

PROJECT REPORT

The Role of Volunteers in a Contemporary Professional Association

The Australian Library and Information Association (ALIA)
and Queensland University of Technology (QUT)

Adeli Georga
Masters of Information Technology
(Library and Information Science)
Queensland University of Technology
September 2010

Executive Summary

The last two decades have seen major changes occurring in the volunteering world. The Australian Library and Information Association (ALIA) in conjunction with the Queensland University of Technology (QUT) have undertaken a research project to consider the role of volunteers in contemporary professional associations. This report seeks to examine the impact of socio-demographic change on modern volunteering, especially for contemporary professional associations like ALIA.

This study involved four parts:

1. An extensive literature search on the impact of socio-demographic change on modern volunteering, especially for contemporary professional associations.
2. The analysis of data received from the 2008 ALIA National Membership Survey in response to questions relating to volunteering.
3. The analysis of data specifically relating to generations X and Y and millennials.
4. A survey of present ALIA volunteers on Standing Committees, Advisory Committees, Conference Committees, ALIA Groups and E-group managers.

The findings of this report reflected the conclusions of previous studies (Rotolo and Wilson, 2004; Miller & Buys, 2004; Hewlett, Sherbin & Sumberg, 2009) which recorded that there was really no significant drop off in the rate of volunteering for any one generation. It appears, in fact, that Generation X is more civic minded than their predecessors.

Studies of the data from the 2008 ALIA Membership Survey and the 2010 ALIA Volunteers Survey found that those people in the 30-59 years age group were the most active volunteers, tapering off at each end of the scale. The 50-59 year age group are the most active with 31.9% involved in ALIA, while the 40 to 49 and 30-39 year olds were on a par, although those in the 40-49 years age group were more diverse in their roles. The least active was found to be 18-29 years (17%) followed by 60 years plus (21%).

The study has revealed that effective volunteer management is critical, particularly as succession planning is required for all volunteering positions. This could be attained by:

- The appointment of a Volunteer Manager (key contact person).
- 'Buddying' for volunteer roles
- Opportunities for 'virtual volunteers' i.e. tasks that can be completed in whole or in part via the internet for those who can't commit face to face and have self motivation.

Table of Contents

Executive Summary	2
Tables	6
Graphs	6
1. Introduction	7
1.1 Purpose of Study	7
1.2 Scope of Report.....	7
1.3 Intended outcome	7
1.4 Key Stakeholders.....	8
2. Literature Review	8
2.1 The 2008 ALIA Membership Survey	8
2.1.1 Background	8
2.1.2 Survey Aims and Objectives	8
2.1.3 Data Sources	8
2.2 The Changing Face of volunteerism in Australia.....	9
2.3 Current debates and issues	10
2.3.1 Theoretical Research.....	10
2.3.2 Generational differences in volunteerism	11
2.3.3 Professional Volunteering.....	13
2.3.4 Marketing.....	14
2.3.5 Codes of Conduct	15
3.0 Methodology	16
3.1 2008 ALIA National Membership Survey.....	16
3.1.1 Personal membership survey.....	17
3.1.2 Institutional membership.....	17
3.2 ALIA Volunteer Survey 2010	17
4.0 Findings	18
4.1 Insync data	18
4.2 Personal Membership Survey	18
4.2.1 All Respondents	19

The Role of Volunteers in a Contemporary Professional Association

4.2.2 'Are you active in ALIA? If 'No', please tell us why?' 18-29 years.....	22
4.2.3 'Are you active in ALIA? If 'No', please tell us why?' 30-39 years.....	23
4.2.4 What would assist you in your active involvement in ALIA? 18-29 years	24
4.2.5 What would assist you in your active involvement in ALIA? 30-39 years	26
4.3 Institutional Membership Survey	27
4.3.1 Why doesn't your Institution offer support for your staff to volunteers?	27
4.3.2 What would assist you to encourage staff to volunteer.....	28
5.0 ALIA Volunteer Survey 2010.....	29
5.1 Findings	29
5.1.1 Question 1 Consent.....	29
5.1.2 Question 2 Age Range.....	29
5.1.3 Question 3 Gender	30
5.1.4 Question 4 State / Territory	30
5.1.5 Question 5 Location	31
5.1.6 Question 6 Years of ALIA Membership	31
5.1.7 Question 7 Membership Level.....	32
5.1.8 Question 8 Most active volunteer role	33
5.1.9 Question 9 Other volunteer roles	34
5.1.10 Question 10 Average hours per week spent on volunteering	34
5.1.11 Question 11 Role of volunteer in a contemporary association	34
5.1.12 Question 12 What do you expect to receive in return	35
5.1.13 Question 13 Three principal motivators	35
5.1.14 Question 14 Three significant challenges	36
5.1.15 Question 15 Agreement with following statements.....	36
5.1.16 Question What practical support would you suggest for new volunteers	39
5.1.17 Question 16 Practical support for continuing volunteers.....	39
5.1.18 Question 17 General Comments.....	39
6.0 Discussion	40

The Role of Volunteers in a Contemporary Professional Association

6.1 How to attract and retain Gen X and Y	44
7.0 Codes of Conduct	45
8.0 Conclusion	47
9.0 Recommendations	48
Bibliography.....	49

Tables

Table 1: *Members active in ALIA p.16*

Table 2: *Factors influencing ALIA participation p.16*

Table 3: *Responses to the question 'Why not Active in ALIA?' from all respondents. p17*

Table 4: *Responses to the question 'What will assist your involvement?' from all respondents. p.19*

Table 5: *Responses to the question 'why you are not active?' from respondents in the 18-29 year age group. p21*

Table 6: *Responses to the question 'why you are not active?' in the 30-39 year age group. p.22*

Table 7: *Responses to the question 'why you are not active?' in the 18-29 year age group. p.23*

Table 8: *Responses to the question 'What would assist in your active involvement?' in the 30-39 year age group.pP.24*

Table 9: *Why doesn't your Institution support volunteers? p.25*

Table 10: *What would assist you to encourage staff to volunteer? p.26*

Table 11: *Age range of ALIA volunteers and their roles p.??*

Table 12: *State/Territory of ALIA volunteers p.??*

Table 13: *The role of Metropolitan and Regional ALIA volunteers p.28*

Table 14: *Membership level of ALIA volunteers p.29*

Table 15: *Agree/disagree with statements (all respondents) p.34*

Table 16: *Australian Government Institute of Family studies 2006 selected life stages p.37*

Table 17: *Years of ALIA membership of ALIA volunteers (position comparison) p.??*

Table 18: *How to attract and retain Gen X p.41*

Table 19: *How to attract and retain Gen Y p.42*

Graphs

Graph 1: *Age range of ALIA volunteers p.27*

Graph 2: *State/Territory of ALIA volunteers p.28*

Graph 3: *Years of membership of ALIA volunteers p.30*

Graph 4: *Years of membership (age group comparison) p.30*

Graph 5: *Comparison of most active volunteer roles of all respondents p.31*

Graph 6: *Average hours each week dedicated to volunteering for ALIA (comparison between roles) p.34*

Graph 7: *My active role with ALIA contributes to ALIA's standing as a professional association p.37*

Graph 8: *My active role with ALIA contributes to my professional identity p.38*

Graph 9: *My active role with ALIA contributes to my personal identity p.38*

Graph 10: *My employer supports my role as a volunteer for ALIA p.38*

Graph 11: *ABS Full-time and part-time work, males and females by age, 2006 p.40*

1. Introduction

1.1 Purpose of Study

The Australian Library and Information Association (ALIA) has worked with Queensland University of Technology (QUT) to examine the role of volunteers in contemporary professional associations. This study seeks to examine the impact of socio-demographic change on modern volunteering, especially for contemporary professional associations like ALIA.

The focus of the project is:

- To look at the changing face of volunteering and the move away from the traditional view of the command/control leadership paradigm to the participatory and strategic behaviour of today's generations X, Y and millennials;
- To identify member expectations and to identify gaps that require change;
- To explore employer expectations to ascertain if they support their employees' time spent in professional volunteering roles; and
- To consider the role of a Volunteer Code of Conduct to determine the potential value of such codes to maintain consistency of services provided and to give guidance to role models and mentors.

Although some unpaid office-bearers in professional organisations prefer to not be referred to as volunteers, for the purpose of this report the term 'volunteer' will be used for consistency.

1.2 Scope of Report

Following an extensive literature review on volunteering issues, with both national and international perspectives, this report will analyse data received from the 2008 ALIA National Membership Survey and the 2010 ALIA Office Bearer Survey. It will examine the specific questions posed about attitudes to and experiences of volunteering and the responses received from ALIA members. The discussion highlights the attributes of modern volunteers and how these have changed over time, as well as the expectations of prospective volunteers and how this may affect ALIA's current volunteering model. The subjects of the study are members of ALIA who currently play an active role in the association as volunteers. This study aims to gain insight into the role and expectations of volunteers who make an active contribution to the association.

1.3 Intended outcome

Information obtained from examining the responses from the 2008 ALIA Membership Survey and the ALIA Volunteer Survey 2010 will provide insights into the reasons why some members of ALIA do not volunteer and what steps can be taken to encourage them to do so. It will also assist ALIA to better understand the role of volunteers who do make an active contribution to the association. It is anticipated that the findings from the study will help ALIA provide appropriate support to its

members who serve on the various committees and groups that are central to ALIA's business activities.

1.4 Key Stakeholders

The key stakeholders in the project were the ALIA Membership and Awards Standing Committee (MASC) and the ALIA Membership Team. The project was undertaken as an academic project in the Master of Information Technology (Library and Information Science) program at QUT. The prospective audience for the report includes a range of parties representing the spectrum of those directly interested in effective volunteering in professional associations in the library and information sector :

- ALIA Executive
- ALIA Volunteers
- ALIA Membership
- Library and Information Managers
- Library and Information Professionals and Paraprofessionals
- Library and Information Professional Associations
- Library and Information Science Educators
- Library and Information Science Students

2. Literature Review

2.1 The 2008 ALIA Membership Survey

2.1.1 Background

In 2008, the Australian Library and Information Association (ALIA) retained Insync Surveys to conduct a survey of its members with the aim of improving the association's commitment to them. Members were invited to rate the importance of various services, activities and publications offered by ALIA, and also rate their impressions of ALIA's performance on each variable. Members were also invited to provide qualitative feedback (Insync Surveys, 2008a; Insync Surveys, 2008b; Insync Surveys, 2009).

2.1.2 Survey Aims and Objectives

The primary aim of the survey was to provide ALIA with a way to identify key member concerns. More specifically, the objectives of the survey were:

- To identify, prioritise and manage the key issues affecting members;
- To provide members with the opportunity to communicate openly and honestly with the management team of ALIA.

2.1.3 Data Sources

Data for analysis was drawn from the following reports prepared by Insync Surveys:

- Institutional Member Survey Report

The Role of Volunteers in a Contemporary Professional Association

- Personal Member Survey Report
- Institutional Member Survey Comments
- Personal Member Survey Comments
- Age Demographics Detailed Data Report

2.2 The Changing Face of volunteerism in Australia

In 2000 a briefing paper was released by the Smith Family Australia (Zappala, 2000) which examined the extent of volunteering in Australia, whether or not it was in decline and the reasons why people volunteer. Clary, Snyder & Stukas (1996) identified six motivational and psychological functions that may be met by volunteers:

1. Values function
2. Understanding function
3. Enhancement function
4. Career function
5. Social function
6. Protective function

They also found motivations to volunteer varied according to a range of demographic variables (e.g. age, sex, ethnicity, education, age and income) and the nature of volunteer behaviour. The Smith Family have been developing policies that encompass the diverse needs of their volunteer staff. The work includes training accreditation programs for volunteers, recognition programs, volunteer charters and 'contracts'. The paper concludes that current Government policy platforms are promoting the practice of volunteering. One key factor that can impact on the success of any such policy is whether governments or non-profit organisations can effectively influence the motivations that drive people to undertake voluntary activity.

In 2006 Volunteering Australia released a paper titled '*Strengthening and sustaining volunteering in Australia*' (Volunteering Australia, 2006). This paper offers a strategic vision for the volunteering of the future. It gives an overview of volunteering internationally, a snapshot of volunteering in Australia and describes the steps that the Government should take to ensure the sustainability of volunteering Australia. Emerging trends and critical issues (legislative, resources, and supply and demand) were reviewed before discussing the role of government. After the census in 2006 the Australian Bureau of Statistics released figures showing that more than 5 million Australians over the age of 18 years undertook voluntary work. It was noted that there were indications of changing patterns of volunteering and the difficulty that organisations face when attracting and retaining volunteers. In 2008, The House of Representatives Standing

committee on Family, Community, Housing and Youth held a roundtable meeting to capture the views of representative individuals and organisations from volunteers in the community. A discussion paper '*The value of volunteering*' was the result of these discussions which investigated the state of the voluntary sector in Australia and identified the significant challenges being faced (Australian Government, 2008).

