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# STRONGER TOGETHER

RECRUITING AND WORKING WITH  
ETHNOCULTURAL VOLUNTEERS

BUREAU  
CENTRAL DES  
BENÉVOLÉS  
D'OTTAWA-  
CARLETON



CENTRAL  
VOLUNTEER  
BUREAU  
OF OTTAWA-  
CARLETON

United Way  
of Ottawa Carleton



Centraide  
Ottawa Carleton

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# **STRONGER TOGETHER**

## **RECRUITING AND WORKING WITH ETHNOCULTURAL VOLUNTEERS**

by the Central Volunteer Bureau of Ottawa-Carleton

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## **FEEDBACK**

Because this handbook is a first Venture into the field of working with ethnocultural volunteers, we would very much appreciate receiving your comments, your views, and especially your experiences. Please let us know how this book was of help to you, how it could be improved, and any adjustments you have made to your volunteer program that were particularly effective. Address your comments to:

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## **PREFACE**

The Central Volunteer Bureau of Ottawa-Carleton refers people interested in volunteering to a wide range of community organizations needing volunteers.

Over the last few years we have been struck by two major changes in our Recruitment and Referral Program:

- a. There has been an increase in the number of people from ethnic minorities seeking volunteer positions, primarily to practice new language skills and to gain Canadian work experience.*
- b. There has been an increase in the number of requests for volunteers from mainstream organizations.*

At first glance, there would seem to be a logical compliment of needs. However, experience has revealed that matches between minority volunteers and mainstream organizations have not been successful.

This manual has been written in response to requests from voluntary organizations for information about how to make their programs attractive and accessible to ethnic minority volunteers. Many organizations were already aware of the wealth of skills and experience that minority volunteers possess, but wanted suggestions on how to incorporate new methods into their existing programs.

The content was developed through a series of workshops with managers of volunteers from both mainstream and ethnic organizations. Advice was sought from organizations that were successful in recruiting and maintaining ethnic minority volunteers, as well as those who had experienced difficulties keeping new volunteers.

**This manual is for:**

- ! Managers of Volunteer programs
- ! Boards of Directors and committees of not-for-profit organizations
- ! Staff of voluntary agencies and organizations

**The purpose of this manual is:**

- to help voluntary organizations look beyond perceived barriers to understand and value the special skills, attributes and experiences that people from ethnic minorities can bring to volunteer programs
- to assist organizations in adjusting and adapting their policies and volunteer management techniques to reflect the diversity of volunteers from other cultures
- to help organizations avoid the trap of recruiting “token” minority volunteers simply to fill a perceived political or public relations need
- to help organizations understand that immigrants and Canadians from ethnic minorities may not always wish to volunteer within their own cultural communities and may prefer to serve in mainstream organizations

In this handbook, the term “ethnic minority” is used to mean people who are relatively new to Canada and whose first language and cultural background is neither English nor French. “Mainstream” indicates a non-ethnic organization.



## **WHAT THIS MANUAL WILL DO**

This manual looks at ways to help your organization, its staff and its volunteers become more sensitive and responsive to ethnic minority volunteers. We won't be telling you how you can make these new volunteers act more like your old volunteers. We will, however, suggest how your organization can adapt to the cultural, linguistic, and religious diversity of the community you serve and become part of the multicultural reality that is Canada today.

Plenty of traditional volunteer program management suggestions are included as well. Many of the tips on recruitment, interviewing, training and support that have been developed over the years will be applicable in your new campaign.

We tried to write a handbook that will encourage you to make some changes in your organization and in your volunteer management practices. We are suggesting that your organization will be enriched, if you are prepared to make some changes. Those organizations that can listen and learn from their ethnic minority volunteers, and can be flexible enough to adapt their procedures and attitudes, will find themselves greatly strengthened.

## THE BENEFITS OF A MULTICULTURAL ORGANIZATION

Although there may be some costs in adjusting and adapting systems and practices, the organization will benefit in the long run.

- \* *Your organization will have a broader pool of volunteers from which to recruit.*
- \* *When staff and volunteers are exposed to a wider range of ideas, experiences and skills, better decision-making results and the organization becomes more innovative.*
- \* *By involving ethnic minorities, who are a significant segment of the community, there will be greater involvement and support from the community as a whole.*
- \* *There can be more fairness in employment practices.*
- \* *Programs are enriched as ethnic minority volunteers bring a wealth of skills, knowledge and experience.*

## **THE CHALLENGE AND THE OPPORTUNITIES**

*Civilization is to be judged  
by its treatment of minorities.*  
Mahatma Gandhi (1 869-1 948)

Canada is a multicultural society and is becoming even more culturally diverse. This fact has been recognized by the Canadian Multiculturalism Act which was in the process of becoming law in 1990. This Act recognizes the racial and cultural diversity of Canadians, and it states that all Canadians must have equal opportunities and must be treated with the same respect.

