



CREATING BRIDGES

A Practical Planning Guide and Checklist for the Development of a Cross-cultural Volunteer Program

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INTRODUCTION

A. The Background

The increasing emergence of diversity in our population - be it the diversity of gender, race ethnicity or lifestyle - provides new opportunities for volunteer organizations to recruit and train diverse volunteers, tapping into their unique knowledge and problem-solving skills.

CREATING BRIDGES, a planning guide and checklist for the development of a cross-cultural volunteer program is based on several months of interaction between a diverse cultural agency, The Council of Sikh Organizations, and a mainstream organization, The Volunteer Centre of Calgary. Both agencies collaborated on the design and implementation of the project. The prime strategy was the creation of an environment conducive to effective cross-cultural communication along with the appointment of a liaison from each agency to support and implement the project.

The result was the establishment of a successful volunteer program. The mainstream organization gained new perspectives and skills in cultural sensitivity and currently enjoys the participation on its board of a member from the diverse agency. The latter's participants learned task specific skills, and formed new social and business contacts. The diverse agency itself gained confidence in partnering and is now a major facilitator of cultural bridging in the larger community.

An organization development consultant, Rebecca Levant, captured the significant strategies and issues that emerged during the creation of this cross-cultural volunteer program, translating them into practical steps critical for a rewarding partnership. As the Project Manager and Liaison, Keith Seel worked within The Volunteer Centre of Calgary to implement the program and to co-create this guide.

B. How to Use This Guide

CREATING BRIDGES is primarily for mainstream agencies wishing to develop a cross-cultural volunteer program. Although written from the perspective of a mainstream organization, the model will also be useful for diverse cultural agencies wishing to promote a similar program.

Readers will find the guide to be a rich blend of volunteer management, strategic planning, communications, cultural sensitivity training, and organization development tips and strategies. Often, in the literature, these components are referred to separately, with the natural links between them left unattended. The authors believe that when planning a cross-cultural volunteer program, a holistic approach, wherein all components are interwoven will be more successful.

The Eleven Steps described in the guide have been set up for use as a "hands on" working tool adaptable to any organization. An implementation team may include, from time to time, the Executive Director, the Board Chairperson, the Volunteer Coordinator, and any other staff directly involved in the management of volunteers. The particular steps to be followed will depend upon the size, structure and experience level of your organization. Each user is invited to customize its own planning process. Although the guide is purposefully detailed, the implementation process can take as little as a few months under the guidance of one staff person. For added convenience, a Glossary of terms has been included.

STEP 1 ENTERING OR SETTING THE STAGE

When beginning a contact between a mainstream organization and a diverse organization, the first step is an honest assessment of the existing resources, supports and needs. This assessment will lay the groundwork for realistic goal setting

1A Consider what you have to bring to the partnership. Initiate a scan for anticipated needs and resources: human, time, financial, gifts in kind.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

1B Within the host organization, appoint a Liaison, the person who is most committed to facilitating the bridging process.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

1C Choose a diverse organization wherein indicators of success are high: where a prior contact has occurred, where there is a strong motivation for partnering, or where there are persons with the desired skills or networks.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

1D Find a credible contact to help you gain access to the diverse organization.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

1E Meet with the diverse organization's leaders and other key contacts in order to establish individual and shared goals, and to explore the concept of volunteering.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

1F Request a "champion" from the diverse organization who will coordinate the project and serve as its Liaison.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

1G Cultivate the developing relationship with the diverse organization by providing invitations to your board meetings, luncheons, special events etc. as appropriate.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

1H Keep the Board of Directors and other senior management informed about the project.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

1 Encourage both the host and visiting organization's Liaisons to establish a schedule of cultural contacts and pre-orientation procedures including:

- Senior management meeting to reaffirm support
- Liaisons' meeting to jointly set procedures
- Feedback session to participating staff and volunteers
- Schedules of cultural orientation events
- Administration of Pre-Project Questionnaire to both agencies and schedules of debriefing to clarify shared goals, fears, and success factors
- Selection of support strategies for Host staff and Visiting volunteers
- Interview preparation in both agencies
- Design of project evaluation procedures for both agencies

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

STEP 2 HOST ORGANIZATION - MANAGEMENT AND BOARD PREPARATION

In order to set the stage for a successful cross-cultural contact, the host organization, management and the Board of Directors, needs to prepare itself. Demonstration of the value of diversity within its own organizational system and policies is critical.