In 2009 the Australian Federal Government commenced the development of a '*National volunteering strategy*' which it was hoped to release in the lead up to 2011, with the 10 year anniversary of the United Nations Year of Volunteering celebrated in 2001. This paper looks at where the government can best direct its support to volunteers and volunteering, emerging trends and how the strategy will be developed (Australian Government, 2009). Volunteering Australia have also raised the issue of a national strategy (Volunteering Australia, 2008).

2.3 Current debates and issues

2.3.1 Theoretical Research

Research into volunteerism and its importance in society has enjoyed increasing attention over the past few decades, particularly in the non-profit sector. Smith (1994) gave an overview of earlier research in the area of volunteer motivation and identified five categories of variables that were relevant to volunteer motivation and participation. These were:

- a. Context
- b. Social background and personal demographics
- c. Personal predispositions
- d. Attitudes
- e. Situational conditions.

In 2000, Wilson looked more extensively at the history of theories on volunteering from a sociological perspective. He categorised the theories under four headings

- a. Motives, Values and Beliefs
- b. Human Capital
- c. Exchange Theory
- d. Social Resources (Social Networks and Family Relations).

Wilson continued to look at other theoretical areas such as Contextual Effects (ecological, educational, government versus private, neighbourhood effect), Commitment and Consequences (citizenship, antisocial behaviour, physical health, mental health and socioeconomic achievement). In his conclusion he introduced areas of volunteering in need

The Role of Volunteers in a Contemporary Professional Association

further research which included the terminology used, the use of longitudinal data, the role of the family unit, poorly developed concepts of the role of social resources and the consequences of volunteering.

Yeung (2004) began her article by stating 'Individual motivation is the core of the actualization and continuity in voluntary work from both the standpoint of theoretical research and practical volunteerism.' (p.21). Her study is based on data from eighteen interviews, exploring the motivation using a phenomenological approach. It is a complex holistic analysis including 767 motivational elements grouped into 47 themes and develops into a four dimensional octagon model of volunteer motivation.

To address the changes in volunteer patterns Macduff and Merrill (2006) developed a broader definition of four types of volunteering. Working with other academic researchers to develop the theoretical underpinning, Macduff went on to develop a practical application called the 'Multi-paradigm of volunteering' that measures four basic categories of volunteers (entrepreneurial, serendipitous, social-change and traditional) against two continuums of volunteer behavior (subjectivism to objectivism and radical change to stability). The recent paper (Macduff, Netting and O'Connor, 2009) gives descriptions, examples and management tips for each type.

Camplin (2009) explored the Leader-Membership Exchange Theory (LMX) and the skill sets on which it is based (i.e. mutual respect, trust and sense of obligation between leader and member). He looks at membership based, not-for-profit organisations and the leadership opportunities they offer with their membership. He argues that the volunteers in these roles can struggle with leading other volunteers for a variety of reasons. The key to the LMX theory is to identify the *in-group* and the *out-group* and building trust between them to develop a leadership chain. Three stages of leader development are identified: Stranger Phase, Acquaintance Phase and Mature Partnership Phase. Camplin discusses how these three stages can be developed using the skill sets mentioned above.

2.3.2 Generational differences in volunteerism

Much has been written about generational difference and how they affect volunteer behaviour. Several assumptions have been made but recent research has been putting many of these to rest. Rotolo and Wilson (2004) tested the generational hypothesis that the values molded by the Depression and the Second World War were declining. They looked at recent trends in volunteering while continuing to test the hypothesis by using different data sets, different methods of analysis and test cohort differences in types of volunteering. They analysed and tested the hypothesis by comparing two successive generations of women at the same age, and

The Role of Volunteers in a Contemporary Professional Association

their volunteer behavior. Attempts were made 'to separate the effects of structural changes on the disposition to volunteer from residual effects that might be attributed to historical events that occurred during the early adulthood of successive generations of Americans' (p.115). No support was found for Putnam's thesis in *'Bowling alone: the collapse and revival of American community'* (2000) which argues there had been a decline in civic engagement since 'the long civic generation' (60 years and over).

The study by Miller and Buys (2004) investigated generational differences and similarities in social capital, environmental attitudes and behaviours in an affluent Australian community, comparing the 'Civic Generation' (60years+) with 'Generation X-ers' (18-30 years). Their unexpected finding was that Generation X-ers reported the highest levels of social capital. The results suggest that the resurgence of social capital led by the Generation Xers bodes well for both the natural environment and the community.

Brooks (2006) researched the reasons for the belief that the younger generations have a low participation rate in civic and voluntary organisations. Many people in the trade and professional association community had assumed that their association would suffer as younger workers would be less abundant and less likely to join the associations. This paper questioned whether Generation X and Y truly presented a danger for future membership of trade and professional organisations. Brooks studied and statistical analysed the US census data it to find out what was really happening and what professional associations could expect in the future. This article, was written prior to the economic downturn. concluded that 'while there are slightly fewer Generation X-ers coming into their peak professional years as the Baby Boomers begin to retire, they show a higher willingness to join associations' (p.17).

An article looking at two large surveys of college graduates by Hewlett, Sherbin and Sumberg (2009) reveals similarities in workplace preferences between Baby Boomers and Generation Y. Both are large size generational cohorts, relative to Generation X which lies between, and share similar attitudes, behaviors and shared preferences. Hewlett et al found that both Baby Boomers and Gen Y were looking for what they call a "remix" set of rewards (i.e. flexible work arrangements and the opportunity to give back to society).

McKee and McKee (2008) look at the volunteer in the 21st century and present a common sense approach to dealing with the challenges involved in recruiting and managing the new generation of volunteers. The text provides many useful tips for volunteer managers.

2.3.3 Professional Volunteering

In 2003, Gratton and Ghoshal looked at the sweeping changes in the relationships between individuals and organisations that have occurred in response to changes in society, the nature of the labour market and the talents and aspirations of individuals. They defined human capital as being composed of three elements: intellectual, social and emotional.

In 2005, Lozano looked at the positive side of the professional employee and volunteering. He studied the changing volunteer environment and how it was redefining the volunteer commitment as a negotiated and mutually beneficial arrangement rather than a one way sacrifice of time. 'Trends in volunteer recruitment include volunteer job design and risk management that ensures the organisation can place the right volunteer in the appropriate activity' (p12.). Some of the issues discussed are:

- Why professionals form associations
- Institutes' aging membership
- Association relevancy
- What it provides for younger professionals
- Tailoring activities to suit interests and availability.

An investigation into how women's corporate networks are organized and how their activities benefit not just women but also the employer, was carried out by Singh, Vinnicombe and Kumra (2006). Using the Organisational Citizenship Theory the authors identified how networks are set up and managed. Their key findings were that volunteers contributed extra role behaviours, as well as business-orientated views of the activities presented by network leaders. The more senior women were significantly more likely to report prosocial behaviours such as driving change, helping and supporting.

A short paper by Bell (2007) offers guidance to organisations active in the employee volunteer programs in the UK. From interviews and working with two companies, a structure to facilitate the use of the employee volunteering projects as a learning and development opportunity for new and existing team leaders began development. The conclusion of this paper states that employee volunteering programs offer a potentially rich source of learning for team leaders and other volunteers. By creating a strategy and a structure, employees can be encouraged to recognize learning opportunities to develop their own leadership skills.

Another short article by McCaffree (2007) examined the changing rules of attracting, developing and keeping its volunteers. He presented his findings under the following headings:

The Role of Volunteers in a Contemporary Professional Association

1. Attracting Volunteers
2. Keeping Volunteers (*build leadership foundation, matching the right job with the right volunteer, recognition*)
3. Generation Gap: Truth or Myth?

The article explores how these areas apply to professional groups and associations.

Using a human behaviour model, Gazley (2010) analysed data drawn from a large international pool of members of 23 professional and trade associations to estimate future volunteering intentions among individuals who volunteer for their professional / occupational associations. The results support a multi-dimensional model that helps to explain the future interest in volunteering. Conversely, the purpose of the article by McSean and Jakobsson (2009) is to examine the reasons why instability and uncertainty exists in many library and information services (LIS) associations. They looked at how a small but typical subject based association, the European Association for Health Information Libraries (EAHIL), adopted a radical, technological based solution and analysed the special factors of why it worked. The model may, however, be limiting to other professional associations.

2.3.4 Marketing

One of the earlier papers on marketing in volunteerism was composed by Smith (1999). He began to address the decline of youth volunteering by looking at a survey of young people's attitudes towards volunteering. Smith suggested ways by which volunteer involving organisations could make themselves more attractive to a younger age group. He determined that the problem may be a failure with organisations not moving with the times and not projecting an image that will appeal to young people.

Bussell and Forbes (2001) examined the problem of how the amount of work for volunteers was increasing but the number of volunteers was not growing at a comparable rate. The aim of this paper was threefold. Firstly, to summarise prior research to assist volunteer management in developing effective marketing strategies, secondly, to assist marketers engaged in research in this area and finally, to outline current knowledge to identify areas for further research. It was argued that the key to an organisation's success in recruiting volunteers is to have a clear understanding of the target group. Expanding this idea, Dolnicar and Randle (2007) aimed to fill in a research gap and construct marketing segments among volunteers based on their volunteering motivations. The segments include "classic volunteers," "dedicated volunteers," "personally involved volunteers", "volunteers for personal satisfaction", "altruists" and "niche

The Role of Volunteers in a Contemporary Professional Association

volunteers". The underlying assumption is that, if such segments could be identified and understood, customized marketing messages could be developed. The paper incorporates an extensive review of previous research focused on motivations for volunteering and attempts at segmenting the volunteer market.

2.3.5 Codes of Conduct

The definition and purpose of a code of conduct was investigated by Freeman (1996). He states that the purpose of a code of conduct and its allied code of ethics is one of protection of the professional from external governance and policies and protection of the client from malpractice and other harm. He particularly looks at how these definitions relate to the UK Library Association's code of professional conduct, working through what he sees as the negative and the positive aspects.

Broady-Preston (2004) evaluated the role, purpose and effectiveness of Chartered Institute of Library and Information Professionals (CILIP) in the UK. She reviews the relevance of CILIP and discusses topics such as 'what is a profession?', 'what is the role of professional organisations?' and continued to evaluate the framework of maintaining professional integrity. The author also discusses the question 'can a code of conduct be enforced by disciplinary action that has no legal basis?' She compares other professional organisations with CILIP and discusses the two tiered system of professionalism in the UK.

Koehler (2005) analysed four distinct types of ethical codes of national level, general purpose organisations, with individuals as their primary members. He gives four examples of such organizations:

1. American Library Association (ALA)
2. Canadian Library Association (CLA)
3. Association des Bibliothecaires Francais (ABF)
4. Colegio de Bibliotecarios de Chile (CBC).

He then divides them into four types of Ethics Codes:

1. Deontological (centered on duty) eg ABF
2. Utilitarianism (maximisation of utility for all interested parties) eg CLA
3. Judicial Codes (concerned with obligation and probabilities of consequences resulting from edicts) eg CBC
4. Aspirational (provide models of ideal behavior) eg. ALA.

He also gives an extensive list of the ethical codes of other information organisations on his web site (<http://books.valdosta.edu/mlis/ethics/index.htm>). These codes are broader in scope, as they pertain to all members of an association, rather than specifically to volunteers.

The '*Code of Ethics for Volunteer Managers*', developed by the Association for Volunteer Administration (2006), is designed for administrators of volunteer programs to help professionals make decisions based on six core ethical values:

1. Citizenship and philanthropy
2. Respect
3. Responsibility
4. Compassion and generosity
5. Justice and fairness
6. Trustworthiness.

In 2009, Haski-Leventhals examined volunteer management to determine the extent to which there was a professional body of knowledge, standards and ethical guidelines for managers of volunteers. She concluded that volunteer managing is still a para-professional area as there is no degree or post-graduate level training and the developed body of knowledge, professional standards and ethical codes are not well known to those who perform the task.

3.0 Methodology

This study involved four parts:

1. An extensive literature search on the impact of socio-demographic change on modern volunteering, especially for contemporary professional associations.
2. The analysis of data received from the 2008 ALIA National Membership Survey specifically to questions relating to volunteerism.
3. The analysis of data specifically relating to generations X and Y and millennials.
4. A survey of present ALIA volunteers on Standing Committees, Advisory Committees, Conference Committees, Groups, and E-group managers.