A reform of our immigration policy has resulted in a larger proportion of new immigrants and refugees coming from Asia, Africa, the Middle East, the Caribbean/West Indies, and South and Central America. Even if immigration is maintained at present levels, by the year 2000 it is projected that over 50 percent of Canadians will be members of ethnic minorities, and 10 percent will be visible minorities.

Today, one-third of the population has cultural origins other than British or French and one in every six Canadians was born outside this country. Of course, many ethnic and visible minorities are not new immigrants but have been in Canada for many generations.

At the same time, there has been a tremendous growth in the number of voluntary organizations set up to serve the increasing needs of our society. Fiscal constraints have meant an increasing reliance on volunteers to help carry out programs and services.

Why is it then, with the increase in both the ethnic diversity and the need for volunteers, there has not been a corresponding increase in the number of people from ethnic minorities entering the ranks as volunteers in the mainstream voluntary sector?

The primary reason seems to be that the majority of mainstream voluntary organizations have not altered or adapted their procedures and practices to reflect changes in the community. They have failed to provide access for the multicultural community into their organizations.

## **PREPARING YOUR ORGANIZATION**

Nothing could be more discouraging to volunteers than to go through the process of being interviewed and trained for an assignment, only to discover that they are not really welcome or appreciated. To evaluate how accessible your organization is to people from ethnic minorities, ask the following questions:

Do your brochures, pamphlets and newsletters depict a multicultural organization?

Written material and graphics should reflect the multicultural reality of Canada. Information and materials to help multiculturalize your organization are available from the Multiculturalism and Citizenship Canada office and the various provincial Ministries of Citizenship.

Have you ever taken a “walk-about” of your facility?

Try to see your organization as a minority person might see it or, better still, have someone of a minority background who is experienced in this type of analysis accompany you.

Does your organization have a multicultural policy?

This would include guidelines on employment equity, cross-cultural training, and the elimination of cultural and racial biases. Treating everyone fairly, not necessarily the same, shows sensitivity to differences.

Is your volunteer department flexible enough to include non-traditional recruitment methods and acceptance of a wide range of interviewing techniques? Is there funding for the development of multilingual recruitment, cross-cultural training, and recognition materials?

Your local immigrant aid agency or the nearest Multiculturalism and Citizenship Canada office offers advice on developing these policies and materials.

Do you provide cross-cultural training for staff and volunteers?

To reduce misunderstandings and intolerance, training sessions should examine cultural similarities and differences. Skilled trainers are usually available through your local immigrant service agencies or community college. This type of training is strongly recommended for all organizations.

Does your organization require character or work references which may be impossible for new immigrants, especially refugees?

Be aware of any unnecessary or arbitrary criteria concerning education or language.

Are you in regular contact with local ethnic groups? Do you have local ethnic groups on your mailing list, and are they invited to your functions?

Establishing a dialogue may help you discover what their members require from volunteer involvement and what you can offer in exchange. Check with City Hall or local immigrant aid agencies for mailing lists and labels.

Have you discussed different concepts and practices of volunteering with representatives of various ethnic groups?

Find out the various ways that community responsibilities are carried out in their cultures. Ask for advice on adopting some of these methods and adapting your activities to become more accessible and attractive.

Can some existing positions be adapted to accommodate people with language limitations?

Consider if new positions could be created.

Do assignments for new recruits offer social or career benefits to people trying to establish themselves in Canadian society?

The assignment should make use of the knowledge, experiences, and skills that they bring with them. Consider whether it will also provide an opportunity to learn new skills, practice a new language or explore possible careers.

## **RECRUITING ETHNOCULTURAL VOLUNTEERS**

The practice of helping others is not alien to ethnic minorities. A healthy system of community participation exists in most cultures. This communal responsibility can be a complex, obligatory system of providing assistance to one another. It is this level of participation which helps to define one's role in society and often has a greater impact on establishing a person's standing in the community than paid work. The system appears to be informal, is seldom institutionalized, and never extends to profit-making activities.

