so volunteers can plan to attend accordingly (i.e. within a month of the end of the event, etc.).

5. Scheduling of Volunteers

- a. An overview of how volunteers will be scheduled and what criteria you will be using to schedule volunteers for certain tasks. If you are using scheduling software, try and include a live demonstration of the system or images to demonstrate signing up for shifts. Make note of any dates when you will be either posting shifts for sign up or finalizing the schedule for volunteers.
- b. Indicate any areas volunteers can update to include more information about themselves or their preferred volunteer position(s).
- c. Include any resources that exist about how to sign up using your system and where to find them online.

6. Policies & Dress Code

- a. Any information on dress code while on shift should be made clear in Orientation. If there is a uniform for volunteers, ensure that you specify when and how volunteers can pick up their uniform. Making mention of why there is a uniform is always helpful for volunteers (e.g. security reasons, being easily identifiable, etc.).
- b. Cancellation policies for cancelling shifts should be clearly outlined (e.g. last chance to cancel is 24 hours before the shift). Reiterate where this information can be found online or in the manual just in case. This will help with last-minute cancellations.
- c. Any policies or protocols your organization has for employees should also be shared with volunteers. If a termination policy exists within your organization, it should be clearly presented to avoid future conflicts.
- a. In the event of an emergency, outline what the protocol is and location of the emergency exit.

7. Program Evaluation, Feedback and Additional Resources

- a. It is important to let volunteers know how they can express their comments or concerns regarding their volunteer experience with staff. Provide them with different methods of communicating any comments or concerns in the session (e.g. email address, telephone number, one on one meeting with staff, etc.).
- b. If your organization sends out a survey to gauge volunteer interest, make note of it in Orientation so volunteers can start to think about making notes of their experience with your organization.
- c. Make note of where volunteers can find any additional resources like manuals, how-to guides, job descriptions, etc. either online or in person. Providing your volunteers with these additional resources may seem like a lot of extra work but will save your organization time when it comes to answering basic questions in the future.

8. Thank You & Next Steps

- a. Ending the session with a thank you will once again show your volunteers that your organization values their time. Feel free to spend a couple of minutes on how volunteers impact your organization and how necessary it is for volunteers to dedicate their time.
- b. Provide a clear outline of what volunteers can expect if they wish to continue volunteering with your organization. Keep in mind that not all volunteers who attend Orientation will continue volunteering with you but with a planned and organized Orientation Session, you can count a high retention rate.



CANADIAN INTERNATIONAL
DOCUMENTARY FESTIVAL
APRIL 23–MAY 3, 2015
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Welcome and thank you for deciding to volunteer with Hot Docs 2015! All NEW volunteers must attend ONE Orientation Session in order to participate with Hot Docs, so if you are not available for our very last session that's listed below, please note you will have to re-apply with us in 2016.

In an effort to abide with AODA (Accessibility for Ontarians with Disabilities Act) you will notice that only the Bloor Hot Docs Cinema is a fully accessible venue. The Centre for Social Innovation (CSI) Annex location is not fully accessible. Any questions you may have can be directed to volunteers@hotdocs.ca.

First Name:
Last Name:
Email Address:
Phone Number:

Please indicate what date you will be attending Orientation:

- Thursday, March 12th from 6:00pm – 8:00pm (Bloor Hot Docs Cinema)
- Sunday, March 22nd from 10:00am – 12:00pm (CSI Annex)
- Monday, March 30th from 6:00pm – 8:00pm (Bloor Hot Docs Cinema)

Please note that you will receive a REMINDER email from the Volunteer Office TWO DAYS prior to the session. Orientation Sessions will start promptly at the start time so please show up 15 minutes early as latecomers will not be admitted. Each session is 60 minutes in length plus 30 minutes for Q&A after the session.

If you require further assistance, please email us at volunteers@hotdocs.ca.

Thank you for your interest with Hot Docs and see you at the movies.



CANADIAN INTERNATIONAL
DOCUMENTARY FESTIVAL

APRIL 23–MAY 3, 2015
TORONTO, CANADA

Volunteer Orientation Guide

HISTORY OF HOT DOCS

Hot Docs Canadian International Documentary Festival is North America's largest documentary festival, conference and market. Each year, the Festival presents a selection of more than 180 cutting-edge documentaries from Canada and around the globe. Through its industry programs, Hot Docs also provides a full range of professional development, market and networking opportunities for documentary professionals.

Hot Docs was founded in 1993 by the Documentary Organization of Canada (formerly the Canadian Independent Film Caucus), a national association of independent documentary filmmakers. In 1996, Hot Docs became a separately incorporated organization with a mandate to showcase and support the work of Canadian and international documentary filmmakers and to promote excellence in documentary production.

Hot Docs, running April 23 - May 3, 2015, will feature Canadian and international competitive programs, an international documentary market, The Doc Shop, and the Hot Docs Forum (April 29 & April 30).

VOLUNTEER POSITIONS

SINGLE SCREEN THEATRES: These theatres have one screen. Volunteers can expect big crowds and long line-ups before a film begins followed by periods of down time once the film begins.