3.1 2008 ALIA National Membership Survey

Insync Surveys were retained by the Australian Library and Information Association (ALIA) to conduct surveys of its institutional and personal members so that their views, ideas, and suggestions could be considered as part of the association's commitment to continuous improvement. A number of questions, listed below, were chosen for analysis in this report as they

The Role of Volunteers in a Contemporary Professional Association

related to volunteering for ALIA. Insync Surveys '*Personal Member Survey Detailed Data Report*' presented the findings as it related to the age ranges: 18-29 years, 30-39 years, 40-49 years, 50-59 years and 60 years plus. This report will concentrate on data received from the 18-29 year and 30-39 year age groups.

3.1.1 Personal membership survey

In total, 983 personal member responses were received. Of these, 630 respondents answered question 1 and 479 respondents answered question 2.

Under the heading 'Participation/Volunteering (for example Board of Directors, Committees, Groups, Event Planning)' members were asked:

1. Are you active in ALIA?
If 'No', please tell us why.
2. What would assist you in your active involvement in ALIA?
3. Please indicate how much the following factors influence your participation in ALIA.
You may select more than one response:
 - a. Geographic isolation
 - b. Technology constraints
 - c. Time limitations
 - d. Cost
 - e. Support from your employer.
4. Are there any other reasons which influence your participation in ALIA?

3.1.2 Institutional membership

Institutional Members were asked:

1. Does your organisation offer your staff support to volunteer or participate in ALIA activities?
2. If no, why doesn't your Institution offer support for your staff to volunteers?
3. What would assist you to encourage staff to volunteer?

From 171 Institutional responses, 159 responded to question 1 (120 answered yes, 39 answered no). 34 respondents answered question 2 and 43 respondents answered question 3.

3.2 ALIA Volunteer Survey 2010

The online survey was developed by QUT, with direct guidance provided by the ALIA Membership and Awards Standing Committee (MASC). It was administered via email to ALIA volunteers, including members of Standing Committee, Advisory Committee, Conference Committee and ALIA

The Role of Volunteers in a Contemporary Professional Association

Groups. All volunteers were invited to participate in the survey by connecting by a link to the questionnaire in Survey Monkey. A variety of qualitative and quantitative questions were used to solicit data to compile a snapshot of the views held by current ALIA volunteers. Six demographic questions and eleven volunteer related questions were asked. A copy of the survey instrument is presented in Appendix ??

4.0 Findings

4.1 Insync data

The responses for members active in ALIA in all age groups given below are extracted from the 'Age Demographics Detailed Data Report'.

Age Range (years)	Yes		No	
	No. of responses	Percent of total	No. of responses	Percent of total
18-29	11	17%	54	83%
30-39	44	27%	120	73%
40-49	63	23%	212	77%
50-59	77	22%	270	78%
60+	22	21%	83	79%

Table 1: Members active in ALIA

Age Range	Geographic isolation	Technology constraints	Time limitations	Cost	Support from your employer
18-29	18%	3%	42%	23%	14%
30-39	19%	4%	46%	17%	14%
40-49	21%	3%	47%	16%	12%
50-59	22%	4%	48%	15%	11%
60+	25%	7%	46%	15%	6%
Average	21%	4%	47%	16%	12%

Table 2: Factors influencing ALIA participation

4.2 Personal Membership Survey

There were 994 responses to the individual member survey. Not all respondents answered every question while others gave more than one answer to some questions.

The Role of Volunteers in a Contemporary Professional Association

The response rate to question 1: 'Are you active in ALIA? If 'No', please tell us why?' was 630. Many of the respondents gave more than one reason for why they were not active. The 875 separate reasons that were returned were further broken down into 18 categories (Table 3 and see Appendix.1.1).

A general category of 'comments' was divided into two sub groups of 'people and politics' and 'other'. These were directly related to issues that were either a 'one off' or of a political or personal nature that may be reviewed and acted on at an executive level.

4.2.1 All Respondents

Reason (why not active)	No. of responses	% of total
Time	173	20%
Life/Work Balance	120	14%
Previously Active	98	11%
Distance/Regional	77	9%
Comments/other	64	7%
<i>People/Politics 25</i>		
<i>Other 39</i>		
No Relevance/ Interest not catered for	61	7%
Retired/Age Related	39	4%
Active in other groups	38	4%
Lack of events/groups	35	4%
Communication	31	4%
Employment/Financial Issues	28	3%
New Member	26	3%
Interest not catered for	25	3%
Studying	24	3%
Lack Of Knowledge/experience	20	2%
Overseas	16	2%
Future Involvement	15	2%
On Line Services	10	1%

Table 3: Responses to the question 'Why not active in ALIA?' from all respondents.

It was noted that 'being active' was confused with attending events or being part of an organising body for many of the respondents. The answers were not differentiated in this report.

- The compiled generational data shows that 'time' was the main factor for preventing ALIA members from becoming active volunteers (20% of respondents). It was usually stated as lack of time but many had other qualifying reasons like the timing of events and the time it took to get to the events.

The Role of Volunteers in a Contemporary Professional Association

- The second highest rating reason preventing members from becoming active volunteers was life work balance (14%). Family, work and other interests were the main factor in this category, with family and community obligations being the most common reason and others stating that their life was simply too busy.
- Having been previously active rated third (11%) with respondents citing the main reasons they drifted away was because of the disintegration of local groups, lack of time, retirement and lack of relevance as many had become more active in other groups that suited their needs. Additionally, many felt that they had done their share of volunteering with some suffering volunteer fatigue. Others ceased volunteering following reorganisation of the groups, or if they had moved to more regional locations.
- Distance and regional isolation was the fourth most stated reason with the majority stating that the location of events was the main problem as many lived in outer city suburbs or regional areas. The lack of regional activities was frequently cited as reason not to be an active volunteer.
- Relevancy to the respondents work role or their interests were not being catered for were also given as reasons for not being involved. These reasons were highly individual with some respondents citing specialist libraries, no IT relevance, school libraries and not working in a traditional library role. As this rated highly, the responses need to be studied in conjunction with other categories such as 'on line activities' and 'groups'.
- Four categories rated a four per cent response rate:
 - Retired/age related, with none of the respondents stating that they would still like to be involved.
 - Being active in other groups (e.g. ALLA, ANZSI, ARLIS/ANZ, ASA, ASLA, RMAA, QULOC, SLAQ, SLAV, and VALA). Others preferred to put their energies into local and state groups or online networking.
 - Lack of events or groups with many groups going 'quiet', groups folding or no local groups at all. Eight respondents cited that there were particular problems in Western Australia involving finding out what was being offered or ALIA not being active in their area.
 - Lack of communication, particularly from head office, with a lack of information reaching the members who would be interested in becoming more involved was mentioned frequently throughout the survey. *How, When, Where* and *Why* were the main issues in this category with many respondents not aware of the opportunities available to them or how they could get involved.

The response rate to question 2: '*What would assist you in your active involvement in ALIA?*' was 479. Many of the respondents gave more than one reason for why they were not active. The 755 separate reasons that were returned were further broken down into the following 16 categories (Table 4 and see Appendix 2.1).

The Role of Volunteers in a Contemporary Professional Association

Reason (what will assist)	No. of responses	% of total
Comments	137	18%
<i>Nothing/Not sure</i>	22	
<i>People/Politics</i>	39	
<i>Other</i>	76	
Relevance/Interests not catered for	91	11%
Time	88	11%
Communication	71	9%
Distance/Regional Issues	67	9%
<i>Travel Time</i>	10	
<i>Location of Events</i>	57	
Mentoring	55	7%
Life Work Balance	50	7%
Employment issues	40	5%
On Line Services	39	5%
Networking	37	5%
Finance	27	4%
Groups	18	3%
Retired or age related	17	2%
Recognition	14	2%
Overseas Membership	4	1%

Table 4: Responses to the question 'What will assist your involvement?' from all respondents.

- The highest rating response was relevance or interests not catered for. This included 11% of respondents also citing that the events were not relevant for the skills and knowledge they needed to develop in their particular field of library or information management. Frequent comments were: wanting to see the return of special groups; less public library focus; more special interest groups and Information Technology.
- The generational data combined shows that word 'time' was most quoted with the majority saying they wanted more time. 23% stated that changing the times of meetings and functions would increase their involvement.
- The issue of 'communication' attracted 9% of responses with many saying they would like to be made aware of what opportunities were available and how they could contribute. Being

The Role of Volunteers in a Contemporary Professional Association

approached or invited and told or shown how to get involved was also important. The main thrust was that members wanted to know how, why, where and when in relation to volunteering. In particular respondents wanted to know where they could find out how they could help and where the information in relation to this was to be found. It was felt that the information was not easily accessible online or through InCite.

- Distance/regional issues also gained 9% of responses with the main issue being the location of events and the second, travel time. These two reasons can be combined however there were a large number of regional respondents saying they needed more local events and groups.
- Life-work balance was noted as a reason (8%) with many respondents citing family obligations and other interests a priority.
- The issue of mentoring recorded 7% with respondents asking for more support and guidance for new members. Being shown new skills or 'buddying' up with a more experienced volunteer were some of the suggestions given.
- Three categories revealed a 5% response;
 - Employment issues ranged from being unemployed to the lack of support from employers
 - On line services issues covered suggestions from catering to interests in electronic resources, web conferencing, social networking opportunities, online opportunities to the better use of e-lists.
 - Networking issues covered a wide range of ideas from wanting cheaper personal development activities, networking for technicians, alternative on-line groups and breakfast and lunch time group meetings.
- Group issues attracted 3% of responses and specifically included lack of groups, the need for more active interesting groups, tech groups and groups for overseas members.
- Recognising and rewarding those who volunteer was also cited as important. Respondents wanted to be seen as valued and given acknowledgement that was tangible and could be used in a resume.
- None of the respondents citing retirement or age related issues as reasons for non-involvement indicated that they desired any further volunteering involvement in ALIA.
- International members suggested offering something that overseas members can do online, including establishing their own groups, setting up local chapters, events online and making sure they receive ALIA news.

4.2.2 'Are you active in ALIA? If 'No', please tell us why?' 18-29 years

Response rate to the survey for the 18-29 year age group was 65 with 40 respondents answering Question 1 which included 46 reasons (Table 5 and see Appendix 1.2).

The Role of Volunteers in a Contemporary Professional Association

Reason 18-29 years	Number of responses	% of age group
Time	12	25%
Communication	9	19%
Employment Issues	4	9%
New Member	4	9%
Comments	4	8%
Life/work balance	3	6%
Studying	3	6%
Future involvement	2	4%
Overseas member	2	4%
On line	2	4%
Previously Active	1	2%
Distance/regional	1	2%
Lack of knowledge experience	1	2%

Table 5: Responses to the question 'why you are not active?' from respondents in the 18-29 year age group.

- The most significant reason was time (12 respondents, 25%), followed by communication at 19% (9 responses) as the key reason why this age group were not active volunteers. Not knowing how to become involved or waiting to be invited were two most cited reasons given but once again it is generally not knowing who, what, where etc.
- Employment issues, at 9% (4 responses), such as heavy work load or being too busy finding their feet in a new profession followed.
- Being a new member also showed a 9% response rate (4 responses) and included issues such as still finding their 'way around' ALIA.
- 8% (4 respondents) conveyed comments such as:
 - 'I haven't got around to it yet'
 - 'It doesn't seem particularly rewarding'
 - 'I don't pay much attention'
 - 'A lack of confidence or experience interesting comments for this category'
- The other categories of life-work balance, studying and overseas member are self explanatory.
- The online category showed 4% of respondents, with some citing that the web site links weren't working and one saying that librarians don't understand or take on board 'IT geeks'.

4.2.3 'Are you active in ALIA? If 'No', please tell us why?' 30-39 years

Response rate to the survey for the 30-39 year age group was 159 with 95 answering Question 1 and included 127 reasons (Table 6 and see Appendix 1.3).

