

Simple Solutions

**A Manual – How NGOs can Eliminate
Barriers to Volunteering by People
with Disabilities**

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The logo for Canada, featuring the word "Canada" in a serif font with a small red maple leaf icon above the letter "a".

Table of Contents

Introduction \ **1**

Terms Used in this Manual \ **1**

Background \ **2**

What is a Disability? \ **3**

Community Integration for People with Disabilities \ **3**

1. Accessibility Barriers \ 5

2. External Barriers \ 10

3. Disability-Specific Barriers \ 13

4. Internalized Barriers \ 18

5. Attitudes and Systems Barriers \ 22

Other Barriers \ **26**

Simple Questions and Exercises \ **27**

Conclusion \ **29**

Where to Get More Information \ **30**

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Simple Solutions

Introduction

“When we talk to new volunteers, we like to make sure that everyone is comfortable and has everything they need. For example, some volunteers with a hearing disability might need a nice quiet place to work with no background noise, so that they can hear what’s said to them. [We ask,] ‘Is there anything that you would need to help you out?’ ”

*– Voluntary organization in
Prince Edward Island*

It would be nice if all non-government organizations (NGOs) took this approach when involving volunteers with disabilities. Unfortunately, this is not the case.

The goal of this manual is to help NGOs involve more people with disabilities as volunteers by showing them how to reduce or eliminate barriers. Two factors make this particularly important. First, the rate of disability rises with age and the Canadian population as a whole is aging. Second, the level of volunteer participation is falling in most provinces. This suggests that NGOs need to be prepared to involve more volunteers with disabilities in the future.

This manual is based on information from two surveys – one of organizations that involve volunteers and the

other of volunteers with disabilities. It outlines some of the major barriers to volunteering by people with disabilities and presents suggestions for eliminating or reducing these barriers. People with disabilities who responded to our survey all specifically identified the barriers discussed in this manual. More often than not, these barriers have not been addressed by most organizations. We hope that this manual will change that.

Terms Used in this Manual

Impairment: Any loss or abnormality of psychological, or anatomical structure or function.¹

Disability: Any restriction or lack of ability (resulting from an impairment) to perform an activity in the manner or within the range considered normal for a human being.

Handicap: A disadvantage for a given individual, resulting from an impairment or disability, that limits or prevents the fulfillment of a role that is normal, depending on age, sex, social and cultural factors, for that individual. Handicap is therefore a function of the relationship between disabled persons and their environment. It occurs when they encounter cultural,

¹ The definitions of “impairment,” “disability,” and “handicap,” and the explanation of the relationship between them, are taken from the “World Programme of Action Concerning Disabled Persons,” adopted by the United Nations.

physical, or social barriers that prevent their access to the various systems of society that are available to other citizens. Thus, handicap is the loss or limitation of opportunities to take part in the life of the community on an equal level with others.

NGO or Non-Government Organization: Any nonprofit, volunteer-controlled association, regardless of whether it is charitable or not or whether it is incorporated or not. NGOs include labour unions, churches, nonprofit co-operative organizations, community-based grassroots organizations, and charitable and voluntary organizations such as the PEI Council of the Disabled, Canadian Cancer Society, community foundations, the Women's Institute, and other familiar and well-known groups.

Virtual volunteering: Volunteering, usually from home, in which the individual usually works on a computer on an information technology related project, such as Web site development or updating, Internet research, or entry of data into a database.

Note: All quotes used in this manual came from written comments made by people with disabilities who participated in a survey on volunteer barriers conducted in 2004.

Background

The information contained in this manual comes from two surveys. The first survey asked NGOs in Prince Edward Island what they did to accommodate people with disabilities and how many people with disabilities participated in their organizations. That survey produced approximately 150 responses. The second survey asked individuals with disabilities in Prince Edward Island about barriers to their participation as

volunteers. It produced over 550 responses. Most respondents reported one or more barriers. All together, 21 distinct barriers were identified from survey responses. These fall under five general headings:

- 1. Accessibility Barriers.** These are usually physical barriers (e.g. stairs that make access impossible for people in wheelchairs).
- 2. External Barriers.** These are barriers that are outside the control of the NGO, but that the NGO can still act to remedy (e.g. snowy or icy sidewalks or lack of accessible transportation).
- 3. Disability-Specific Barriers.** These barriers result from an individual's specific disability (e.g. visual impairment, limited mobility).
- 4. Internalized Barriers.** These are barriers that exist within the individual with a disability (e.g. fear of rejection, reluctance to ask for help).
- 5. Attitudes and Systems Barriers.** These are barriers that exist within the organization and its operations and are often the underlying cause of other barriers (e.g. attitudes of staff or of other volunteers, lack of flexibility in scheduling or assigning volunteer responsibilities).