- Bloor Hot Docs Cinema: 506 Bloor Street West
- Hart House Theatre: 7 Hart House Circle
- Isabel Bader Theatre: 93 Charles Street West
- Innis Town Hall: 2 Sussex Ave
- ROM Theatre: 100 Queens Park
- Royal Theatre: 608 College Street

NEIGHBOURHOOD THEATRES: These theatres have one screen and will only be screening films on ONE/TWO days. Volunteers can expect big crowds and long line-ups before a film begins followed by periods of down time.

- Fox Theatre: 2236 Queen Street East
- Kingsway Theatre: 3030 Bloor Street West
- Revue Cinema: 400 Roncesvalles Avenue
- Regent Theatre: 551 Mount Pleasant Road
- Outdoor Screening: Innis Quad, 2 Sussex Ave

MULTIPLEX THEATRES: These theatres have multiple screens and volunteers can expect an exciting atmosphere with big crowds and long line-ups all the time!

- Scotiabank Theatre: 259 Richmond Street West
- TIFF Bell Lightbox: 350 King Street West

THEATRE TEAM VOLUNTEERS: As with any film festival, a fair bit of the need for volunteers at Hot Docs is helping out where the films themselves are playing – at our theatres. Some tasks include ripping tickets, tracking attendance with a clicker, maintaining a line up of ticket holders or Rush patrons, giving out information and Screening Schedules, helping patrons find seats, counting ticket stubs, collecting ballots, directing traffic flow, and crowd control. Theatre shifts are available daytime and evening all week and weekends. We are looking for volunteers who are outgoing, personable and can manage large crowds.

TICKETS SCANNERS: Introduced last year, this is now a separate position that scans the film tickets of patrons. This job requires some tech-savvy skills, particularly troubleshooting what might go wrong with an iPod.

STREET MARKETING VOLUNTEERS: Hot Docs is seeking some friendly, out-going and energetic volunteers who are also independent, mature and reliable. The task is to help us spread the word by handing out screening schedules to pedestrians during the Festival. Volunteers will be situated in high-traffic locations outside or near three of our key screening venues, and will hand out screening schedules to interested passersbys. The Street Marketing Volunteer Training Session will take place on Sunday, March 29th, 2015 from 11:00am-12:00pm at the Centre for Social Innovation ANNEX (The Garage).

FLOATER VOLUNTEERS: Go anywhere volunteers! Floaters report to the Festival Volunteer Office at the beginning of a shift, and are sent to the venues that need a little extra help. We provide TTC fare to get to the venue, and then you're required to make your own way home.

BENEFITS

Volunteers earn vouchers in exchange for their hard work! There are two types of vouchers.

GREEN VOUCHERS (shifts before April 29th) are redeemable for:

- 1 ticket to any 2015 Hot Docs Festival screening
- or 1 medium combo (popcorn & drink) at the Bloor Hot Docs Cinema (anytime)
- or 1 ticket to Doc Soup Oct 2015 – April 2016 (Wed 9:15 shows)
- or 1 admission to an Industry Conference (some exceptions apply)

PURPLE VOUCHERS (shifts on or after April 29th) are redeemable for:

- 1 ticket to any 2015 Hot Docs Festival screening
- or 1 medium combo (popcorn & drink) at the Bloor Hot Docs Cinema (anytime)
- or 1 ticket to Doc Soup Oct 2015 – April 2016 (Wed 9:15 shows)
- or 1 admission to an Industry Conference (some exceptions apply)
- or 1 ticket to a Bloor Hot Docs Cinema regular screening (May 2015 to Feb 2016)

The longer the shift, the more vouchers you earn:

- Less than 5 hours: 1 voucher
- 5-8 hours: 2 vouchers
- 8 or more hours: 3 vouchers

Vouchers are transferable! Share them with friends and family!

5+ CLUB: Anyone who completes 5 or more shifts (April 23 to May 3) will become a member of the 5+ CLUB and will be invited to special film screenings throughout the year.

STAFF & VOLUNTEER PARTY: Anyone who completes 4+ (with zero no shows) during the festival (April 23 to May 3) is invited to a post-fest celebration. Time and location are TBA.

FAQ

Where is the festival box office located?

2 Bloor West, Main Level, Cumberland Terrace

Where is the Festival Volunteer Office?

Festival Volunteer Office is at the Center for Social Innovation (C.S.I.) 720 Bathurst Street, Meeting Room 5, Main Floor.

When is Volunteer registration?

VOLUNTEER REGISTRATION will be open as of April 16th, 2015 at the Festival Volunteer Office (Office hours will be posted).

What is the minimum number of shifts I have to work?

Volunteers must agree to work a minimum of four shifts between April 23 and May 3.

What do I need to do to get a T-shirt?

Every volunteer who commits to working four or more Festival shifts will receive a Hot Docs Volunteer T-shirt. You will be able to pick up your T-shirts beginning April 16th after you have claimed your four festival shifts online.

What is the Festival Volunteer Office phone number?

P: 416-203-2155 x 276

How do I email the volunteer office?

volunteers@hotdocs.ca

How do I login to the Volunteer portal?

