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The Two-Spirited People
of the First Nations:
Role of Workplace Factors in
Volunteer Retention and their Activities**

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ABSTRACT

The Two-Spirited People of the First Nations (2 Spirits) is a non-profit social service organization whose membership consists of Aboriginals and Two-Spirited (Aboriginal Two-Spirited, lesbian, gay, bisexual and trans-gendered) people in North America. The organization primarily serves the Aboriginal community in the Greater Toronto Area, providing support and counselling for Two-Spirited people and others living with and affected by HIV/AIDS.

As an AIDS service organization (ASO), the 2 Spirits is challenged by the changing face of HIV/AIDS work and its impact on the focus and range of the services it provides. Unlike most ASOs which struggle to recruit and retain volunteers, the 2 Spirits has a large number of experienced volunteers who are available, interested and motivated to work. This cross-sectional survey sought to assess the activities and attitudes of volunteer workers within this ASO in relation to their volunteer work and the work-life factors, including organizational and relationship variables, that most explain volunteer retention over time.

All active 2 Spirits volunteers (n=100) were invited, by letter from the Executive Director's office, to complete a selection of structured questionnaires with the guidance of a trained interviewer. In addition to socio-demographic information, the questionnaires probed for information concerning participants' volunteer work experience with the 2 Spirits, their reasons for volunteering, their satisfaction with volunteer work and other organizational and volunteer worker variables.

Over half (60%) of the sixty respondents who agreed to participate in this survey were male. The mean age of the participants was 36.6 years and most respondents reported having 1 to 5 years of volunteer experience with the 2 Spirits. An assessment by the Executive Director of the ASO found that volunteers not only make significant contributions to the organization in

terms of cost savings, but they also assist in many services which would have to be discontinued without their support.

Respondents reported a high level of satisfaction with their volunteer role with the 2 Spirits. The motivation to volunteer appeared to derive from their desire to improve the lives of those infected and affected by HIV/AIDS, and from the social interaction offered through volunteering. In rating the social environment of the ASO, "peer cohesion" and "innovation" received high scores by respondents. In fact, "innovation" scores increased significantly, with the length of volunteer time. In addition to the need to study the motivations of volunteers who have worked for the ASO for more than five years, the need to increase awareness of the training that is currently available to volunteers within the 2 Spirits was also highlighted by this study.

INTRODUCTION

AIDS service organizations (ASO) in Ontario have identified a need to explore effective volunteer recruitment and retention strategies. In one ASO survey, Berry and colleagues (2004) found that several respondents identified recruiting and retaining volunteers as challenging aspects in providing adequate services to the individuals that they serve and the programmes and fundraising activities they undertake. Several reasons were identified for these concerns. Advances in monitoring and treating HIV infection have greatly improved the prognosis for persons living with HIV/AIDS (PHAs). The agenda for managing HIV care is constantly evolving and has begun to change the scope and nature of the work of ASOs, resulting in different demands on staff and volunteers, as well as changes in volunteers' motivation to participate in the work of ASOs (Cain, 1997).

Issues such as burnout, grief, psychological distress and lack of rewards have been identified as issues facing individuals who work within HIV/AIDS service provision, whether staff or volunteers (Barbour, 1994; Bennett, Miller and Ross, 1995). Other factors to do with organizational structure, interpersonal relationships (Maslach and Jackson, 1981; Raphael, Kelly, Dunne & Greig, 1990), individual psychological characteristics (Bennet and Kelaher, 1994), and motivation (Calvert, Flynn, Fraser & Long, 1991) have also been associated with burnout. While most studies on stress and burnout in AIDS service provision have focused on the negative and difficult aspects of this work, a small number of studies have considered the notion of the rewards and resilience that may buffer against stress and counter-balance experiences that may lead to burnout. Work life rewards such as recognition and support from management, and a positive organizational climate are factors thought to positively influence retention and reduce burnout (Breux, 1994). Personal factors outside the work environment such as good social

support, resiliency and positive mental health are also found to contribute to job and volunteer satisfaction (Bennet et al., 1995).

Recently there have been changes in the motivation to volunteer. In Canada, a volunteer is most commonly identified as someone who undertakes community service work of his/her own free will, without receiving a salary in return (Street, 1994). What motivates people to volunteer has been the subject of many articles and books. People volunteer, for example, because they believe that it is important for citizens to participate in the life of their communities, to “give something back”, and to find a way back from personal tragedy by reaching out to others. A growing group of Canadians is turning to volunteer work for yet another reason: as part of job skill development and search for paid employment. The requirement that secondary school students in Ontario must participate in 40 hours of community service in order to graduate, while potentially providing “person volunteer hours”, also places demands on service organizations to provide meaningful work experience and training. The lack of additional support required to train these short-term volunteers raises the question of what effects this pressure will have on the nature, duration and success of such community service efforts in ASOs.

Despite the importance and impact that volunteers have in the care of people with HIV/AIDS, they have received little attention in the literature (Claxton, Catalan & Burgess, 1998). Raphael et al (1990) found that AIDS emotional support volunteers were responsible for the major part of care of PHAs, and made a significant contribution to cost reduction. In San Francisco, it has been estimated that the volunteer sector reduces the cost of health care for a person with AIDS from \$150,000 to \$40,000 annually (Omoto and Snyder, 1990). Similarly in the UK, the value of voluntary services in 1991 was estimated at over £2 million (Partridge,

1992). According to the AIDS Bureau (1995), “In 1994, in Ontario, 3,235 volunteers provided 240,995 hours of service at an estimated 3.9 million dollars when volunteer time is treated equivalent to a paid worker’s salary of \$33,000 per year” (as cited in Weir, Crook, Gafni, Browne & Robinson, 2001, p. 7).

BACKGROUND

As an ASO serving Aboriginal communities, the Two-Spirited people of the First Nations (2 Spirits) is challenged by the changing face of HIV/AIDS work and its impact on the focus and range of services and activities to which they are committed. Unlike most ASOs however, recruiting volunteers is not a concern for the 2 Spirits. Rather, they have a large number of experienced volunteers who are available, interested and motivated to work. A potential challenge for this ASO involves the retention of their volunteers due to the shifting nature of their work and increased training needs. Several questions that have arisen include: why are people volunteering? What do volunteers experience as meaningful work and how does the more hopeful face of HIV/AIDS influence their activities and meaning? What role do prevention activities, including information bases, harm reduction approaches and risk reduction strategies play in keeping people involved and committed to their volunteer work, since some of these activities are extremely distant from the service user and the goals of the program?

STUDY PURPOSE

To examine these aspects of volunteer work at the 2 Spirits and to understand how volunteer work activities, organizational relationships within the 2 Spirits, and volunteer

characteristics influence the recruitment and retention of volunteers, this study was undertaken to answer the following questions:

1. What self-perceived workplace factors (structural and social environment) are associated with a) reasons for volunteer retention, b) the rate of turnover, and c) the type of activities done by volunteers?
2. What is the expense (in kind and funded) of volunteer-provided client services?
3. What are the experiences and benefits of volunteering for the 2 Spirits?

STUDY DESIGN

This cross-sectional survey sought to assess the activities and attitudes of volunteers in relation to their work and the work-life factors, including organizational and relationship variables, that most explain retention over time.

Setting

The Two-Spirited People of the First Nations is a non-profit social service organization whose membership consists of Aboriginals and Two-Spirited (Aboriginal Two-Spirited, lesbian, gay, bisexual and transgendered) people in North America. The organization primarily serves the Aboriginal community in the Greater Toronto Area, providing support and counselling for Two-Spirited people and others living with and affected by HIV/AIDS.

A member of the 2 Spirits staff provided the following explanation of the meaning of “Two Spirited”.

“Before the arrival of Europeans to North America “Two-Spirited” referred to an ancient teaching. Elders tell that humans were the most gifted among all beings

because they carried two spirits: that of male and female. It is told that women engaged in tribal warfare and married other women, as there were men who married other men. These individuals were looked upon as a third gender in many cases and in almost all cultures they were honoured and revered. Two-Spirited people were often the visionaries, the healers and the medicine people, respected as fundamental components of Aboriginal ancient culture and societies”.

The HIV/AIDS epidemic has prompted the 2 Spirits to provide health, counselling and advocacy expertise. HIV/AIDS education, health promotion, outreach and prevention, and harm reduction, are currently among the organization’s HIV/AIDS programs. Services delivered by the 2 Spirits include anonymous HIV/AIDS testing, tuberculosis and hepatitis screening, needle exchange, free condoms and lubricant, and influenza immunization; as well as assistance with living wills, and palliative care and funeral arrangements. In addition, the 2 Spirits arranges social events and publishes a quarterly newsletter.

