

Introduction.

This summary report presents the findings from a two stage survey of volunteer training needs of Volunteer Centres and their members and other community organizations served by them. A total of 51 members of Volunteer B.C. were included in the first stage of the survey; they received the long version of the training needs questionnaire. Volunteer B.C. members were also requested to choose up to twelve local organizations from those they served to which the Centre would forward, on behalf of the research, a shortened version of the questionnaire (the second stage). Centres were asked to select organizations which played a prominent volunteer role in the community and which had received assistance from them with respect to their volunteer needs. The total sample and response rates are shown in the table below.

The Total Sample

Sample Groups	Number Sampled	Number of Responses	Response Rate (%)
Volunteer Centres	32	20	62.5%
Emerging Volunteer Centres	9	4*	44.4%
Volunteer Programs Referring Internally Only	10	5	50.0%
Community Organizations (Volunteer Centre members and non-members)	147	98	66.7%
Overall Survey Total	198	127	64.1%

* A narrative report was returned from one Emerging Centre (appended).

Distribution of Response by Area Code	Area Code 604	Area Code 250	Total
Volunteer Centres	9	11	20
Emerging Volunteer Centres		4	4
Volunteer Programs Referring Internally Only	3	2	5
Community Organizations (Volunteer Centre members and non-members)	42	53	95*

* Missing data = 3.

Survey Results:

1. Volunteer Centres and Emerging Centres.

Replies were received from 20 Volunteer Centres and four Emerging Centres (of which one was a narrative account of activities), for a response rate of 56% based on 23 questionnaires.

Size of Centres (Paid Staff, Volunteers, Operating Budget)

Number of Paid Staff	No.	Number of Volunteers	No.	Annual Operating Budget	No.
0	2	10 or less	8	\$50,000 or less	10
1 to 5	12	11 to 30	3	\$50,001 to \$100,000	4
6 to 10	5	31 to 50	3	\$100,001 to \$250,000	1
11 to 20	3	51 to 100	2	\$250,001 to \$500,000	1
21 to 30		101 to 200	1	\$500,001 to \$1,000,000	3
31 to 50		201 to 300	-	\$1,000,001 to \$3,000,000	
51 to 100		301 to 500	2	\$3,000,001 to \$5,000,000	
101 to 200		More than 500		\$5,000,001 to \$10,000,000	
More than 200				\$10,000,001 or more.	
Missing Information	1	Missing Information	4	Missing Information	4
Total Responses	23	Total Responses	23	Total Responses	23
Average number of paid staff positions: 3.9		Average number of volunteers managed: 70*		Average annual operating budget: \$119,500	
Range: 0 to 16		Range: 0 to 450*		Range: \$5,000 to \$600,000	

* The number of volunteers managed was interpreted by some Centres to refer only to 'in-house' volunteers and not the total referred and placed. Thus, this datum under-reports the total number of volunteers managed by the Centres.

Of the 20 Volunteer Centres reporting, 13 (65%) have a budget for training and consultation.

Staff positions were predominantly paid and evenly split between full and part-time:

	Paid	Unpaid	Total
Full-time	8	1	9
Part-time	9	1	10
Total	17	2	19

One part-time and one full-time position were unionized.

Training Needs.

Note: In the following tables the importance of the training need is indicated by the ranking based on the average score of the questionnaire responses (the higher the average score the more important the item). Average scores and ranks in bold refer to the importance of the groups of items. For

example, in the general category 'I. Training Needs for the Management of Volunteers', the grouping '1.4 Working with the Community' was ranked as the most important area, and within that grouping the item '(a) Marketing, Promotion and Positioning in the community, media relations and publicity' was seen as the most important training need. The number of responses to the items varies due to missing data.