2A Determine if the Board of Directors, staff, and volunteers are clear about its organization's mission, values, and operating principles.

Ensure that the organization has a written mission statement with clearly stated values and operating principles that embrace diversity.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

2B Seek and collect formal written and informal project support from senior executives and board. Be prepared for mixed reactions.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

2C Clarify and discuss the host organization's written and unwritten codes, e.g., dress, time orientation, use of space, lines of internal communication, greeting behaviour, gender politics.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

2D Confirm that the host organization's management and Board of Directors is committed to the principle of a "learning organization" wherein behaviours and attitudes are able to change.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

2E Ensure that anti-discrimination and equal opportunity human resource policies exist, are known about, and understood by all.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

2F Ensure that a sound volunteer management program is in place with roles and responsibilities clearly outlined and understood.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

2G Elucidate current volunteer trends and issues for the host organization's management and Board of Directors.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

2H Provide internal training in cross-cultural awareness and communication to management and Board. Include topics such as:

- benefits of diversity
- problem solving cross culturally
- myths and stereotypes
- collaboration and partnerships

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

2I Ensure that the host organization is prepared to deliver additional training to staff in task analysis, volunteer training design and conflict resolution.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

2J Ensure that the host organization can provide support (technical, emotional and informational) to direct service staff as they go through the process of bridging with a diverse culture.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

2K Allot a defined amount of paid staff time for attendance at cross-cultural information and social events.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

2L Assess to what degree the host organization is willing to translate into other languages key information such as its mission and goals, organizational chart, and essential procedures such as emergency and fire.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

2M Ensure that the host organization is willing and prepared to make "reasonable accommodations" including changing the rules, policies and/or procedures.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

STEP 3 HOST ORGANIZATION - STAFF GENERAL PREPARATION

Prior to the cross-cultural contact, the host organization staff directly involved with the diverse volunteers may require an orientation in order to affirm the attitudes and skills essential for a successful contact.

3A Work towards having a staff person agree to assume the Liaison role which includes developing a Planning Chart (Appendix 2), coordinating the project, administering the Pre-Project Questionnaire (Appendix 4), and supporting the staff.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

3B Ensure that staff understand and uphold the organization's mission, values and goals.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

3C Ensure that staff engage in sound volunteer management practices that include effective conflict resolution techniques.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

3D Determine if staff have had prior cross-cultural knowledge and/or are given the opportunity to acquire it in order to enhance their comfort level and cultural understanding.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

3E Clarify with staff that their primary goal is to ensure that the volunteer tasks are successfully completed.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

3F Encourage staff to be friendly, flexible and responsive to the volunteers, thus creating a sense of equality and appreciation wherein a version of the "Golden Rule" predominates.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

3G Create an environment where staff are prepared to learn from the new contact and to make reasonable accommodations by changing procedures and policies in such areas as: position design, technical and emotional support, scheduling, dress code.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

3H Help staff recognize and accept that although a cross-cultural project may be time consuming, there will be benefits for all.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

3I Prepare staff to experience stress and possible anxiety. Encourage staff to accept responsibility levels and a work load that are realistic.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

3J Develop plans for staff to provide cultural briefings and project updates to the host organization's staff and volunteers who are not directly involved in the bridging project.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

3K Encourage staff to be curious about traditions and customs of other cultures and are willing to participate enthusiastically in the cross-cultural orientation program.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

STEP 4 HOST ORGANIZATION - STAFF COMMUNICATION SKILLS PREPARATION

It is essential for staff and others directly involved with the visiting volunteers to acquire or refine their cross-cultural and general communication skills. A formal training program or informal discussions may be implemented.