It is easy to see why the highly structured and professionalized form of volunteerism that has evolved in Canada would be baffling and somewhat suspect to people with a very different cultural experience.

Before beginning your recruitment campaign, consider these questions:

### ***What do you offer?***

- \* Are you prepared to revise assignments and requirements to surmount language or cultural barriers in order to benefit from the skills and experiences of the minority volunteer? Do you have enough opportunities at both the direct service and decision-making levels to allow people to make a significant choice?

### ***Who do you want to recruit?***

- \* Are you seeking certain skills, knowledge or language abilities?

***Where do you find ethnocultural volunteers?***

- \* Contact immigrant aid agencies, ethnic minority groups, and volunteer centres. Tap into existing networks. Articles in local and ethnic media about your minority volunteers will send the message that your organization is willing to adapt to and welcome the new skills and experiences that ethnocultural volunteers bring to an organization.
- \* Talk to other mainstream organizations that have successfully recruited ethnic minority volunteers. Familiarize yourself with organizations that have large ethnic minority memberships. Churches, temples, youth groups, sports groups, schools and universities, professional and employee groups, arts and cultural associations and language classes may be approachable and willing to display your recruitment information or may allow you to address their groups.
- \* The Embassy is probably NOT a good resource. In the case of refugees, the Embassy may represent an oppressive regime.

***How do you communicate with potential volunteers?***

- \* Talk to the ethnic minority volunteers already involved with your organization. Satisfied volunteers are your best recruiters.
- \* Visit ethnic groups or invite them to an information evening or Open House at your organization to discuss volunteer opportunities.
- \* Use visuals wherever possible, (slides, videos, pictures, posters, drawings). Explain in a clear, jargon-free manner, what your organization does and why you need volunteers.
- \* Discuss what to expect in an interview, what training and support is provided and all benefits, such as skills development, job references, social interaction and language practice. Describe any provisions for child care, meals, or bus fare.



- \* Be aware that professional terminology can be intimidating. An “inter view” could be just a chat about volunteer opportunities and “orientation sessions can be a chance for both parties to learn more about each other.
- \* Describe the steps that your organization is taking to make it more welcoming and accessible to ethnic minority volunteers.
- \* Be candid about cultural differences. Indicate a willingness to learn and to design volunteer work that recognizes and is sensitive to diversity.

### ***When do you start?***

- \* Don't wait until everything is perfectly set up in your organization before launching your new recruitment campaign. The timing will never be just right and you might hesitate to take the first step. You can continue to make internal changes with the advice and assistance of your new volunteers.

## **INTERVIEWING THE NEW RECRUIT**

Having conducted a successful recruitment campaign, the same sensitivity to people of diverse backgrounds must be maintained during the process of selecting volunteers and matching them to volunteer assignments. The interview is an important part of the process and offers an opportunity to learn about an individual's skills and experiences. It also gives the prospective volunteer a chance to find out more about the organization.

### **Before the interview**

- \* *Is an interpreter necessary?*

Determine this need prior to arranging the interview. If language is a barrier, the interview should be conducted in a quiet place, free of interruptions, to allow both of you to listen carefully and be understood.

- \* *Can children be accommodated at the interview?*

Be prepared for this eventuality.

- \* *Are you aware of different communication styles?*

Misunderstandings may arise because of language, syntax, facial expressions, tone of voice, physical proximity or lack of eye contact. Cross-cultural training is helpful in understanding differences and similarities.

- \* *Are you familiar with the existing volunteer job opportunities and the qualifications needed for each assignment?*

Consider if some jobs can be adjusted to accommodate a different language or skill level. Is there room for flexibility around time commitment, job location and job sharing?

- \* *Have you created a warm and welcoming environment in which to conduct the interview?*

Refreshments may help ease social tensions.

- \* *Are application forms, job descriptions, brochures and orientation materials at hand?*

It would help if these were translated into several different languages. If this is not feasible, consider having the volunteers write down the information themselves in their own language while the interpreter is present.

If you wish to know about ethnic origin and languages spoken, this can be asked on the application form in addition to the usual questions about availability, interests and experience. This does not contravene human rights guidelines as long as the questions are relevant and relate to a volunteer position.

## **During the Interview**

- \* Greet applicants by name and ask them how they want to be addressed. Take care to learn the correct pronunciation; ask to have a name repeated until you have it right. Writing the name phonetically will help you to remember it.
  