<http://www.hotdocs.ca/volunteer>

Volunteer program generously supported by



2015 Volunteer Commitment Agreement



I agree to volunteer for the HOT DOCS Canadian International Documentary Festival ("Hot Docs") for a minimum of FOUR shifts between April 23rd and May 3rd, 2015, inclusive.

If, for any reason, I am unable to fulfill any of my commitments, I will drop the shift online via the Volunteer Portal more than 48 hours before shift start time. In the event of an emergency cancellation less than 48 hours before a shift, I agree to call the Volunteer Office and provide an explanation for dropping my shift.

I agree to complete all necessary training in relation to the Accessibility for Ontarians with Disabilities Act (AODA) before attending my first festival shift.

I understand that I am a representative of Hot Docs, and as such agree to abide by the organization's policies and procedures and the provisions of the Ontario Human Rights Code. If I am approached by a member of the media I agree to direct them to the festival Press Office.

If I prove to be incompatible with my position at Hot Docs, I understand that the festival reserves the right to reassign or cancel any or all of my volunteer shifts. I understand that I must act in a professional manner whenever wearing my volunteer badge and/or volunteer T-shirt. Hot Docs reserves the right to cancel my remaining shifts if I abuse the privileges to which a Hot Docs volunteer is entitled.

I understand that Hot Docs is not liable for any damages or injuries I incur while volunteering for the Festival.

I will register as a festival Volunteer by picking up my T-shirt and ID badge at the festival Volunteer Office before my first shift with Hot Docs.

I give my permission for Hot Docs to use any photos or video recordings captured of myself by staff or other volunteers for internal and/or promotional uses within the organization without compensation to me. I recognize that they are the property of the Hot Docs Canadian International Documentary Festival, however I reserve the right to request that these images be removed from public view through written communication.

Volunteer program generously supported by



Training Sessions

Training Sessions cover the detailed instruction and understanding of what a volunteer will be expected to do on shift. If you feel that training is an important element of your volunteer program, here are a few things of what to include in your session and manual:

- Welcome Volunteers & Overview of the Session
- Introduction of On-Site Staff Supervisor and/or Team
- Volunteer Expectations & Responsibilities—The What
- Demonstration of Task & Tour of Facility—The How
- FAQs
- Emergency Procedures
- Additional Training Resources
- Thank You & Getting Ready for Your Shift

1. Welcome Volunteers & Overview of the Session

- a. A welcome is a big part of making volunteers feel valued. Use this opportunity to warmly welcome volunteers and thank them for taking the extra time to learn about their tasks. A quick overview of the day's agenda will prepare your volunteers for the session, especially if you plan on including hands-on, interactive portions of the session.

2. Introduction of On-Site Staff Supervisor and/or Team

- a. Since the trainer may be a staff member who will be directly supervising the volunteers on site they should take a minute to introduce themselves and provide a brief description of what they do in the organization. If there is more than one staff member participating in the training, quickly introduce them and their roles.
- b. If the volunteer will be working with other staff members or supervisors on shift, and they are not present at training, outline who these potential people are so that volunteers are familiar with their role and feel comfortable the first day on shift.
- c. Outline anyone who the volunteer can refer to as a resource when they are volunteering.

3. Volunteer Expectations & Responsibilities—The What

- a. This section differs from Orientation as volunteers will get a greater insight into what their duties will be on shift. Take the time to describe all the duties the volunteer may be asked to do on shift in detail. Ensure the following is taken into consideration in the section:
 - ii. Explain where volunteers are to check in and with whom when they arrive for their first shift. Provide instructions on who to contact if they are running late or need to cancel the shift entirely.
 - iii. Description of each task the volunteer may be required to do on shift.
 - iv. Outline resources the volunteer will have to aid in the task (equipment, uniform, manuals, etc.).
 - v. Importance of why the volunteer task exists and who it serves (customers, clients, organizational staff, other volunteers, etc.).
 - vi. How the task fits into the big picture and helps the organization achieve its goals.

4. Demonstration of Task & Tour of Facility—The How

- a. A demonstration of how to complete the task volunteers will be asked to do goes a long way in terms of understanding. People learn in different ways, so the more ways you can incorporate in your training session, the better chance you have of reaching all of your volunteers. Feel free to use photos in your presentation, live demonstrations of the programs, software or equipment the volunteer will be using and/or break out into small groups allowing the volunteers to try the task themselves.
- b. Take the group of volunteers on a tour of the facilities so that they are comfortable with the space and know where to find any resources they may need on shift. Outline where the emergency exits are and the area where volunteers and staff gather in the event of an emergency.
- c. If working with a large group for a variety of tasks you may want to set up a circuit training model. In this model, your large group is broken down into multiple, smaller groups and each group moves to various locations where a staff member or experienced volunteer demonstrates each task.

5. FAQs

- a. In order to ensure that your volunteers will be ready for their first shift, it's helpful to quickly go through some Frequently Asked Questions that the volunteer may have or that will be posed to them while they are on shift. These FAQs should be gathered before the session and come from staff that often work on site and have experience with each task.
- b. Include any contacts volunteer can turn to if they cannot answer a question. It is important for volunteers to know that they have the support of your organization's staff so they feel comfortable and confident in their role.