4A Ensure that staff have had experiences, through self reflection, contact, or training, to make them aware of their own communication styles and biases.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

4B Ensure that staff have developed very flexible ways of communicating that include skills with visual, auditory or activity based methods.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

4C Ensure that staff has developed the critical skills of accommodation, collaboration, and compromise.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

4D Encourage staff to show patience and tolerance when communicating and to check constantly for understanding.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

4E Help staff encourage the visiting volunteers to share their opinions and to assist with task problem solving as required.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

4F Train and enhance the listening skills of staff.Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

4G Create a work environment where staff can express honest concerns, ask questions sensitively when unsure, and feel comfortable probing the responses as needed.Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

4H Train staff to become aware of the distinction between open and closed questions, and to learn how to use them appropriately.Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

4I Sensitize staff to be mindful of language or words that may confuse or be anxiety provoking, e.g. "firing", "probation period", "hiring", and "jobs".

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

4J When the new volunteers are not fluent in English, encourage staff to consider the following strategies:

- speak slowly and clearly - avoid jargon and acronyms,
- check and apply the most effective mode of communication -verbal, written, modelling,
- use short sentences when needed,
- find the humour in misunderstandings,
- learn to "read" body language.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

STEP 5 CROSS-CULTURAL ORIENTATION PROGRAM

The host and visiting organizations have specific organizational cultures. Both Liaisons will wish to provide opportunities for all participants to share knowledge about values, beliefs and customs. Honour the differences while focusing on the similarities. (This step assumes that volunteers have been recruited and selected.)

5A Have the Liaison publicize and implement a Planning Chart (Appendix 2) that includes a schedule of cross-cultural contacts and orientation procedures.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

5B Have the Liaison facilitate the administration of the Pre-Project Questionnaire (Appendix 4) wherein expectations, fears and success factors are elucidated.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

5C After the Pre-project Questionnaire (Appendix 4) has been administered in both agencies, plan a joint debriefing session where all participants will meet for the first time.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

5D Design cultural information sessions wherein customs and rules can be clarified. Build a culturally sensitive work calendar and environment that will take into account cultural events that conflict with work schedules, dietary restrictions, dress codes and relationship codes.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

5E As a host culture, clarify your unwritten and written rules (e.g. dress code, time and personal space customs, communication with management, greeting behaviour, gender politics). Be aware of those rules amenable to reasonable accommodation.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

5F As a host culture, clarify and inform visiting volunteers about your mission, values and operating principles.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

5G Learn the difference between community, personal and organizational values.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

5H Identify whether the visiting organisation has historical cultural conflicts currently operating, and establish a "no politics in the workplace" guideline.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

5I Facilitate ongoing opportunities for individual contacts and information-sharing between members of both organizations.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

5J Circulate a "fact" sheet or briefing notes prepared by the diverse organization to all in-house staff and volunteers.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

5K Plan social-cultural events in order to reduce anxiety, encourage interaction and reinforce pride in the individual cultures and customs.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

5L Invite the Board of Directors, all in house volunteers and staff, and family members to the social-cultural events.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

STEP 6 POSITION DESIGN

Every sound volunteer management program should have written position descriptions including an analysis of the tasks to be performed.

6A Have general position descriptions written in two levels of written English - advanced and beginner.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

6B Be willing to adjust the position descriptions to fit skills and cultural traditions (e.g. dress, time, personal space, gender comfort).