- \* General “chit chat” will put you both at ease. Start with a topic such as the weather and work up to more direct questions.
  
- \* People whose experience of volunteering has been less formally structured may require an explanation of your organization’s volunteer program. Explain why an interview is necessary. Clarify that what you are offering is NOT paid work, and it is NOT an automatic route to paid employment.
  
- \* Talk about the benefits of volunteering, both tangible (meals, bus tickets, parking, child care, letter of reference) and intangible (work experience, skills training, social interaction, language practice). Be direct about any out-of-pocket expenses your organization does not provide.
  
- \* Watch for signs that the applicant is offended by or uncomfortable with certain questions.
  
- \* If language is a barrier, remember that difficulty with a new language does not reflect on intelligence level or possible value to your organization.

- \* Ask open-ended questions rather than those which can be answered with a yes or no. ‘Tell me about your family or interests’ may elicit much of the information you will need to know.
- \* Ask applicants what they hope to gain from this work, their expectations, needs and future ambitions.
- \* Learn about what skills and experiences they bring, both work-related and ways they have helped in their community. Discuss their interests and hobbies. Find out how they spend their time. Women, in particular, may not place much value on their cooking, sewing or organizational skills, although this expertise may be valuable to you.
- \* Ask about availability. Will work or family responsibilities make the time commitment unrealistic? What about transportation?
- \* Explain what assignments are available and what is required in terms of commitment, expectations and responsibilities.
- \* Clarify that it is okay to decline a position that is not really of interest or may not meet their needs. Volunteers accepting assignments out of politeness rather than genuine interest will not stay long.

**At the end of the interview**

- \* Summarize briefly, and provide materials about orientation and training.
  
- \* Check that all information has been understood and clarify your own understanding of any agreements made. Simply asking “do you understand?” may not elicit a response that accurately reflects the situation. One suggestion is to ask how they might explain their new assignment to a friend or family member.
  
- \* If there are no appropriate assignments available, make suggestions of other places they may wish to try, including your local volunteer bureau.
  
- \* Establish evaluation and feedback processes. Set a suitable date for a progress review. Explain that this allows both parties to review their commitments.

## ORIENTATION

Orientation in a general sense might be considered to begin with a volunteer's first exposure to your poster or brochure. It continues through your visit to the ethnic group, your own organization's information session, interviews, and training, and even into feedback and support efforts. Throughout this process, you will give and solicit information as well as listen and act on new ideas.

The formal orientation session which follows recruitment has two functions:

- (1) *it allows a new volunteer to learn more about your organization, its goals and plans, and to understand the purpose of the work being done.*
- (2) *it allows current volunteers and staff to discover the skills, experiences, and ideas that minority volunteers will bring to the work at hand.*

Politeness or shyness may keep new ethnic minority volunteers from speaking up when they have not understood or when they disagree about something. An orientation session allows for and should encourage open and frank communication. Be receptive to any questions or comments that arise.

If you require an interpreter for a recruit, plan to hold his or her orientation separately. This will avoid embarrassing the volunteer and will prevent delays and confusion at the main orientation session.

As with all volunteers, and especially with those whose first language is neither English nor French, it is important to avoid information overload. Give information a little at a time.

## **VOLUNTEER ORIENTATION PACKAGE**

Providing an orientation booklet or package is a good idea. Bear in mind that all information should be clear and free of jargon. Graphics and illustrations can reflect the multicultural nature of your organization.

Too much information at one time is overwhelming. Start with only those items that are critical to the first days on the new assignment. Other information can be distributed on an as-needed basis.

### **Orientation Package Check List**

#### **First package:**

- mission statement of organization
- goals and objectives of the volunteer services
- maps and floor plans with fire escape routes marked
- fire and safety regulations (including smoking guidelines)
- hours of operation and volunteer's hours
- dress requirements (if any)
- benefits to volunteers, reimbursements and "perks"
- pertinent names and phone numbers

#### **Second package: (to be distributed as needed)**

- insurance coverage, liabilities, legalities
- brief history of organization
- client profiles (if applicable)
- list of board, committees and staff members
- roles of board, staff and volunteers
- constitution, by-laws
- details of regular activities (social and organizational)



## TRAINING

Depending on the needs and skills required for the job, training can range from short, specific, on-the-job training to a more formal series of sessions. There are two types of training that should be offered to new volunteers:

- (1) *Job training which provides the practical information needed to do the specific task assigned.*
- (2) *In-service training which provides opportunities for the volunteer to grow and develop with the organization.*

For staff and for current volunteers, cross-cultural training provides insights into cultural differences. Communication styles and attitudes are profoundly affected by our various cultural backgrounds and can affect how we interact with others.