I. Training Needs for the Management of Volunteers (Supervision or Co-ordination)		Number of Responses and Average Scores		
		No.	Ave. Score	Rank
1.1	Working with Volunteers and Staff / Volunteer – Staff Relations		3.18	5
(a)	Recruiting, hiring, writing job descriptions, orientating volunteers	23	3.26	1
(b)	Performance appraisal, evaluation, discipline and termination of volunteers	22	2.95	4
(c)	Developing constructive volunteer - staff working relationships	23	3.13	2
(d)	Dealing with conflict, harassment, discrimination, grievances of staff and volunteers	22	2.95	3
(e)	Working with unions - negotiations, collective agreements, job evaluations	22	2.18	6
(f)	Supervising, motivating, appreciating, giving feedback to volunteers	20	3.10	3
(g)	Other: <i>Support for "in-house" volunteers; liability & risk management; volunteers and the law, screening volunteers.</i>	3		
1.2	Financial Management		3.09	6
(a)	Setting up book-keeping systems, accounts, payroll, banking, etc.	21	1.90	7
(b)	Developing organizational financial policies	20	2.25	6
(c)	Understanding financial statements, audits and monitoring income and expenditures	21	2.48	5
(d)	Budget Development - annual program / department / project budgets	23	3.17	3
(e)	Financial Reporting to Boards, Funders, and Governments	21	3.05	4
(f)	Fundraising – donations, gaming, lotteries, special events and memberships	21	3.38	2
(g)	Grant and Proposal writing – applying for funding from various sources	23	4.00	1
(h)	Other: <i>Developing in-kind donations; developing a 'case' for support.</i>	2		
1.3	Technology		3.32	4
(a)	Basic computer skills and computer uses for organizations	22	2.36	4
(b)	Specific computer program training (eg.,MSWord, Excel, AccPac, Windows, VICTA etc)	23	3.35	1
(c)	Using the Internet, Website searches and Web page benefits	21	2.81	2
(d)	Using E-mail – Internal networks and Internet communication	22	2.77	3
(e)	Other: <i>Developing community web use for agencies.</i>	1		
1.4	Working with the Community		3.76	1
(a)	Marketing, Promotion and Positioning in the community, media relations and publicity.	23	4.00	1
(b)	Inclusion, diversity, and ethno-cultural sensitivity	20	3.15	3
(c)	Volunteer Centre leadership on voluntary sector issues and volunteerism.	22	3.91	2
(d)	Other: <i>Using ESL volunteers.</i>	1		
1.5	Planning Programs and Projects		3.67	2
(a)	Program / project planning, needs assessment and goal setting	22	3.45	3
(b)	Program / project development and monitoring	22	3.32	4
(c)	Program / project evaluation and outcome measurement.	23	3.96	1
(d)	Benchmarking – organizational efficiency, effectiveness and performance improvement	23	3.96	1
(e)	Other:	0		
1.6	Professional and Personal Development		3.59	3
(a)	Time and stress management	23	2.57	5
(b)	Leadership skills	22	3.00	2
(c)	Facilitation skills, running effective meetings	23	2.78	3
(d)	Problem solving skills	22	2.64	4
(e)	Training the Trainers	21	3.38	1
(f)	Other: <i>Understanding organizational behaviour.</i>	1		

II. Training Needs for Board Development and Support		Number of Responses and Average Scores		
		No.	Ave. Score	Rank
2.1	Board Development		2.83	2
(a)	Recruiting, orientating and training Board members	22	3.27	1
(b)	Board member roles, responsibilities, legal duties and liabilities	21	3.14	2
(c)	Governance models (Carver etc.)	22	2.32	5
(d)	Board Committees – structure and type	22	2.82	3
(e)	Cultural diversity	21	2.62	4
2.2	Working with Boards		3.03	1
(a)	Reporting to, and communicating with, Boards	21	2.95	3
(b)	Motivating and supporting Boards and Board Committees	23	2.91	4
(c)	Board – Staff relationships	21	3.14	1
(d)	Creating and implementing organizational policies	21	3.10	2
2.3	Roles, Functions and Expertise of Board Members		2.78	3
(a)	Fundraising	21	3.14	1
(b)	Strategic Planning	22	3.14	1
(c)	Financial Management	22	2.50	6
(d)	Communications, Public Relations and Marketing	22	3.05	3
(e)	Human Resources / Labour Relations	22	2.64	4
(f)	Legal Advice	21	2.57	5
(g)	Technology	21	2.43	7
2.4	Other: Hiring and evaluating the Executive Director.	1		

