

The Challenges and Benefits of Volunteerism in a Non-profit Health Promotion Organization Supporting Chronic Disease Prevention in Multicultural Communities

by

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Abstract

The purpose of this study is to provide insight into the management of the interCultural Online Health Network (iCON) project's volunteers, exploring the mutual benefits and challenges to both the nonprofit organization and the volunteers. As the benefits and challenges of volunteerism are 'the other side of the coin', organizations will benefit when they overcome the challenges of managing volunteers and are motivated to address volunteers' expectations. This study employed Survey Monkey, with the sample drawn from the roster of recent iCON volunteers, an email was sent requesting completion of the survey instrument comprised of Likert scaled, open-ended, and semi-open ended questions to more than 60 volunteers, with 17 participants responding to the survey. Analysis of the results reveals that most volunteers participated in iCON's one day events, yet would prefer longer, more regular hours. A majority of participants expressed a preference for more training/orientation prior to beginning volunteering and more frequent communication with other volunteers. Participants are also interested in developing their presentation, organization, and leadership skills while working with iCON. Respondents further indicated that iCON currently provides adequate acknowledgement to volunteers. For the majority of respondents the availability of resources, including iCON's management and fulfilment of volunteers' expectations, is found to be excellent with the few exceptions providing guidance for ongoing improvement.

Keywords: Volunteerism; Mutual benefit; volunteer integration; built the capacity; Community participation; Non-profit organization; Chronic disease

Dedicated to the loving memories of my parents

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Chapter 1. Introduction and background

1.1. Introduction

Volunteerism is very popular in Canada especially in non-profit organizations. About half of the Canadian population volunteered in 2010, with more than 90 percent volunteering in a non-profit organization (Vezina and Crompton, 2012). However, volunteerism presents challenges for both the host organization and volunteers themselves. Organizations encounter the challenges of: recruiting volunteers with appropriate skills or expertise, managing paid staff time to properly train and supervise volunteers, providing funds for supporting volunteers, and adhering to regulatory, liability requirements for volunteers. Volunteers have challenges that include: role demands, fit of skill and expertise, limited organizational resources, work stress, limited hours, and regulation of work.

Volunteers, according to Vezina and Crompton, (2012), “ are persons aged 15 and over who did any activities without pay on behalf of a group or organization which includes any unpaid help provided to schools, religious organizations, sports or community associations”; however, volunteers occasionally receive nominal benefits from service recipients, such as travel allowance and meals. Volunteering provides individuals with the opportunity for skills development, socialization, fun, network development and contacts for possible employment.

Volunteerism is intimately connected to the community as volunteers work in local communities, enhancing the quality of life of community whilst achieving their own desired results. The academic literature on volunteerism highlights the diversity in individuals' expectations and anticipated commitments regarding their volunteer activities and also the diversity in their previous occupational and educational experiences. Well-known host organizations that recruit volunteers include not-for-profit organizations and all levels of

government. Additionally, publicly or privately administered organizations such as religious groups, sports clubs, schools, and community clubs, also rely heavily on volunteers.

This study focuses on the interCultural Online Health Network (iCON)¹, which is administered by a non-profit organization, namely a research unit within a university. iCON has been working with multicultural communities, patients and caregivers across BC to optimize chronic disease prevention and management by promoting health communication, knowledge and information sharing, and developing partnerships between community members, peers, and health professionals (iCON, 2012). iCON develops relevant and appropriate health information in ways that are inclusive, accessible and respectful of their clients' preferred cultural and traditional values.

The social context within which iCON operates has specific features. Different communities may have different health care problems and priorities, and some health information may be culturally sensitive within particular communities. People may have different levels of health literacy and health care experiences. Additionally, people from a geographic community may not all understand the English language and they may place more trust in their own cultural and traditional health care approach. In this context, it is very difficult to address all issues and populations via a single intervention having limited resources. This has led, in part, to a pragmatic response to recruit volunteers. These have included experts, leaders and students from the community with similar linguistic and cultural attributes.

This study will contribute to an understanding of how the recruitment of appropriate volunteers and the overcoming of challenges related to managing volunteers which will help to both sustain the iCON project and meet the expectations of volunteers. The research questions are focused upon the successes and challenges for volunteers at the iCON project, and strengths and weakness associated with the integration of volunteers at iCON.

1.2. Background

While the trend in volunteerism participation has not been increasing over the last couple of decades in Canada, participation rates remain high. Volunteerism is also popular in other

¹ InterCultural Online Health Network (iCON) is an eHealth Strategy Office research initiative that embodies excellence in innovation, evaluation and translation of best practices in health care. Source: <http://ehealth.med.ubc.ca/projects/icon/>

parts of world, including the USA; Cha & colleague argue “at some point in their lifetimes, almost all adults participate as volunteers in organizations” (Cha, Cichy & Kim, 2010) with more than one third of Americans providing labor in non-profit organizations as volunteers every year (et al., McBride & Lee, 2012). In Canada, over 40% of the 78,000 registered charities have no paid staff and rely exclusively on volunteers to carry out their activities (Willems & other, 2012). Thus, volunteers in non-profit organizations have become the backbone of much health care and human service provision across North America (McBride & Lee, 2012).

Globally, according to Papillon et al. (2002), Canada has one of the most ethnically diverse populations because of immigration. Whereas 18.4 percent of Canada's population was comprised of immigrants in 2001, 35 percent of Vancouver's population is comprised of immigrants. These immigrants are often doubly challenged by limited health literacy, limited English language skills and are less able to advocate for their own health concerns (Papillon et al., 2002). In this context, iCON's contributions of multi-language and culturally sensitive health information made available through the internet and community based events relying on the help of community volunteers is significant.

iCON shares health related knowledge by online technologies and by conducting public health forums bringing people together to talk about their personal health concerns and by facilitating discussions of health issues between health professionals and the communities they serve (iCON, 2012). iCON has been focusing on partnering with three populations: Punjabi language speaking, Chinese language speaking and Aboriginal communities (iCON, 2012)². iCON is dependent on the contributions of experts, leaders, and students coming from the same community as the vulnerable populations being served because they have similar linguistic and cultural attributes. However, iCON has limited resources to support these volunteers, having few full-time trained staff and modest funding.

In targeting their interventions to non-English speaking communities, iCON is reliant on recruiting volunteers having a combination of high health literacy (e.g., doctors, nurses and others in allied service professions) and fluency in the vernacular of the community. In addition, iCON can reduce program operating costs by utilizing the expertise of volunteers from different non-health occupational sectors (e.g., fiscal administrators, information technologists, and communications specialists). The volunteers benefit by: gaining skills, experience, and perhaps prestige by contributing in their own community. This may be very useful later on in finding paid

² At the time of this project, the focus of iCON's activities was Chinese and Punjabi events and resources, and thus the volunteer base consulted was involved in activities related to these streams.

employment, especially for students who are recent graduates, like me. Yet, in spite of these opportunities associated with volunteerism, researchers have also identified challenges. After accepting volunteers, iCON, in order to retain them, may need to provide opportunities for further training and new skills acquisition, and further, may need to allow these volunteers to exert a direct influence on the work (Farmer & Fedor, 2001). A further problematic is that iCON needs volunteers often only for specific projects of short and periodic duration.