Study Sample

The volunteer roster at the 2 Spirits consists of approximately 100 people, with a range of 60-80 volunteers involved in some activity each month, and a core group of approximately 50 people who are regularly engaged in agency activities.

Study Process

This project was reviewed and approved by the Research Ethics Board at McMaster University prior to implementation. All active volunteers were invited to participate and were advised about the study's purpose with a letter from the Executive Director's office that provided a short, succinct description of the study. Potential participants were advised that an interviewer would contact them within the week by telephone and ask them for their consent to participate in a survey. Verbal and signed, informed consent was obtained from all participants, in their mother tongue, prior to their participation in the study. Interviews were conducted by telephone. All participants were free to refuse participation or to withdraw from the study at any time, with the assurance that they would not suffer negative consequences to their present or future employment or volunteer work as a result of their participation or refusal to participate. An individual's participation or refusal to participate in this study was kept confidential, and the 2 Spirits was not privy to this information.

Participants were assured of confidentiality and anonymity throughout the study. Code numbers were used on all data collection forms for sampling purposes. A master list of participants and codes was kept in a secure place by the investigative team.

MEASUREMENT

Volunteer Profile and Activities

In addition to socio-demographic information; including gender, age, income, race/ethnicity, occupation, other work experience, and length of volunteering with the 2 Spirits, selected organizational and volunteer worker variables were assessed in this study using a selection of structured questionnaires.

The Director of the 2 Spirits also completed a separate questionnaire about the type of work that volunteers do, the hours they spend at each type of work, and the importance of the volunteer role to the operation of the 2 Spirits.

Reasons for Volunteering

A formalized measure of “Reasons for Volunteering” (Ouellette, Cassel, Maslanka & Wong, 1995) was administered to all participants. This measure was originally constructed using a grounded theory approach that took into account what actual volunteers said about why they volunteered, and referred to specific characteristics of AIDS volunteers. In the original development of this questionnaire, items were identified which loaded on and captured the meaning of six factors. These six basic reasons for volunteering, in order of importance, included: joining the AIDS cause, personal growth, social contact, helping the gay community, coping with AIDS, and career enhancement. Three of these factors include AIDS- and/or gay-specific items while the other three factors are very generally phrased reasons for volunteering, which emphasize the personal benefits to be derived from volunteering. All three of the AIDS- or gay-specific factors deal with making some sort of response to the epidemic, including a “call to arms”, responsibility at a more intimate level and managing one’s own health. The three non-AIDS and non-gay factors represent ways that volunteering can enhance one’s life through personal growth, social contact, and career enhancement.

Alpha coefficients for internal reliability of the five subscales ranged from .67 to .84 with the exception of the personal growth subscale which was only .49. The factor structure across the samples established an adequate fit, with a goodness of fit index of .904. Early construct validity tests have been undertaken with the Omoto and Snyder (1993) scale.

Satisfaction with Volunteer Work

The participants' rating of their satisfaction with volunteer work was recorded using the McCloskey/Mueller Satisfaction Scale (MMSS) (1990) and a single-item, 7-point global assessment scale (1 = not at all satisfied to 7 = very satisfied). The MMSS consists of 28 items, which address satisfaction with: extrinsic rewards, scheduling, family/work balance, co-workers interaction, work opportunities, praise/recognition and control/responsibility. Each item is rated on a 5-point Likert scale (5 = very satisfied, 3 = neutral and 1 = very dissatisfied).

Volunteer Work Environment

The Moos Work Environment Scale (WES) (1986) which was used in this study has been used extensively with a variety of work groups including municipal employees, maintenance workers, heavy equipment workers, salesman and employees at an electronics firm; work groups from health care employment settings, faculty and staff members, professionals and paraprofessionals working in psychiatric outpatient clinics. The scale is comprised of ten subscales that measure the social environment of the work setting by assessing three dimensions: relationships, personal growth and system maintenance and change.

The relationship dimension is measured with three subscales (involvement, peer cohesion and supervisor support) which assess the extent to which employees are concerned about and committed to their jobs; the extent to which employees are friendly to and supportive of one another; and the extent to which management is supportive and encouraging. The personal growth dimension is measured by the autonomy, task orientation and work pressure subscales. These subscales assess the extent to which employees are encouraged to be self-sufficient and make their own decisions; the degree of emphasis on good planning, efficiency and getting the

job done; and the degree to which pressures of work and time dominate work life. Four subscales measure the system maintenance and change dimension (clarity, control, innovation and physical comfort). These scales assess the extent to which employees know what to expect in their daily routines and how explicitly rules and policies are communicated; the extent to which management uses rules and pressures to keep employees under control; the degree of emphasis on variety, change and new approaches; and the extent to which the physical surroundings contribute to a pleasant work environment. Internal consistency has been demonstrated in the subscales, with Cronbach's alpha ranging from .69 to .86 and test-retest reliability ranging from .69 to .83. The scales are able to discriminate among work settings and type of worker.

Training Within the ASO

In addition to their specific role as a volunteer within the 2 Spirits, participants were asked to provide information and feedback on the amount and quality of training they have received through the ASO; and to comment on the uniqueness of the organization.

ANALYSIS

Descriptive statistics on all variables were carried out including means, medians, standard deviations, proportions and confidence intervals.

RESULTS

Socio-demographic Profile of 2 Spirits Volunteers

Sixty out of approximately 100 (60%) volunteer workers from the 2 Spirits agreed to participate in this survey. Over half of the respondents were male (60%). Among both male and female respondents, most reported having 1 to 5 years of volunteer experience with the 2 Spirits. The mean age of the participants was 36.6 years with 55% of the group under 40 years of age. One-quarter of respondents had obtained at least a high school education or equivalent, while 35% had completed some college education. Over one-third (38.3%) of participants self-identified as First Nations/Aboriginal, 25% reported to be Ojibwe and 13.3% Mohawk. Just over half (51.7%) of respondents identified themselves as “spiritual” when asked about their religious background; however, it should also be noted that one-quarter of participants did not provide any response. While 61.7% of respondents were single, 26.7% reported to be divorced or separated. Of the 41.7% who reported being employed either full-time or part-time, 40% have been employed for 1 to 5 years and an equal number (24%) had been employed for less than one year and more than five years. Just over half (51.7%) of respondents reported having below “medium” income as compared to others and 61.7% reported current gross monthly earnings of less than \$1,000. Approximately 28% of respondents reported that they were HIV-positive and of those who were HIV-positive, 47.1% had been HIV-positive for 11 years or longer (Table A1).

Based on their own reports, participants volunteer on average, 9.05 hours per week and 48.17 weeks per year. A summary of the various roles performed and the mean hours spent at each role per year appears in Table A2. There was a wide range in the number of years the

participants had been volunteering with the ASO. While 40% had been with the ASO for 1 to 5 years, 36.7% had been volunteering for less than 12 months and 23.3% for 6 years or more (Table A1). Respondents estimated that they spent an average of 7.4 hours per week in contact with HIV/AIDS clients (Table A2).

2 Spirits Volunteer Activities

When surveyed about their role within the 2 Spirits, volunteers reported spending the largest number of hours per year at: organizing special events (M=233.1), maintenance (M=198), reception (M=188.5), housekeeping (M=183.3) and food service (M=169.1) (Table A2). Almost half (48.3%) of respondents reported having no expectations when they first started in their role as a volunteer with the 2 Spirits, while 28.3% expected to “share, make friends and help” and 16.7% expected to experience personal growth (Table A1). Similarly, most volunteers (65%) report “sharing, making friends, and helping” as their motivation to continue volunteering while 30% are motivated by the desire for personal growth (Table A1).

According to the Executive Director of the 2 Spirits, volunteers are an integral part of the functioning of the organization. Volunteers work with staff in most areas of the ASO, providing an estimated 12,234 person hours per year (Table A3). Approximately 10,422 of these hours involve core functions or services (Appendix B). Using an hourly rate of \$10 it is estimated that volunteers save the ASO \$20,400 annually, by completing work that, in their absence, would be outsourced or require the organization to hire additional staff (Appendix B).

Volunteers are vital to the continuation of a number of services provided by the 2 Spirits, many of which would be discontinued without their assistance. These services include social and recreational activities (i.e., traditional arts, hand drumming and haircutting), babysitting and

childcare for special activities, meal preparation (i.e., hot lunch program), membership on committees, and solicitation (Appendix B).

Volunteers reduce the workload of the existing staff at the ASO by assisting with day-to-day office procedures such as, typing manuscripts, filing, reception, data entry, inventory, photocopying, building and office maintenance and cleaning; and assisting with furniture exchange, moving, transportation, communal dinners, internet activities, email, database management, networking support, computer activities, and library management. Volunteers also assist in organizing conferences, community events and special events (i.e., distribution of red ribbons, AIDS walk/bike-a-thon), and participate in health promotion, coalition building, board and committee work, community development activities, outreach in bars and steam baths, food banks, public relations, newsletter outreach, and mailings. The cost saved by the 2 Spirits through the work of volunteers has reduced the need to hire additional paid staff, and the outsourcing of work (Appendix B).