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

6C Do an analysis on all tasks within the position- include level of English required, technology involved, physical and cognitive skills required, stress factors, work environment, flexible or fixed schedule, available training and support.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

6D Offer a choice of tasks (from simple to complex) that are potentially fulfilling to the volunteers.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

6E Be willing to create new tasks to take advantage of unexpected skills offered by the volunteer.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

6F Design a contract around each position specifying tasks, responsibilities, reporting lines, schedules, "try out" periods. If culturally appropriate, have the contract signed.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

STEP 7 INTERVIEWING AND RECRUITING

The interview is the opportunity for both parties to receive and give information. Frequently, certain adjustments need to be made to the style of interview in order to ensure effective communication and appropriate volunteer placement.

7A Schedule interviews after both host organization staff and visiting volunteers have received a general orientation to the project, have completed the Pre-Project Questionnaire (Appendix 4) and have participated in a joint debriefing session.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

7B Prepare interview questions in cooperation with the Liaison from the diverse organization or with another appropriate resource.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

7C In advance of the interview, give the prepared questions to the diverse organization's Liaison, and/or to the prospective volunteers in order to facilitate adequate preparation.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

7D If volunteers have resumes, preview them in advance of the interview.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

7E Review cross-cultural communication techniques prior to the interview:

- be aware of the need in some cultures of a newcomer to "save face" and not admit a misunderstanding,
- ask open questions to get fuller answers,
- include questions that allow the volunteer to focus on their past experiences. Use this technique to help assess current skills, including, as needed, written and spoken English.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

7F Encourage a two way interview; this is the initial opportunity for the volunteer to express needs and expectations.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

7G Place volunteers into appropriate positions by matching task-specific technical and English language requirements. Review your time, ability and willingness to train less skilled individuals.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

7H In order to increase comfort levels in the beginning, encourage two or more volunteers to work on the same schedule.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

71 If necessary, be prepared to say "no", to not place the volunteer and to suggest other options.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

STEP 8 VOLUNTEER TRAINING

Effective volunteer training is customized to meet the requirements of the position as well as the needs of the volunteers. Ideally, training is ongoing and is regularly evaluated by the trainers as well as the participants.

8A Develop training programs/modules in conjunction with the Liaison from the diverse organization or with another knowledgeable source. Modify training that is mired in a monocultural or ethnocultural context.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

8B As possible, develop the training program together with the volunteers - be mindful of individual learning styles.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

8C Incorporate the basic goals and tenets of the host organization's mission into the training.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

8D Review the written and unwritten rules, values, and procedures of the host organization. Be on the watch for those that may conflict with the diverse agency and be prepared to "problem solve".

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

8E Offer on-going task training. This may include skill development training on computers, communication, and assertiveness.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

8F When necessary, encourage the volunteer to complement the experience with English classes.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date
_____	_____
_____	_____
_____	_____
_____	_____

8G Review the contract between the host organization and the volunteer; seek approval and if culturally appropriate, have it signed.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date
_____	_____
_____	_____
_____	_____
_____	_____

STEP 9 SUPERVISION AND EVALUATION

To be effective, a volunteer manager must be prepared to spend extra time supervising and mentoring the volunteer. This investment of time helps to ensure that the tasks assigned are completed and that a "career track" for the volunteer can be jointly planned.

9A Be prepared to schedule additional time for managing the volunteers. Focus on coaching and mentoring.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

9B Consider that if there is any initial poor performance, it may be due to many causes: anxiety, miscommunication, poor task analysis, improper training, inadequate person-task fit.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

9C Have a "try out" period. Be aware that for a volunteer from a different cultural context, attaining comfort and proficiency could take longer.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

9D Ensure frequent supervision to reinforce task requirements, communication flow, contract contents etc.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

9E Be frank, and honest in your performance evaluation. Encourage a two-way dialogue.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

9F When evaluating performance, solicit feedback and suggestions from the volunteer to improve efficiency. Empower as possible.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

9G Keep brief performance records and provide references as requested.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

9H When there is a poor task-person fit, facilitate a process that permits a change of task, or an exit with dignity.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