Their partnerships with diverse organizations and recruiting community volunteers from diverse areas are also one of the strengths of the iCON project because these help to sustain the program, allowing for more effective implementation of events, and identifying the community's needs and expectations. As well, having program staff representation from the same community as the clients, sharing their traditional culture and language, is also a distinctive feature of the iCON. Clients from the same community can more easily understand health information provided by a member of their own community in their native language, which often results in decreased anxiety about recommended treatments and an increased understanding of their public health rationale.

1.3. Rationale for the Study

Volunteers are the secret weapons of the non-profit health promotion organization (Farmer & Fedor, 2001). Two thirds of American donates their time to nonprofits organization by doing volunteer work, and the remaining one third of donated time goes to government (27%) and the private sector (7%) (McBride & Lee, 2012). So, volunteers are critical sources of fresh ideas and energy in nonprofit organizations and their efforts often increase an organization's capacity (Farmer & Fedor, 2001). Energetic and dedicated volunteers can help an organization forge stronger, broader links in the community and can be excellent ambassadors for the organization (Farmer & Fedor, 2001). Particularly in Vancouver, most of non-profit health care related organizations have large roster of volunteers. In this context, appropriate management of volunteers is integral to maximize the benefits to the organization and volunteers participants.

As the benefits and challenges of volunteerism are a two-sided coin, organizations will benefit when they overcome the challenges of managing volunteers and are motivated to address volunteers' expectations. To maximize the benefits to both organizations and volunteers, organizations should select the right candidate with the right skills, expertise,

interests, and they also need to provide relevant training, skill development, guidance, and supervision while meeting volunteers' expectations. If successful, organizations will then retain volunteers for a long time, reducing costs, increasing the quality of service, and generating more social cohesion and capacity in the communities of interest. Thus, organizations need to conduct research in this area on a regular basis to identify their successes, challenges, potential areas for improvement, and to understand the expectations of volunteers.

1.4. Statement of problem

As the number of volunteers has been growing faster than Canada's population (Vezina and Crompton, 2012), effectively incorporating volunteers has become one of the most important challenges for non-profit organizations. More than 13.3 million people participated in volunteer work in 2010, contributing 2.07 billion hours which is equivalent to 1.1 million full-time jobs (Vezina and Crompton, 2012). The volunteering rate has increased by 6.4 percent since 2007 and 12.5 percent since 2004; whereas population growth was only 8.4 percent between 2004 and 2010 (Vezina and Crompton, 2012). Attributable to this rate of increase, the management of volunteers has become a significant challenge for organizations.

Volunteer positions are ideally designed to meet the needs of both the organization and the volunteer, so the recruiter must identify the right person with appropriate skills, interests, and commitment abilities. As well, the organization has to clearly define their role, responsibility, time line, benefit, and potential compensation (Willems & other 2012). It is a true win-win situation since volunteers can very tangibly feel the returns and rewards from joining a nonprofit organization and the organization also can draw on their expertise, knowledge and skills over a potentially prolonged period of time. In particular, students and recent graduates can be exposed to the range of opportunities available in the nonprofit sector (Farmer & Fedor, 2001) via community-engaged learning methods, such as volunteer placements, community service-learning and internships. In this context, if organizations are unable to manage volunteers successfully, then they may lose resources and reputation in community.

A failure to effectively integrate volunteers can lead to increased costs rather than a reduction as the costs to an organization arising from having to interview volunteers, provide orientation, training and supervision are substantial. If volunteers leave work in the mid-time,

then the organization will need to recruit an additional volunteer, which is inevitably more costly than retaining current volunteers.

Furthermore, volunteerism also helps to sustain programs. As Pluye, Potvin, & Denis, 2004 indicate: sustaining programs in communities requires collaboration from the beginning with professionals or volunteers that are representatives of those communities. iCON has recognized the need for this type of participatory involvement. iCON needs to be sustained as it positively impacts the community by providing relevant, accessible and acceptable chronic disease management related information, knowledge and skills, and significantly helps to increase the health literacy including health awareness in targeted communities (Reflected from Patient as a Partner Program, 2014). The activities and events of the iCON have been evolving over time. iCON always prioritizes the contemporary burning issues; so, in order to provide the best activities, programs and events as per the changing needs and preferences, iCON needs to conduct research and program evaluation in a regular manner. To accomplish all these tasks, iCON does not have sufficient fiscal resources to rely on paid staff, so taking volunteers and integrating them properly is a required necessity. Thus, an analysis of volunteerism at iCON grounded in the insights, experiences, and recommendations of the volunteers is indicated.

1.5. Purpose of the study

The purpose of this study is to provide insights into the integration of the iCON project's volunteers, exploring the mutual benefits and challenges to both the nonprofit organization and the volunteers. This study also attempts to understand the perception and experience of volunteer participants with the iCON project since its initiation in 2007. This study especially focuses on: the challenges and benefits of working with iCON project, areas of potential improvement for the capacity building of volunteers, and the availability of volunteer support resources while working with iCON. The survey component of this study is a follow up to the 2014 process evaluation of the iCON project³, the findings of which indicated volunteers at iCON project experience both opportunities and challenges. This research is independent of the previous process evaluation; however, some of the findings related to only volunteers are used as secondary sources of data. It is expected that the findings of this study will help to improve

³ It was conducted by practicum student of Master in Public Health degree, Faculty of Health Science, Simon Fraser University by doing in-depth interview with iCON' staff, leadership, and associates..

overall volunteers' support and management at iCON project which untimely contributes to the sustainability of the project. The following primary research questions are raised in this study:

1. What are iCON's capacity needs for volunteers?
2. What motivates volunteers to work with iCON?
3. What are the success and challenges identified with volunteering at iCON?
4. What are the strengths and weakness associated with the integration of volunteers at iCON?

Chapter 2. Critical review of relevant literature

2.1. Volunteerism in Canada

Volunteers are the backbone of not for profit organizations (Ellis, 2007), especially in the health services sector (Hager, 2004). Despite an increase in the number of volunteers and with participation rates increasing over the last decade (Vézina, & Crompton, 2012) it is interesting to note that there still is a shortage of volunteers in not for profit organization in Canada. According to the findings of the study, more than 90 percent of these organizations claim that they need more volunteers given their limited resources which are not enough to meet their requirements (Hager, 2004).

The overall rate of volunteers varies by province and territory in Canada (Vézina, & Crompton, 2012). The highest rate was recorded in Saskatchewan (58%) and the lowest rate was found in Northern territories (37%). The rate for BC was similar to the national average (Vézina, & Crompton, 2012). This kind of variation can also be found within a diverse array of not for profit organizations. Proportion of volunteers of any organization varies across geographical boundaries as it depends on the demand those organizations have, whether anyone is interested in volunteering, the local cultural background and social values, environmental conditions, all the way to regional policies.