Reasons for Volunteering with the 2 Spirits

The most common reasons given for volunteering with the 2 Spirits were: to make new friends (80%); to feel I am supporting a cause I believe in (78.3%); to learn about other people (73.3%); to make some response to the HIV/AIDS crisis (70%), to increase the purpose and focus in my life (66.7%) and to feel close to others (65%) (Table A4). The following additional variables were endorsed by 50% or more of the participants: To learn how to relate to people (55%), to enhance my career exploration and development (51.7%), to gain valuable work experience (63.3%), to help someone who is ill (63.3%), to show gay pride (60%), and to feel more in control in the face of HIV/AIDS (51.7%) (Table A4). Overall, “AIDS Related” factors

(i.e., the AIDS cause, helping gay families, coping with AIDS) received higher mean scores than those that had to do with “Personal Benefit” (social contacts, career enhancement, personal growth) (M=7.05 vs. M=4.97), as reasons for volunteering (Table A5). While scores did not differ significantly by length of volunteering time, “AIDS Related” factors received higher mean scores as the length of volunteering time increased. “Personal Benefit” received the highest mean score among those who had volunteered for 6 or more years with the ASO (M=5.29), and those who had volunteered for less than 12 months achieved a similar mean score of 5.27.

Satisfaction with Volunteer Work at the 2 Spirits

On the single-item, 7-point global assessment scale which asked respondents to rate their satisfaction with volunteer work from 1 “not at all satisfied”, to 7 “very satisfied”, participants achieved a mean score of 6.03 (Table A6). Mean satisfaction scores were highest among those who had volunteered for less than 12 months (M=6.18), followed by those who had volunteered for 6 years or more (M=6.07) and those who had volunteered for 1 to 5 years (M=5.88). These differences however, were not statistically significant.

Respondents also reported a high level of satisfaction on the McCloskey/Mueller Satisfaction Scale. Participants reported being “moderately satisfied” or “very satisfied” on almost all items of this questionnaire, reflecting a high level of satisfaction with their volunteer work at the 2 Spirits. The exception to this was the item which measured satisfaction with the balance of family and work, which was rated “neither satisfied nor dissatisfied” (Table A6). Highest mean scores were noted on items related to “satisfaction with praise and recognition” (M=4.70); “satisfaction with professional opportunities” (M=4.63); “satisfaction with scheduling” (M=4.56) and “satisfaction with co-workers” (M=4.46). “Satisfaction with praise

and recognition” and “satisfaction with co-workers” received highest mean scores from those who had volunteered for less than 12 months with the ASO, while scores related to “satisfaction with scheduling” increased with the length of volunteering time. Mean scores on “satisfaction with professional opportunities” were the same among those who had volunteered for less than 12 months and those who had volunteered for 1 to 5 years (M=4.65) but fell slightly among those who had volunteered for 6 years or more (M=4.54). These differences based on length of volunteering time were not statistically significant (Table A6).

Volunteer Work Environment at the 2 Spirits

Respondents were asked to complete a series of True/False statements on the Moos Work Environment Scale to rate the social environment of the 2 Spirits, in terms of relationships, personal growth, and system maintenance and change (Table A7). Overall, 2 Spirits volunteers reported high mean scores on the involvement (M=7.65), peer cohesion (M=7.60) and supervisor support (M=7.10) subscales of the WES relationship dimension. “Involvement” was rated highest by those with 6 or more years of volunteer time (M=7.79), followed by those with less than 12 months (M=7.64) and those with 1 to 5 years (M=7.58) and scores related to “Supervisor support” increased with the length of volunteer time; however, these differences were not found to be statistically significant. “Peer cohesion” was rated highest by those with 1 to 5 years of volunteer time with the 2 Spirits (M=8.0), followed by those with less than 12 months of volunteer time (M=7.64) and those with 6 or more years (M=6.86). Further analysis revealed the mean difference in “peer cohesion” scores between those with 1 to 5 years and those with 6 or more years of volunteer experience with the 2 Spirits to be statistically significant (D=1.14; p=0.03) (Table A8).

High mean scores were also recorded on the autonomy (M=7.53) and task orientation (M=7.12) subscales of personal development dimension of the WES. Scores on “Task orientation” increased with the length of volunteering time; however, “autonomy” scores were higher among those with less volunteer time. Work pressure received a low mean score (M=2.57) overall, with those who had volunteered for 1 to 5 years reporting the highest mean scores (M=2.79) and those with the least volunteer time reporting the lowest score (M=2.23).

System maintenance subscales received moderate scores, with “Control” ranked lowest overall (M=4.82) (Table A7). “Clarity” scores were highest among those with 1 to 5 years of volunteer experience with the 2 Spirits (M=6.42), while “Control” scores increased with the length of volunteer time with the ASO. Those with 6 or more years of volunteer time with the 2 Spirits also reported higher “Innovation” scores (M=6.21) than those with 1 to 5 years (M=6.08) or those with less than 12 months of volunteer time (M=5.05) (Table A7). Further analysis of mean innovation scores between the three groups found a statistically significant difference between those with less than 12 months and those with 6 or more years of volunteer experience with the 2 Spirits (D= -1.17; p=0.05); and those with less than 12 months and those with 1 to 5 years of volunteer experience (D=1.04; p=0.04) (Table A8).

Relationships

The 2 Spirits was rated highly on the Relationship-Involvement subscale. The vast majority of respondents endorsed the following statements: “people seem to take pride in the organization” (98.3%), “people put quite a lot of effort into what they do” (96.7%), “it is quite a lively place” (98.3%), and “the work is usually very interesting” (95.0%). Conversely, very few

volunteers endorsed statements such as “there is not much group spirit (6.7%) and “it is hard to get people to do any extra work” (15%) (Table A9).

The volunteers also ranked the 2 Spirits highly on the Relationship-Peer Cohesion subscale. The vast majority of participants endorsed the statements that “people go out of their way to help a new employee feel comfortable” (96.7%), “people take a personal interest in each other” (93.3%), “people are generally frank about how they feel” (93.3%), “employees often eat lunch together” (81.7%), and “employees often talk to each other about their personal problems” (86.7%); however, almost half also endorsed the statement that “often people make trouble by talking behind others’ backs” (45.0%) (Table A9).

The third subscale of the relationship dimension, supervisor support, received high scores as the majority of participants endorsed the statements that “supervisors really stand up for their people” (98.3%), “supervisors usually compliment an employee who does something well” (96.7%), “supervisors usually give full credit to ideas contributed by employees” (91.7%), and “employees discuss their personal problems with supervisors” (83.3%) (Table A9).

Personal Development

Participants ranked the 2 Spirits highly on two of the three subscales comprising the Personal Development dimension. The vast majority of participants endorsed the Personal Growth-Autonomy statements that “employees are encouraged to make their own decisions” (95.0%), “people can use their own initiative to do things” (93.3%), “employees function fairly independently of supervisors” (90.0%), “employees are encouraged to learn things even if they are not directly related to their job” (88.3%), “supervisors meet with employees regularly to

discuss their future work goals” (86.7%) and “employees have a great deal of freedom to do as they like” (80.0%) (Table A10).

Participants also ranked the 2 Spirits highly on the Personal Growth-Task Orientation subscale. The vast majority of respondents endorsed the statements that “employees work very hard” (96.7%), “people pay a lot of attention to getting work done” (91.7%), “getting a lot of work done is important to people” (86.7%), and “this is a highly efficient work-oriented place” (80.0%) (Table A10).

There was a strong level of disagreement with statements on the Personal Growth-Work Pressure subscale, such as “there is constant pressure to keep working” (83.3%), “there always seems to be an urgency about everything” (80.0%), “people cannot afford to relax” (88.3%), and “it is very hard to keep up with your workload” (85.0%) (Table A10). Participants were somewhat divided in their response to the statement, “there is no time pressure”, with 51.7% in agreement.

System Maintenance and Change

Although almost half (43.3%) of the volunteers stated that the 2 Spirits is sometimes disorganized, they ranked the ASO highly on the System Maintenance and Change – Clarity subscale. The vast majority of participants agreed with statements such as “the details of assigned jobs are generally explained to employees” (90.0%), “the responsibilities of supervisors are clearly defined” (86.7%), “activities are well planned” (81.7%), and “supervisors encourage employees to be neat and orderly (75.0%) (Table A11).