Each of the 21 barriers is addressed on a separate page in this manual. On the left, we explain the barrier and its impact on people with disabilities. This is accompanied by a quote from a survey respondent that illustrates the barrier. On the right, we present one or more simple solutions to the barrier and suggest how they can be implemented. This is followed by an explanation of the cost and resources needed.

At the end of each section is a quote on volunteering from a person with a disability who participated in our survey. Although they are not directly related to the barrier, they provide insight into the thoughts and experiences of volunteers with disabilities.

This manual does not present a comprehensive discussion of barriers or an exhaustive list of solutions. Such a manual would be enormous. Instead, it presents simple solutions to help organizations involve more volunteers with disabilities.

What is a Disability?

When most people think of the word “disability,” they think of somebody in a wheelchair. But a person with a disability can be anyone who, as a result of disease, illness, congenital condition, or traumatic experience, is impaired in functioning in one or more areas of daily living. Disabilities can be visible, such as one that causes a person to use a wheelchair, or invisible, such as a learning or hearing disability.

It can be hard to know who has a disability and what accommodations they require in order to carry out tasks. In some cases, no accommodation is needed. In other cases, obvious and significant barriers exist and must be overcome. In still other cases, people will not ask for help or accommodation because they don’t want “special treatment.” However, even if no accommodation is required for some people, a proactive and progressive NGO will adopt practices and implement measures to accommodate people with disabilities. Remember, volunteers are only as “handicapped” as an NGO’s environment makes them. The key is to plan in advance and to ask what will make the volunteer experience easier.

Community Integration for People with Disabilities

People with disabilities are often isolated from society by a variety of physical and attitudinal barriers. The *Persons with Disabilities Needs Assessment Survey 2003*, conducted by the United Way of PEI, found that many people with disabilities experience feelings of loneliness (37%), unhappiness/depression (40%), and boredom (29%).² As well, 20% of people with disabilities reported that they did not have enough opportunities for social or recreational activities.

Many people with disabilities are socially isolated. There are several ways that disability, as well as public attitudes, keeps them from integrating into the community. First, people with disabilities are less likely than other people to be employed. Second, people with disabilities have lower than average levels of income, which means they have fewer opportunities to get “out and about” in social settings. Third, many have lower levels of mobility (e.g. some are in wheelchairs), which reduces their ability to get into many places. Finally, although attitudes have improved in recent years, many people are condescending to those with disabilities.

How would you like to be unemployed, poor, barred from some buildings, socially isolated, and often treated as less than an adult? You can’t change the world overnight, but you can help reduce or eliminate barriers, even if it’s only for one person at a time. Ending the social isolation of people with disabilities is within the reach of NGOs.

² Chaulk, Paul et al, Atlantic Evaluation Group, *Persons with Disabilities Needs Assessment Survey 2003*, United Way of PEI, Charlottetown, 2004.

Volunteering can be good for people with disabilities for several reasons. It's an ideal way of integrating people with disabilities into the community and of combating social isolation. It provides opportunities to learn new skills, including employment-related skills. And it can boost employability (volunteers can list their volunteer duties and responsibilities on their résumés and include references from the NGO where they volunteer).

But people with disabilities often encounter as many barriers when they try to volunteer as they do when they attempt other types of social interaction. Some NGOs do a creditable job of welcoming people with disabilities as volunteers, but most, although not all, of these tend to be NGOs that work with people with disabilities. A few simple and (usually) inexpensive accommodations can help all NGOs eliminate most barriers.

Many studies have shown that people with disabilities tend to stay in jobs longer than those who do not have disabilities. This is especially true when accommodations have been made. Accommodating volunteers with disabilities can benefit NGOs by helping them to retain these volunteers and earn their loyalty.

1 Accessibility Barriers

Barrier Number 1

Lack of Physical Accessibility

Buildings or facilities that are not accessible to everyone, including people in wheelchairs, constitute one of the most glaring examples of a barrier to involving volunteers with disabilities. Some buildings (usually government and other public buildings) are required by law to be accessible. But there is no requirement for other types buildings to be accessible, and building owners often don't feel the need to make accommodations for people with disabilities.

