

Jane: Good afternoon, ladies. I'm really happy to be here today with Lindsay Baker, Deb Young, and Faiza Vanzant. All three- top of the field in volunteer management here in Canada. And I'd like you to maybe take a moment to introduce yourselves and your, a little bit about your background and where you're working right now. Can I start with you Lindsay?

Lindsay: Sure. Hi, I'm Lindsay Baker and I've been working in the field of volunteer resources for over 20 years. I got my start at a university program where I had been a volunteer and I really fell in love with volunteer management at that point in time. And since then, I've worked at volunteer centers and right now, I am the manager of volunteer services at the Vancouver Aquarium and its Marine Mammal Rescue Center. And I'm also the President of Volunteer Management Professionals of Canada.

Jane: Okay, great. Faiza.

Faiza: Thank you, Jane. My name is Faiza Venzant. I am a CVA, and my pronouns are she, her and hers. I have been a leader of volunteers for the past 21 years. I actually also got my start as a volunteer leading a volunteer program for an international charity based in Canada. And then throughout my career, I've worked in employment organizations, healthcare organizations, charitable organizations for various body parts and illnesses, which I know many of us have done as well. And then most recently with the YMCA of Greater Toronto for 10 years. And currently I am the Executive Director for the Council for Certification in Volunteer Administration.

Jane: Thank you. Deb.

Deb: Hi, Jane. I'm Deb Young. Like Lindsey and Faiza, I started actually as a volunteer coordinator – looking for something to do to get engaged in my community and spent many years with my local community center. And went back to school, did a lot of different programs. Since then, I actually was a volunteer manager for over 20 years with a very large municipal government with many different programs. And I've also been teaching at the volunteer management program at Conestoga College. And now I coordinate the volunteer management certificate program at Conestoga College. I have been engaged in all different levels of volunteer management and volunteering. And also, I've had the privilege of serving on the boards of both the Volunteer Management Professionals of Canada and the Council for Certification in Volunteer Administration. So had a wonderful and diverse background.

Jane: And for those who are on watching us here today- they have probably seen me if they've participated in other modules in the project, this micro certification project. I'm Jane Hennig. I'm the Executive Director at the Volunteer Action Center. I've been here for 18 years. And have just recently stepped into Past chair role at Volunteer Canada. I have served on boards of directors for over 40 years across multiple provinces, across national and local organizations. And have been, prior to my time at the volunteer action center, was a volunteer manager with a municipality as well. So, lots of years among us in terms of volunteer management, I'd like to

sort of open the floor to a discussion on why is volunteer management, as a profession, so important?

Faiza: Alright. I'll, I'll, I'll bite the bullet and start with that one. So, you know, I'd like to sort of talk a little bit about my journey in this career and how it's changed for me. You know, all three of us, Lindsay, Deb, and myself all talked about how we started as volunteers. And for me, when I started to do this work, paid or unpaid, it felt really good. I felt really good. I felt like I was contributing to my community. It was very much all about me and how I was feeling. And, you know, that really stalled for me, my growth at the beginning part of my career in this field because it was very individualistic and it was about feeling good, which is something that a lot of volunteers that we work with also get out of their volunteer work. Why this profession is important is sort of where you can evolve from that. And so, I started to wonder. Why I was doing the same work year after year after year, and I wasn't seeing any of my community's issues being resolved. And you know, one of the things that clicked for me is that volunteers and the people that I've, that I have the privilege of leading, the people in the community, that it's really a privilege. And I think that we should all look at this work not just as professional, but as a privilege. Are the people that have the power to change their community and to solve some of the issues in their community. And to really uplift and help people who are under prioritized. And so, you know, this profession is really important because there are people in our, there are people in our neighborhoods, in our families- all of us who have at one time or another experienced what it's like to be under prioritized. And volunteerism is a way to heal from those experiences. Volunteerism is a way to help fix and add to solutions for some of those experiences. And why this profession is really important for me is because if the people who are, who we are trying to help are not part of the solution and are not part of being included in helping themselves out of situations they didn't ask to be put into- you know, that is real transformational work and then that is how community work gets done. That is how we work towards the missions in the various organizations that we work for. So don't underestimate your power and your privilege and who you are as a leader- even if leader is not in your title, even if you're not at a leadership table, you are in charge of galvanizing and bringing community together. You are a leader and don't underestimate how important that is to your community and how important that is to the volunteers- you know that you bring into your organizations or your work. So, this is hands down, there's you know, there's no argument that I've ever heard as to why this profession is not important. And I hope I gave you some things to think about as to why absolutely is important and it's vital in your organization.