6. Emergency Procedure

- a. Prepare your volunteer base by including the emergency protocol in training. In the event of an emergency, outline what the organization expects from its volunteers and location of the emergency exit. Often there is a meeting place where all staff and volunteers meet in the case of an emergency.

7. Additional Training Resources

- a. Providing your volunteers with additional resources to supplement your training session will give volunteers an opportunity to review material and look for answers before their volunteering begins with your organization. In most cases, this will minimize the amount of questions you will receive from your volunteer base.
- b. Reiterate who volunteers can turn to on shift with any questions (e.g. volunteer leader, experienced volunteer, staff supervisor, etc.).

8. Thank You & Getting Ready for Your Shift

- a. Don't forget to thank your volunteers for taking these extra steps in the volunteer program. Ensure that you want them to be fully prepared for their first day and provide them with a contact where they can share their feedback about their volunteer experience.
- b. Outline any necessary outstanding tasks that volunteers may have to complete before their first shift like where and when to pick up their uniform, reiterate if you have a minimum shift policy at this point (e.g. volunteers must complete two shifts per month, etc.), and any additional training they may need to complete before beginning their shift.



CANADIAN INTERNATIONAL
DOCUMENTARY FESTIVAL

APRIL 23–MAY 3, 2015
TORONTO, CANADA

The Accessibility for Ontarians with Disabilities Act (AODA) was established in 2005 by the Ontario government. The AODA has created accessibility standards with the goal of making Ontario accessible by 2025.

Hot Docs and the Bloor Hot Docs Cinema are committed to providing excellent service to all of our customers. We have established policies, practices, procedures and communication on serving persons with disabilities and ensure that they are consistent with four principles:

- Independence
- Dignity
- Integration
- Equality of opportunity

All Hot Docs and Bloor Hot Docs Cinema staff and volunteers are required to complete the customer service accessibility training before their first shift. You may have completed this training with another organization but every organization is different and you are required to complete training as part of the Hot Docs volunteer process.

The Hot Docs accessibility training will take 20 - 30 minutes to complete. There is no test! All you need to do is read the information provided on the PowerPoint slides [here](#), and then fill out the form at the bottom of the webpage to confirm you have read the documents.

Please be sure to fill out your contact information on the form, and identify your role as "Volunteer."

Thank you!



CANADIAN INTERNATIONAL
DOCUMENTARY FESTIVAL
APRIL 23–MAY 3, 2015
TORONTO, CANADA

VOLUNTEER CAPTAIN'S REPORT

Please do NOT detach this sheet from the first page.

CAPTAIN NAME & VENUE: _____ DATE: _____

Please list the FULL NAME of any Floater Volunteers on your shift:

Name

Please indicate any volunteers on your shift that you think would make a great Captain (FULL NAME):

Please indicate any exceptional volunteers on your shift (FULL NAME) along with WHY they are exceptional (amazing ticket scanner, great customer service, grace under pressure, etc.):

Please indicate any volunteers on your shift that need to be followed up with by the Volunteer Office (FULL NAME please) along with a note detailing the event:



CANADIAN INTERNATIONAL
DOCUMENTARY FESTIVAL
APRIL 23–MAY 3, 2015
TORONTO, CANADA

Thank you for all of your hard work at Hot Docs 2015! This year's festival was a huge success with record attendance from our volunteers and the public, all sharing the love of documentaries. If we haven't said it enough, we couldn't have done it without you!

We are looking to make the Hot Docs experience even better in the upcoming years, so here is your chance to let us know what you thought about the festival and how we can make things better. Please take a few minutes to complete the questions below.

Thanks again!

Alicks, Ron, Kate & Jenn

Hot Docs Volunteer Office

1) Did you attend a Meet & Screen or Orientation Session for Hot Docs 2015?

- Yes, I attended a Meet and Screen for returning volunteers (February)
- Yes, I attended an Orientation Session for new volunteers (March & April)
- No, I did not attend either session

2) This year I completed most of my shifts:

- At Hot Docs' Theatre Venues
- At Hot Docs' Industry Venues (Info Desk, Doc Shop, RIC Badge Scanner, Doc Forum)
- As a Floater Volunteer

3) Please let us know how you felt about the on-site training you received from your Captain or Supervisor on shift:

- I never received on-site training
- On-site training was not useful on shift (topics covered were not helpful)
- On-site training was OK (I could have used some more training to feel prepared)
- I felt fully prepared and comfortable on my shift after on-site training

4) This year we experienced a large increase in the amount of print-at-home and smartphone tickets so a huge round of applause goes to all the Ticket Scanner volunteers who helped out on shift. Did you help scan tickets while on shift?

- Yes, I did scan tickets on shift
- No, I did not scan tickets on shift

5) We continue to work on the Volunteer Portal each year and would love to hear your suggestions on how to make it better. What would you change about the design, functionality or content of the Portal?

6) How often would you like to receive communication from the Festival Volunteer Office?

- Daily (shortest in length)
- 2-3 emails per week (mid length)
- One email per week (longest in length)

7) Which way do you prefer to receive communication from the volunteer office?