9I As required, clarify that a "volunteer experience" is being offered and not an experience leading to paid work within the agency.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

9J In cooperation with the volunteer, design a clear "career track" wherein opportunities for advancement to a variety of positions in the organization are planned.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

9K As needed, call upon the services of the visiting agency's Liaison as a resource.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

9L Make rewards and volunteer appreciation appropriate to the culture and to the individual. Offer a recognition "buffet," e.g., additional training, new tasks, out of pocket expenses, photographs, small gifts.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

STEP 10 MAINTAINING MOMENTUM

Frequently, at the beginning of a project, there is considerable interest. The key, however, to any successful implementation is to maintain enthusiasm and to generate energy from new sources.

10A Provide regular progress reports to the host organization's Board of Directors, and management. Continue to secure tacit or overt support from them for the project.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

10B Continue to encourage social-cultural contacts between both organizations. Include, as appropriate, other volunteers, family members, Boards of Directors and staff.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

10C Maintain a strong communication link with the visiting organization's Liaison.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

10D Reassess, reaffirm or facilitate a change in internal policies and procedures as a result of the cross-cultural contact.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

10E Publicize the results of your project to stakeholders, including funders, and to specific audiences in the larger community.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

10F Prepare for varying reactions from stakeholders to the cross-cultural project.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

10G Continue support practices for staff and offer enhanced staff training as needed.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

10H Use and vary the support mechanisms for the volunteers - buddies, mentors, alumni groups, appointed liaisons.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

10I Celebrate the volunteers' achievement internally, and publicize them in the agency newsletter.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

10J As anxiety decreases, provide opportunities for the diverse volunteers to mix, meet and work with other volunteers, either "in house" or through referral to external volunteer opportunities.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

10K Encourage the volunteers to create a comfort zone. Provide space for cultural memorabilia, visuals (maps, pictures) and learning materials for the host organization.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

STEP 11 FUTURE STEPS

Be prepared to experience a variety of outcomes such as: project cessation, placement of host organization volunteers in the visiting organization, initiation of new partnerships with different cultural communities etc. At the individual level, volunteers could remain, create new tasks, leave, obtain jobs, or become staff.

11A Prepare to amend existing policies and procedures or create new ones if the synergy from the cross-cultural contact warrants the change.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

11B Evaluate the volunteer program and decide to conclude, enhance, or expand it.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

11C If enhancing the existing program, review the recruitment system with the visiting organization's Liaison.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

11D Use the interest, skills and wisdom of the current volunteers to reassess the program and assist in the recruitment and support of new volunteers.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

11E If expanding the current program, research the suitability of bridging with other diverse cultures.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

11F If needed, translate the host organization's volunteer opportunities into various languages and distribute the list to other diverse organizations.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

11G Collaborate with the visiting organization's Liaison to facilitate a process for the placement of mainstream volunteers into her/his organization.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

11H Anticipate the unexpected - new partnerships, interest from volunteers not associated with the project, "how to" queries from other organizations.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

11I

If paid jobs are available within the host organization, post and circulate information to diverse volunteers; consider extending invitations for the volunteers to join the organization's Board or its committees.

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

11J

Keep track of your organization's strategies for successful bridging and add them to this guide (Appendix 3).

Needs Attention? Yes No Person Responsible:

Actions planned	Completion date

APPENDIX 1

Glossary

For the purposes of this publication, the following definitions are used:

Bridging - The process of creating a practical, values-based partnership between a mainstream organization and a culturally diverse organization.

Culture - The values, traditions, and behaviours shared and transmitted to members of a distinct group.

Cross-Cultural Orientation Program - The planned and implemented process for increasing participant's familiarity with each other's cultural heritage, values, customs and beliefs.

Diversity - The manner in which people differ from one another. This may include: abilities, age, gender, culture.

Diverse Organization - An identified group within the city or town which has its own cultural identity, typically different from the majority culture.