Jane: Thank you.

Lindsay: And I think volunteer managers are so crucial because they're really, you know, taking the time, the talents, the passion that volunteers want to contribute to help these community issues or really create change in the world that they want to see. And I, volunteer managers are the people that can actually help them channel those energies and to make sure that we're working towards those common goals together in an organized fashion. And, you know, people are attracted to organizations where there is, you know, some organization around the volunteer piece. So it's really, really important, I think for organizations to invest in professional

volunteer managers that have the skills and the knowledge and the expertise to actually, you know, maximize this incredible contribution that people are making. And so that together, they can help achieve the mission of the organization and the goals that they're trying to reach.

Jane: That's great.

Deb: And I think just building on what Faiza and Lindsay have mentioned about the importance of volunteerism. I think everybody, regardless of your background or where you live, has an opportunity to participate in their community. And it's all of that participation, whether it's informal volunteering, you're picking up groceries for someone you're shoveling the snow, or you are actually in a formal program- it could be a friendly visitor, you could be an emergency response person, or even in a museum. Everybody has the right to participate in their community. And that is what makes our communities. And it is really important when you are working with volunteers is not to take those things for granted. And I think COVID has just been a perfect example of how organizations have responded, regrouped, or brought out volunteers to help support their communities. So, it is important that you support your volunteers, the volunteer managers, and that you all work together. You're part of a team. You're all helping an organization carry out its mission and vision and its values. And us, all of us together make a better community.

Jane: I can't agree with all of you more. I think volunteers bring a level of credibility to organizations and to services that- it demonstrates that the people who are involved value the services, the programs that are being delivered. And that translates into how the community sees the organization. So, putting on my executive director hat, there's a level of, as I say, credibility of professionalism that's brought to an organization by volunteers. Not just in that they, are demonstrating the value of your organization, but they are actually bringing skillsets that many organizations wouldn't have access to if it weren't for the volunteers. And if we think that volunteers provide over 50% of the human resources that we have in the non-profit and charitable sector, then those who lead the volunteers are vital to organizations. So, I'd like to sort of, you know, we've talked about how important it is, but what are some of the challenges and barriers that you have experienced and, and that you hear about in your roles now as leaders in the profession to volunteer managers. What are they facing out in the community that, that maybe gets in the way a little bit of their work?

Lindsay: I think what I hear a lot from volunteer managers is that they're doing volunteer management off the side of their desk. They're often involved in multiple roles at their organization and volunteer management is often not prioritized as a, a key element. And there seems to be sometimes a lack of respect for the work that volunteer managers are doing within their organizations. And that means they might not have the resources that they need to facilitate volunteer programs. Their capacity is limited, and they don't get time or resources to invest in professional development, which is so vital for this profession. We're often working in volunteer management alone with an organization, with people that maybe don't truly understand what we do and what we contribute to the organization. So, it's really important to

be able to connect with other volunteer managers, to get that support and to network and to share. And that's how we keep on top of trends and things like that.

Faiza: I think from my experience, one of the challenges in this work is just the diversity of opportunities that are available for volunteers. And then just the diversity within the not-for-profit and charitable sector. So, a volunteer manager in a hospital is dealing with a lot of different issues in terms of insurance or risk- very different from someone who is a volunteer manager in a national park. Right, where their constituents are trees and nature, you know, and not necessarily the people who are ill or seeking treatment. And so there is such a diversity of work and involvement that needs to be done. And there is such a, there are so many skills that, and there is, um, there's so many different skills. There's endless amounts of learning that can, that can occur in this work, that it can be really difficult sometimes in your own work to prioritize and to understand, you know, how do I get the work done that's important for the agency, but then how do I also further the importance and how do I profile and highlight the importance and the impact of the community and the volunteers at the same time? You know, one of the things we talk about in our field is how we wear so many different hats. Sometimes we're event planners, sometimes we're fundraisers, sometimes we're database administrators, sometimes we're recruiters. We wear a lot of different hats. And so, we need to acknowledge that again, it's, it, I think with me it starts with the self and, you know, as each of us as practitioners, because that's what we are- we are practitioners of voluntary administration. Each of us needs to be able to understand all of the responsibilities that we have. Understand what the priorities are. Understand the culture within which we work. And that's a lot and sometimes you don't, you know, when you first start off in this role, it's difficult to get the lay of the land and to understand all of that. But it's really important through organizations like your volunteer center, your local association for volunteer administrators, VMPC- there are so many people out there that are doing the same work that you're doing in a different context. You don't have to reinvent the wheel and you can learn from each other. So, you know, all of those challenges that we're talking about, many of them can be overcome just by expanding your network, reaching out to other practitioners, and sharing, you know, some of the challenges and successes that you have. For me that has always been the quickest way for me to, you know, tackle a challenge is to, you know, call somebody up and say dealing with this, have you dealt with it before? What do you recommend? What templates have you used? What programs have you used? And there's always, this, this community is always willing to help. This community is always willing to share. Um, and what I've learned through the pandemic is that this community is willing to evolve very quickly as well.