III. Training Needs for Individual Volunteers		Number of Responses and Average Scores		
		No.	Ave. Score	Rank
3.1	General Volunteer Skills		2.81	2
(a)	Communication skills	22	3.14	1
(b)	Assertiveness training	22	2.55	6
(c)	Conflict resolution	22	2.68	4
(d)	Self care and stress management	21	2.67	5
(e)	Facilitation skills	22	2.77	3
(f)	Interviewing skills	22	3.05	2
(g)	Other: <i>Computer program training.</i>	1		
3.2	Training for Specific Volunteer Groups		3.13	1
(a)	Special needs volunteers	21	2.90	4
(b)	Multi-cultural volunteers	22	3.09	3
(c)	Youth volunteers	22	3.27	1
(d)	Senior volunteers	21	3.24	2
(e)	Other: <i>Screening.</i>	1		

Overall Priority of the Three Training Needs Areas.

(Question 4: From the perspective of your requirements, what priority would you place on each of these general areas?).

Survey Responses (n = 23)	High Priority	Medium Priority	Low Priority	Not a Priority	Number Reporting
(1) Training for the Management of Volunteers	11	5	4	2	22
(2) Training for Board Development and Support	8	9	2	2	21
(3) Training for Individual Volunteers	4	8	8	1	21

Weighted Scores	High Priority	Medium Priority	Low Priority	Not a Priority	Weighted Response
(1) Training for the Management of Volunteers	44	15	8	2	69
(2) Training for Board Development and Support	32	27	6	2	68
(3) Training for Individual Volunteers	16	24	16	1	57

Skills Needed to Acquire.

(Question 5. In your role as Volunteer Centre Manager what is the one most important skill, technique or knowledge you need to acquire over the next two years?)

Grant and proposal writing ✓ ✓

Fundraising for survival ✓

Technology ✓

Redefining the role of a Volunteer Centre

How to lobby "sell" volunteerism and volunteer management in own agency, local community and to government.

Marketing within the community

Working in a unionized environment

Marketing and communications with other organizations

Placing volunteers with special needs

Financial management

How to recruit board members who are committed and willing to do their job.

Volunteer management and providing this to other agencies

Training and non-profit management certificate at SFU

Leading a team of student volunteers

Capacity building and leadership on voluntary sector issues.

Emerging Centres

Grant and proposal writing.

Marketing and promotion skills

Computer based technology, database and website development.

Note: A ✓ beside the response indicates additional mentions of the same answer or theme.

Skills Recently Acquired.

(Question 6. What would you say is the one most important skill, technique of knowledge you have acquired over the past two years?)

Technology skills ✓✓

Organizational development

Self confidence in skills, experience and promotion of Volunteer Bureau.

Program development and evaluation

Human resources management

Program planning and implementation

Sensitivity to community issues and social forces

Fundraising skills

Making partnerships for funding

Importance and value of volunteers

Effective communication in diverse settings

Working with Board members (but need more knowledge)

Communication and facilitations skills

Leadership

Emerging Centres

Identifying the needs of local groups

Ability to supervise – give workers clear guidelines and feedback in a consistent manner.

Team building

Training and Consultation Agencies Want Volunteer BC to Provide.

(Question 7. What specifically would you like Volunteer BC to do for your volunteer centre in the area of training and consultation?)