## **WHY TRAIN VOLUNTEERS?**

Organizations with good training programs are more likely to maintain a satisfied and stable volunteer workforce. Moreover, volunteers can carry out their assignments more effectively when provided with adequate information and tools.

### **Training provides opportunities for volunteers:**

- ! to discuss and practice tasks and activities
- ! to ask specific questions
- ! to develop a team feeling
- ! to get to know and appreciate each other

### **Training sessions can be used to:**

- ! reveal innovative ways of doing a job
- ! determine what is and is not the responsibility of the volunteer
- ! serve as a further screening tool in the selection process
- ! explain policies on such matters as confidentiality or the expression of personal beliefs
- ! provide information about insurance, liability, trade unions and labour relations (if applicable) as well as benefits and reimbursement procedures

## **TIPS FOR TRAINING ETHNOCULTURAL VOLUNTEERS**

- \* To ensure that ethnic minority volunteers do not feel singled out, clarify that all volunteers receive training.
- \* Assign a “training buddy” from among your experienced volunteers to assist the new volunteer. One hospital found that established volunteers enjoy the challenge of training newcomers and often continue as mentors beyond volunteer assignment hours.
- \* Participatory and interactive training is more effective than the lecture style. Role playing, skits, brainstorming and small group discussions can overcome language differences and allow for suggestions about how the various assignments can be carried out. These methods allow new volunteers to demonstrate what they have learned.
- \* Experiential training is remembered longer than traditional teaching methods. One seniors’ home asks their volunteers to spend part of a day in a wheelchair in order to experience what a client must face.
- \* Keep the training relevant to the job. Training should never be more complex than the task to be accomplished and sessions should be short, lively and fun.
- \* When using visual aids, try to include photos or graphics of volunteers doing the required job.

- \* If possible, try to get your training materials translated into the main language groups. Immigrant aid agencies or community colleges may do this for a small cost.
  
- \* Plan training sessions at a time and date convenient to your new volunteers. Be aware of religious holidays, family responsibilities or work conflicts that may affect their ability to attend training events.
  
- \* It is a good idea to serve refreshments at a training event as it helps to maintain an informal and welcoming atmosphere, but be aware of possible dietary restrictions. Invite everyone to bring a dish to share.
  
- \* Be open about cultural differences and their impact on the workplace. Talk about tensions that can occur as well as some of the humorous things that can happen as a result of misunderstandings between people. Humour can be a valuable tool.

## **SUPPORT FOR MINORITY VOLUNTEERS**

In any successful volunteer program, providing adequate support, supervision, evaluation and recognition is essential. Occasionally a co-ordinator of volunteers is so relieved to have completed a match between a volunteer and an assignment that these additional elements get lost in the never-ending need to fill the next volunteer vacancy.

- \* It is critical to have someone greet new volunteers on their first day and to welcome them.
- \* Make sure all the equipment and training needed to carry out the task is provided.
- \* Ensure that the volunteer is comfortable in the working space.
- \* Check with the volunteer frequently throughout the first days, and regularly thereafter, to see how things are going or if any assistance is required. A volunteer who is relatively new to Canada may require more feedback and reassurance initially.
- \* Keep in touch with other members of your organization (volunteers, staff, clients and board) to ensure that your new volunteers are given adequate support and recognition.

## **SUPERVISION**

Ongoing supervision can be the best form of support for new volunteers, provided that both the supervisor and the volunteer are aware of why this is being done. Proper supervision ensures that minor problems and misunderstandings are corrected before they become major issues. In addition, the supervisor is in a position to observe those things which volunteers are doing well.

### **Tips for supervisors:**

- \* Explain reasons for supervision so that minority volunteers do not feel they are being singled out.
- \* As with all volunteers, agree on reasonable but clear guidelines to measure performance.
- \* Be tactful but candid about shortcomings. Glossing over problems now will only create more difficulties later.
- \* Handle any conflicts or problems while they are small. Do not wait until there is a major crisis.
- \* Give only honest and deserved praise. False flattery is an insult.
- \* Be available.
- \* Invite suggestions on other ways the job could be handled and establish a positive climate for generating creative solutions to problems.
- \* Help new volunteers to assess whether the assignment is meeting their needs and be sensitive to their level of satisfaction.
- \* Give additional assistance and offer resources, support and training as required.