2.2. Mutual benefits

There are benefits of volunteering for volunteers, the host organizations, as well as the community. Volunteers may benefit by gaining valuable work experience in diverse situations which sharpens their skills in working with people, provides them with a better understanding of their community, giving them an opportunity to practice their expertise and expand their network by meeting new people from different backgrounds. Similarly, organizations can benefit by achieving their goal with much less fiscal expenditure and even through the professional opinion of people from diverse backgrounds; also, communities can gain more grounded insight into

how to tackle their problems. If volunteers happen to be from the same community, it helps build trust and even possibly long term relationships.

In general, volunteers are never meant to be a replacement of staff, nor are they expected to provide the same quality of service that would normally be expected of paid staff which also is an incentive for volunteers as they can contribute in their own unique ways (Cuskelly & other 2006). However, most non-profit organizations are more concerned with the interest, skills, expertise, commitment and capacity of a volunteer candidate when recruiting them. Volunteers also focus on potential skill development, gaining knowledge and experience, and networking with leaders and experts in their sector. This is why both receiver and volunteers should consider the maximization of potential mutual benefits from the volunteerism.

Volunteer contributions can strengthen the morale of an organization, not only from growing its network and activities, but also from the sense of ownership and pride the volunteers which can inspire them to be passionate advocates for that organization (Boris, 1999). Volunteers provide extra hands, expertise, updated knowledge and skills that enable the organization to achieve feats that might otherwise not have been possible (Boris, 1999). Their insights can be invaluable in producing positive outcomes, not only for the organization, but also for them as they gain confidence, knowledge and skills, and even establish good network with others with the same interest which can help them qualify for a full-time job as their experience counts.

When non-profit organizations recruit volunteers from the list of interested applicants, they have to keep in mind their capacity and capabilities (Hager, 2004). The capacity building of volunteers from organizations includes: appropriate guidance, supervision, orientation, skills trainings, effective communication, and motivation to work, helping them develop confidence and building their capacity. That capacity of volunteers is initially a benefit to organizations, but ultimately is beneficial to the volunteers themselves by promoting personal and professional growth. Volunteerism will be beneficial as long as the volunteers are effectively performing their duties, but also in the sense that organizations can enhance their reputation in the community which is vital for the self-sustainability of the organisation in the long run (Slater & other, 2002). Thus, the capacity building of volunteers is also one of most important opportunities for organizations.

2.3. Challenges

The greatest challenge that not for profit health promotion organizations have faced is an inability to adopt best practices in volunteer management (Hager, 2004). There are several steps in which volunteer management committees need to be more careful (Ellis, 2007). The first step is to assess their ability to recruit adequate numbers of volunteers in specific geographic area. Next, screening volunteers and matching them to organizational tasks can be undertaken (Hager, 2004). Then, they need to be aware of the expertise, skills and interests of volunteers. Even after recruiting, providing training and professional development, keeping them under close supervision, maintaining open lines of on-going communication, providing incentive through motivating rewards, and acknowledging their contributions is significant for enhancing their effectiveness and enriching their volunteer experience (Hager, 2004). Volunteer support activities - such as an interview, written policies and job descriptions for volunteers, close supervision, frequently communication, and providing feedback - are major tasks for volunteer managers and the effective application of these activities can help in achieving the desired outcomes of the organization, targeted community, and volunteers themselves.

The contribution of volunteer hours to non-profit organizations plays a significant role in the effective delivery of services and success of the non-profit organization (Vézina, & Crompton, 2012); however, there are many challenges in the effective management of volunteers in organizations. The major challenges include identifying the right person and motivating them to donate their time and energy for worthwhile causes (et al., Bortree & Waters, 2008) and the retention of volunteers as per the requirements of organization and expectations of volunteers.

The recruitment of a large number of volunteers may not always be beneficial as voluntary organizations incur substantial costs recruiting, training, orientating and replacing volunteers. So, the best way to do this is to “put the right number of the right people in the right place and time” (Farmer & Fedor, 2001). For example, iCON needs volunteer people mostly during the busy session, especially during the time of conducting community events. Then, during the rest of the time, iCON is unable to provide opportunities to work as per the volunteers’ expectations. Volunteer people then need to find other organizations. Then when iCON needs volunteers for other event, they frequently have to recruit new volunteers again and repeat the training and orientation cycle.

The volunteerism literature also shows that, despite the huge benefits of having volunteers and the large number of people that show interest in volunteering, there are high levels of dissatisfaction with the volunteer experience. Research conducted in the USA found that 40 percent of this dissatisfaction was attributable to management structures, and 20 percent was attributable to the way they are treated by them (Jamison et al., 2003). Also, this report identified that 43 percent of volunteers drop out because of not being treated as per their initial expectations. These findings indicate that providing a supportive and encouraging kind of management structure for volunteers is a challenging task.

2.4. Barrier to being a volunteer

Research has found that the biggest barrier to being a volunteer is lack of time (Vézina, & Crompton, 2012). Approximately two-thirds of Canadians age 15 and over responded that the main reason for not volunteering is lack of enough time to do so and about 62 percent of respondents identified an inability to make a long-term commitment (Vézina, & Crompton, 2012). These findings suggest that many people are motivated to volunteer if they can find an organization aligned with their interests and whose time requirements are flexible and compatible with their expectations.

2.5. Cost reduction and sustainability

Pervasively, non-profit organizations largely depend on volunteers to keep their organizations sustainable by reducing their operational cost. Volunteers contribute huge amounts of time, energy, idea, expertise and skills to a wide range of charitable and non-profit organizations (Ellis, 2007). Especially in non-profit health promotion related organizations, volunteers are often recently graduated students or new immigrants who need experiences in a real field. The organizations benefit from utilizing volunteers' new ideas, skills, energy and approaches of work. The economic value of volunteerism is also important as it directly reduces the total operating costs which can allow organizations to extend their programs into other vulnerable populations. Cost estimates based on the total number of volunteer hours can be compared to how much it would cost to pay for the same amount of work by paid staff.

The sustainability of non-profit organizations can be enhanced by increasing the effective management of volunteers on whose contribution they depend. So, the volunteers' management community needs need to be aware of some important activities such as frequent supervision and communication with volunteers, liability coverage for volunteers, screening and matching volunteers to jobs, regular and frequent collection of information on volunteer (Hager, 2004). In addition, they have to address the feedback of volunteers, have clear written policies, strategies and job descriptions, recognize of their activities, determine roles and responsibility, conduct frequently and regular evaluation of a volunteer's impact, provide orientation, training and professional development workshop (Hager, 2004). As well, they have to conduct training and orientation sessions for paid staff in the effective working with volunteers and organize frequent meetings with both volunteers and staff in order to update their knowledge and skills (Hager, 2004). These kinds of activities help to support the volunteers and maximize the benefits for both organization and volunteers.