While there was agreement that “people are expected to follow set rules in doing their work” (73.3%) and “rules and regulations are pretty well enforced” (88.3%), there appears to be some flexibility within the ASO, as volunteers largely disagreed with the statement “supervisors

are always checking on employees and supervise them very closely” (71.7%) and agreed with the statement that “people can wear wild looking clothing while on the job if they want” (93.3%) (Table A11).

The ASO ranked highly on the System Maintenance and Change-Innovation subscale. The majority of volunteers endorsed the positive statements of this scale, including: “new and different ideas are always being tried out” (96.7%), “this place would be one of the first to try out a new idea” (90.0%), “doing things in a different way is valued” (85.0%), and “there is a fresh, novel atmosphere about the place” (81.7%) (Table A11). Participants were divided in their response to the statement, “things tend to stay just about the same”, with 53.3% in agreement.

Despite the fact that over half of the volunteers agreed with the statements that the “workspace is awfully crowded” (53.3%) and “the place could stand some new interior decorations” (66.7%), the majority of volunteers agreed that “the lighting is extremely good” (88.3%), “the colours and decorations make the place warm and cheerful to work in” (81.7%), “the furniture is usually well arranged” (73.3%) and “the rooms are well ventilated” (76.7%) (Table A11).

Training within the 2 Spirits

Just over one-third (35%) of the participants reported receiving training provided by the 2 Spirits (Table A12). Of those who had received training, the number of training sessions attended ranged from 1 to 51. The average number of training sessions was 8.4, with most respondents (52.4%) having attended 1-2 training programs (Table A12). Of those who reported participating in training, the majority found the training sessions “very informative” (61.9%) or “extremely informative” (33.3%), and either “very useful” (61.9%) or “extremely useful”

(28.6%) (Table A12). 2 Spirits volunteers also found the trainers to be either “very knowledgeable” (42.9%) or “extremely knowledgeable” (42.9%) (Table A12).

Of the volunteers who had received training, 85.7% reported using the information in the services they provide to people with HIV/AIDS. Almost half (47.4%) used the information to share with or help others, or to make new friends. Table A13 provides a more detailed account of the participants’ comments. For example, some participants stated that they “shared their personal knowledge with others, i.e. using recreational drugs safely”. Others stated that they used their training to advocate for PHAs by “lobby[ing] for medication” and “fight[ing] with courts for medical coverage for long-term survivors with HIV/AIDS”. A large group (42.1%) of participants also stated that they would use the information for personal growth (Table A12), or as one participant stated, “to understand how people deal with disability and work with others” (Table A13). Of those who had participated in a training session offered by the 2 Spirits, 95.2% reported feeling that they had learned valuable lessons, including improvements in: Knowledge (35%), attitudes (35%) and skills (30%) (Table A12). Participants’ comments about the lessons learned through training are provided in Table A14. In addition to “learning about HIV/AIDS and gathering more knowledge”, and “how to pass on knowledge”, participants gained “cultural awareness” or the, “value of family and culture and tradition”. They also learned “how to solve problems”, to “respect others”, and “to become a better person”.

All of the respondents who had participated in 2 Spirits training sessions stated that they “definitely would” (90.5%) or “probably would” (9.5%) recommend that another volunteer participate in training sessions offered by the 2 Spirits (Table A12). When asked for other comments related to training by the 2 Spirits, responses focused on the lack of awareness of training opportunities, the strengths of the 2 Spirits training programs, and a general interest in

training (Table A15). Participants stated that they, “don’t know much about it” when referring to training offered by the 2 Spirits; and that they would be interested in learning about specific topics, including “crisis intervention, handling people”, “dealing with emotional issues re: HIV/AIDS clients –coping skills”, and “learn[ing] more about current HIV medicine and treating alcoholism”. Another participant stated an interest in “speak[ing] to elders, learn[ing] spirituality”. One participant who reported completing training with other agencies commented that it was “an eye opener! Learned much through other ASOs not considered here”.

Uniqueness of the 2 Spirits

When asked if there was anything they felt was ‘unique’ as to why they volunteer with the 2 Spirits, participants identified “a sense of belonging” (33.3%), the “comfortable climate” (26.7%), and the “sense of purpose” (25%) that it provides. Table A16 provides a more detailed account of participants’ comments regarding the 2 Spirits’ uniqueness. Several comments alluded to a sense of belonging, acceptance and family provided by the 2 Spirits: “walked in, felt belonged”, “safe place for gays/lesbians”, “only place you can be both aboriginal and gay, most celebrated place”. Others stated that they “learned more of Native culture, way of life, prayer and sweat lodge”. Some participants remarked that they “want to give back to community”. Many participants commented on the closeness of people involved with the 2 Spirits and the “relaxed, warm-hearted people”.

DISCUSSION AND INTERPRETATION

Volunteers appear to obtain the greatest motivation from their desire to improve the lives of people infected or affected by HIV/AIDS; however, they also appreciate the social interaction

offered by their role as a volunteer with the 2 Spirits. Irrespective of the amount of time that they have been volunteering with the 2 Spirits, participants reported a high level of satisfaction with their volunteer work and, in particular, with the praise, recognition and professional opportunities that it provides. The sense of belonging and comfortable climate within the 2 Spirits reported by many participants are likely motivating factors for volunteering with the organization, as well.

In terms of their work environment at the 2 Spirits, volunteers appeared to gain the most from the sense of "peer cohesion" with those who have volunteered between 1 to 5 years reporting the highest levels of peer cohesion. Study findings also reflect a need to improve the sense of peer cohesion felt by those who have volunteered for longer periods of time with the 2 Spirits. It is promising, however, that the sense of 'innovation' was found to increase with the length of time volunteering with the organization; suggesting that both the ASO and the individual volunteers benefit from the volunteer experience.

Training sessions offered by the 2 Spirits were found to be informative and useful, and the trainers knowledgeable. The majority of those who had completed a training session reported that they have applied what they learned in their work with PHAs – most commonly in sharing their knowledge with others. The majority of those who completed training also felt that they had learned to value and respect others. Perhaps the largest indication of the success of the training sessions is the fact that most volunteers would recommend them to other volunteers. The need to raise awareness about the training sessions, within the ASO, was also identified in this study.

Volunteers worked a total of 12,234 hours in one year, which is equivalent to \$20,400 in work hours (Appendix B). Not only do volunteers make significant contributions to the

organization in terms of cost savings, but they also assist in many services which would have to be discontinued without their support; such as childcare and babysitting, meal preparation, public relations, and health care activities. Without the support of volunteers, many of the organization's services would also have to be taken on by existing staff. It is estimated, for example, that 7,758 hours would have to be covered by existing staff, in the absence of volunteers, annually. These data demonstrate how the support of volunteers within the 2 Spirits makes a valuable contribution to the management of staff workload, and thus likely contributes to the quality of worklife and overall productivity within the organization.

CONCLUSION

This study has provided insight into the factors that contribute to volunteer retention within the 2 Spirits, particularly peer cohesion and innovation, the vital role that volunteers play within the ASO and the costs saved by their contributions. Also highlighted was the need to increase awareness of the training that is available to volunteers within the 2 Spirits. The results of this study are limited in that they only captured the thoughts and impressions of individuals who are actively engaged as volunteers with the organization and did not survey those volunteers who have left the organization. Future studies would benefit from greater concentration on the motivations and reasons for volunteering among individuals who have been actively involved with the ASO as volunteers for more than five years. This would provide even greater insight into how the 2 Spirits organization is able to retain its volunteers for long periods of time, in comparison to other ASOs who face an ongoing struggle to retain these individuals who are vital to their work.

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APPENDIX A

APPENDIX A. TABLES

Table A1. Participant Demographics.