The Role of Volunteers in a Contemporary Professional Association

Reason 30-39 years	Number of responses	% of age group
Time	34	27
Life/work balance	19	15
Communication	11	9
Comments	11	9
Distance/regional	10	8
Employment Issues	8	6
Lack of events/groups	5	4
Relevance/Interests not catered	5	4
Lack of knowledge experience	4	3
New Member	4	3
Other groups	4	3
Studying	4	3
Previously Active	4	3
On line	2	1
Future involvement	1	1

Table 6: Responses to the question 'why you are not active?' in the 30-39 year age group

- Uniform with the 18-29 age group, 'time' showed the highest response rate with 27% (34 responses). However, life-work balance was the second key reason (15%, 19 responses) with the majority citing family obligations as the major reason for not being more active.
- Communication rated third with 9% (12) responses. Reasons were similar to the 18-24 year age group (i.e. not knowing how, when, where or why to volunteer).
- Regional/distance was the next highest rating at 8% (10 responses) with many living in regional or rural areas.
- Employment issues such as work load or not being supported by employers showed a 6% response rate (8 responses).
- Both the lack of groups or events and the relevance of what topics are on offer or interests not catered for attracted 4% (5 responses) with respondents citing the reasons in 4.2.1 and 4.2.2.
- Lack of knowledge/experience showed a 3% response rate (4 responses).

4.2.4 What would assist you in your active involvement in ALIA? 18-29 years

35 answering question 2 with 57 reasons (Table 7 and see Appendix 2.2)

The Role of Volunteers in a Contemporary Professional Association

Reason	18-29 years	% of responses
Communication	12	21%
Relevance	7	12%
Mentoring	6	11%
Time	6	11%
Comments	6	11%
<i>Nothing/Not sure</i>	1	
<i>Politics/Personal</i>	1	
<i>Other Comments</i>	4	
On Line Services	4	7%
Networking	3	5%
Life/Work Balance	2	4%
Recognition	2	4%
Distance/Regional	2	3%
Employment Issues	2	3%
Financial Issues	2	3%
Groups	2	3%
Overseas Members	1	2%

Table 7: Responses to the question 'why you are not active?' in the 18-29 year age group.

- Once again for this age group communication had a high rating 21% (12). Respondents asked for invitations to participate and a better use of the website for getting information across to members.
- Relevance 12% (7) in specific committee areas, relevant advocacy, and a distinct purpose for groups were cited.
- Mentoring in the form of support, encouragement and guidance was cited.
- Online services such as new content on the website, group spaces, online meetings and wikis and having a website that was up to date and working.
- Networking suggesting smaller targeted gatherings and less formal and some held on weekends.
- Life-work balance, recognition, employment, financial and groups all rated 3% (2). A certificate from ALIA for participation and greater recognition from industry employers. Reduced costs and more affordable and useful events.

4.2.5 What would assist you in your active involvement in ALIA? 30-39 years

72 respondents answered question 2 with 122 reasons given (Table 8 and see Appendix 2.3)

Reason	30-39 years	% of responses
Comments	24	20
<i>Nothing/Not sure</i>	3	
<i>Politics/Personal</i>	11	
<i>Other Comments</i>	10	
Communication	14	11
Mentoring	13	11
Life/Work Balance	11	9
Time	10	8
On Line Services	9	7
Distance/Regional	8	7
Employment Issues	8	7
Financial Issues	7	6
Networking	6	5
Relevance	6	5
Groups	3	2
Recognition	2	2

Table 8: Responses to the question 'What would assist in your active involvement?' in the 30-39 year age group.

Many had individual comments in this category, which may reflect the level of experience in the profession.

- Communication 11% (14 respondents) rated higher than time 8% (10) for this age group. Information sessions on how to contribute, easier contact with liaison officers and being approached were some of the suggestions cited.
- Mentoring 11% (13) rated highly in the form of respondents wanting more encouragement from an active ALIA member due to lack of experience or knowing what to do.
- Life-work balance 9% (11) comments were mainly family related which is generally beyond the ALIA domain, although some suggested ALIA parent groups and child minding at events.

The Role of Volunteers in a Contemporary Professional Association

- Online services 7% (9) suggestions was better layout of website, the ability to collaborate online, more personal emails, group spaces, and development of online meeting and discussion strategies.
- Once again for distance and regional 7% (8) suggestions were more meetings and events regionally, improved on line services, travel assistance and more opportunities to participate remotely.
- Financial issues 6% (7) were relevant for this age group with respondents wanting financial assistance for travel costs, reduced registration fees and a more streamlined finance system.
- Networking 5% (6) suggestions were more fun events, meeting groups of similar ages and from a variety of organisations, streams to share knowledge and meeting members who have been in the industry longer.
- Relevance 5% (6) for information professionals instead of just libraries. Some sought development of 'relevant skills', while others felt that other organisations more relevant to them.
- Groups 2% (3)
- Recognition 2% (2)

4.3 Institutional Membership Survey

There were 171 Institutional responses 34 answered question 2 and 45 answered question 3. For this report the responses were broken down into categories of reasons as listed below.

4.3.1 Why doesn't your Institution offer support for your staff to volunteers?

There were 34 responses, with 50 reasons given (Table 9 and see Appendix 3.1)

Reason	No. of responses	% of responses
Employment Related	10	20
Time	9	18
Comments	7	14
Relevancy	6	12
Communication	6	12
Mentoring	4	8
Other Groups	3	6
Distance	3	6
Finance	1	2
On Line Resources	1	2
Total Comments	50	

Table 9: *Why doesn't your Institution support volunteers?*

- The category of 'employment related' 20% (10) rated highest with the main reasons given were one person, corporate or specialised libraries with limited staff and little outside activity.

The Role of Volunteers in a Contemporary Professional Association

- Time 18% (9) rated second with respondents repeating the difficulty of operating a one person libraries or lack of staff.
- The relevancy 12% (6) of the activities or events to the specialist libraries rated highly.
- Communication 12% (6) issues also rated equal fourth with respondents stating that they were unaware of the possibilities or had never been asked. This also applied to the staff not indicating a desire to be involved.
- Mentoring 8% (4)
- Other groups 6% (3)
- Distance 6% (3)
- Finance 2% (1)
- On line resources 2% (1)

4.3.2 What would assist you to encourage staff to volunteer

Total responses 45, with 51 reasons presented (Table 9 and see Appendix 3.2).

Reason	No. of responses	% of responses
Communication	18	35
Comments	11	21
Employment Related	7	14
Finance	5	10
Distance	4	8
On Line Resources	2	4
Relevance	2	4
Mentoring	2	4
Total Comments	51	

Table 10: *What would assist you to encourage staff to volunteer?*

- Better communication 35% (18) was the main suggestion that would assist in encouraging staff to volunteer. Being better informed of events and what the benefits would be for their particular librarians/library services, given advance notice to allow for planning, information in regards to the amount of time that would be involved and having more direct contact with regional or state organisers were the other suggestions.
- The employment related issues 14% (7) reiterated the problems rather than suggesting any relevant solutions.
- Finance 10% (7) rated forth with respondents wanting larger discounts for ALIA members or lower membership fees. Budgetary and time constraints also deter members from travelling any large distances and suggest more regional activities.

The Role of Volunteers in a Contemporary Professional Association

- Online resources 4% (2)
- Relevance 4% (2)
- Mentoring 4% (2)

5.0 ALIA Volunteer Survey 2010

5.1 Findings

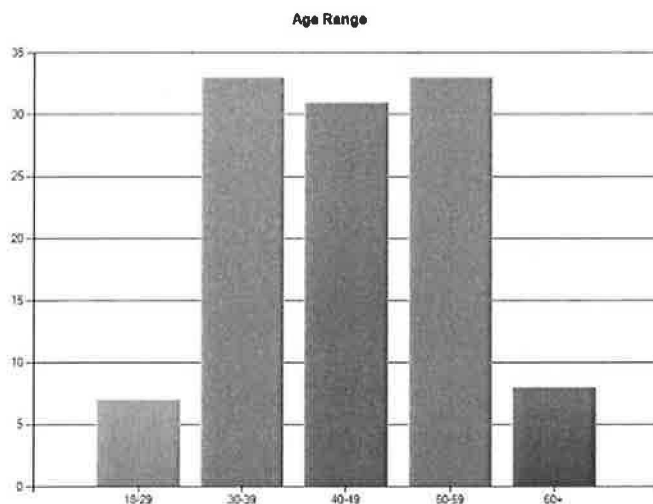
112 responses were received to the survey. The findings from the individual questions are presented.

5.1.1 Question 1 Consent

110 consented to participate, while 2 skipped the question.

5.1.2 Question 2 Age Range

112 responses. The distribution of age ranges for respondents is presented in Graph 1.



Graph 1: *Age range of ALIA volunteers*

The 50-59 year age group are the most active with 31.9% involved in ALIA.

The 40-49 and 30-39 year olds are equal in activity but the 40-49 years are most diverse in their roles (Table 11).

The Role of Volunteers in a Contemporary Professional Association

ROLE	18-29	30-39	40-49	50-59	60+
E-List Manager	7.7% (1)	15.4% (2)	53.8% (7)	15.4% (2)	7.7% (1)
Standing Committee	0.0 % (0)	33.3% (2)	33.3% (2)	33.3% (2)	0.0% (0)
Advisory Committee	9.5 % (2)	23.8% (5)	28.6% (6)	33.3% (7)	4.8% (1)
Conference Committee	11.1% (1)	22.2% (2)	33.3% (3)	22.2% (2)	11.1% (1)
ALIA Group	4.4 % (2)	31.3% (14)	15.6% (7)	37.8% (17)	11.1% (5)
Total	6.4% (6)	26.6% (25)	26.6% (25)	31.9% (30)	8.5% (8)

Table 11: Age range of ALIA volunteers and their roles

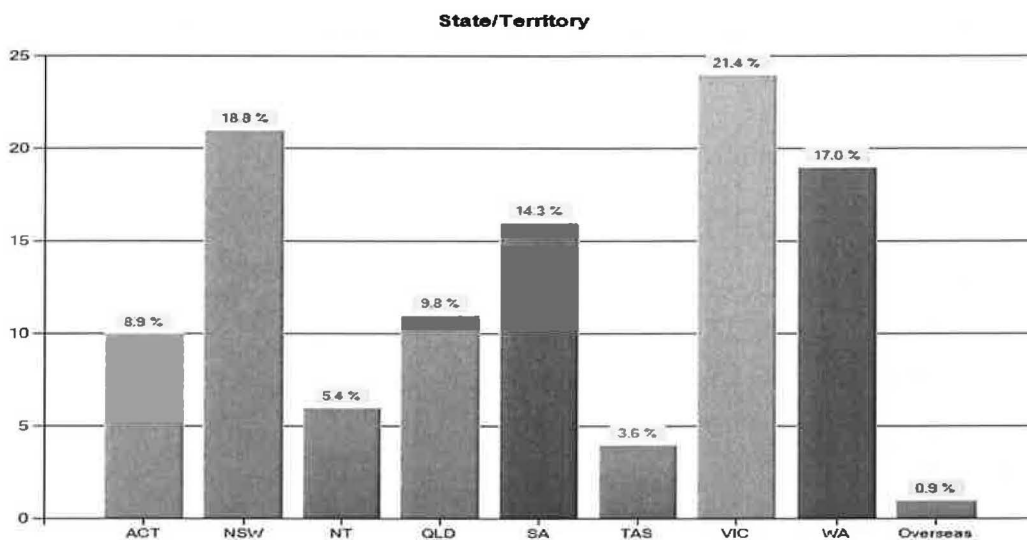
5.1.3 Question 3 Gender

112 responded.

85.7% female 14.3% male

5.1.4 Question 4 State / Territory

112 responses.



Graph 2: State/Territory of ALIA volunteers

The Role of Volunteers in a Contemporary Professional Association

ROLE	ACT	NSW	NT	QLD	SA	TAS	VIC	WA	OS
E-List Manager	7.7% (1)	46.2% (6)	0.0% (0)	7.7% (1)	7.7% (1)	0.0% (0)	23.1% (3)	77.7% 1)(1)	0.0% (0)
Standing Committee	0.0% (0)	16.7% (1)	16.7% (1)	33.3% (2)	0.0% (0)	0.0% (0)	33.3% (2)	0.0% (0)	0.0% (0)
Advisory Committee	19.0% (4)	28.6% (6)	0.0% (0)	9.5% (2)	4.8% (1)	4.8% (1)	14.3% (3)	0.0% (0)	0.0% (0)
Conference Committee	11.1% (1)	22.2% (2)	11.1% (1)	0.0% (0)	11.1% (1)	0.0% (0)	0.0% (0)	44.4% (4)	0.0% (0)
ALIA Group	4.4% (2)	6.7% (3)	8.9% (4)	8.9% (4)	20.0% (9)	4.4% (2)	24.4% (11)	20.0% (9)	2.2% (1)
Total	8.5% (8)	19.1% (18)	6.4% (6)	9.6% (9)	12.8% (12)	3.2% (3)	20.2% (19)	19.1% (18)	1.1% (1)

Table 12: State/Territory of ALIA volunteers

5.1.5 Question 5 Location

107 answered 15 skipped.