Committed and enthusiastic volunteers are a valuable asset for not for profit organizations as they can meet the demand while substantially reducing operational costs. The majority of non-profit organizations are currently experiencing a financial constraint which limits the amount of resources available to achieve a targeted task, which is why their success relies heavily on volunteers (Bang & other 2012). At the same time, people who don't have enough working experience in their field of interest can do so by being a volunteer. Many non-profit organizations make significant efforts to attract and retain volunteers for long terms depending on their requirements as well as the volunteers' interests. Thus, iCON can enhance its sustainability in attracting and retaining community volunteers by conducting process evaluations, implementing the recommendations provided by volunteers and stakeholders, and conducting environmental scans to identify best practices.

Cost-savings is also one of the most important aspects of volunteers in non-profit organizations. As iCON has demonstrated with their public health programming, the proper integration of volunteers can significantly reduce the public cost of health care. For every dollar spent on public health interventions, how many dollars are saved in future non-spending is the main metric of this kind of cost saving. While organizations may just focus on potential cost savings by recruiting a large number of volunteers, they must also factor in expenditures associated with providing orientation, training, supervision and guidance to volunteers.

2.6. Motivation

According to Jamison et al., 2003, volunteer job satisfaction was affected by “hygiene factors” and “motivators.” Hygiene factors include work environment such as: policies, work space, work conditions, status, security, and compensation; motivators include: work qualities, a feeling of responsibility, the challenge of the job itself, recognition, and achievement. There are other reasons, according to motivation theories, that volunteers leave an organization. Often the expectations that initially brought them to that organization remain unmet as structures, processes, and relationships associated with the volunteer experience are unsatisfying. Thus, having volunteers in an organization presents both opportunities and challenges.

2.7. Acknowledgment

Failure to acknowledge the volunteers’ hard work and contributions to the organization upon them successfully completing a required task is detrimental for having a future relationship with them. Organizations can circulate emails describing what they have done and achieved (Ellis, 2007). Organizations can even provide volunteers with awards and certificates that may encourage them to come back in future.

Chapter 3. Methodology

3.1. Participants

The volunteer participants for this study were selected from the volunteer roster of iCON and priority of selection was given to most recent volunteers; the majority of participants are from the area of public health or medicine. For this online survey, more than 60 iCON volunteer participants were requested to fill out the survey questionnaires but only 17 participants returned the completed survey questionnaire. The participation in this survey was completely voluntary and participants were asked to provide consent by clicking on the agree icon of the beginning of the survey questionnaires.

3.2. Method

The data collection procedure started upon meeting the criteria laid out by the Simon Fraser University Ethics Review Board. Most of information used for this analysis is drawn from the primary data source – the results an online survey with volunteers with the iCON project. The information was collected using “Fluid Survey”⁴, sampling volunteers who participated in iCON any time since the initiation of the iCON project. An email was sent requesting completion of the survey instrument comprised of Likert-type, open-ended, and semi-open ended questions (Refer to Appendix A for details). The instructions indicated respondents had one week to complete and submit the survey, but in order to increase the response rate, reminders were sent out every week until one month had elapsed. The collected data were transferred to Excel software from the Fluid Survey link in order to create figures and tables.

⁴ Fluid Survey is a tool recognized to meet the requirements of university ethics boards in Canada.

3.3. Data analysis

For the management and analysis of both quantitative and qualitative data, I used Excel spreadsheet software, choosing not to use other advanced data management software such as SPSS or nVIVO because the response rate was less than anticipated and manageable with Excel. Quantitative data from the Fluid Survey link was imported into an Excel table. For the interpretation of data, both figures and tables were used. Detailed information on the source of data used can be found in appendix sections. For qualitative data, I performed content analysis on participants' responses to open-ended question by grouping the responses into emergent themes. High priority was given to frequently occurring responses in analysis; however, participants' responses that were less frequent were also included in the data analysis. This study's recommendations are primarily drawn from the results of the survey soliciting responses from the volunteers, with additional recommendations included as relevant to the findings of process evaluation of iCON completed in Spring, 2014.

3.4. Statement of limitations

There are several limitations which must be identified. The data and information was collected using an online survey tool, so, in comparison to a more involved approach (e.g., in-depth interviews and ethnographic researcher participation) qualitative data collection was modest. However, there are questions which provided an opportunity for respondents to explore their volunteer experience working with iCON and share their recommendations with iCON to improve volunteer management in future. Another important limitation was sampling bias. For instance, in the selection of volunteers priority was given to volunteers who recently participated in iCON's project. Therefore, the selection did not include the participants from other work areas of iCON project. As well, there was a relatively low response rate to the survey - the survey link was sent to more than 60 participants but only 17 participants responded. It could be the reason of low computer literacy of participants. Moreover, incomplete responses were observed as only 15 participants provided a response to all the questions.

In terms of data management, Excel software was used as the data was manageable within a spreadsheet environment, not necessitating the use of more advanced data analysis software. As well, this survey only addressed the experiences and recommendations of a purposive sample of volunteer participants within iCON. Nevertheless, despite these limitations,

the findings of this survey shed light on volunteer experiences within similar contexts in the nonprofit/health promotion context.

Chapter 4. Results

4.1. Demographic status

The demographic statuses of volunteer participants often have significant associations with their contributions to non-profit public health organizations. The major demographic variables of age, gender, and marital status of participants are included in this survey. Figure number one shows participants by age; figure number two shows participants by gender and marital status.