- Email/Newsletter Updates
- Facebook and/or Twitter
- Message and Alerts panel (on the Portal)

8) What would you like to see in Festival communication from the Volunteer Office?

9) Did you attend to Volunteer & Staff Appreciation Party this year?

- Yes, I attended the party
- No, I did not attend the party

10) We are looking at bringing more docs to the GTA in the next few festivals. What neighbourhood or neighbourhood venue would you like to see Hot Docs take over in the future?

11) If you were the Executive Director of Hot Docs, what would you add to the festival for volunteers or patrons?

Your feedback is valuable to us, thank you for taking the time to let us know about your experience! The volunteer office has moved back to our downtown location, so we have said goodbye to our CSI Annex office.

If you want to have a longer conversation about anything, please email us at volunteers@hotdocs.ca or give us a call at 416-203-2155 x 251.

Thank you for your dedication to Hot Docs. Hope to see you next year!



CANADIAN INTERNATIONAL
DOCUMENTARY FESTIVAL
APRIL 23–MAY 3, 2015
TORONTO, CANADA

Monday, September-07-15

To whom it may concern,

This letter is to confirm that [NAME] was a volunteer with the 2015 Canadian International Documentary Film Festival, which ran from April 23 to May 3. Our annual festival showcases and supports the work of Canadian and international documentary filmmakers and promotes excellence in documentary production.

[Personalized description of volunteer hours, tasks and whether they qualified for the 5+ Club]

We wish [NAME] well in [her/his] future endeavours, and would be happy to have [her/him] back on our volunteer team any time.

Best Regards,

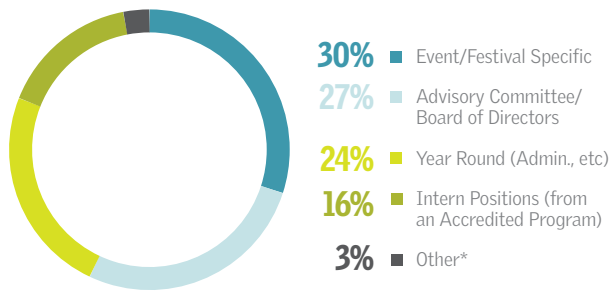
A handwritten signature in black ink, appearing to read "Alicks".

Alicks Girowski
Hot Docs Volunteer Manager

Hot Docs Canadian International Documentary Festival
110 Spadina Ave. Suite 333 Toronto, ON M5V 2K4
P: 416-203-2155 x 251 | F: (416) 203-0446 | E: agirowski@hotdocs.ca
facebook.com/hotdocsfestival | twitter.com/hotdocs

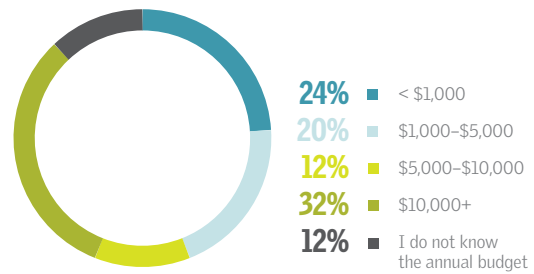
FIGURE 2: SELECT RESULTS FROM ORGANIZATIONAL SURVEY

What volunteer opportunities exist at your organization?

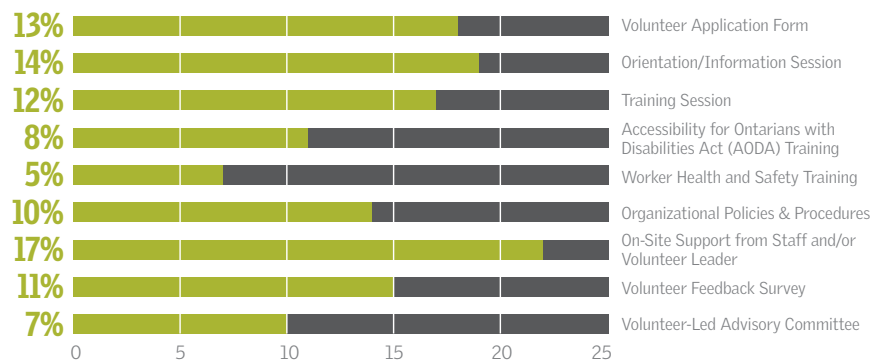


*Other included year-round ushers and Clinic Based Volunteer Opportunities like tax clinics, counselling, will clinics, etc.