Metropolitan 90.7% Regional 9.3%

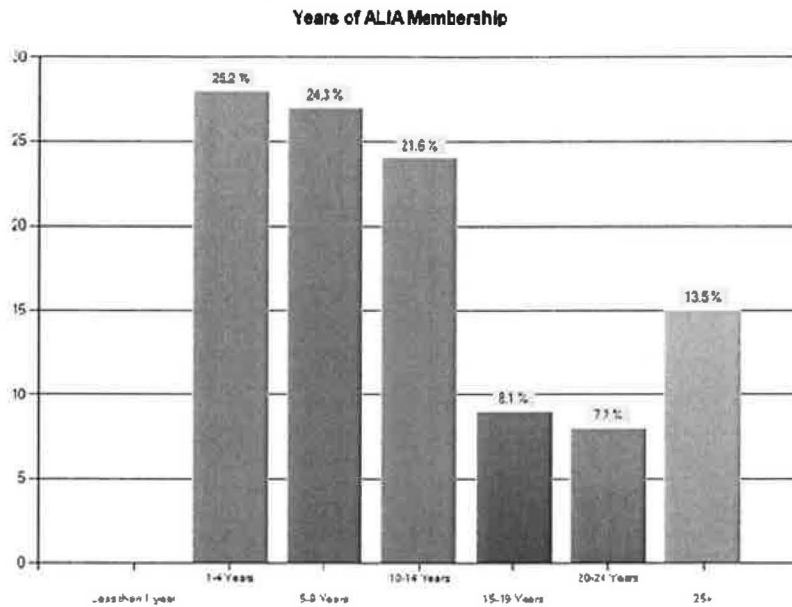
ROLE	Metropolitan	Regional
E-List Manager	81.8% (9)	18.2% (2)
Standing Committee	83.3% (5)	16.7% (1)
Advisory Committee	85.7% (18)	14.3% (3)
Conference Committee	100% (9)	0.0% (0)
ALIA Group	90.7% (39)	9.3% (4)
Total	88.9% (80)	11.1% (10)

Table 13: The role of Metropolitan and Regional ALIA volunteers

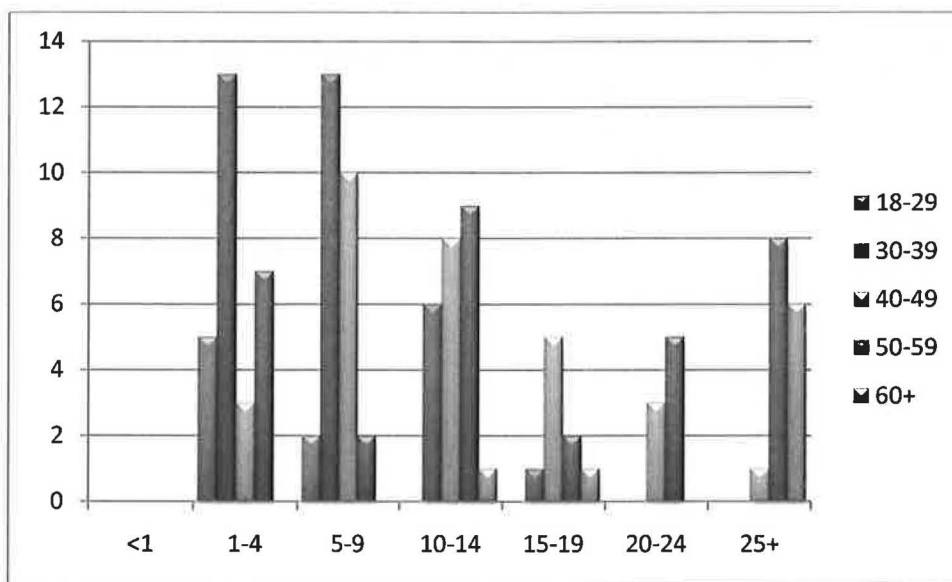
5.1.6 Question 6 Years of ALIA Membership

111 answered 1 skipped

The Role of Volunteers in a Contemporary Professional Association



Graph 3: *Years of membership of ALIA volunteers*



Graph 4: *Years of membership (age group comparison)*

5.1.7 Question 7 Membership Level

111 answered 1 skipped

Associate (Librarian) 74.8% Library Technician 21.6% Member 3.6%

The Role of Volunteers in a Contemporary Professional Association

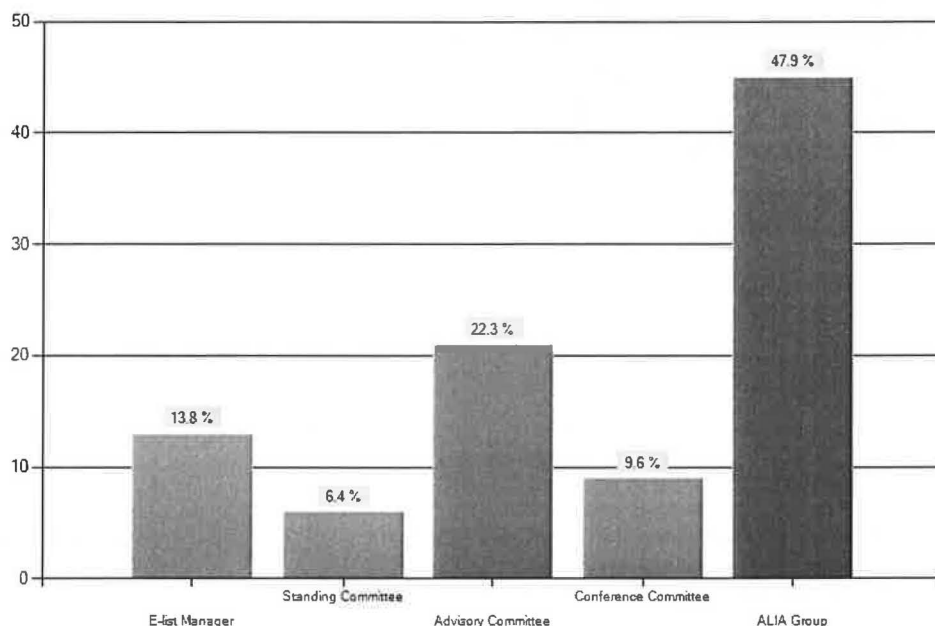
ROLE	Associate (Librarian)	Library Technician	Member
E-List Manager	84.6% (11)	15.4% (2)	0.0% (0)
Standing Committee	66.7% (4)	16.7% (1)	16.7% (1)
Advisory Committee	85.7% (18)	9.5% (2)	4.8% (1)
Conference Committee	55.6% (5)	44.4% (4)	0.0% (0)
ALIA Group	75.6% (34)	22.2% (10)	2.2% (1)
Total	76.6% (72)	20.2% (19)	3.2% (3)

Table 14: Membership level of ALIA volunteers

5.1.8 Question 8 Most active volunteer role

94 answered 18 skipped

Please indicate which is, currently, your most active volunteer role with ALIA. If you have multiple roles, please provide information about your other ALIA volunteer roles in the comment box below.



Graph 5: Comparison of most active volunteer roles of all respondents

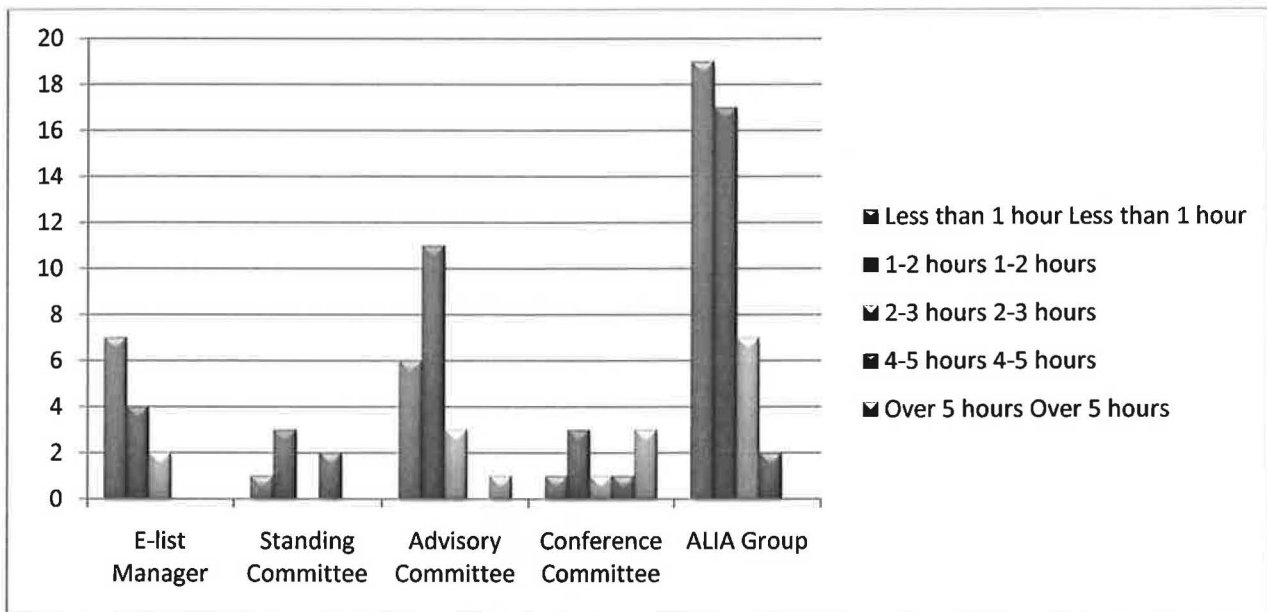
5.1.9 Question 9 Other volunteer roles

46 answered 66 skipped

Respondents generally noted multiple roles: for example an E-list manager may cover several e-lists and also serve on an Advisory Committee, or a Standing Committee member may also be active in state and national groups within their area of interest. While only 10% of respondents reported that their most active role was on a Conference Committee, many respondents commonly reported that ancillary volunteer roles encompassed conference committee work.

5.1.10 Question 10 Average hours per week spent on volunteering

94 answered 18 skipped (see Appendix 4.1).



Graph 6: Average hours each week dedicated to volunteering for ALIA (comparison between roles)

5.1.11 Question 11 Role of volunteer in a contemporary association

84 answered 28 skipped (see Appendix 4.2)

Not all respondents answered all of the questions while others gave more than one answer to each question. The responses were aggregated into the following 10 categories.

Respondents cited the role of the volunteer is;

1. 23% stated that it was important for the continuing existence and success of ALIA
2. 19% to support of the profession and the association
3. 15% to contribute to and receive professional development
4. 12% to mentor new members

The Role of Volunteers in a Contemporary Professional Association

5. 10% to network
6. 6% to 'give back' to the association
7. 6% to ensure the association remains relevant and in touch
8. 5% stated that volunteers contributed to advocacy
9. 3% cited one-off reasons such as 'it is very important', 'to provide a service for peers', and 'being the sucker who always puts their hand up'.
10. 1% highlighted communication and to help with communication.

5.1.12 Question 12 What do you expect to receive in return

90 answered 22 skipped (see Appendix 4.3)

Not all respondents answered all of the questions while others gave more than one answer to each question. The responses were further broken down into the following 12 categories

1. 17% sought networking opportunities by allowing connection to a wider community of library professionals.
2. 15% expected recognition and appreciation by management of ALIA, their peer group and industry for their expertise and time spent volunteering.
3. 10% expected learning experiences and an increase in knowledge gained through participation.
4. 10% gained professional and personal satisfaction and gratification that comes with helping others.
5. 9% wanted opportunities that would enhance their career by gaining new skills and new experiences.
6. 8% expected support from head office in the form of technical advice, answering questions and help when required.
7. 8% wanted reduced membership fees or discounted fees to attend conferences and events.
8. 7% expected nothing.
9. 6% expected experiences that keep volunteers abreast with key issues and give them a view of the 'big picture'.
10. 4% expected professional development.
11. 3% expected to be able to give input into the activities and running of the association.
12. 3% gave one-off comments.

Q5.1.13 Question 13 Three principal motivators

88 answered 24 skipped (see Appendix 4.4)

The two strongest motivators for ALIA volunteers that were consistent throughout the survey were: their belief in the importance of the association, and their belief in their work as a volunteer.

Networking, being active and involved in a group and gaining new friendships also rated highly.

The Role of Volunteers in a Contemporary Professional Association

The next most stated motivator was the professional development and opportunities gained.

Supporting the association and their employers was frequently mentioned.