Figure 1: Percentage of participants by 5 years age groups

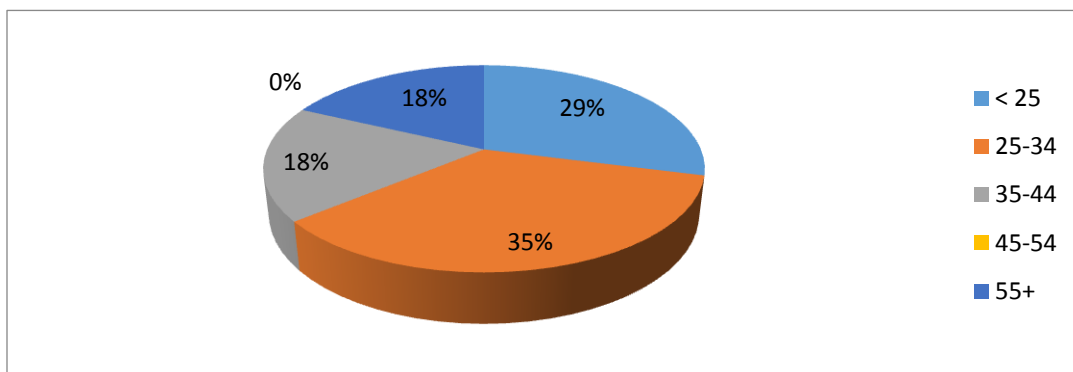
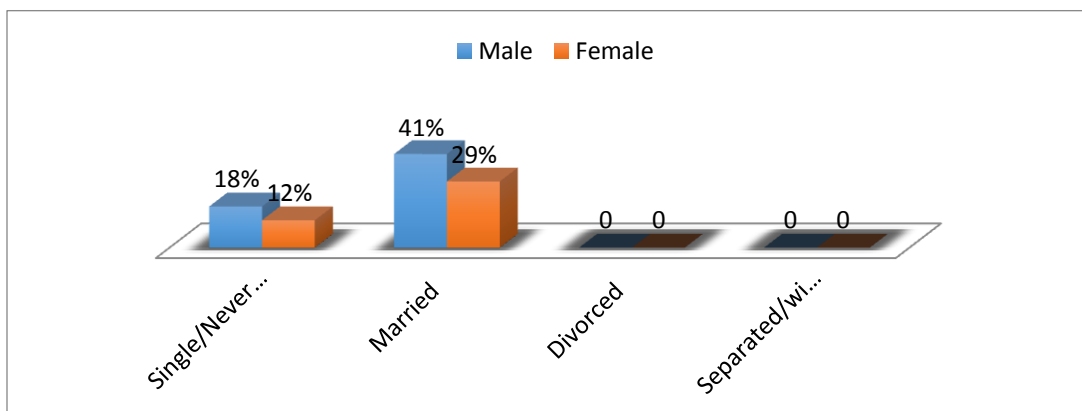


Figure 2: Percentage of participants by gender and marital status



Of the 17 participants, 59 percent identified themselves as male. The percentage of male participants in age group 25 to 44 is the highest at 53 percent. Of the 10 male participants, 70 percent are married, and of the 7 female participants, 71 percent are married.

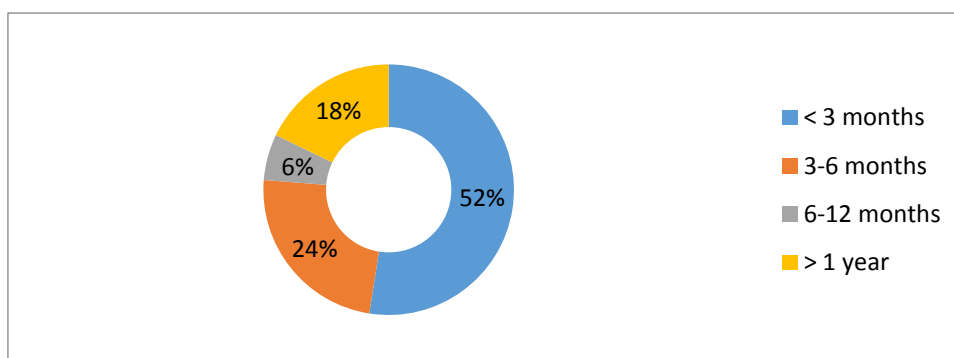
4.2. Educational and employment status

The majority of the participants (41 percent) are graduated, 29 percent undergraduates, 24 percent higher secondary education completed and rest of about 6 percent are professionally trained for jobs. The majority of participants (33%), regardless of level of education, are from medical science background and 27 percent are from a health sciences background (for detail appendix A, table 2). The employment status of female is lower compared to male, 14 percent of the 7 female participants and 70 percent out of 10 male participants are employed.

4.3. Duration of volunteering with iCON

The majority of participants (52%) had contributed to iCON for less than 3 months and 18 percent of participants had contributed more than two years. Half of the participants indicated their interest in volunteering with iCON again in the future, but 12 percent indicated they would not volunteer again at iCON, and 18 percent are unsure whether they will go back to volunteer. The below figure number three show the duration of volunteering with iCON.

Figure 3: The duration of volunteering with iCON



4.4. Area of contribution

iCON has been conducting several events in a year, and hence recruiting a large number of volunteers in order to successfully conduct those events. In this survey, of the 15 participants, 65 percent of participants contributed to iCON's events followed by data entry or transcription (24%), language translation (24%), program evaluation (18%), and website formulation (6%). An example of an iCON event is a Chinese forum on chronic disease management which was in the Cantonese language with simultaneous Mandarin interpretation. In this forum, attendees were provided with the opportunity to learn how to prevent dementia, depression, injuries from falling, hear about care strategies - especially relating to healthy nutrition and lifestyle risk factor management - and how to access additional caregiver resources. On the question of "reason for ceasing to volunteer", of the 15 responses, the majority (47%) reported that they are still volunteering with iCON, but 27 percent of participants reported that they were not able to get as many hours as they expected.

4.5. Level of resources available

Regarding the questions of what level of resources were available to volunteers from iCON, on the "working space" question, approximately half of the respondents reported 'excellent' and another half of the respondents reported 'good'. On the question of availability of equipment (including physical infrastructure), one-third of respondents reported 'excellent', and more than half of respondents reported 'good'. On the question of insurance for your volunteer, only one-fifth reported 'excellent', and more than two-fifth reported 'good'.

On the question of training, slightly more than one-third reported 'excellent', and 40 percent reported 'good', but only one-fifth percent reported 'fair'. On another question: "level of orientation", 40 percent reported 'excellent', 27 percent reported 'good' and 27 percent reported 'fair'. Similarly, 47 percent of participants reported that the level of communication is 'excellent' and followed by 'good' (33%), and 'fair' (20%). Moreover, 40 percent of respondents reported that the level of supervision is 'excellent' and followed by 'good' (33%) and fair (27%). The half of the participants reported that the level of management is 'excellent', followed by 'good' (27%) and 'fair' (27%).

Of the 9 responses, on the question about “their most memorable experience during their contribution to iCON”, two-fifth of responses indicated sharing knowledge as doctors/experts in their area was memorable. Similarly one-fifth of respondents reported that, whatever the strengths and weakness of the iCON program they identified as memorable, iCON was able to improve its programs and activities based on their evaluation report.

4.6. Skill development

Another important aspect in volunteerism is what kind of specific skills are developed while volunteering with the organization. The majority of participants (64%) indicated they developed improved communications skills by interacting with people of different ages and from different communities. Other participants (18%) indicated they developed project organization and management skills; a few others indicated they developed team work (6%), time management (6%), program evaluation (6%), and networking skill (6%). Besides these skills, participants indicated they would like to develop other specific skills while volunteering on iCON projects, such as: presentation, administration, organization and leadership skills. Moreover, a few participants also indicated they want to develop their event conducting skills, research skills and project management skills.

Of 11 respondents, 7 respondents have already decided to continue their volunteering with iCON. Two of respondents plan to continue volunteering with iCON in future, but the remaining Two percent of respondents indicated they don't want to continue volunteer work with iCON.