Variable	Total (N=60)	
	N	%
Gender		
Male	36	60.0
Female	16	26.7
Transgender	5	8.3
Bisexual	2	3.3
Intersex	1	1.7
Total	60	100.0
Ethnic Background		
First Nations/Aboriginal	23	38.3
Ojibwe	15	25.0
Native	8	13.3
Cree	3	5.0
Mohawk	1	1.7
M'kmiaq	1	1.7
Inuit	1	1.7
Canadian	4	6.7
Others	4	6.7
Total	60	100.0
Marital Status		
Single	37	61.7
Married/Common-Law	7	11.7
Divorced/Separated	16	26.7
Total	60	100.0
Highest Level of Education Obtained		
Grade School	16	26.7
High School or Equivalent	15	25.0
Some/Complete College	21	35.0
Some/Complete University	8	13.3
Total	60	100.0
Working Status		
Employed/Self-Employed Full Time	16	26.7
Employed/Self-Employed Part Time	9	15.0
On Disability	14	23.3
Unemployed	18	30.0
Student	3	5.0
Total	60	100.0
Religion		
None-Non-Specific/Pagan	6	10.0
Buddhism	1	1.7
Christian	2	3.3
Catholic	5	8.3
Spiritual	31	51.7
Missing	15	25
Total	60	100.0
Current Gross Monthly Income		
Less than \$500.00	9	15.0

Variable	Total (N=60)	
	N	%
Less than \$1,000.00	28	46.7
Less than \$1,500.00	10	16.7
\$2,000.00 and Up	11	18.3
Unsure/Refused	2	3.3
Total	60	100.0
HIV Status		
Yes	17	28.3
No	42	70.0
Don't Know	1	1.7
Total	60	100.0
If HIV+, How Long Have You Been HIV+		
1-5 years	6	35.3
6-10 years	3	17.6
11 + years	8	47.1
Total	17	100.0
Volunteering with the 2 Spirits		
Length of Time Volunteering with the 2 Spirits		
<1 year	22	36.7
1-5 years	24	40.0
6+ years	14	23.3
Total	60	100.0
Expectations for Volunteer Work at the 2 Spirits		
None	29	48.3
Sharing/Making Friends/Helping	17	28.3
Personal Growth	10	16.7
Functional Activities	4	6.7
Total	60	100.0
Motivations for Volunteer Work at the 2 Spirits		
None	1	1.7
Sharing/Making Friends/Helping	39	65.0
Personal Growth	18	30.0
Functional Activities	2	3.3
Total	60	100.0

Table A2. Volunteer Role Function within the 2 Spirits

	N	M	SD
Total Hours Spent in the Role per Year			
Administration	9	74.2	37.0
Office Support	14	149.7	163.8
Maintenance	12	198.0	206.5
Housekeeping	27	183.3	243.7
Reception	6	188.5	148.4
Recreation	16	139.2	147.1
Fundraising	23	118.4	132.6
Board	10	71.0	52.7
Education	3	78.0	45.0
Special Events	28	233.1	417.6
Home Help	2	32.0	28.3
Client Support Counselling	2	15.3	3.2
Food Service	13	169.1	153.5
Hours/week in contact with HIV/AIDS clients	47	7.4	8.3

Table A3. Executive Director's Report on Annual Volunteering Hours by Activity

Activity	Annual Volunteer Hours
Arts, crafts and recreational activities	
(101) Social recreation	120
(108) Hand Drumming	48
(109) Traditional Arts & Regalia	192
<i>Total</i>	360
Childcare activities	
(201) Babysitting	192
(202) Childcare for special activities	192
<i>Total</i>	384
Office management	
(301) Typing manuscripts	240
(302) Filing	120
(303) Reception	768
(304) Data Entry	48
(305) Inventory (condoms, pamphlets, supplies etc.)	60
(306) Photocopying	60
(307) Office maintenance (e.g. policies & procedures)	240
(308) Supply cupboard (e.g. stationary & computer supplies)	120
<i>Total</i>	1,656
Household activities	
(401) Cleaning	192
(402) Meal preparation	288
(403) Practical assistance	240
(404) Furniture exchange	60
(405) Moving	60
(406) Transportation	60
(407) Communal dinners	192

Activity	Annual Volunteer Hours
<i>Total</i>	<i>1,092</i>
Maintenance activities	
(501) Building/office maintenance	192
(502) Security	960
(505) Painting/wall papering	24
<i>Total</i>	<i>1,176</i>
Computer activities	
(601) Internet activities	1,200
(602) Email	1,200
(603) Database management	240
(604) Computer support	60
(605) Networking support	60
(606) Computer activities	1,200
<i>Total</i>	<i>3,960</i>
Professional activities	
(701) Library management	240
<i>Total</i>	<i>240</i>
Educational activities	
(901) Conference speaker/organizer	60
(902) Workshops	300
(903) Community events organized and sponsored	180
(904) Special events (mall display, info tables)	180
(906) Health promotion (individual)	180
<i>Total</i>	<i>900</i>
Community development activities	
(1001) Board member	120
(1002) Coalition building, planning	120
(1003) Advisory planning committee	120
(1004) Community development activities	120
<i>Total</i>	<i>480</i>
Outreach activities	
(1101) Outreach activities in Bars	120
(1102) Outreach activities in Steam baths	60
<i>Total</i>	<i>180</i>
Managerial/Organizational activities	
(1205) Food Banks/food donations	96
(1208) Case management	384
<i>Total</i>	<i>480</i>
Public relations activities	
(1401) Committee member	24
(1403) Public relations activities	24
(1404) Board member	12
<i>Total</i>	<i>60</i>
Public policy activities	
(1502) Policy Committee	48
(1503) Policy making	48
<i>Total</i>	<i>96</i>

Activity	Annual Volunteer Hours
Marketing activities	
(1701) Newsletter Outreach	120
(1702) Newsletter community	120
<i>Total</i>	<i>240</i>
Fundraising activities	
(1801) Special events	120
(1802) Red ribbons	24
(1805) AIDS Walk	150
(1807) Receipts	24
(1808) Solicitation	12
<i>Total</i>	<i>330</i>
Health care activities	
(1901) Personal care	240
(1904) Hair cuts	60
<i>Total</i>	<i>300</i>
Resource materials activities	
(2201) Managing Resource materials activities (updates)	240
(2204) Distribution (mailings)	60
<i>Total</i>	<i>300</i>
Total Annual Volunteer Hours	12,234

Table A4. Participants' Reasons for Volunteering at the 2 Spirits

Statement	Total (N=60)	
	N	%
To feel close to others	39	65.0
To learn about other people	44	73.3
To make new friends	48	80.0
To learn how to relate to people	33	55.0
To enhance my career exploration and development	31	51.7
To gain valuable work experience	38	63.3
To make some response to the HIV/AIDS crisis	42	70.0
To feel I am supporting a cause I believe in	47	78.3
To do something to protest the mistreatment of person with HIV/AIDS	27	45.0
To help someone who is ill	38	63.3
Because I feel every person must do his/her share to help	39	65.0
To help gay friends do something about HIV/AIDS	42	70.0
To respond to the death of a friend from HIV/AIDS	26	43.3
To repay help or services which you, your family, or friends received from an ASO (AIDS Service Organization)	25	41.7
To show gay pride	36	60.0
To do something besides worry about getting sick	29	48.3
To feel more in control in the face of HIV/AIDS	31	51.7
To prepare myself in case I develop a serious illness	23	38.3
To stop feeling guilty about not doing something	18	30.0
To increase the purpose and focus in my life	40	66.7
To provide a kind of satisfaction I no longer feel from my paid work	25	41.7
Other	13	21.7

Table A5 Reasons for Volunteering – Mean Scores by Volunteer Time

Factor (Range)	Total			<12 Months			1 to 5 years			6+ years			F-test	p
	N	M	SD	N	M	SD	N	M	SD	N	M	SD		
AIDS Related Causes (0-13)	60	7.05	3.95	22	6.59	4.45	24	6.67	3.58	14	8.43	3.67	1.118	0.334
The AIDS cause (0-5)	60	3.22	1.64	22	3.05	1.62	24	3.17	1.79	14	3.57	1.45	0.452	0.639
Helping gay families (0-4)	60	2.15	1.46	22	1.77	1.57	24	2.13	1.42	14	2.79	1.19	2.147	0.126
Coping with AIDS (0-4)	60	1.68	1.41	22	1.77	1.51	24	1.38	1.24	14	2.07	1.49	1.158	0.322
Personal Benefit (0-8)	60	4.97	2.26	22	5.27	2.21	24	4.5	2.32	14	5.29	2.27	0.847	0.434
Social contacts (0-4)	60	2.73	1.26	22	2.86	1.25	24	2.58	1.28	14	2.79	1.31	0.292	0.748
Career enhancement (0-2)	60	1.15	0.8	22	1.18	0.85	24	1.13	0.85	14	1.14	0.66	0.029	0.972
Personal growth (0-2)	60	1.08	0.81	22	1.23	0.81	24	0.79	0.78	14	1.36	0.74	2.885	0.064