Three respondents stated the recognition they received with only two respondents saying they volunteered because no one else would do it or they couldn't say no.

5.1.14 Question 14 Three significant challenges

87 answered 25 skipped (see Appendix 4.5)

The time factor and competing with work interests and other activities came out on top as the major challenge to volunteering.

Finding the motivation and energy, as well as volunteer fatigue, was a major issue and in some respondents causing resentment.

Difficulty in encouraging others to volunteer or attend events due to lack of interest and inertia also rated highly.

Issues around unclear processes and expectations from ALIA was seen to be a frequent challenge

Difficulty in gaining resources and essential lists needed to full fill their volunteer role.

Funding and out of pocket expenses was also frequently cited as a challenge.

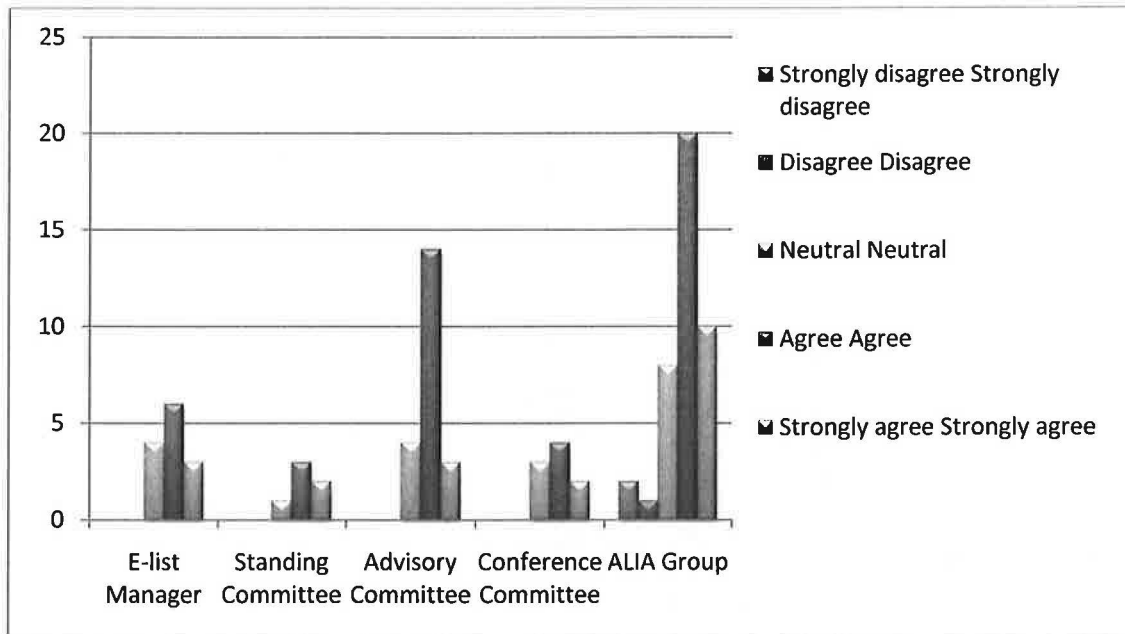
5.1.15 Question 15 Agreement with following statements

96 answered 16 skipped

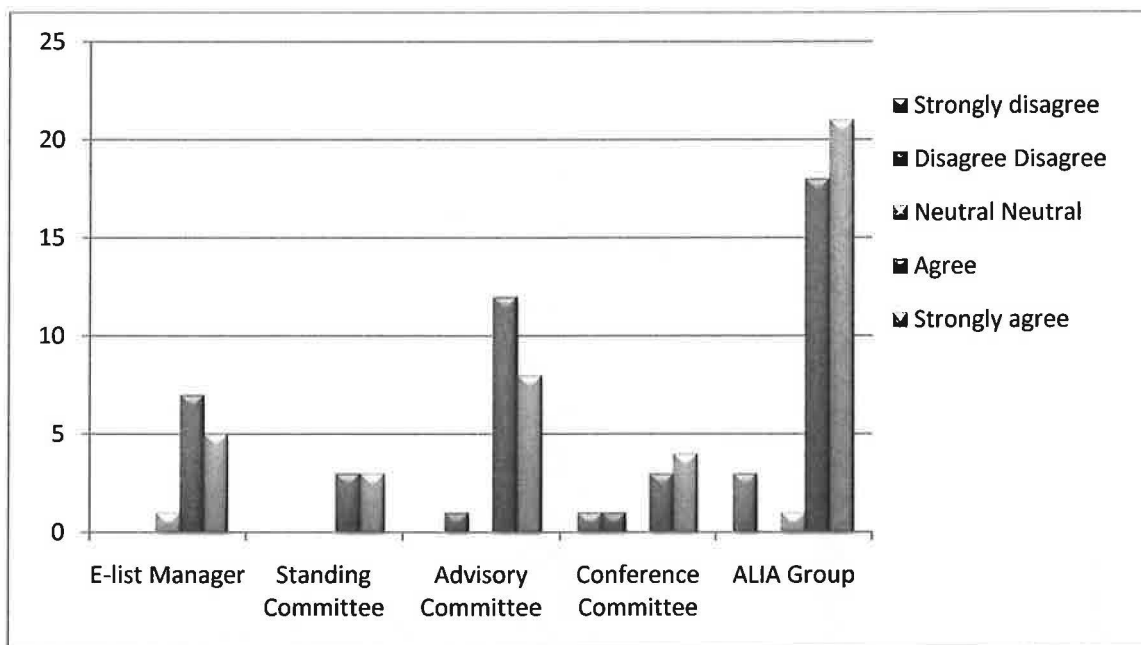
To what extent do you agree with the following statements?					
Answer Options	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My active role with ALIA contributes to ALIA's standing as a professional association.	2	1	21	47	20
My active role with ALIA contributes to my professional identity.	4	2	2	44	42
My active role with ALIA contributes to my personal identity.	3	9	24	38	19
My employer supports my role as a volunteer for ALIA.	3	4	23	38	26

Table 15: Agree/disagree with statements (all respondents)

The Role of Volunteers in a Contemporary Professional Association

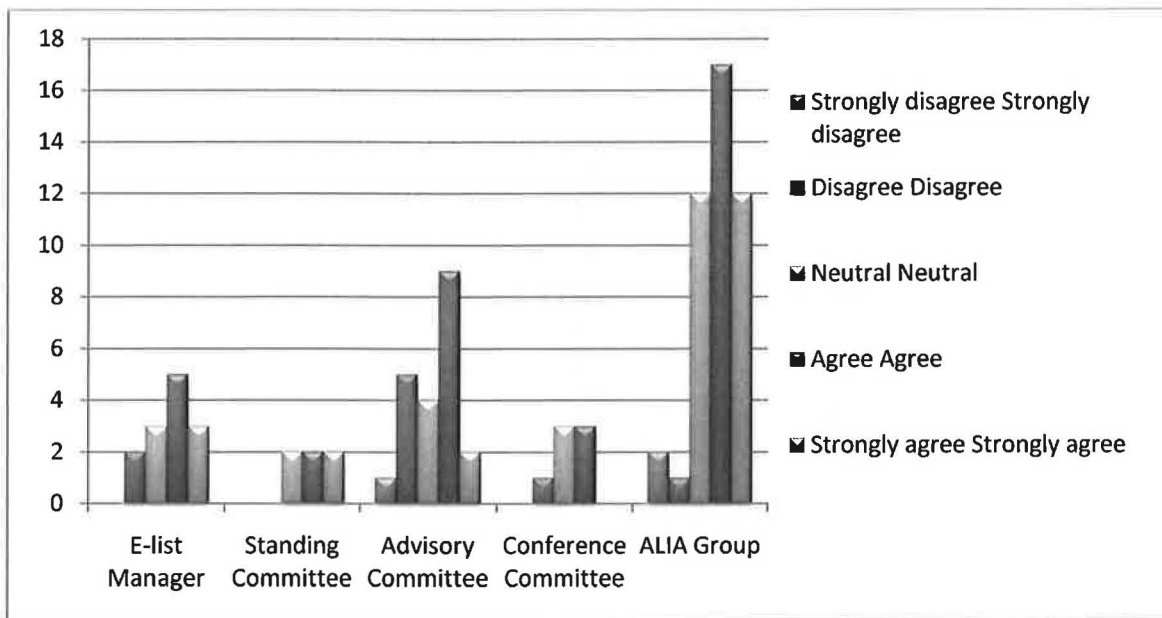


Graph 7: *My active role with ALIA contributes to ALIA's standing as a professional association.*

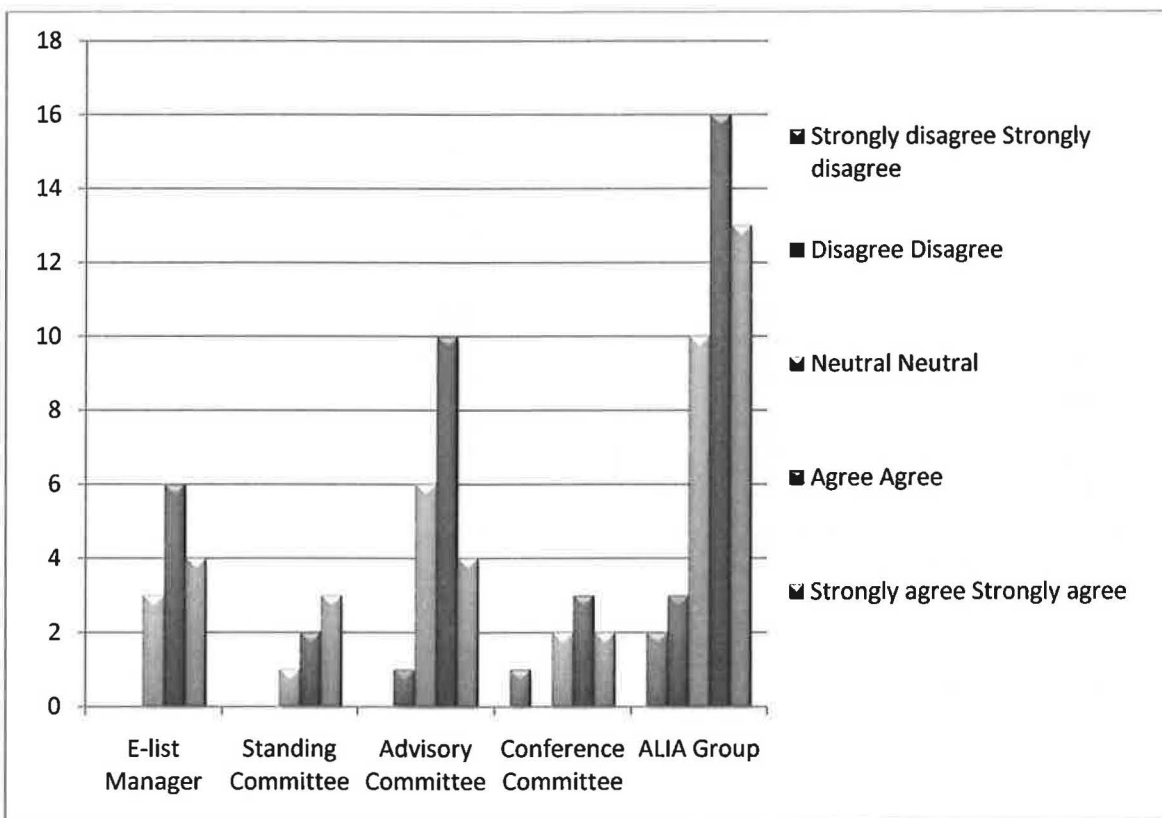


Graph 8: *My active role with ALIA contributes to my professional identity.*

The Role of Volunteers in a Contemporary Professional Association



Graph 9: *My active role with ALIA contributes to my personal identity.*



Graph 10: *My employer supports my role as a volunteer for ALIA.*

5.1.16 Question 16 What practical support would you suggest for new volunteers

78 answered 34 skipped (see Appendix 4.6)

1. Orientation program Online Induction meeting or Informal meetings of like groups
2. On line training packages/ current website information
3. PDF document with table of contents
4. Clear instructions and better guidelines
5. Formal welcomes and notifications
6. Clear definitions of roles
7. Pages of volunteer positions put out a call out
8. Volunteer mentor schemes
9. Manuals on what is expected
10. More timely responses from ALIA
11. Ask for help from ALIA head Office
12. Delegate
13. Contact lists

5.1.17 Question 17 Practical support for continuing volunteers

72 answered 40 skipped (see Appendix 4.7)

1. Acknowledgement and recognition
2. The main issue to arise from this survey is the need for proactive and effective support from ALIA head Office must be seen and felt.
3. Regular reliable administration assistance and a reduction of what is seen as red tape that slows everything down especially in regards to change.
4. Acknowledgment that documentation has been received by head office.
5. Notification of change
6. Co ordination of groups and events in same areas
7. Teleconferences for specialty areas
8. Ask for help and regular feedback
9. Communication both ways
10. Nurture colleagues
11. Volunteer stall at conferences and volunteer forums networking
12. Financial reductions for volunteers
13. Mentoring plan
14. Check lists for roles
15. Simplify accounting procedures
16. Rotate office bearers
17. Key contact person

5.1.18 Question 18 General Comments

25 answered 87 skipped (see Appendix 4.7)

Many of the comments reiterate the responses from previous survey questions.