4.7. Reason for volunteering

A number of factors differentially motivated participants to volunteer with iCON. More than 50 percent of the participants strongly agree with the motivating factor - ‘wanted to learn something new’, about one-third of participants agree somewhat and remaining 13 percent are neutral on the question. However, a very few participants (13%) strongly agree on the factor that it was their ‘duty as a citizen’, 40 percent of participants agree somewhat, and 47 percent neither agree nor disagree with this statement. Similarly, 66 percent strongly agree with the

statement 'wanted to help people', while 27 percent of participants agree somewhat, and 7 percent of participants neither agree nor disagree with this statement.

In addition, almost half of the participants strongly agree with the statement - 'wanted to improve their resume', and one-third of the participants only somewhat agree with this statement. Approximately 50 percent of participants strongly agree that they wanted to work with diverse people. Similarly, more than two-third of participants strongly agree on the statement that volunteer opportunities make a difference.

Moreover, more than half of the participants strongly agree on whatever they worked as a volunteer was a 'perfect fit with their beliefs and principles', while about two-fifth of the participants somewhat agree with the statement. One-third of participants strongly agree with the statement - 'they are new to Canada and needed Canadian experience', while more than two-fifth of participants responded they don't agree and it doesn't apply. One-third of participants strongly agree and slightly more than half only somewhat agree with the statement: 'they wanted to gain work experience'. About one-third of the participants strongly agree on the 'contribution to their community' statement.

Just over half of participants (55%) indicated they achieved their expectations with regard to whatever they were hoping to achieve when they first applied for the volunteer position; however, about one-third (35%) participants are not sure whether their expectations were met.

Chapter 5. Discussion, conclusion, recommendation, summary and self-reflection

5.1. Discussion

The survey results show that the volunteers have a high level of education. This result is consistent with the hypothesis that individuals who have lower level of education such as high school are comparatively less motivated in gaining skills and experiences in order to be considered for job opportunities than the better educated are. The study conducted by authority of the Minister responsible for Statistics Canada – Minister of Industry, 2009 found that the volunteer rate increases with the level of education as their research found 23 percent volunteers had a university degree where as 20 percent of volunteers had a post-secondary degree (Hall, Lasby, Ayer & Gibbons, 2009).

Survey data shows that the majority of volunteers want to do regular, but short term, volunteer work as more than 50 percent volunteers worked less than 3 months; however, there are some (one-fifth) volunteers who contributed more than a year. This participation could be part time and occasional assistance at events. This kind of result indicates that volunteers want more regular hours for short term and fewer hours for long term job. In addition, most of volunteers reported lack of time is one of the most significant barriers to continue a volunteer job or to increase hours of volunteers. The other study also had similar finding as they found 81 percent identified the same barriers to volunteering with organizations (Hall, Lasby, Ayer & Gibbons, 2009). This kind of response makes sense as people have many responsibilities beside their regular job such as family responsibility, family time, networking, engaging with friends and taking care of their own health.

The survey's finding clearly indicates that iCON has been providing an appropriate level of resources for volunteers, such as: working space, equipment, training, orientation, management, communication, acknowledge and insurance. Amongst these criteria, iCON is doing best on the provision of working space and communication and management as almost half of participants reported 'excellent' and other half reported as 'good' and 'fair', but there are

also a few responses on the categories of 'poor' status. However, among all the available resources, the insurance for volunteerism got the lowest rating response on 'excellent' and 'good', as compared to the categories 'fair' and 'don't know'. This result could be the reason why, by the nature of volunteering, there is no guarantee of regular or additional hours for volunteers. Another reason may be they thought there is no any guarantee of getting a job related to the current skill set after completing time at a volunteer job.

The most challenging thing about volunteering with iCON, the participants found, is providing enough regular hours of work. Then, it is followed by the challenge of language barrier, as most of the volunteering jobs were language based. As this project basically focus on three communities including English, Chinese, and Punjabi, volunteers might face a barrier of language. For example, if students want to contribute in a one-day event program of iCON in Chinese community, they may unable to effectively participate with Chinese language skills. The most frequent response of participants was not providing enough regular hours which is not surprising response as the nature of volunteers' job with iCON. Similarly, a few of the participants reported that communication is the most challenging factor, which has more overlap with the language barrier but it is not indicated whether it's communication with iCON staff, community people, event participants, or all of them. Regular communication with volunteers is motivating for them, while the lack of it is one of the chief reasons volunteers become dissatisfied and performed work poorly. iCON has one position dedicated to volunteer management, so this shouldn't be a difficult issue to improve.

Most of the participants mentioned that what they liked the most about volunteering with iCON is good volunteer management. This shows they are well organized, the voices of the volunteers are heard, and good networking occurs as they contribute to the community where they live. It's a fun place for volunteers and at the same time, doing and teaching something beneficial for the community. Similarly, some participants really like that they got an opportunity to participate in the presentations given by the doctors and experts on various important topics like diabetes. This finding is a significant success and strength on the part of iCON as volunteers enjoy working with iCON's team which increase the sustainability of the project by increasing its positive impact in communities.

In terms of motivating factor for volunteers, more than one-third of respondents strongly agree that they wanted to learn something new and volunteering fit with their beliefs and principles, and desire to contribute to their community. More than 80 percent of participants

either strongly agree or somewhat agree with most of the identified motivation factors for volunteering, with very minor responses on 'disagree' and 'don't apply'. Policies of organization, work space, work conditions, status in organization, security, and compensation are the major motive factor for volunteers (Jamison et al., 2003). So, there are many motivating factors which contribute to the volunteers' experiences and expectations, with each factor having differing influences on each individual volunteer.

Almost two-third of respondents said their expectations, whatever skill they would like to develop while volunteering with the iCON project, were met; however, about two thirds of the respondents suggested that the iCON should provide more training/orientation to new volunteers. iCON can address this issue by providing specific training/orientation to the volunteers.

5.2. Conclusions

The survey provides data, information, and recommendations associated with the management of volunteers at the iCON project. With the effective and respectful management of volunteers, many health promotion organizations can maximize the opportunities in terms of cost-effectiveness, quality work performance, sustainability of the project. Nurturing a reliable and trustworthy workforce is quintessential to effective management. iCON has been successful in the management of volunteers with few exceptions, fully acknowledging that the management of volunteers is very challenging work.

This study identifies that level of education directly associates to the volunteer rate as findings indicate volunteer rate increase with increase in level of education. This finding is also consistent with the several literatures. Volunteers usually want to have more hours and consistent works, from which they expect to gain skills related to future job, community contribution, and develop a good social network. Volunteers are interested in participating in one-day events as many participants are community-focused volunteers. Volunteers are also interested in working in data entry/transcription, language translation, program evaluation, website formulation and traditional medicine related presentations.

Some of the volunteers have been working with iCON in multiple areas for several years, but several volunteers already left as they achieved their goals and they are happy with the

skills and experiences they developed with iCON. Most of the volunteers appreciated the acknowledgement provided by iCON. Drawing upon this kind of information, it can reasonably be stated that iCON is successfully motivating their volunteers.