Diverse Volunteer - A volunteer from the diverse organization.

Host Organization - The mainstream organization that will be hosting volunteers from a diverse cultural agency or community.

Host Organization Liaison - The staff person or experienced volunteer in the host organization responsible for implementing the bridging process, and maintaining contact with the visiting organization's Liaison. This person may provide internal training, counselling and facilitate the integration of the culturally diverse volunteers into the host organization.

Mainstream Organization - An organization whose history and structure are rooted in the majority culture.

Pre-Project Questionnaire - A short and sensitive set of questions which probes the "best hopes" and "worst fears" that participants from the host organization and visiting organization have.

Reasonable Accommodation - The actions taken by an organization to facilitate the participation of a person from a diverse group. The accommodation is reasonable if it does not seriously impede the organization's ability to operate.

Task Analysis - An analysis of the assigned task, breaking it into the technical, cognitive, and physical requirements and supports.

Visiting Organization - The diverse cultural group that agrees to establish a volunteer based partnership with the host organization.

Visiting Organization Liaison - The staff person or volunteer who is the official contact in the visiting organization. This person may provide valuable cultural information, act as a translator, and facilitate the integration of the volunteers into the host organization through internal training and support.

APPENDIX 2

Planning Chart - Instructions

The Planning Chart can be used to compile the activities and completion dates into a convenient "at a glance" format. To enhance its usefulness, users are encouraged to use a "Gant Chart" approach, shading in the boxes for any activity to the point of completion.

For example:

STEP	ACTIVITY	JAN	FEB	MAR	APR	
1E	Open house for diverse community associations	—————				
1E	Follow up with interested organizations		—————			
3D	Discuss staff training needs at staff meetings	—————				

When using the Planning Chart, consider these suggestions:

- When a planned activity has been completed, you may wish to mark it on the chart by placing a vertical bar at the end of the activity line. For example:

STEP	ACTIVITY	JAN	FEB	MAR	APR
1E	Open house for diverse community associations	—————			

- If a planned activity takes longer than anticipated, a dashed line can be added to show the real time needed. This information will be useful if future partnerships are anticipated. For example:

STEP	ACTIVITY	JAN	FEB	MAR	APR
1E	Follow up with interested agencies	—————		-----	

SUGGESTED RESOURCES

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- Fisher, D. (Winter, 1991-1992). A Professional Development Model for Ethnoculturally Diverse Volunteer Programs: Components of a Training Program for Understanding and Valuing Diversity. *Journal of Volunteer Administration*. X(2). pp. 9-13.
- Kealy, D. (1990). *Cross-Cultural Effectiveness*. Hull, QC: Canadian International Development Agency. This study defined three elements of effectiveness for cultural interactions: expertise, adaptation and social interaction.
- Stephan, C.W. & Stephan, W.G. (1992). *Reducing Intercultural Anxiety Through Intercultural Contact*. *International Journal of Intercultural Relations*. 16 (Winter), 89-106.
- Simons, George (1989). *Working Together: How to Become More Effective in a Multicultural Organization*. Los Altos, California, Crisp Publications Inc.
- Turkewych, C., & Guerreiro-Klinowski, H. (1992). *Intercultural Interviewing*. Hull: International Briefing Associates.
- Vineyard, S., & McCurley, S. (1992). *Managing Volunteer Diversity - A Rainbow of Opportunities*. Downers Grove: Heritage Arts Publishing.
- Volunteer Centre of Calgary. (1992). *Project Kaleidoscope - Cross-cultural Partnerships in Volunteerism*. This study involved representatives from the Chinese, Filipino, Latin American, Ismaili Muslim, Native, Polish, and Sikh Communities and explored concepts of volunteerism. A brief cultural sensitivity training session is included.
- Walton, Sally J. (1994) *Cultural Diversity in the Workplace*. Burr Ridge, IL Irevin Professional Publishing / Mirror Press 1994.