Jane: That's awesome. As you were talking, it just added that other level for me. I mean, we, we know that we have to understand people management. We know we have to understand the data management and be able to really understand customer service and all of those people skills. But it reminded me that we also have to understand the environment or healthcare or you know, those, those issues that our different organizations are addressing. And Deb, when we were talking earlier, you talked about how the culture of the organization particularly as it relates to volunteer engagement is so important. Maybe you could speak a little bit to that because I think that's really important here.

Deb: I think a lot of individuals who are attracted to volunteering or want to get involved, they're usually drawn by a cause. That's what is kind of their first step in, into volunteering in their community is. But it's important for everyone, whether you're a volunteer or you're someone working with volunteers to understand an organization's culture because it's very challenging to change an organization's culture. So, if you are looking to work in the profession, you need to find an organization that aligns with your values and personal philosophies about how volunteers are engaged. And it's interesting because you can walk into any organization or even now look at their websites and get a sense of the organization's culture. Is it warm? Is it welcoming? Is it friendly? Do they engage volunteers from the top all the way down to the bottom or vice versa? Are they well-prepared? Do they have staff who know how to work with and support volunteers? Do they have a volunteer manager? Or are you met with, like you, we were chatting earlier Jane, organizations that were still recruiting even though there were no positions, or no one returns your phone calls. If there's problems, they're just kind of swept under the carpet. So, it's really important to understand how that volunteer or how volunteers are treated. They're welcomed, they're engaged, and they're supported right through their whole life cycle with an organization. So, definitely something I have learnt over the years working with volunteer programs and also when I want to volunteer in my community. I look for their, their welcome sign, their welcome messaging, and being prepared to support volunteers. And I think that's where Volunteer Canada plays an important role with the Canadian Code for Volunteer Involvement. They really set the standards for organizations to want to engage volunteers. This is what's actually involved. And earlier we were talking about the challenges, and I think it's wonderful- you hear so much passion and so much excitement and people who work in the profession are really people- people people to put it bluntly. We're always wanting to help. We want to make a difference, but I also think at some point we're bad for not setting boundaries. We have to start saying no to certain things or prioritizing things because we always want to be a welcoming- going that extra mile. So, that in itself can be a bit of a challenge.

Faiza: I think that there is, you know, if you're somebody who wants to make a career in volunteer engagement and I'm here to tell you, and Deb and Lindsay can say the same thing, you can absolutely have a progressive career in leading volunteers. You can do well, you can provide for your family, you can do well in this work, but you need to be intentional and strategic about it. There's a few different ways when I'm looking for work, or even when I'm looking for where I want to volunteer, that tell me about the culture of the volunt- the culture of volunteerism, but also teach me about how leaders of volunteers are respected. So, in a job description, you know, one of the things I look at is are they requiring any education in the field of volunteer engagement, like a Conestoga College course? Or do you need to be a member of an organization like VMPC? Or do you need to have a credential like the CVA? That to me, tells me that the hiring manager understands that this is a profession and that there's an expectation for the professional to have those networks in place and to have that education and that professional background. The second thing I look for in a job description. Is what is the pay scale? And if it's not there, I'll reach out and I'll ask what is the pay scale? And if that's not transparent or openly available- to me, that's an indication that this is a role that they're not