Table A6. Volunteer Satisfaction with Work at the 2 Spirits by Volunteering Time

McCloskey/Muller Satisfaction Scale (5=very satisfied; 3=neutral; 1=very dissatisfied)	Total			<12 Months			1 to 5 years			6+ years			F-test	p
	N	M	SD	N	M	SD	N	M	SD	N	M	SD		
Satisfaction with extrinsic rewards	37	4.36	0.73	16	4.41	0.74	13	4.42	0.67	8	4.19	0.88	0.289	0.751
Satisfaction with scheduling	18	4.56	0.5	7	4.47	0.55	7	4.5	0.57	4	4.81	0.24	0.638	0.542
Satisfaction with balance of family and work	3	3.00	0.5	1	2.5	.	1	3	.	1	3.5	.		
Satisfaction with co-workers	60	4.46	0.65	22	4.52	0.57	24	4.42	0.72	14	4.43	0.7	0.166	0.848
Satisfaction with interaction opportunities	59	4.4	0.62	21	4.33	0.78	24	4.5	0.47	14	4.33	0.59	0.546	0.582
Satisfaction with professional opportunities	56	4.63	0.65	20	4.65	0.67	23	4.65	0.65	13	4.54	0.66	0.146	0.864
Satisfaction with praise and recognition	58	4.70	0.43	22	4.81	0.33	22	4.57	0.56	14	4.71	0.29	1.812	0.173
Satisfaction with control and responsibility	59	4.42	0.6	21	4.45	0.56	24	4.47	0.52	14	4.28	0.79	0.489	0.616
Global Assessment Scale (7=very satisfied; 4=moderately satisfied; 1=not at all satisfied)														
Overall satisfaction with volunteer work	60	6.03	0.99	22	6.18	0.96	24	5.88	1.03	14	6.07	1	0.555	0.577

Table A7. Volunteer Perceptions of Work Environment at the 2 Spirits by Length of Volunteer Time

Dimension and Subscale	Score Range	Total			<12 months			1 to 5 years			6+ years			F-test	p
		N	M	SD	N	M	SD	N	M	SD	N	M	SD		
Relationships	0-27	60	22.35	2.83	22	22	3.35	24	22.88	2.03	14	22	3.19	0.679	0.511
Involvement	0-9	60	7.65	1.33	22	7.64	1.47	24	7.58	1.18	14	7.79	1.42	0.102	0.903
Peer Cohesion	0-9	60	7.6	1.36	22	7.64	1.22	24	8.00	0.83	14	6.86	1.96	3.414	0.040*
Supervisor Support	0-9	60	7.1	0.95	22	6.73	1.2	24	7.29	0.69	14	7.36	0.74	2.856	0.066
Personal Development	0-27	60	17.22	2.85	22	16.77	3.57	24	17.5	2.09	14	17.43	2.82	0.417	0.661
Autonomy	0-9	60	7.53	1.1	22	7.64	1.14	24	7.63	1.13	14	7.21	0.97	0.768	0.469
Task Orientation	0-9	60	7.12	1.67	22	6.91	2.11	24	7.08	1.5	14	7.5	1.09	0.536	0.588
Work Pressure	0-9	60	2.57	1.64	22	2.23	1.66	24	2.79	1.56	14	2.71	1.77	0.747	0.478
System Maintenance	0-36	60	22.85	4.54	22	22.23	4.67	24	23.17	5.31	14	23.29	2.73	0.322	0.726
Clarity	0-9	60	6.18	1.66	22	6.05	1.91	24	6.42	1.56	14	6	1.47	0.389	0.679
Control	0-9	60	4.82	1.63	22	4.73	1.75	24	4.75	1.73	14	5.07	1.33	0.218	0.805
Innovation	0-9	60	5.73	1.48	22	5.05	1.29	24	6.08	1.74	14	6.21	0.8	4.178	0.020*
Physical Comfort	0-9	60	6.12	1.92	22	6.41	1.92	24	5.92	2.17	14	6	1.52	0.402	0.671

Table A8. Comparison of Work Environment between Groups (ANOVA)

	Mean Difference	p
Peer Cohesion		
<12 months vs. 1-5 years	-0.364	0.614
1-5 years vs. 6+ years	1.143	0.031*
6+ years vs. <12 months	-0.779	0.196
Innovation		
<12 months vs. 1-5 years	-1.038	0.040*
1-5 years vs. 6+ years	-0.131	0.959
6+ years vs. <12 months	1.169	0.048*

Table A9. Volunteer Perceptions of Relationships within the 2 Spirits

	TRUE		FALSE		N/A		DK	
	N	%	N	%	N	%	N	%
Relationship-Involvement (N=60)								
The work is really challenging.	28	46.7	32	53.3	0	0	0	0
There's not much group spirit.	4	6.7	56	93.3	0	0	0	0
A lot of people seem to be just putting in time.	16	26.7	44	73.3	0	0	0	0
People seem to take pride in the organization.	59	98.3	1	1.7	0	0	0	0
People put quite a lot of effort into what they do.	58	96.7	2	3.3	0	0	0	0
Few people ever volunteer.	11	18.3	48	80.0	0	0	1	1.7
It is quite a lively place.	59	98.3	1	1.7	0	0	0	0
It's hard to get people to do any extra work.	9	15.0	50	83.3	0	0	1	1.7
The work is usually very interesting.	57	95.0	2	3.3	0	0	1	1.7
Relationship-Peer Cohesion (N=60)								
People go out of their way to help a new employee feel comfortable.	58	96.7	2	3.3	0	0	0	0
The atmosphere is somewhat impersonal.	1	1.7	59	98.3	0	0	0	0
People take a personal interest in each other.	56	93.3	4	6.7	0	0	0	0
Employees rarely do things together after work.	12	20.0	45	75.0	1	1.7	2	3.3
People are generally frank about how they feel.	56	93.3	4	6.7	0	0	0	0
Employees often eat lunch together.	49	81.7	9	15.0	0	0	2	3.3
Employees who differ greatly from the others in the organization don't get on well.	11	18.3	49	81.7	0	0	0	0
Employees often talk to each other about their personal problems.	52	86.7	8	13.3	0	0	0	0
Often people make trouble by talking behind others' backs.	27	45.0	32	53.3	0	0	1	1.7
Relationship-Supervisor Support (N=60)								
Supervisors tend to talk down to employees.	0	0	59	98.3	0	0	1	1.7
Supervisors usually compliment an employee who does something well.	58	96.7	1	1.7	0	0	1	1.7
Supervisors tend to discourage criticisms from employees.	24	40.0	32	53.3	2	3.3	2	3.3
Supervisors usually give full credit to ideas contributed by employees.	55	91.7	4	6.7	0	0	1	1.7
Supervisors often criticize employees over minor things.	2	3.3	57	95.0	0	0	1	1.7
Employees generally feel free to ask for a raise.	1	1.7	6	10.0	53	88.3	0	0
Supervisors expect far too much from employees.	3	5.0	55	91.7	0	0	2	3.3
Employees discuss their personal problems with supervisors.	50	83.3	6	10.0	1	1.7	3	5.0
Supervisors really stand up for their people.	59	98.3	1	1.7	0	0	0	0

Table A10. Volunteer Perceptions of Personal Growth within the 2 Spirits

	TRUE		FALSE		N/A		DK	
	N	%	N	%	N	%	N	%
Personal Growth-Autonomy (N=60)								
Few employees have any important responsibilities.	9	15.0	49	81.7	2	3.3	0	0
Employees have a great deal of freedom to do as they like.	48	80.0	11	18.3	0	0	1	1.7
Employees are encouraged to make their own decisions.	57	95.0	2	3.3	1	1.7	0	0
People can use their own initiative to do things.	56	93.3	3	5.0	0	0	1	1.7
Supervisors encourage employees to rely on themselves when a problem arises.	38	63.3	20	33.3	0	0	2	3.3
Employees generally do not try to be unique and different.	15	25.0	45	75.0	0	0	0	0
Employees are encouraged to learn things even if they are not directly related to the job.	53	88.3	6	10.0	0	0	1	1.7
Employees function fairly independently of supervisors.	54	90.0	5	8.3	0	0	1	1.7
Supervisors meet with employees regularly to discuss their future work goals.	52	86.7	6	10.0	2	3.3	0	0
Personal Growth-Task Orientation (N=60)								
People pay a lot of attention to getting work done.	55	91.7	5	8.3	0	0	0	0
There's a lot of time wasted because of inefficiencies.	7	11.7	53	88.3	0	0	0	0
Things rarely get "put off till tomorrow".	31	51.7	27	45.0	1	1.7	1	1.7
This is a highly efficient, work-oriented place.	48	80.0	12	20.0	0	0	0	0
Getting a lot of work done is important to people.	52	86.7	8	13.3	0	0	0	0
There s an emphasis on "work before play".	37	61.7	22	36.7	0	0	1	1.7
Employees work very hard.	58	96.7	2	3.3	0	0	0	0
People seem to be quite inefficient.	4	6.7	55	91.7	0	0	1	1.7
There's a tendency for people to come to work late.	16	26.7	38	63.3	3	5.0	3	5.0
Personal Growth-Work Pressure (N=60)								
There is constant pressure to keep working.	10	16.7	50	83.3	0	0	0	0
There always seems to be an urgency about everything.	12	20.0	48	80.0	0	0	0	0
People cannot afford to relax.	7	11.7	53	88.3	0	0	0	0
Nobody works too hard.	35	58.3	24	40.0	0	0	1	1.7
There is no time pressure.	31	51.7	28	46.7	0	0	1	1.7
It is very hard to keep up with your workload.	8	13.3	51	85.0	0	0	1	1.7
You can take it easy and still get your work done.	56	93.3	3	5.0	0	0	1	1.7
There are always deadlines to be met.	42	70.0	17	28.3	0	0	1	1.7
People often have to work overtime to get their work done.	20	33.3	35	58.3	3	5	2	3.3