- Provide / share training materials.
- Keep us advised on issues and trends, new information. Provide trainers and consultants that smaller and outlying centres can use.
- Publicize our workshops via a clearinghouse in internet. Partner in the delivery of workshops regionally.
- Board development and training.
- Training coordinators in managing programs.
- Provide consistent ongoing 'train the trainers' opportunities for managers to become self-sufficient in their own training efforts (low cost and include FV region).
- Ensure that developments, training, resources, etc., are suited to small communities, small operations and for use by volunteers or the uninitiated*. [*For example, this survey assumes fax numbers and a budget of \$10,000. We need to build capacity among 'ordinary people' and small organizations or we will lose them entirely.]
- Package / program for "orientation to volunteering"; fundraise so centres can have training dept. start-up funds.
- Help us to become the Central Training Resource Centre for the North Okanagan.
- Provide an up to date list of facilitators / trainers; subsidies for small / emerging centres to bring workshops and seminars locally.
- Provide accurate information on where to find trainers for different areas of volunteer management cycle and board development.

- I'd like help developing an exciting website and membership package including logo / image and marketing it to the community.
- Encourage a high level of training and promote Volunteer Centres.
- Media and publicity. Where to look for additional funding other than government.
- Any type of volunteer training for students at the university level would be beneficial, for instance, workshops for students on "how to be a good volunteer." Also training for coordinators on how to manage student volunteers.
- Volunteer Management Certification in Victoria.

Emerging Centres

- Concrete, practical and specific answers to everyday questions. Mentoring and advice and a choice of models as we continue with our project.
- Train the trainer on volunteer management and board development training.
- Provide a database / directory of available training resources, by subject matter, geography and costs.

Perceived Training Needs of Centres' Member and Non-member Organizations.

(Question 8. What do you think are the three most important volunteer training needs of the member and non-member organizations your Volunteer Centre serves?)

Recruitment and retention ✓ ✓ ✓ ✓ ✓ ✓
 Promotion, marketing & community relations ✓ ✓ ✓ ✓ ✓
 Board development, training & support ✓ ✓ ✓ ✓
 Volunteer management ✓ ✓ ✓
 Fundraising ✓ ✓ ✓
 Volunteer orientation ✓ ✓
 Screening ✓ ✓
 Communications ✓ ✓
 Technology / computer skills ✓ ✓
 Performance evaluation ✓
 Adapting to change and diversity
 Leadership
 Volunteer training
 Policy development
 Volunteer job descriptions
 Working with youth volunteers
 Program planning
 Conflict resolution
 Running effective meetings
 Volunteer policy
 Train the trainer

Emerging Centres

Board development ✓
 Fundraising and grant proposal writing ✓
 General volunteer management practices
 Screening
 Volunteer coordinator training
 Time management
 Recruitment

Managers of Volunteers: Reported Position Titles.

(Question 9. What is your position title?)

Administration and Technology Coordinator
Administrative Assistant / Volunteer Coordinator
Administrative Director
Coordinator ✓
Coordinator of Information and Volunteer Programs
Director of Volunteer Services
Manager ✓✓✓
Manager Community Services Division
Managing Director
Project Coordinator
Project Manager
Program Coordinator
Program Manager
Volunteer Centre Coordinator
Volunteer Services Coordinator

Emerging Centres

Manager
Project Coordinator
Project Manager

Other Comments from Volunteer Centres.

- There is a need for Board training, however, volunteers in smaller rural communities believe they have sufficient skills. Most managers don't have the courage or skills to disagree with them especially since many are professionals. Board - staff relations need to be addressed.
- Please allow more time for surveys – with a limited staff and heavy workload it is difficult to reply at short notice.
- More information on available trainers in the Lower Mainland / local area required.
- We were successful in our application to Involve BC and received \$20,000 to provide 5 training workshops to other non-profits in the region. Thus far we have coordinated two very successful workshops on Funding and Volunteer Management.
- Although I indicated the greatest need is for board development training, I also recognise that there is already a lot of training available in this area. E.g., the United Way offers this in Prince George.
- I received an Involve BC grant and have conducted training workshops. I see this as a small but growing source of income. Volunteer BC could supply us with high level trainers but if they get the financial benefit, I doubt I'd use them.
- Our centre is offering training to the community in group dynamics, volunteer management, screening, risk management, effective meetings, and Board roles and responsibilities. I don't

see Volunteer BC as offering training. I see them as promoting Volunteerism and Volunteer Centres in BC.