What is the annual budget for the volunteer department in your organization? Please try to include the following costs: department staff, orientation & training, volunteer uniform, administrative costs (database, printing, etc), marketing, and other benefits provided to your volunteers (transportation costs, food and drink, prizes, etc):

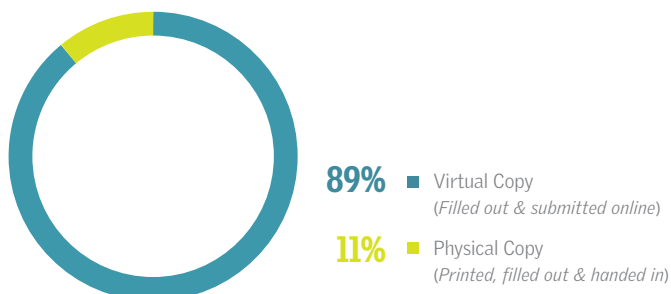


Please indicate the resources your volunteer program currently provides to volunteers. (select ALL that apply)

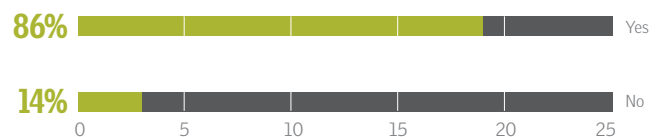


Based out of 24 response

Is your volunteer application form a:

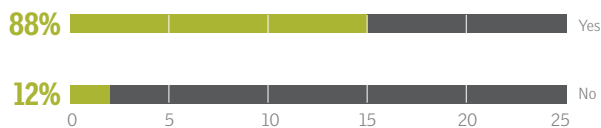


Do you provide your volunteers with an Orientation manual/guide?



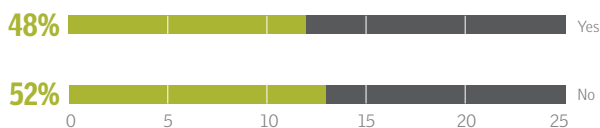
Total of 22 responses

Do you provide your volunteers with a Training manual/guide?



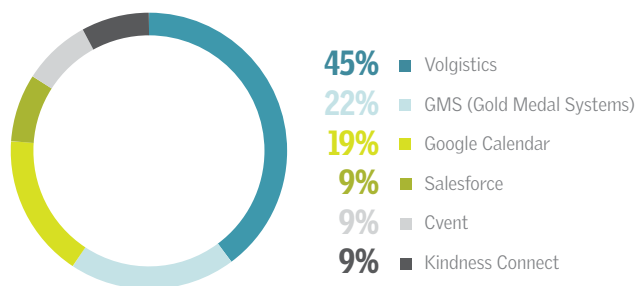
Total of 17 responses

Does your organization have an online scheduling tool for volunteers
(e.g. online database like Volgistics, Volunteer2, etc)?

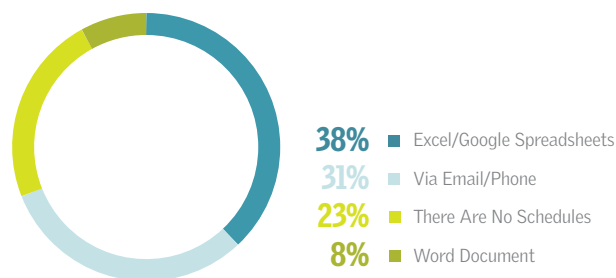


Total of 25 responses

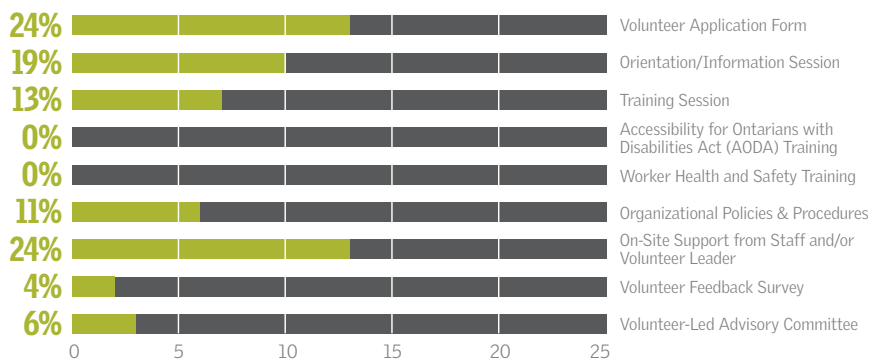
What is the name of the program/database that your organization uses?



How do you create volunteer schedules at your organization?



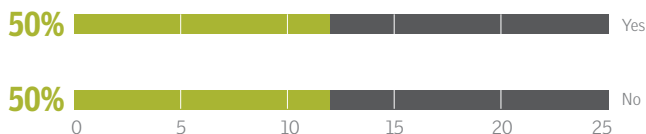
Please indicate what THREE resources are most important to your volunteer program?



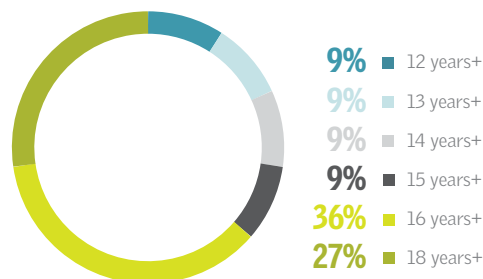
Based out of 23 responses

Age Requirement

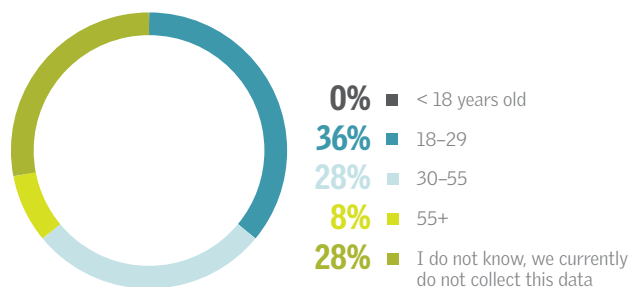
Does your organization have an age requirement to participate as a volunteer?