The comments were varied and both positive and negative in nature. The majority would need to be reviewed and acted up in conjunction with the other survey results on at an executive level if deemed necessary.

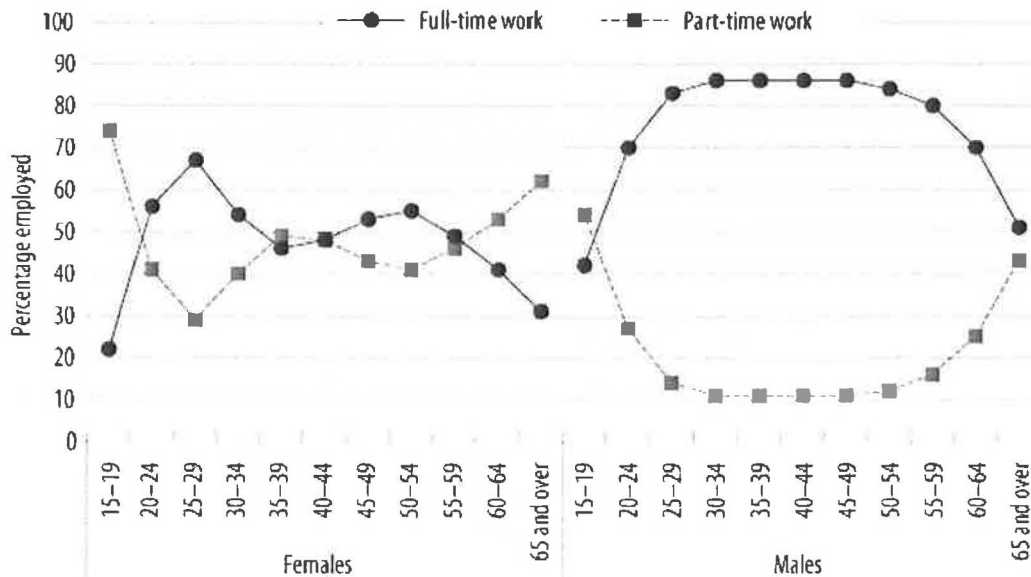
6.0 Discussion

Studies mentioned in the literature review have tested generational theories (Rotolo & Wilson, 2004; Miller & Buys, 2004; Hewlett et al, 2009) which are an alternative way of accounting for age differences in behaviour and attitude towards volunteering. These researchers came to the same conclusion that there is really no real decline in the rate of volunteering for any one generation. In fact Generation X appears to be more civic minded than their predecessors. Now that Gen Y and the millennials are entering the work force and advancing up the professional ranks and the Baby Boomers are not retiring as quickly as was originally predicted, another generational shift is occurring. According to Hewlett et al (2009) these two large cohorts of workers – relative to Gen X – have much in common in terms of workplace demands, with the smaller cohort of Gen X sandwiched in between.

The findings of this report are also consistent with previous studies on the changing face of volunteering in Australia. The data from the 2008 ALIA Membership Survey and the 2010 ALIA Volunteers Survey have shown that the most active volunteer age range is 30-39 years (27%) followed closely by 40-49 years (23%.) The least active was found to be 18-29 years (17%) followed by 60 years plus (21%).

The 2010 Volunteers survey showed that 85% of ALIA volunteers were female with 14.3% male, reflecting the gender ratio for the LIS sector. The Australian Bureau of Statistics 2008 data on community work clearly shows there are life-work issues for females in the 30–49 age group, compared with males in the same age range (Graph 11). As this is the peak child rearing and professional period for both sexes it is not surprising that much of the volunteer hours are directed into child and community projects rather than professional activities. The amount of voluntary hours by couples with children is high no doubt because of community volunteering as opposed to professional volunteering.

The Role of Volunteers in a Contemporary Professional Association



Graph 11: ABS Full-time and part-time work, males and females by age, 2006

PERSONS IN SELECTED LIFE STAGES - 2006

Selected person's life stage	Rate of regular volunteering	Average weekly hours	Total annual hours
	%	hours	million hours
Lone person aged less than 35 years	14.8	3.3	7.4
Couple only, aged less than 35 years	17.2	2.5	21.3
Couple with youngest child aged less than 15 years	28.6	2.8	151.5
Couple with youngest child aged 15 years and over	18.6	4.8	67.0
Lone parent with youngest child aged less than 15 years	26.5	3.6	21.6
Lone parent with youngest child aged 15 years and over	17.4	4.2	14.4
Couple only aged 55 years and over	19.9	6.4	170.3
Lone person aged 55 years and over	17.6	5.5	53.8
All persons aged 18 years and over	20.5	4.0	645.9

Table 16: Australian Government Institute of Family studies 2006 selected life stages

Personal members

In the ALIA Membership Survey 2008, the 30-39 year age group had the highest rate of being active in ALIA but clearly also wanted improved channels of communication. They stated distance and time were the major reasons for not being more active. This age group would be at its peak of child rearing and employment obligations. Most family units would live in metropolitan or regional areas where travel time and distance along with family obligations would play a major role. This group would benefit from the increased use of technology and online services as this would eliminate distance travelled to attend events or meetings, saving both time and costs. The use of technology and online services would also allow them to respond to the opportunities for volunteering in their own time.

The Role of Volunteers in a Contemporary Professional Association

For the 18-29 year age range, again time, but also communication issues were given as the main reasons they were not more active in volunteering. This group are new to the profession and would be dealing with the demands of establishing themselves in their career. The need for mentoring was rated highly for the question 'what would assist in increasing your volunteering activity?' A 'new member mentoring scheme', and 'buddying' for volunteer roles, should be included in any succession planning strategies.

Relevant events or groups that target the needs of this group, particularly in areas of technology are seen to be part of the 'digital generation', would be an asset to them and, indeed, to ALIA in the long term. It has also been suggested that Gen Y are impatient multi-taskers and 'looking for a cause', that they are team players but loners on the internet. They need guidance as opposed to being micro managed and need to be given more responsibility. (McKee, 2010).

Institutional Members

The principal response given in the Institutional survey about why managers fail to encourage volunteering was predominantly the lack of communication in regards to what was available and how it would be beneficial to the institution and their employees. Communication in the form of documentation showing clearly the benefits to the skill base of their staff, advance notice of coming events, indication of time involved (how often they would meet and for how long) would all help for forward planning. The relevance of the events, particularly if they were a specialised library or a small corporate library, was a frequent response as was funding, with some respondents suggesting discounts for ALIA members as many institutions functioned under tight budgetary constraints.

ALIA Volunteer Survey 2010

Using figures from The Australian Bureau of Statistics 1995 it suggested that 19% of the civilian population 15 years and over provided some form of voluntary work. A national workplace survey held the same year found that volunteers were present in 14% of Australian workplaces (10% of all employees) which showed that the numbers of volunteers were 50% higher than the number of volunteer house workers/outworkers contractors and agency workers put together (Zappala, 2000). In 2000 the ABS calculated that the direct value of volunteer work was \$8.6 billion.

The 2010 ALIA volunteer study found that the 30-59 years age groups were the most active volunteers, tapering off at each end of the scale. The 50-59 year age group are the most active with 31.9% involved in ALIA with the 40-49 and 30-39 year olds being equal, but with the 40-49 years being more diverse in their roles.

The Role of Volunteers in a Contemporary Professional Association

As would be expected the metropolitan regions had more active members than the regional areas. These figures would be commensurate with population figures but could change with increased use of online services.

ROLE	Less than	1-4 years	5-9 years	10-14	15-19	20-24	25+ year
E-List Manager	0.0% (0)	7.7% (1)	38.5 % (5)	7.7% (1)	23.1 3	0.0 0	23.1 3
Standing Committee	0.0% (0)	16.7 % (1)	16.7 1	33.3 2	16.7 1	0.0 0	16.7 1
Advisory Committee	0.0% (0)	0.0 % (0)	38.1 8	9.5 2	14.3 3	0.0 0	19.0 4
Conference Committee	0.0% (0)	33.3 % (3)	44.4 4	22.2 2	0.0 0	0.0 0	0.0 0
ALIA Group	0.0% (0)	26.7 %	22.2 10	20.0 9	8.9 4	6.7 3	15.6 7
Total	0.0% (0)	26.6 25	23.4 22	18.1 17	8.5 8	7.4 7	16.0 15

Table 17: Years of ALIA membership of ALIA volunteers (position comparison)

Role of volunteers in a contemporary association

The majority of the ALIA volunteer responses gave altruistic reasons such as the 'importance for the continuing existence and success of ALIA', 'support the profession and the association', 'mentoring new members', 'giving back to the association' and to 'ensure the association remains relevant and in touch' and advocacy. Also of importance was to contribute to and receive professional development. These reasons are consistent with the six categories of motivations or psychological functions that may be met by volunteering that had been identified by Clary et al (1996).

1. *Values function:* people may volunteer to express or act on values important to the self (e.g. altruism)
2. *Understanding function:* people may volunteer as they see it as an opportunity to increase their knowledge of the world and develop and practice particular skills
3. *Enhancement function:* volunteering may allow people to engage in psychological development and enhance their self esteem
4. *Career function:* people may volunteer to gain experiences that will benefit their careers
5. *Social function:* volunteering may help people 'fit in' and get along with social groups they value
6. *Protective function:* volunteering may help people cope with inner anxieties and conflicts.

The Role of Volunteers in a Contemporary Professional Association

What members wanted to receive in return for their efforts are networking opportunities, recognition, experience personal satisfaction and career enhancing skills. These six motivational functions could form a base for a marketing plan for future volunteer positions.

6.1 How to attract and retain Gen X and Y

Gen Xers	Attracting	Retaining
May not connect with their grandparents' concept of volunteerism as civic duty	Promote the value of changing the life of one individual.	Give them meaningful assignments
May not buy into their parents' optimism about changing the world.	Make it local, not global.	Listen for their preferences and concerns, respect their skills and opinions.
Feel capable of helping one person.	Talk about results - be specific about the difference they can make.	Remember that they are very good at multitasking.
May prefer to focus on local, not global issues, on tangible results, not idealism.	Encourage flexibility, creativity and the freedom they need to reach the desired results.	Build in socialising, fun, celebrations (food!).
		Build in socialising, fun, celebrations (food!).
	Volunteer mentor scheme	Make it easy for people to participate.
		Recognise individual contributions.
Likes Technology	Provide challenging projects	Be flexible. Use emails and conference calls
Advancing their careers	Give opportunities to be involved in organisation. Mentoring.	Empower them to make decisions and act on those decisions.

Table 18: *How to attract and retain Gen X*

The Role of Volunteers in a Contemporary Professional Association

Gen Ys	Attracting	Retaining
Look for variety, stimulation and "push button" action.	Promote the cause/mission or issue to attract this civic minded generation.	Provide opportunities to be innovative and creative.
Are searching for their causes.	Focus on issues that represent the interests of the community rather than individuals	Engage them quickly, keep them busy and give ongoing, immediate feedback.
Exhibit a strong interest in volunteering/causes.	Focus on issues that represent the interests of the community rather than individuals	Clearly define tasks and expectations.
They think digital	Talk about multiple options, parallel opportunities instead of asking them to commit to one thing.	Use technology.
	Offer a variety of exciting and challenging experiences.	Provide an atmosphere of collaboration and teamwork.
	New members mentoring	Treat the Gen Y volunteer as a respected equal.
Multi taskers	Ask them what they can offer	Ask them for their help.
Impatient but tolerant	Give them opportunity to use their technical skills	Give them responsibility and diversity
Contradiction between team player and loners	Provide opportunities for them to get to know other team players	Allow them to share their insights and skills. Allow them to ask questions and challenge assumptions.
They don't want to be managed they want to be led	Provide mentoring. Coaching not managing	Don't micromanage. Allow flexible work arrangements

Table 19: *How to attract and retain Gen Y*

7.0 Codes of Conduct

Definition: code of conduct - a set of conventional principles and expectations that are considered binding on any person who is a member of a particular group.