- The deadline for this survey is not realistic.

Emerging Centres

- If training needs cannot be met by Volunteer BC, is there some form of training available elsewhere? Where is it – some of us would pay for it.

2. Community Organizations.

Fourteen Volunteer Centres of the 24 responding forwarded questionnaires to their member and non-member community organizations. This produced a potential sample of 147 organizations; 98 responded for a response rate of 66.7%.

Size of Community Organizations (Paid Staff, Volunteers, Operating Budget)

Number of Paid Staff	No.	Number of Volunteers	No.	Annual Operating Budget	No.
0	5	10 or less	11	\$50,000 or less	10
1 to 5	32	11 to 30	27	\$50,001 to \$100,000	15
6 to 10	16	31 to 50	16	\$100,001 to \$250,000	11
11 to 20	8	51 to 100	20	\$250,001 to \$500,000	11
21 to 30	8	101 to 200	8	\$500,001 to \$1,000,000	12
31 to 50	8	201 to 300	3	\$1,000,001 to \$3,000,000	11
51 to 100	10	301 to 500	3	\$3,000,001 to \$5,000,000	4
101 to 200	5	More than 500	6	\$5,000,001 to \$10,000,000	2
More than 200	3			\$10,000,001 or more.	3
Missing Information	3	Missing Information	4	Missing Information	19
Total Responses	98	Total Responses	98	Total Responses	98
Average number of paid staff positions: 23.1*		Average number of volunteers managed: 92.3*		Average annual operating budget: \$1,018,623*	
Range: 1 to 150		Range: 1 to 800		Range: \$10,000 to \$ 14,000,000	

* Averages and ranges of agency size data exclude three extreme cases of government departments with thousands of staff and volunteers and multi-million dollar budgets.

	Paid		Unpaid		Total
	Union	Non-union	Union	Non-union	
Full-time	9	34	0	1	44
Part-time	3	32	0	3	38
Total	12	66	0	4	82*

* Missing data = 16.

Training Needs.

I. Training Needs for the Management of Volunteers (Supervision or Co-ordination)		Number of Responses and Average Scores		
		No.	Ave. Score	Rank
1.1	Working with Volunteers and Staff / Volunteer – Staff Relations		3.65	2
(a)	Recruiting, hiring, writing job descriptions, orientating volunteers	97	3.58	3
(b)	Performance appraisal, evaluation, discipline and termination of volunteers	97	3.43	5
(c)	Developing constructive volunteer – staff relationships	93	3.76	2
(c)	Dealing with conflict, harassment, discrimination, grievances of staff and volunteers	97	3.51	4
(d)	Supervising, motivating, appreciating, giving feedback to volunteers	91	3.98	1
1.2	Financial Management		3.00	6
(a)	Understanding financial statements, audits and monitoring income and expenditures	96	2.72	4
(b)	Financial Reporting to Boards, Funders, and Governments	95	2.87	3
(c)	Grant and Proposal writing – applying for funding from various sources	95	3.38	1
(d)	Budget Development - annual program / department / project budgets	93	3.04	2
1.3	Technology		3.01	5
(a)	Basic computer skills and specific computer program training	97	3.03	1
(b)	Using E-mail, the Internet and Web page benefits	96	2.98	2
1.4	Working with the Community		3.69	1
(a)	Marketing, Promotion and Positioning in the community, media relations and publicity.	96	3.78	1
(b)	Inclusion, diversity, and ethno-cultural sensitivity	95	3.59	2
1.5	Planning Programs and Projects		3.57	3
(a)	Program / project planning, needs assessment and goal setting	98	3.55	2
(b)	Program evaluation, outcome measurement and Benchmarking.	96	3.59	1
1.6	Professional and Personal Development		3.49	4
(a)	Time and stress management	98	3.29	2
(b)	Leadership skills, Facilitation skills and Problem Solving	94	3.70	1
1.7	Other (Specify): <i>Project management; training for volunteers in volunteer coordination.</i>	2		