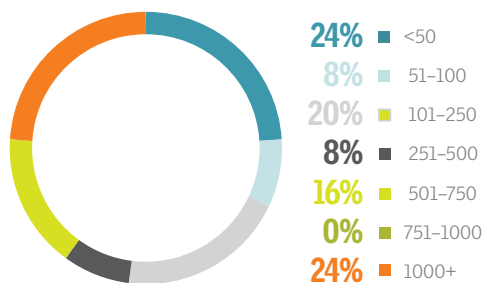
Total of 24 responses



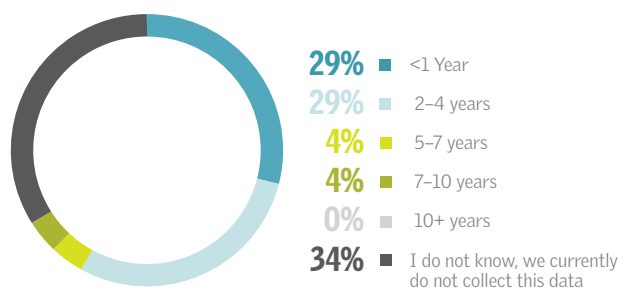
Based on information collected by your organization (or by estimating to the best of your knowledge), which age group makes up the majority of your age group?



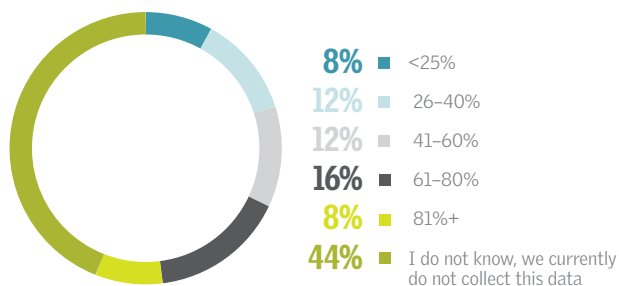
How many volunteers make up your annual volunteer base?



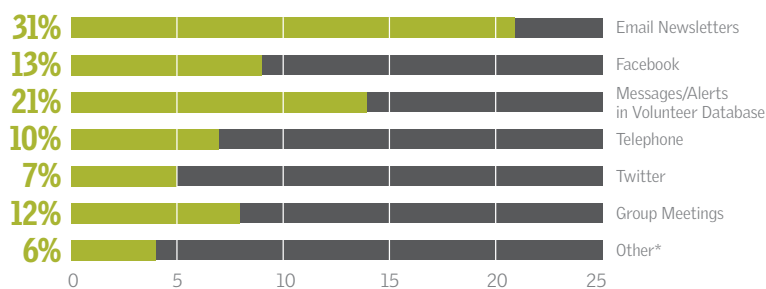
What is the average length of time a volunteer spends with your organization?



What is your retention rate of volunteers annually?



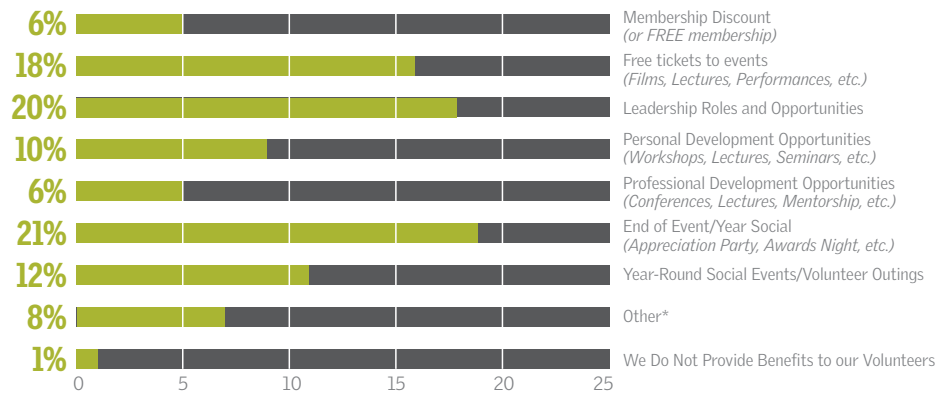
Please select the THREE most common tools you use to communicate with your volunteer base.