going to put a lot of resources into. If that information is not readily available or provided. The next thing that I look for in a job description are all of the, the requirements of the job. Is it required? Is it acknowledging all of the hats that are, you know, being, being worn, you know? Is the database management in there? Is the people leadership in there? Is the community outreach in there? Is the event planning in there, you know? Is the adhering to policy, understanding risk, being up on the legislation- and as we know in Canada, the legislation can be federal, it can be provincial, it can be municipal. We're seeing that with COVID especially. So, you know, those are the things that would tell me, you know, how is the role of the leader of volunteers valued? The next thing I look at as the website, you know, is it a volunteer centric organization or is it a community centric organization? And what I mean by that is- are volunteers put on this pedestal? And, you know, I shy away from organizations that say things like volunteers are the heart and the soul- you know, the community is the heart and the soul of the community. The community that's being served are the ones that have the most to lose or gain in the, in the organization fulfilling its mission. So, I look for organizations that see volunteers as equal partners in community work. I look for organizations that talk about the benefits of volunteerism and not just all of the screening requirements. So, if an application is on a website or if information is on a website and it's focused on police checks and interviews and screening- that to me is an organization that's looking to protect themselves, you know, from inviting volunteers in versus being open and inviting and, you know, doing what they can to make sure there aren't unnecessary barriers to having volunteers. The reality is in the charitable sector that a lot of charities are set up in a very colonial way. That doesn't mean that their beliefs and their values line up with that. But look for those hints and those clues, which can, can help you to determine whether an organization aligns with your personal philosophy of volunteerism, which is something that Deb talked about. Do you have a personal philosophy of volunteerism? And does your personal philosophy of volunteerism extend between what you get out of the job, what volunteers get out of their contribution, and does it include what is the best, you know, what is best for community members especially those who are under prioritized? Are they part of your philosophy of volunteerism? If you don't have a philosophy of volunteerism I would suggest, and I would really highly encourage you if this is something that you want to make a long-term progressive career, is to really think about, why you want to do this work and how it will align with your values. If you can do that, like me, you can be doing this work and be really happy, really fulfilled, and really feel as though what you're doing is contributing and making an impact to your communities.

Jane: That's so awesome, Faiza. I think the fact that all three of us have been doing this for over 20 years speaks to the fact that we've been fortunate to align ourselves with organizations that really value volunteerism and align with our own values for volunteerism and community. So, it's awesome. I think, now the three of you are very much involved in the education and training for the sector. Where volunteer centers, and I'll talk about that a little later, is, is sort of working with already established volunteer managers- doing professional development to support them. You are leaders in the certification education of volunteer management. So really like for each of you to talk a little bit about your roles in professional development, training, certification for volunteer management. And maybe we'll start with Lindsay again and

talking about voluntary MPC or VMPC, sorry. And, and also your role a little bit at Conestoga College.

Lindsay: Yeah, absolutely. So, as I mentioned, I'm the chair of the board for volunteer management professionals of Canada, which is a national professional association for Canadian volunteer managers or anybody doing this work. And really it's all about, you know, building the field and excellence in volunteer management and ensuring that the community of volunteer managers has the support, the education, and the resources they need to be successful. And to really facilitate volunteer, volunteerism in the community and help meet those goals. So, we provide a lot of different educational opportunities. We have webinars, we have networking events, we have conferences both online and in person, and sometimes even a hybrid conference as well which combines both. We have various resources on our website, such as the national occupational standards, our code of ethics for the profession as well as employer resource packages. So, when you are, like Faiza was talking about, you know, applying for a job in volunteer management- what should you be looking for? What are the pay scales that you should be considering and what sort of, you know, roles and responsibilities should you expect to see in a position description for this type of a role? And then we, we definitely promote CVA certification as well. And we have a partnership with Conestoga College, for the volunteer management certificate program. And I'm very fortunate to be one of the instructors in that program as well. And we're a community of volunteer managers and really it's all about sharing, growing together, and, as Faiza was talking about, sharing those templates- let's not reinvent the wheel, let's, you know, find somebody else that's done something similar before and, you know, take advantage of their, you know, experience, their expertise. And so, there's a lot of mentorship that happens within the organization, which is fantastic, and that's really the strength of the organization and one of the strongest reasons to be part of the association, for sure. And so, lots of different things that we're doing to try to support the profession and help people doing this work, you know, be successful and gain the skills, the knowledge, and the experience they need. And we do provide a lot of volunteer opportunities as well, which is another great way to, to grow your skills and to really connect with people. That's how I've gotten connected to Faiza and Deb as well through my volunteer work on the, the VMPC board.