II. Training Needs for Board Development and Support		Number of Responses and Average Scores		
		No.	Ave. Score	Rank
2.1	Board Development		3.23	3
(a)	Recruiting, orientating and training Board members	96	3.20	2
(b)	Board member roles, responsibilities, legal duties and liabilities	96	3.26	1
2.2	Working with Boards		3.33	1
(a)	Board – Staff relationships, Reporting to, and communicating with, Boards	95	3.31	2
(b)	Motivating and supporting Boards and Board Committees	95	3.35	1
(c)	Other (Specify):	3		
2.3	Roles, Functions and Expertise of Board Members		3.28	2
(a)	Fundraising	93	3.45	1
(b)	Strategic Planning	95	3.33	3
(c)	Financial Management	95	3.16	4
(d)	Communications, Public Relations and Marketing	95	3.40	2
(e)	Human Resources / Labour Relations	94	3.04	5
2.4	Other (Specify): <i>Understanding financial statements.</i>	1		

III. Training Needs for Individual Volunteers		Number of Responses and Average Scores		
		No.	Ave. Score	Rank
3.1	General Volunteer Skills		3.31	1
(a)	Communication skills	95	3.87	1
(b)	Assertiveness training	93	3.38	3
(c)	Conflict resolution	95	3.57	2
(d)	Self care and stress management	96	3.29	4
(e)	Facilitation skills	95	3.01	5
(f)	Interviewing skills	80	2.74	6
3.2	Training for Specific Volunteer Groups		3.11	2
(a)	Special needs volunteers	85	3.01	4
(b)	Multi-cultural volunteers	90	3.08	3
(c)	Youth volunteers	89	3.16	2
(d)	Senior volunteers	86	3.21	1
3.3	Other (Specify): <i>Local community training program; computer training for volunteers; working with drug and alcohol; community agency referral training; general guidelines for volunteering; working with young children; crisis intervention; working in mental health.</i>	8		

3. Volunteer Centres Referring Internally.

Responses were received from 5 of the 10 Centres referring internally only. These Centres received the short version of the questionnaire.

I. Training Needs for the Management of Volunteers (Supervision or Co-ordination)		Number of Responses and Average Scores		
		No.	Ave. Score	Rank
1.1	Working with Volunteers and Staff / Volunteer – Staff Relations		3.76	2
(a)	Recruiting, hiring, writing job descriptions, orientating volunteers	5	3.40	5
(b)	Performance appraisal, evaluation, discipline and termination of volunteers	5	4.20	1
(c)	Developing constructive volunteer – staff relationships	5	3.60	4
(c)	Dealing with conflict, harassment, discrimination, grievances of staff and volunteers	5	3.80	2
(d)	Supervising, motivating, appreciating, giving feedback to volunteers	5	3.80	2
1.2	Financial Management		3.10	5
(a)	Understanding financial statements, audits and monitoring income and expenditures	5	3.20	2
(b)	Financial Reporting to Boards, Funders, and Governments	5	2.80	4
(c)	Grant and Proposal writing – applying for funding from various sources	5	3.60	1
(d)	Budget Development - annual program / department / project budgets	5	2.80	4
1.3	Technology		2.80	6
(a)	Basic computer skills and specific computer program training	5	2.60	2
(b)	Using E-mail, the Internet and Web page benefits	5	3.00	1
1.4	Working with the Community		3.30	4
(a)	Marketing, Promotion and Positioning in the community, media relations and publicity.	5	3.40	1
(b)	Inclusion, diversity, and ethno-cultural sensitivity	5	3.20	2