Table A11. Volunteer Perception of System Maintenance & Changes within the 2 Spirits

	TRUE		FALSE		N/A		DK	
	N	%	N	%	N	%	N	%
System Maintenance & Changes-Clarity (N=60)								
Things are sometimes pretty disorganized.	26	43.3	32	53.3	1	1.7	1	1.7
Activities are well planned.	49	81.7	9	15.0	1	1.7	1	1.7
Rules and regulations are somewhat vague and ambiguous.	13	21.7	47	78.3	0	0	0	0
The responsibilities of supervisors are clearly defined.	52	86.7	6	10.0	0	0	2	3.3
The details of assigned jobs are generally explained to employees.	54	90.0	4	6.7	0	0	2	3.3
Employees are often confused about exactly what they are supposed to do.	9	15.0	48	80.0	1	1.7	2	3.3
Fringe benefits are fully explained to employees.	5	8.3	2	3.3	53	88.3	0	0
Rules and policies are constantly changing.	17	28.3	39	65.0	0	0	4	6.7
Supervisors encourage employees to be neat and orderly.	45	75.0	13	21.7	2	3.3	0	0
System Maintenance & Change-Control (N=60)								
There's a strict emphasis on following policies and regulations.	35	58.3	25	41.7	0	0	0	0
People can wear wild looking clothing while on the job if they want.	56	93.3	3	5.0	0	0	1	1.7
People are expected to follow set rules in doing their work.	44	73.3	16	26.7	0	0	0	0
Supervisors keep a rather close watch on employees.	28	46.7	31	51.7	0	0	1	1.7
Rules and regulations are pretty well enforced.	53	88.3	5	8.3	0	0	2	3.3
Supervisors are always checking on employees and supervise them very closely.	15	25.0	43	71.7	0	0	2	3.3
Supervisors do not often give in to employee pressure.	24	40.0	32	53.3	0	0	4	6.7
Employees are expected to conform rather strictly to the rules and customs.	31	51.7	29	48.3	0	0	0	0
If an employee comes in late he can make it up by staying late.	28	46.7	28	46.7	2	3.3	2	3.3
System Maintenance & Change-Innovation (N=60)								
Doing things in a different way is valued.	51	85.0	8	13.3	1	1.7	0	0
New and different ideas are always being tried out.	58	96.7	0	0	0	0	2	3.3
This place would be one of the first to try out a new idea.	54	90.0	5	8.3	0	0	1	1.7
Variety and change are not particularly important.	10	16.7	49	81.7	0	0	1	1.7
The same methods have been used for quite a long time.	38	63.3	14	23.3	2	3.3	6	10
New approaches to things are rarely tried.	5	8.3	53	88.3	0	0	2	3.3
Things tend to stay just about the same.	32	53.3	26	43.3	0	0	2	3.3
There is a fresh, novel atmosphere about the place.	49	81.7	10	16.7	0	0	1	1.7
Things always seem to be changing.	29	48.3	28	46.7	0	0	3	5
System Maintenance & Change-Physical Comfort (N=60)								
It sometimes gets too hot.	19	31.7	40	66.7	0	0	1	1.7
The lighting is extremely good.	53	88.3	7	11.7	0	0	0	0
Workspace is awfully crowded.	32	53.3	28	46.7	0	0	0	0
This place has a stylish and modern appearance.	37	61.7	22	36.7	0	0	1	1.7
The place could stand some new interior decorations.	40	66.7	20	33.3	0	0	0	0
The colours and decorations make the place warm and cheerful to work in.	49	81.7	11	18.3	0	0	0	0
It is rather drafty at times.	9	15.0	50	83.3	0	0	1	1.7
The furniture is usually well arranged.	44	73.3	16	26.7	0	0	0	0
The rooms are well ventilated.	46	76.7	14	23.3	0	0	0	0

Table A12. Volunteer Training within the 2 Spirits

Variable	N	%
Participated in Training Programs at the 2 Spirits		
Yes	21	35.0
No	39	65.0
Total	60	100.0
Number of Training Sessions Attended at the 2 Spirits		
1-2 training programs	11	52.4
3-5 training programs	5	23.8
6+ training programs	5	23.8
Total	21	100.0
Training Programs Informative		
Somewhat Informative	1	4.8
Very Informative	13	61.9
Extremely Informative	7	33.3
Total	21	100.0
Usefulness of Training Programs		
Somewhat Useful	2	9.5
Very Useful	13	61.9
Extremely Useful	6	28.6
Total	21	100.0
Knowledge of Trainers		
Somewhat Knowledgeable	3	14.3
Very Knowledgeable	9	42.9
Extremely Knowledgeable	9	42.9
Total	21	100.0
Able to Use Information in Services Provided for PHAs		
Yes	18	85.7
No	1	4.8
Don't Know/Not Sure	2	9.5
Total	21	100.0
How Information Used?		
Sharing/Making Friends/Helping	9	47.4
Personal Growth	8	42.1
Functional Activities	2	10.5
Total	19	100.0
Lessons Learned		
More Knowledge	7	35.0
Skills	6	30.0
Attitudes	7	35.0
Total	20	100.0
Would Recommend Training at the 2 Spirits to Another Volunteer		
Probably Would Recommend	2	9.5
Definitely Would Recommend	19	90.5
Total	21	100.0

Table A13. Ways in Which the 2 Spirits Training Sessions Were Used by Volunteers

Theme	Comment
Passing on new learning	<ul style="list-style-type: none"> • AIDS education and pass along to others • Sharing what I learned • Personal knowledge and share with others • Re: recreational drugs, pass on new info on using them safely • Shared with others the 101 training • How to create "red road" traditional healing medicines and get word out • Re: transgender, meds, coping, poverty – passed on to others
To help others	<ul style="list-style-type: none"> • Referrals (x2) • For self and helping others specifically • Help others • Supportive role • Provided skills i.e.: suicide training, how to talk to them, help out • How to get and give ID
To help a friend	<ul style="list-style-type: none"> • Close friend HIV+, allowed me help him develop perspective on caring for self • Help friends out
To understand other people	<ul style="list-style-type: none"> • To understand how people deal with disability and work with others • Treat people like human beings
Advocacy	<ul style="list-style-type: none"> • Self-advocacy • Lobby for meds/info/fight with court for med coverage for long-term survivors with HIV/AIDS • Speaking up for PHAs when others are abusing them

Table A14. Lessons Learned by Volunteers through the 2 Spirits Training Sessions

Theme	Comment
Need for Learning Opportunities	<ul style="list-style-type: none"> • Always need to know more never assume we know everything • Be more knowledgeable about being careful about AIDS
Need to Educate Others	<ul style="list-style-type: none"> • "Share' with others, educate, symptoms, empathetic and non-judgemental • Take this to other • How to pass on knowledge/speak from heart/treat people at their level • More info & pass on to others/ was HIV worker before
Aboriginal Culture-Sensitivity	<ul style="list-style-type: none"> • Cultural differences/native culture/how to perceive things/how people operate • Knowledge - value of family & culture & tradition • Cultural awareness
Importance of Listening to/Respecting PWA	<ul style="list-style-type: none"> • listening what others going through • Sticking by them (PHAs), listening to what they have to say • Respect of others
Personal Growth	<ul style="list-style-type: none"> • Grow as person • Improved confidence in dealing w issues would normally shy from • Learned to become better person, • How to solve problems • Information not in notebook, can apply to volunteering & how I function here
Knowledge	<ul style="list-style-type: none"> • How to help others - proud & happy to do so • How to read/listen to your own body, how to eat & take care of yourself • More awareness re: HIV/AIDS • Learning about HIV/AIDS, gathering more knowledge • Learning how to take care of myself and others