Jane: Faiza, would you like to talk about the certification program?

Faiza: Absolutely. So, the council for certification in voluntary administration is an organization that provides a credential for leaders of volunteers. Before I get into that, one, one thing that I really want to stress is that this is a small community. Leaders of volunteers in Canada, we're not a small community, but we are a close community. And we are a very collaborative and very generous community. So, I'm a member of VMPC. I'm also a member of my local, AVA. I have my credential. I volunteer in all of those places. There are endless opportunities for you to get involved in your professional development and then involved in your profession and in furthering your profession. Nobody else is going to do it so you need to do it. So, thank you, Lindsay for your leadership at VMPC because I benefit from that as a member. Okay so, the CVA credential stands for certified in volunteer administration. This is a competency-based credential. It's not an educational course, and it's not a how-to on how to do your work.

Deb will cover that. This is a credential for seasoned leaders of volunteers. You have to have a minimum of, a minimum of three years experience already doing the work, whether it's paid or unpaid, to apply for your certification- for your credential. So, it's not a certificate, which- it's not a certificate of a completion of a course. It's a credential that demonstrates that you are a person that's part of this profession. The way that you obtain and earn your credential is first you apply. There are some minimum requirements needed to apply including years on the job, there's an educational requirement, there's a professional development requirement, and then there's also a requirement of how you've demonstrated some of what we call the body of knowledge and competencies. So, the competencies that it takes to do this work. The competencies internationally. So, this is an international designation. Canadians should be really proud that the body of knowledge and competencies are actually based on the Canadian national occupational standards. They were, it was agreed that the Canadian standards were the best - yay, Canada. And these are the ones we use internationally. So, we should feel proud of that as Canadians. And then you write an exam. It's a 100 question, multiple choice exam. If you pass the exam, you earn the credential. You have the credential for five years. And then every five years, in order to maintain the credential, you go through what's called a renewal process where you show the professional development that you've done over the past five years. And then you also do a personal reflection, which is tied to your personal philosophy in volunteer engagement. And the council for certification in volunteer administration is also the home of the professional ethics in volunteer administration. Right now, in the times that we're in, kind of coming out of COVID talking about vaccination passports and all of those kinds of things, ethics are really top of mind for a lot of people. And so, the professional ethics in volunteer administration really help you to, to separate your personal ethics, your organizational ethics, and your professional ethics. In terms of, you know, the decisions that you need to make going forward especially in the times that we find ourselves in now. So, if you're new to the profession, this may be a professional goal for you down the road. If you are, have been in the profession for a while, I strongly consider you, attend one of our information sessions and find out if the credential is, is right for you. I know for me, having been in this field for, oh you know, over two decades now, having your CVA gives you that seat at the table that you're looking for- having that credential, having that credibility, having that professionalism is really helpful not only in establishing yourself or re-establishing yourself where you work now, or where you volunteer now, but it's also really helpful in terms of future job planning and having that progressive career that we talked about. Being able to, you know, talk about the professional ethics, being able to talk about the body of knowledge and competencies, you know, and talk about yourself as a credentialed professional. You know, when you're marketing yourself and you're putting yourself out there for employment, is really strong and it goes a long way and it, and it really sets you apart from other candidates who are competing with you for the same amount of work. It also helps you in your role when it comes to advocating for the community. Advocating for your, your volunteers as individuals and advocating for your volunteer program as well. So, it's a wonderful credential to have. It's also a very supportive international community. And so, you'll meet professionals from all over the world. So if you're looking to expand beyond your Canadian network, it's a wonderful place to start that as well.



Jane: And then there's the educational piece, which is, you know, foundational to all of this. And, Deb, maybe you can talk about the program that you have developed and, and lead at C Conestoga College.