## **EVALUATION**

Tactful and appropriate feedback is one of the best forms of recognition.

Feedback is not merely a listing of faults or strengths. It can serve as a powerful learning tool if it is done in a constructive manner.

### **Tips on Feedback:**

- \* Be aware of your reasons for giving feedback. Are you genuinely interested in helping the minority volunteers meet their needs as well as yours? Ask such questions as “how could this assignment be made better for you?”
- \* Use “I” messages, not “you” messages. For example, say “I feel uncomfortable when you stand so close to me”, rather than “You always stand too close”.
- \* Take responsibility for your own reactions and emotions. Your response to a cultural trait, behaviour or language difference is the only thing you should discuss. As an example, you could say “I find it difficult to judge your needs if you don’t tell me”, rather than “You are too quiet”.
- \* Do not give more feedback than the volunteer can reasonably handle. A blizzard of information will simply confuse the listener.
- \* Take time to make sure that both you and the volunteer understand each other.

## RECOGNITION

Recognition is often the only salary a volunteer receives. Many long-term volunteers will tell you that what they appreciate most are the day-to-day gestures and forms of personal recognition. Recognition helps to keep the volunteers you have and can be a strong motivator for some. Satisfied volunteers are the best recruiters.

### **Tips on Recognition:**

- ♥ A genuine appreciation and sensitivity to cultural differences is an important form of recognition to minority volunteers.
- ♥ Review what motivated each person to volunteer. For those who wanted work-related experience, ways to show your appreciation can include assistance with a resume, a letter of reference or help with a job application. For others, more public forms of recognition are in order, and for still others a social event such as a banquet or party may be appropriate.
- ♥ Find out how the volunteer feels about being publicly honoured at recognition events to make sure they are comfortable with this kind of acknowledgement.
- ♥ Ask minority volunteers to help in the planning of an event to ensure that it is culturally sensitive.
- ♥ Try to organize joint recognition events with local cultural groups.
- ♥ With the permission of the volunteers involved, stories and photos to ethnic media or the local newspaper showing minority volunteers at work may be another way of thanking them.



- ♥ Also with permission of the volunteers, notify ethnic groups of the special and valued assistance that their members have given to your program.
- ♥ Collaborate with other mainstream organizations to provide recognition awards and materials in a number of different languages.
- ♥ Ask if volunteers are interested in representing your organization by speaking to prospective volunteers.
- ♥ Provide funds for minority volunteers to attend outside training sessions
- ♥ Offer a volunteer who shows leadership potential a more responsible position, perhaps on a committee or the board. Respect their decision if they do not wish to accept such a position.

## **THE OPPORTUNITIES AND THE CHALLENGES**

This handbook cannot stand alone. If your organization is truly interested in making its programs attractive and accessible to ethnic minority volunteers, outreach is an integral part of the process. Making calls, visiting groups, tapping into networks are all necessary in order to establish your organization's credibility and interest in becoming part of the multicultural reality which is today's Canadian society.

We hope that this handbook has shown that, although there may be some costs in adjusting and improving your systems and practices, there will be greater rewards and benefits to your organization. Both the ethnic minority volunteers and the voluntary organization will undoubtedly be "stronger together".

## RESOURCE LIST FOR OTTAWA-CARLETON

### Cross-Cultural and Race Relations Training

Algonquin College  
Multiculturalism Workplace Program  
Room 259-C  
623 Smythe Road  
Ottawa, Ontario (613) 598-4530  
K1G 1N7 Fax: 598-4531

Catholic Immigration Centre  
219 Argyle Avenue  
Ottawa, Ontario (613) 232-9634  
K2P 2H4 Fax: 232-3660

Jewish Family Services  
151 Chapel Street  
Ottawa, Ontario (613) 235-0000  
K1N 7Y2 Fax: 789-0666

National Capital Alliance on Race Relations  
Suite 309  
150 Montreal Road  
Vanier, Ontario  
K1L 8H2 (613) 747-0256

Ottawa-Carleton Immigrant  
Services Organization  
18 Louisa Street  
Ottawa, Ontario (613) 238-4256  
K1R 6Y6 Fax: 238-1816

### Volunteer Recruitment and Referral Services

Central Volunteer Bureau  
256 King Edward Avenue  
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### Other Resources

Community Liaison Division  
City of Ottawa  
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