However, a few volunteers are not satisfied with the limited hours available and they were not able to get regular longer hours as expected. Some participants suggested that iCON focus more on orientation/training for new volunteers and also focus on skill acquisition, rather than just work done. Thus, iCON can still improve in these areas in order to maintain their good community reputation and sustain their program over the long term.

5.3. Recommendations

Based on the findings of this survey, the following recommendations are provided:

1. **On-line training or orientation:** iCON has been doing very well in providing training/orientation to the volunteers; however, by providing on-line training or orientation for short term events, iCON can increase the training/orientation opportunities for volunteers. In addition, they can conduct on-going training/ orientation sessions which can significantly help to improve the knowledge and skills of volunteers.
2. **Update with Volunteers:** While it is very hard to provide regular volunteer work hours due to budget, time and other restraints as well as the nature of the volunteer opportunity, by maximizing regular work hours for volunteers, the skills sets and experience of the volunteers can be utilized for future recruitment purposes. So, they can improve by keeping in touch with the regular volunteers and give them first priority rather than taking on new volunteers. This also helps to reduce orientation and training costs. So, maintaining and increasing the volunteer pool to supplement internal capacity by assessing their interest and providing opportunities for long term engagement may be better way of sustaining volunteer engagement.
3. **Acknowledgement:** Most of the respondents are satisfied with iCON's appreciation of their volunteer activities. So, the current way of acknowledging the volunteers appears to be adequate and should be maintained for continued success on this parameter.

4. **Mobilization of Volunteers:** iCON has been effective in mobilizing volunteers by engaging with them about their progress, expectations, strengths and problems; however, they can build further on their strengths; for example, by asking them about their expectation, goal, their strengths and interest in regular basis.
5. **Communication:** Efforts are required to improve communication with volunteers in order to be more supportive toward volunteers in achieving their objectives.
6. **Quality and quantity of resources:** As the majority of participants are satisfied with the quality and quantity of resources available with iCON including: physical infrastructure, volunteer management staff and insurance of volunteers, iCON needs to maintain their resource availability status for future and there is also some space of improving the quality and quantity of resources availability.
7. **Focus on Skills:** As participants wanted to gain other skills, such as in presentations, administration, organizational and leadership skills while volunteering with the iCON project, iCON can work on increasing its capacity to provide opportunities to the volunteers for the development of such skills in future.
8. **Retention the volunteers:** Hiring new volunteers for every activity is not only time consuming but also expensive in comparison to retaining the volunteers who have already worked with iCON and requires less time and budget allocations. Incremental development of the roster of external partners can be useful for collaborative understanding of needs in the community, and finding appropriate volunteers with relevant skills and expertise.
9. **Future evaluation:** The feedback of the participants offers guidance for the better management and further improvement of iCON's reputation in community. Therefore, comprehensive evaluation studies doing in-depth interview and focus group discussion rather than just survey, which engage all stakeholders should be conducted on a regular basis in order to incorporate the expectations of volunteers and find out their own success, strengths, challenges and area of improvements.

5.4. Summary

The iCON has been assisting multicultural and Aboriginal communities, patients and caregivers across BC by providing invaluable health information with the help of community volunteers including students. The focus activities and events of the iCON have been changing over time with priority given to the contemporary relevant issues; however, to maintain all these tasks, iCON does not have sufficient financial resources to rely on paid staff. Therefore, recruiting different kinds of volunteers and analysis of volunteerism is a necessity. This survey analysis provides insight into the integration of volunteers and the mutual benefits and challenges for both iCON and the volunteers. I hope it contributes to an understanding of how the recruitment of a large number of volunteers helps to sustain the iCON project. In addition, this survey analysis tries to answer the question: Does iCON meet the expectations of volunteers?

Findings from this survey suggest that iCON can increase its capacity for accommodating volunteers in a cost-effective manner that will increase the mutual benefits. Volunteer participants want to work with iCON to gain new skills and to help people in community (Table 6). Volunteers are motivated because of iCON's ability to provide required institutional support. The finding also suggests that iCON can still work on improving the quality and quantity of available training resources and activities. The acknowledgement that iCON currently provides to volunteers adequately meets their expectations; therefore, maintaining this level of acknowledgement is crucial for the motivation of the volunteers and continuing participation.

5.5. Self-reflection

Volunteerism is important for both the host organization and the volunteers as it reduces the operating costs for the organization and provides volunteers with an opportunity to gain skills and experience. The literature shows that there are number of public health related non-profit organizations including cancer society and mental health associations which are totally dependent on volunteers. The organizations enjoy very good community reputations as they significantly contribute to communities by reducing incidence and prevalence of adverse health conditions. Thus, nonprofit organizations like iCON can successfully incorporate a large number of volunteers, as per their operating requirements and management capacity, by facilitating the

development of participants' self-identified desired skills, not just focusing on the organizations' requirements.

I believe that volunteerism might be effective only with participants who are more motivated and dedicated, so I strongly agree with the statement of U.S. Senator Barbara Mikulski: "In American Society today, we need to have volunteerism. I truly believe that it is the glue that will hold us together and it will be the energy that will take us into the 21st century".

Born, raised and educated in a community with poor economic condition and often overt internal political conflict, in Nepal, where the practice of volunteerism is lower as compared to developed countries, I did not get chance to clearly understand the concept of volunteerism. While doing my capstone paper in order to complete my MPH program at SFU and by fulfilling the competencies of this course, I got an opportunity to independently conduct an online survey. As a result of these experiences, I have progressively become more effective in several areas such as: preparation of a consent letter to the participants, setting research questions and creation of questionnaires, data collection using Fluid Survey, data management, and the preparation of a report based on findings. With regard to research methods, this project has also allowed me to engage the literature on a given topic more critically and to identify gaps in knowledge. I am confident that what I have learned about research methods in the SFU MPH program has been effectively integrated with my Master's degree from Nepal; further, that this knowledge synthesis been successfully demonstrated in a practical setting during this capstone project.

In summation, I believe that as a result of doing this capstone paper, I have gained new perspectives on the area of research I would like to pursue. I am also more aware of the volunteerism that inspires me to be involved in volunteer work. I feel that I can now better apply my research techniques, drawing on newly acquired academic skills, to produce outstanding results. Thus, I draw the conclusion that this final paper has adequately prepared me to better bring my career dreams to reality.

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Appendices

Appendix A. Survey Questionnaires

What is your gender?

- a. Male
- b. Female
- c. Transgender
- d. Prefer not to answer

What is your age? (Please write complete years e.g. 25 years)

.....

What is your marital status?

- a. Married or common law partner
- b. Single
- c. Divorced or separated

Are you currently employed (outside of your work as a volunteer)?

- a. Yes
- b. No

What is your highest level of education achieved?

- a. High school diploma
- b. Technical/job oriented training
- c. Undergraduate degree
- d. Master's degree or equivalent
- e. PhD
- f. Other (please be specific)...