Why have a Code of conduct or ethics?

The existence of an effective code of professional conduct is one of the key elements of identifying a profession. It can also be just a cosmetic exercise. (Freeman,1996)

The purpose of a code of conduct and its allied code of ethics is primarily one of protection for the professional and the client (Freeman,1996). It also:

- defines accepted/acceptable professional conduct
- promotes high standards of practice
- provides a benchmark for members to use for self evaluation
- to establishes a framework for professional behaviour and responsibilities
- is used as a vehicle for occupational identity
- seen as a mark of occupational maturit

The Role of Volunteers in a Contemporary Professional Association

- communicates an expectation of ethical conduct.

It should not be regarded as a comprehensive listing of compliance issues. Instead, the Code of Conduct should be regarded as a guiding principle that applies to everything that we do.

Questions that should be considered when planning to operate a code of conduct:

- Does a code of conduct apply to “non professionals” or is there a need for para professional code of conduct?
- Will it work when working with other professions?
- Does it create tensions between the employer and the requirements of the profession?
- What sanctions are appropriate and realistically feasible?
- Are the sanctions sufficient to deter professional misconduct and malpractice?
- Is there merit in the public dissemination to the LIS profession and others of a verdict of “reprimand of a member”?
- Does public shame and obloquy have a place to play in the disciplinary process of a professional body? (Freeman, 2006)

Judith Broady Preston (2006) also raised problems with the “two tier” system of professions in the UK, as is the same in Australia, namely those equipped legally to enforce standards, and those for whom compliance with any ethical framework, is, in effect, voluntary.

- If a member holds a particular job by virtue of being a Chartered Librarian and is then expelled and loses his Charter, would that put the job in jeopardy?
- What is the attitude of employers in cases like this?
- For architects, lawyers and doctors, for instance, to be struck off the Register invariably means loss of employment and the licence to practise. For LIS professionals the same is unlikely to apply. Most professions seem to have some sort of formal mechanism in place to cope with the administration of a code of conduct.

Other points are those of publicity and policing:

- Does the membership fully understand the code and its provisions – and do employers understand this too?
- Is the code well enough publicised among members, potential members and employers?

Effective policing of the code might be difficult.

- How does the code of professional conduct cope with the impact of deprofessionalisation and deskilling in the LIS work sector? – with technological advances in information services, or with the rise of alternative information work sectors?
- Does the increasing commercialization and privatization of LIS bring in its train opportunities for financial and commercial malpractice?

8.0 Conclusion

Further research is required to answer the following questions that are relevant to ALIA:

- What has changed since the government *paper 'The Value of Volunteering: A discussion paper on volunteering in the community and welfare sector'* (Australian Government, 2008) were released?
- What will be in the Australian Federal Governments *National Volunteering Strategy* (Australian Government, 2009), to be released in 2011, that will be of significance to ALIA?

Volunteering Australia (2006) listed emerging trends to ensure sustainability of volunteers. These are trends need to reviewed by ALIA reviewing their business activities particularly those involving volunteers.

- **Legislative Issues.** Volunteers are not always covered by legislation that protects or compensates within the workplace. They are also often weighed down by 'bureaucratic red tape' and onerous competitive tendering that waste limited resources. Government administrative policies create a risk those organisations will come to be regarded volunteers as cheap inputs rather than recognising them for their unique contribution.
- **Resource Issues.** Little attention is given to calculating and recognising the financial burden that volunteers themselves bear. Organisational resources needed to support volunteers include adequate and affordable insurance, training for volunteers and managers and reimbursement for out of pocket expenses and affordable police checks.
- **Supply and Demand.** There is a disparity between supply and demand for volunteer labour. There is no shortage of prospective volunteers but a current paucity of roles to suit their needs. Changing demographics and a trend toward short term, project based volunteer commitment provide challenges for organisations that depend heavily on volunteers to deliver services. Support is needed to promote and foster change so that new roles are developed and new approaches encouraging diversity and service delivery.

Is there any new legislation that may affect the way ALIA recruits and works with its volunteers?

9.0 Recommendations

Succession planning is required for all volunteering positions. This could be attained by:

- The appointment of a Volunteer Manager (key contact person).
- 'Buddying' for volunteer roles
- Research opportunities for 'Virtual volunteers' i.e. look tasks that can be completed in whole or in part via the internet for those who can't commit face to face and have self motivation. They can still be managed from a distance by responding to enquiries and requests immediately and following up by email or phone.

Other suggestions:

- Capitalise on 'IT Geeks' for new IT projects e.g. ask for suggestion on improving the ALIA website or designing a volunteer web page. They can sign a confidentiality agreement if necessary and still work from a distance.
- Recognise the work of volunteers by public acknowledgement, certificates or reduced fees.
- Develop a volunteer mentor scheme and/or a new member mentor scheme
- Develop volunteer training programs either face to face or on line.
- Empower volunteers by allowing them to make some decision or encourage commitment to ALIA.
- Give timely warnings of events to industries so they can plan staff allocation.

Bibliography

- Association of Volunteer Management (2006). *Code of ethics for volunteer management*. Retrieved August 30, 2010 from [http://www.maineservicecommission.gov/docs/C.5.%20AVACode%20of%20Ethics%20short %202007.pdf](http://www.maineservicecommission.gov/docs/C.5.%20AVACode%20of%20Ethics%20short%202007.pdf)
- Australian Bureau of Statistics (2008). *Australian Social Trends: Voluntary work 2008*. ABS 4102.0. Retrieved August 30, 2010 from <http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/AC75C827FFB366C1CA25748E00123384?opendocument>
- Australian Government. Department of Families, Housing, Community Services and Indigenous Affairs (2009). *National volunteering strategy: Consultation paper*. Retrieved August 30, 2010 from <http://www.fahcsia.gov.au/sa/volunteers/pubs/Pages/nvscp.aspx>
- Australian Government. Standing Committee on Family Housing and Youth. (2008) *The value of volunteering: A discussion paper on volunteering in the community and welfare sector Australian*. Retrieved August 30, 2010 from <http://www.aph.gov.au/house/committee/fchy/volunteers/report.pdf>
- Bell, C. (2003). Using employee volunteering programs to develop leadership skills. *Development and Learning in Organisations*, 21(1), 6-8.
- Broady-Preston, J. (2006) CILIP: a twenty-first century association for the information profession? *Library Management*, 27(1/2), 48-65.
- Brooks, A. (2006). *Generations and the future of association participation*. Chicago: William E. Smith Institute for Association Research. Retrieved August 30, 2010 from <http://www.leighbureau.com/speakers/abrooks/essays/generations.pdf>
- Bussell, H. & Forbes, D. (2002) Understanding the volunteer market: the what, where, who and why of volunteering. *International Journal of Nonprofit and Voluntary Sector Marketing*, 7(3), 244-257.
- Camplin, J. C. (2009). Leadership skills: Volunteers leading volunteers. ASSE Professional Development Conference and Exhibition, June 28 - July 1, 2009, San Antonio, TX. Retrieved August 30, 2010 from <http://www.onepetro.org/mslib/servlet/onepetropreview?id=ASSE-09-652&soc=ASSE>
- Clary, E.G., Snyder, M. & Stukas, A.A. (1996). Volunteers motivations: Findings from a national survey. *Nonprofit and Voluntary Sector Quarterly*, 25(4), 485-505.
- Dolnicar, S & Randle, M. (2007), What motivates which volunteers? Psychographic heterogeneity among volunteers in Australia. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 18(2), 135-155.
- Freeman, M. (1996). Living by the code: some issues surrounding a code of conduct for the LIS professional. *New Library World*, 97(5), 17-21.,
- Gazley, B. (2010). *Predicting future volunteering in the professional associations*. Retrieved August 30, 2010 from https://www.philanthropy.iupui.edu/Events/docs/2010_WIMPS_Gazley.ppt
- Gratton, L. & Ghoshal, S. (2003). Managing personal human capital: New ethos for the 'volunteer' employee. *European Management Journal*, 21(1), 1-10.
- Haski-Leventhal, D. (2009). *The professionalisation process of volunteer management in Australia*. Centre for Social Impact Issues Paper no 2. Retrieved August 30, 2010 from <http://www.csi.edu.au/uploads/31642/ufiles/CSI%20Issues%20Paper%20No%202%20-%20Professionalisation%20Process%20of%20Volunteer%20Management.pdf>
- Hewlett, S. A., Sherbin, L. & Sumberg, K. (2009). How Gen Y & Boomers will reshape your agenda." *Harvard Business Review*, 87(7), 71-76.
- Insync Surveys (2008a). *Personal member survey report*. Retrieved August 30, 2010 from <http://www.alia.org.au/membersurvey2008/>
- Insync Surveys (2008b). *Institutional member survey report*. Retrieved August 30, 2010 from <http://www.alia.org.au/membersurvey2008/>
- Insync Surveys (2009) *Personal member survey 2008: Detailed data report*. Unpublished.
- Koehler, W. (2005). National library associations as reflected in their codes of ethics. *Library Management*, 27(1/2), 83-100.
- Lozano, G. (2005). Volunteerism and the professional. *The Canadian Appraiser*, 49(3), 12-13.

The Role of Volunteers in a Contemporary Professional Association

- Macduff, N. & Merrill, M. (2006). The multi-paradigm model of volunteering: A new way to identify and manage volunteers. *Volunteer Leadership, Fall*, 31-33. Retrieved August 30, 2010 from <http://www.volunteertoday.com/PDF/multiparadigm%20POLF.pdf>
- Macduff, N., Netting, F.E. & O'Connor, M.K. (2009). Multiple ways of coordinating volunteers with differing styles of service. *Journal of Community Practice*, 17(4), 400-423.
- McCaffree, J. (2007). Attracting and keeping volunteers in your organization. *Journal of the American Dietetic Association*, 107(12), 2045-2047.
- McKee, T. W. (2010). Recruiting and managing the younger volunteers. *Volunteer Power*. Retrieved August 30, 2010, from <http://www.volunteerpowers.com/articles/GenX.asp>
- McKee, T. W. & McKee, J.T. (2008). *The new breed: Understanding and equipping the 21st century volunteer*. Loveland, CO: Group Publishing.
- McSean, T. & A. Jakobsson (2009). The open access association? EAHIL's new model for sustainability. *Health Information and Libraries Journal*, 26(4), 316-321.
- Miller, E. & L. Buys (2004). Is Generation X the new Civic Generation? An exploratory analysis of social capital, environmental attitudes and behaviours in an Australian community. Social Change in the 21st Century Conference. Centre for Social Change Research, Queensland University of Technology, Brisbane. Retrieved August 30, 2010 from <http://eprints.qut.edu.au/641/>
- Putnam, D. (2000). *Bowling alone: the collapse and revival of American community*. New York: Simon & Schuster.
- Rotolo, T. & J. Wilson (2004). What happened to the "Long Civic Generation"? Explaining the cohort differences in volunteerism. *Social Forces*, 82(3), 1091-1121.
- Singh, V., Vinnicombe, S. & Kumra, S. (2006). Women in formal corporate networks: An organisational citizenship perspective. *Women in Management Review*, 21(6), 458-482.
- Smith, D.H. (1994). Determinants of voluntary association participation and volunteering. *Nonprofit and Voluntary Sector Quarterly*, 23(3), 243-263.
- Smith, J. D. (1999). Poor marketing or the decline of altruism? Young people and volunteering in the United Kingdom. *International Journal of Nonprofit and Voluntary Sector Marketing*, 4(4), 372-377.
- Volunteering Australia. (2006). *Strengthening and sustaining volunteering in Australia*. Retrieved August 30, 2010 from <http://www.volunteeringaustralia.org/files/6V320GIMB0/National%20submission%20to%20Commonwealth%20Gov%20Novo6.pdf>
- Volunteering Australia. (2008). *Discussion paper: Towards a national volunteering strategy*. Retrieved August 30, 2010 from http://www.volunteeringaustralia.org/files/ACHIWAJTN8/Towards_a_National_Volunteer_Strategy_web_version.pdf
- Wilson, J. (2000). Volunteering. *Annual Review of Sociology*, 26(1), 215-240.
- Yeung, A. B. (2004). The octagon model of volunteer motivation: Results of a phenomenological analysis. *Voluntas: International Journal of Voluntary and Nonprofit Organisations*, 15(1), 21-46.
- Zappala, G. (2000). *How many people volunteer in Australia and why do they do it?* The Smith Family Research and Advocacy Briefing Paper, No.4, (September 2000). Sydney: The Smith Family.