Table A15. Volunteer Comments about the 2 Spirits Training Sessions

Theme	Comment
Lack of Awareness of Training by the 2 Spirits but General Interest	<ul style="list-style-type: none"> • Don't know much about it, but would be interested/staff is very helpful • What kind of training? - Just started, nobody has time to talk. • Don't know much about it at 2-Spirit • Interested in courses, will take when courses come up • Interested in training-everyone should be aware, pitch in to the community • Would be interested in more • Perhaps would take training
Interest in Specific Topics	<ul style="list-style-type: none"> • 2-S has palliative care, DK if could physically do it, but interested • Dealing with emotional issues re: HIV/AIDS clients - coping skills • Interested in training - administrative, also cultural aspects, crafts • Internet research training • Learn more on current HIV meds & re: treating alcoholism, coping etc • Need more 'teaching' re: cultural & 2-Spirited people, cultural awareness • Yes-open to things/to education on AIDS awareness/would like training • Sure, knowledge of HIV and help people with issues • Plan to participate - learn a trade, training for not behind desk • Very holistic, not just intellectual/spiritual/variety of speakers • Would be interested & like to learn more re: HIV, but is a slow learner • Training elsewhere on HIV/AIDS, helps tutor & council people in crisis • Workshops really work "community"/sharing circle to pass along knowledge • Like computer training • Like to learn more about crisis intervention, handling people • Would be interested, especially to speak to elders, learn spirituality • Would like to attend & receive more knowledge to help persons w HIV/AIDS • Traditions are good, training helps to get the feel for traditions • Yes, more HIV/AIDS awareness and understanding • Would be interested - social services, advocacy - worker one-on-one
Previous Training Sessions	<ul style="list-style-type: none"> • Basically hands on training: very valuable & take it anywhere, anyplace I go • Eye opener! Learned much through other ASOs not considered here • Have had trainings at other agencies • Had training through Street Patrol
Other	<ul style="list-style-type: none"> • Concerned for people who suffer, DK anyone else HIV+ • Institutions s/b knowledgeable re group dynamics & how groups function • Others would benefit from broader Toronto by tapping into services • Presenter-2-S only gay, aboriginal ASO in CA/spearheaded movement • Role clarification needed • See more people involved - but just one voice, need a group • Willing to train someone

Table A16. Volunteer Perceptions of what is Unique about Volunteering at the 2 Spirits

Theme	Comment
The Closeness of people involved with the 2 Spirits	<ul style="list-style-type: none"> • Relaxed, warm-hearted people • The family spirit, like a living room & kitchen • Friendly face every time I walk in • Good sense of humour, happy place • Family environment • Meet new people/ see who's around/ also • If community has crisis, 2-S pulls together • A family • Getting to know everybody • Friend introduced • Mostly here because of friendship with coordinator/programmer • Friends • Hang out & have close relationships • Like a family "I don't know what else I would do" • Like family, very close • Like people
Aboriginal Aspect of the 2 Spirits	<ul style="list-style-type: none"> • Aboriginal based agency, way to meet other Aboriginals in Toronto • Being Native • Discover my culture more! • Created environment more culturally appropriate • Aboriginal culture, people - ethno culture • because Native people, so comfortable w/ them • Culture issues, closer to native people • Learned more of Native culture, way of life, prayer & sweat lodge • Native culture • Special place/native people have same positive attitude • Getting in touch with culture • Has healing blanket & pipe by other elders/learned of myself/went through this • Adopted, culture not nurtured/ • Am adopted-community doesn't understand adoptees/my role is w adoptees & 2S community
Belonging and Acceptance	<ul style="list-style-type: none"> • Walked in felt belonged • Aboriginal belonging • Safe place for gays/lesbians • People be themselves here • Everyone unique, more so than anywhere else • "Gay Indians! O my God! I am not alone!" • Be with own people • Everybody "shows" who they are/proud • Comfortable here & accepted/ special place • Feel I belong, really welcomed, • Sense, purpose; changed my life, was isolated and alone • Only place you can be both aboriginal & gay, most celebrated place • "Belonging" • Great place/open-minded/outgoing/#of people you meet • Very open, honest/feel comfortable, no judgement • Only agency I really feel comfortable

Theme	Comment
Learning New Things	Learning new things
Giving to Community/Helping Others and Sense of Self-Worth	<ul style="list-style-type: none"> • AM unique-lots 2 share; help people better housing, supportive role; good listening • Carry flag POW WOW, nobody else can do that/feel good/compliments from others • Learn about HIV, help more • Doing something family & aboriginal community wouldn't think of working w HIV/AIDS • Gives something back 2 community in a diff way/making a difference in people's lives • Keep myself useful/feel good about me & make others feel good/people need help • To be helpful/day goes fast/feel good about doing something • My community-helped me so much when moved here, want to give back • Give back to community • From my teachings, share w other value system • Helping community • Purpose to get up in AM/silent volunteer, expect no rewards, help out other • Love helping, sense self-worth • b/c 2 spirits/want help, notice, recognize • Need more services • Because I want to
Gay Aspect of the 2 Spirits	<ul style="list-style-type: none"> • Be part of a gay community, have my foot in it. • More aboriginal people struggling w/their sexuality • One of only trans-gendered people that volunteer
Other	<ul style="list-style-type: none"> • Same health status, supportive/here: awareness(used to none) • Employment & training, • Volunteer work more interesting than paid • No feeling yet, still a stranger • Other native organizations, 2-S last on list, am close to here • Recognized as 2-S/am activist/gives me that possibility • Enjoy crafts • Wanted change - what is different from other volunteer experiences

APPENDIX B

Appendix B. Executive director's report on the 2 Spirits' activities.

Activities	Roles			Performed By			Hours per month by volunteer	Actions if no volunteer available				Cost of Volunteer Time/Year (x hrs. x 12 mo. x \$10/hr)
	Core function	Core service	Other service	Staff	Volunteer	Both		Use Existing Staff	Hire Replacement	Outsource	Discontinue Service	
Arts, Crafts & Recreational Activities												
Social Recreation		x				x	10				x	0
Hand Drumming			x		x		4				x	0
Traditional Arts & Regalia			x		x		16		x			\$1,920
<i>Total</i>							30					
Childcare Activities												
Babysitting			x			x	16				x	0
Childcare for special activities			x			x	16				x	0
<i>Total</i>							32					
Clerical Secretarial Activities												
Typing manuscripts	x	x				x	20	x				0
Filing	x	x				x	10	x				0
Reception	x	x				x	64	x				0
Data Entry	x	x				x	4	x				0
Maintaining inventory (e.g., condoms, pamphlets, supplies)	x	x				x	5	x				
Photocopying	x	x				x	5	x				0
Office maintenance		x				x	20	x				0
Supply cupboard		x				x	10	x				0
<i>Total</i>							138					
Household Activities												
Cleaning		x				x	16	x				0
Meal preparation			x			x	24				x	0
Practical assistance (shopping)		x				x	20	x				
Furniture exchange			x		x		5	x		x		\$600

Activities	Roles			Performed By			Hours per month by volunteer	Actions if no volunteer available				Cost of Volunteer Time/Year (x hrs. x 12 mo. x \$10/hr)
	Core function	Core service	Other service	Staff	Volunteer	Both		Use Existing Staff	Hire Replacement	Outsource	Discontinue Service	
Book keeping	X			X								0
Accounting	X			X								0
Banking	X			X								0
Financial committee	X			X								0
Educational Activities												
Conference speaker/organizer	X	X			X		5					0
Workshops	X	X			X		25		X			\$3,000
Community events organized and sponsored	X	X				X	15					0
Special events (mall display, info tables)		X				X	15					0
Student placements			X	X								0
Health promotion (individual)		X				X	15					0
Volunteer information night		X		X								0
<i>Total</i>							75					
Community Development activities												
Board member	X				X		10					0
Coalition building, planning	X					X	10	X				0
Advisory planning committee	X					X	10	X				0
Community development activities	X					X	5	X				0
<i>Total</i>							35					
Outreach activities in:												
Bars		X				X	10	X				0

Activities	Roles			Performed By			Hours per month by volunteer	Actions if no volunteer available				Cost of Volunteer Time/Year (x hrs. x 12 mo. x \$10/hr)
	Core function	Core service	Other service	Staff	Volunteer	Both		Use Existing Staff	Hire Replacement	Outsource	Discontinue Service	
Self-management and enhancement		X		X								0
Public Relations activities												
Committee member		x				X	2				x	0
Media contacts	X			X								0
Public relations activities	X	X				X	2	X				0
Board member	X					X	1		X			\$120
<i>Total</i>							5					
Public Policy activities												
Advocacy		X		X								
Policy committee	X					X	4		X			\$480
Policy making	X					X	4		X			\$480
<i>Total</i>							8					
Communication Activities												
Volunteer newsletter		X		X								
Website (development and maintenance)		X		X								
Marketing Activities												
Newsletter outreach		X				X	10	X				0
Newsletter community		X				X	10	X				0
<i>Total</i>							20					
Fundraising Activities												
Special events		X				X	10	X				0
Red ribbons		X				X	2	X				0
AIDS Walk/Bike-athon		X				X	150/yr	X				0
Receipts		X				X	2	X	X			\$240