Deb: Thanks Jane. One thing I just wanted to touch on is, just like we have some confusion with titles, is people are not always sure what path to take or what path is right for them. And it's really important to understand what path it is you're taking. What certificate or piece of paper you need for your position and where you want to go as far as professional development. Because I have, what I have found over the years is people think- I've taken a workshop or perhaps a micro-credential, and I've got a certificate in volunteer management. Unfortunately, that's not quite what employers are looking for. As Faiza had mentioned, employers are looking for people with the skills, knowledge, and abilities in volunteer management. And so, if you are getting a certificate of completion or a certificate of accomplishment, it might be something that you've taken through I'm going to say a webinar, a lunch and learn, a workshop, or a professional development unit at a conference. And that can be done through the volunteer centers, through our professional associations. So, it's really important that you understand that gives you a taste of what volunteer management is, how volunteer management is supported, how you can keep your skills up. And also, if you're going on for your CVA designation. And as Faiza mentioned, the CVA designation is a certification. So, they are not teaching you volunteer management. There is an expectation that you have that knowledge base. So, this is where the college program actually fits in. It, the volunteer management program at Conestoga College is one of the longest running volunteer management programs in Canada. And what we do is we provide you and help teach you all of the skills, knowledge, and abilities that you need to effectively support and engage volunteers in your organizations- whether it's paid or unpaid. It is a national program. We have partnered with the volunteer management professionals of Canada to develop this program, revise it, and we meet all of the professional standards competencies established by VMPC, Volunteer Canada, and we also use the national occupational standards as the foundation or the program. I think you've got a sense of as you heard us talk that the volunteer programs are so diverse. Every organization is unique and different. However, how we all support volunteers has some common themes. So, we, whether you are, in a hospice, a long-term care facility. I'm going to say an emergency response team. You could be a social service individual. You might be working with new Canadians. You could be in a long-term care facility, an arts theater museum, an emergency response team, or a large municipality or a small grassroots organization. Working with volunteers has some basic common practices and competencies that are required. And what we are teaching you is how to work effectively, support volunteers and work within your organization. So any of the skills that you're developing are very transferable. I always like to say- think about a supervisor or leadership role, you need some really basic human resource skills, and those are all of the skills that we actually provide for you. And it's also a great foundation for taking your CVA designation. Many of our graduates now are famously part of the CCVA alumni, which is a wonderful to see. And also a part of the VMPC network. So, it's a great opportunity to start building that, that network, not only locally, but across Canada. And I think it gives you the confidence to advocate for your position. Our program is a yearlong. You normally start in September with a cohort, and you work all the way through to the end of

June. It is now delivered fully online. When we do have virtual classes, that support the students and we have a lot of different things in place. And our graduates do receive an official certificate from Conestoga College. So, the program has been approved by the ministry of education. That's something else to keep in mind and look for when you are choosing the right path for you. What is it the employer is actually looking for? And because everything is so diverse in volunteer management, our programs unique too, we don't have a typical teaching program. We don't have final exams or midterms or research papers, which is usually a big relief to a lot of people. We use a portfolio approach. So, starting right with your first two weeks of coming into the program, you start creating a comprehensive set of tools and resources, and you're working on it right the way through the entire course. You could be writing your own personal philosophy of volunteerism. What we've already chatted about. Learning how to write policies and procedures. What risk management is. How do you assess risk? The basics on re, creating position descriptions, creating recruitment plans, how to screen, how to interview, support- how to do training things like that. And also, we get into a lot on strategic planning, evaluating programs, evaluating the impact of volunteer contributions. And then, we often wrap up with advocacy, leadership, and building your network. So, it's a great opportunity if you're thinking about the profession and need the basics, want to build a portfolio- you've come away with a very thick portfolio of work that you can showcase to potential employers about your knowledge. If you're new to the program, you can, it's a great way to work through all of the elements of a volunteer management program. And if you are at, highly experienced, it's your opportunity to focus on strategic planning. So, really what we do is we provide all those tools, those templates, those resources, and then you customize them for your organization. So, you're not making anything generic. You're actually building a volunteer program for an organization, and we provide the guidelines and the supporting network to help you through it. So, it's important to figure out where it is you want to go and what career path best suits you.

Jane: That's awesome. Thank you all for your time today. I really can't state enough. You know, one of the things when talking about building this micro-credential program- to sort of expand the knowledge of program managers and senior managers in the profession to understand volunteer management and its role in our organization- is understanding the complexity of volunteer management. And you have helped to articulate that here today and the options for training. I'd like to thank you, Faiza, Deb and Lindsay for your time and for your contributions to the sector and volunteer management as a profession in Canada.