1.5	Planning Programs and Projects		3.80	1
(a)	Program / project planning, needs assessment and goal setting	5	3.20	2
(b)	Program evaluation, outcome measurement and Benchmarking.	5	4.40	1
1.6	Professional and Personal Development		3.60	3
(a)	Time and stress management	5	3.40	2
(b)	Leadership skills, Facilitation skills and Problem Solving	5	3.80	1
1.7	Other (Specify):	0		

II. Training Needs for Board Development and Support		Number of Responses and Average Scores		
		No.	Ave. Score	Rank
2.1	Board Development		2.00	3
(a)	Recruiting, orientating and training Board members	5	1.80	2
(b)	Board member roles, responsibilities, legal duties and liabilities	5	2.20	1
2.2	Working with Boards		3.00	2
(a)	Board – Staff relationships, Reporting to, and communicating with, Boards	5	3.20	1
(b)	Motivating and supporting Boards and Board Committees	5	2.80	2
(c)	Other (Specify):			
2.3	Roles, Functions and Expertise of Board Members		3.40	1
(a)	Fundraising	5	3.80	1
(b)	Strategic Planning	5	3.00	4
(c)	Financial Management	5	2.80	5
(d)	Communications, Public Relations and Marketing	5	3.80	1
(e)	Human Resources / Labour Relations	5	3.60	3
2.4	Other (Specify):	0		

III. Training Needs for Individual Volunteers		Number of Responses and Average Scores		
		No.	Ave. Score	Rank
3.1	General Volunteer Skills		3.47	1
(a)	Communication skills	5	4.00	1
(b)	Assertiveness training	5	3.20	4
(c)	Conflict resolution	5	4.00	1
(d)	Self care and stress management	5	3.00	6
(e)	Facilitation skills	5	3.20	4
(f)	Interviewing skills	5	3.40	3
3.2	Training for Specific Volunteer Groups		3.30	2
(a)	Special needs volunteers	5	3.20	2
(b)	Multi-cultural volunteers	5	3.20	2
(c)	Youth volunteers	5	3.60	1
(d)	Senior volunteers	5	3.20	2
3.3	Other (Specify):	0		

Summary of Volunteer Training Needs Priorities.

Training Needs Areas	Priority Ranking		
	Volunteer Centres N=23	Community Organisations N=98	Vol. Cntrs. Referring Internally N=5
I. Training for the Management of Volunteers			
Working with Volunteers and Staff	5	2	2
Financial Management	6	6	5
Technology	4	5	6
Working with the Community	1	1	4
Planning Programs and Projects	2	3	1
Professional and Personal Development	3	4	3
II. Training for Board Development and Support			
Board Development	2	3	3
Working with Boards	1	1	2
Roles, Functions and Expertise of Board Members	3	2	1
III. Training for Individual Volunteers			
General Volunteer Skills	2	1	1
Training for Specific Volunteer Groups	1	2	2

Comment.

Results from the survey demonstrate a need for training and consultation to some degree in all of the areas canvassed. Similarities between the Volunteer Centres and the Community Organizations they serve are most pronounced in the need for training and consultation with respect to 'Working with the Community' (especially marketing, promotion and positioning in the community, media relations and publicity), 'Planning Programs and Projects', and relatively low interest in 'Financial Management'.

'Working with Boards' proved to be of most interest in the general area of Board Development and Support, especially Board-Staff relationships.

Differences between the Volunteer Centres and the Community Organizations showed up in 'Working with Volunteers and Staff', clearly a priority for agencies where the two resources, staff and volunteers, come more prominently into play together. Among Community Organizations 'supervising, motivating, appreciating, giving feedback to volunteers' was given high priority.

Overall, among Volunteer Centres, the general area 'Training for the Management of Volunteers' was considered marginally more important than 'Training for Board Development and Support' although both were clearly more important than 'Training for Individual Volunteers'.



APPENDIX

Additional information supplied by respondents:

1. Narrative response from Community Resource Team, 100 Mile House.
2. Summary results of the Campbell River Volunteer Society Training Needs Assessment 2000.
3. Additional comments from two Volunteer Centre respondents (anonymous).