If applicable, what field did you study or have training in?

Not applicable

Please specify

Are you currently a student?

- a. Yes
- b. No

If yes, please indicate what you are studying

If no, are you considering enrolling in studies in the near future?

- a. Yes
- b. No
- c. Not sure

How did you hear about iCON/get involved?

- a. iCON website
- b. Social media (e.g., Facebook, Twitter)
- c. Family
- d. Friends
- e. College/university
- f. From iCON's events
- g. Other (please be specific)...

How long have been volunteering with iCON?

- a. Less than 3 months,
- b. 3-6months
- c. 6-12 months
- d. More than one year

What do/did you do as a volunteer?

- a. Assist at iCON's events
- b. Help with program evaluation
- c. Assist by doing translation (language)
- d. Assist by helping to prepare for events (e.g., package event materials)
- e. Data entry or transcription
- f. Other (please be specific)...

If you no longer volunteer with iCON, what was your reason for leaving?

- a. Not applicable. I am still volunteering with iCON.
- b. I wasn't able to get enough hours
- c. The schedule didn't fit with my schedule
- d. I wasn't learning what I had hoped to
- e. I achieved what I had set out to.
- f. I went on to a full time job or school
- g. I moved away from the area
- h. Other (please specify)...

Do you believe that, given your circumstances, iCON provides appropriate levels of support? Please rate the overall experience for each of the following areas:

	Excellent	Good	Fair	Poor	Unsure	N/A
Working space						
Equipment (including physical infrastructure)						
Insurance for your						

volunteers						
Training						
Orientation						
Communication						
Supervision						
Management						
Acknowledgement						

Why did you decide to volunteer with iCON? Consider your reasons to volunteer. Please rate the factors that motivated you to volunteer by filling the bubble that best represents how you feel.

Extremely important	Import ant	Neutra l	Not important	Doesn' t apply	Don't want to comment
I wanted to learn new skills					
I felt it was my duty as a citizen.					
I wanted to help people.					
I wanted to improve my resume.					
I wanted to work with people.					
I saw it as the opportunity to make a difference					
It fits with my beliefs and principles					
I am new to Canada and needed Canadian experience					

I wanted to gain work experience					
It fulfilled part of my school program					
I wanted to build my professional network					
I wanted to contribute to my community.					
Other (specify)					

Do you believe the iCON organization appreciates how important volunteers are to achieving the organization's mission?

- a. Yes
- b. No
- c. Unsure

What have you found the most challenging about volunteering with iCON? Please list up to three.

- a.
- b.
- c.

What did you like the most about volunteering with iCON? Please list up to three.

Have you achieved what you were hoping to achieve when you first applied for this position?

- a. Yes
- b. No
- c. Not sure

What are specific skills you have developed while volunteering with the iCON project? Please list up to three.

- a.
- b.
- c.

Are there any other specific skills you would like to develop while volunteering with the iCON project?

- a. Yes
- b. No

If yes, please list up to three

- a.
- b.
- c.

What can iCON do to be more supportive to you? (Check all that apply)

- a. More training/ better orientation
- b. Increased supervision
- c. Providing better workspace
- d. Better ways of communicating with volunteers
- e. Providing more hours
- f. Providing better acknowledgement
- g. Other (please be specific)

Please use this space to provide any comments you would like to share

What training or access to information would help you to be more effective as a volunteer? Please list up to three.

- a.
- b.
- c.

What advice would you offer volunteers new to the program? Please describe briefly in the space below.

Please tell us about one memorable experience that illustrates your contribution to iCON.....

Do you plan to continue as an iCON volunteer?

- a. Definitely will
- b. Probably will
- c. Undecided
- d. Probably will not
- e. Definitely will not

Please use this space to tell us anything else you would like to add.....

Thank you very much for your participation! Your ideas will help us improve the program.

Appendix B. Tables

Table 1: Contribution of participants as a volunteer

Areas of contribution	Number (Percent)
Assist at iCON's events	11(65)
Help with program evaluation	3(18)
Assist by doing translation (language)	4 (24)
Assist by helping to prepare for events (e.g., package event materials)	7(41)
Data entry or transcription	4(24)
Other (please be specific)... website formulation	1(6)

Table 2: Level of education

Level of education	Number (Percent)
High school diploma	4(24)
Technical/job oriented training	1(6)
Undergraduate degree	5 (29)
Graduate (PhD /Masters degree or equivalent)	7(41)
Other (please be specific)...	0

Table 3: View of participants: iCON's areas of improvement to be more supportive to volunteers

Facilities	Number (Percent)
More training/ better orientation	7(47)
Increased supervision	2(13)
Providing better workspace	3(20)
Better ways of communicating with volunteers	7(47)
Providing more hours	6(40)
Providing better acknowledgement	4(27)
Other (please be specific)	0

Table 4: Availability of resources (Total respondents: 15)

Available resource s	Excellent Number (Percent)	Good Number (Percent)	Fair Number (Percent)	Poor Number (Percent)	Unsure Number (Percent)	N/A Number (Percent)
Working space	7(47)	7(47)	0	0	0	1(7)
Equipment	5(33)	8(53)	1(7)	0	0	1(7)
Insurance	3(20)	7(47)	2(13)	0	0	2(13)
Training	5(33)	6(40)	3(20)	0	0	1(7)
Orientation	6(40)	4(27)	4(27)	0	0	1(7)
Communi	7(47)	5(33)	3(20)	0	0	0

cation						
Supervision	6(40)	5(33)	4(27)	0	0	0
Management	7(47)	4(27)	4(27)	0	0	0
Acknowledgement	6(40)	6(40)	3(20)	0	0	0

Table 5: Reason of volunteering with iCON (Total respondents: 15)

Reasons	Strongly agree Number (percent)	Agree somewhat Number (percent)	Neither agree nor disagree Number (percent)	Disagree Number (percent)	Does not apply Number (percent)
Wanted to learn new skills	8(53)	5(33)	2(13)	0	0
Felt it was my duty as a citizen	2(13)	6(40)	7(47)	0	0
Wanted to help people	10(66)	4(27)	1(7)	0	0
Wanted to improve their resume	7(47)	5(33)	2(13)	1(7)	0
Wanted to work with people	7(47)	5(33)	3(20)	0	0
Saw it as the opportunity to make a difference	10(66)	4(27)	1(7)	0	0
It fits with their beliefs and principles	8(53)	6(40)	1(7)	0	0
New to Canada and needed Canadian experience	5(33)	2(13)	3(20)	1(7)	4(27)
Wanted to gain work experience	5(33)	8(53)	0	0	2(13)
It fulfilled part of their school program	2(13)	2(13)	5(33)	2(13)	4(27)
Wanted to build their professional network	6(40)	4(27)	3(20)	0	2(13)
Wanted to contribute to their community	9(60)	4(27)	2(13)	0	0
Other (specify)	1(7)	0	1(7)	2(13)	47