Total of 68 responses

*Other forms include face to face communication, website communication and direct email to volunteers

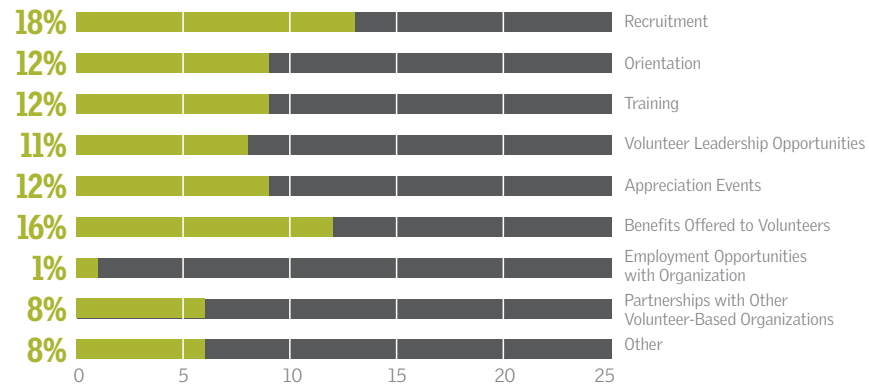
What type of benefits does your organization provide to its volunteers?
(select ALL that apply)



Total of 24 responses

*Other benefits included free program admission

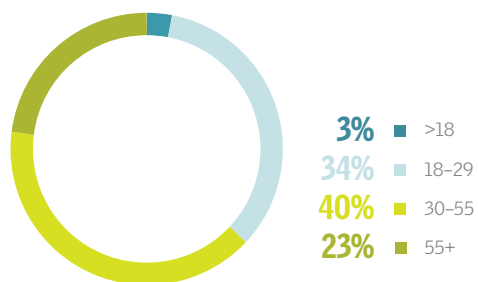
From feedback you have gathered (feedback surveys, in person conversations, email feedback, etc.), in what three areas would you say is your organization most successful when it comes to volunteer management?



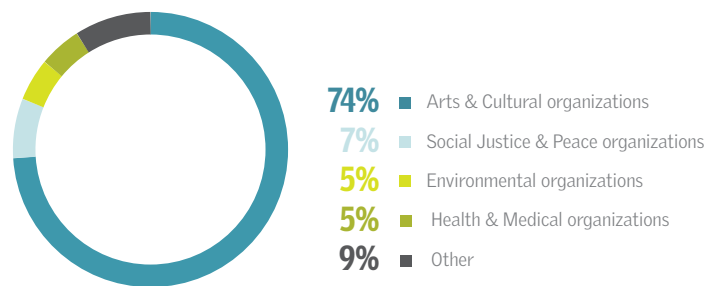
Total of 22 responses

FIGURE 3: SELECT RESULTS FROM VOLUNTEER SURVEY

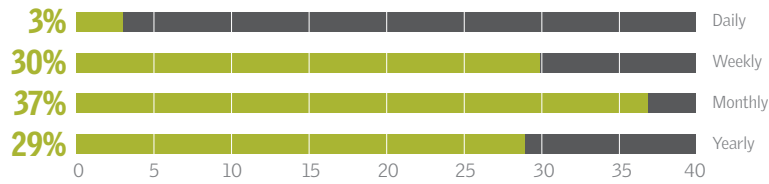
Age of volunteers



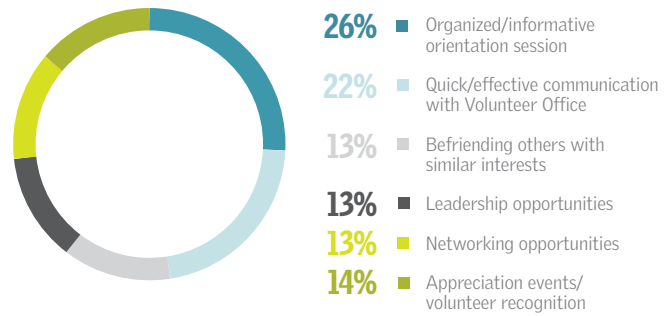
Types of organizations volunteers tend to choose



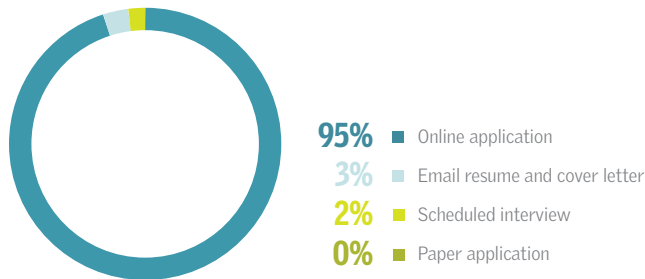
How frequently volunteers donate their time



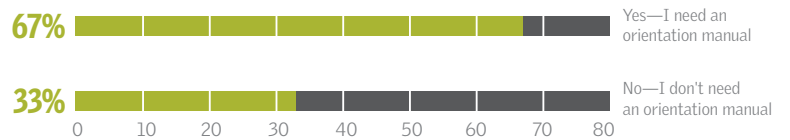
What makes a volunteer program successful?



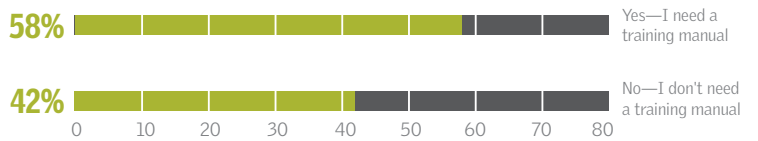
Preferred Type of Application Form



Is it important for the organization to additionally provide an orientation manual?



Is it important for the organization to additionally provide a training manual?



The best benefit an organization can offer