Lack of physical accessibility makes people with disabilities feel unwanted, challenged, and unappreciated. When people with disabilities are told, *"It's just one stair," "My uncle is in a wheelchair, and he doesn't mind if we come downstairs to talk to him outside,"* or *"We asked the landlord, and he won't do anything about it,"* they feel like second class citizens.

One person said:

"The usual impediments such as no wheelchair ramps, no elevator, narrow doorways, uneven floors etc. [exist in many buildings]."

"A lot of places are not easily wheelchair accessible, especially if you are by yourself. Just because they have a ramp does not make the place accessible. Sometimes no automatic door or the door opens wrong way and it's impossible to hold the door yourself."

Simple Solutions

- Make your premises accessible to everyone by installing a ramp, widening doorways, and making other relevant renovations.
- If you can't make your premises accessible, move to premises that are accessible.
- If cost or other considerations make it impossible to renovate or move, review your volunteer positions and see which ones can be done off-site or through virtual volunteering. Virtual volunteering, in particular, helps to reduce physical access barriers.
- Adopt a policy that states that any premises your organization occupies must be physically accessible.

Cost and Resource Considerations

- Costs for renovations can vary greatly, depending on the premises. The cost of installing a simple ramp can be minimal, especially if the work is done by volunteers. Renovating an older building or making a second floor "walk-up" accessible can be quite expensive, especially if the premises are rented. Moving can be a cheaper alternative and can also result in other improvements for an organization, such as a better location.
- Virtual or off-site volunteering can help involve people with disabilities, but it is not a substitute for accessible premises.

1 Accessibility Barriers

Barrier Number 2 Inaccessible Facilities

There is more to accessibility than ensuring that people with disabilities can get into your building. Volunteers with disabilities must also be able to use your washroom and not be forced to go down the street to Tim Horton's where bathrooms are accessible. They must be able to enter rooms (e.g., meeting rooms and lunch rooms) that other volunteers can enter. Visually impaired volunteers may need space for their guide dog at their workstation. These accommodations will be an incentive for volunteers with disabilities to remain with your organization.

One person said:

"Some organizations do not have easily accessible washrooms."

Simple Solutions

- Inspect your premises with one of your volunteers who has a disability or with someone from a local disability organization, and make a list of what you can do to make it more accessible.
- Make a written plan of what you will do to make your facilities accessible. Implement the plan.
- If the cost of making accommodations for people with disabilities is too high for your organization, compare it to the cost of moving to premises that are more accessible.
- As you show new volunteers with disabilities around your premises for the first time, ask them what, if anything, you could do to make them more usable and accessible.

Cost and Resource Considerations

- Adapting bathrooms to be accessible, changing door handles, and making other accommodations involve some expense but do not have to be expensive. Minor accommodations (e.g. putting a simple "grab bar" in a toilet for people in wheelchairs) can be cheap but can mean big increases in accessibility.
- Remember, you don't have to do everything at once. You can spread out the work and associated costs over a manageable period of time.

"At our new hospital, the gift shop locks [on the doors] have been placed at the bottom [and are] very difficult to lock. One lady has already knelt down and couldn't get up. I also find it very difficult. Severe pain that makes it hard to cope with daily routines let alone volunteering."

Barrier Number 3

Inaccessible Meetings and Events

An accessible office and accessibility of facilities such as washrooms are not the only considerations for volunteers with disabilities. Every organization holds events. Whether it's your AGM, a fundraising dinner, or a public forum on some important issue, all of your volunteers should be able to attend. Some NGOs have fully accessible offices and work to eliminate barriers to volunteering but then hold meetings and special events in locations that are not physically accessible. This is sending the message that people with disabilities, as a group, are not invited.

One person said:

"Too many meetings and events are held upstairs where there is no wheelchair access. I feel there is no reason for a club this size not to at least have a chairlift so handicap people can enjoy the beautiful upstairs patio they have."

Simple Solutions

- Adopt a formal written policy that states that no event will be held in an inaccessible location, regardless of who is invited.
- Develop a roster of accessible venues for all of the types of events that your organization might hold, and refer to it when planning events.
- Ensure that all staff members who organize meetings or events are aware of this policy and that the policy is included in all new staff orientations.
- Make your executive director or another director responsible for monitoring event locations.

Cost and Resource Considerations

- It is possible that it might cost more to rent a completely accessible venue, although there is no reason why it should. However, when planning any event, an organization often considers different venues that rent for different amounts.
- It might take staff a little more time to find an accessible location for an event because they would have to do site visits to make sure that the venues under consideration are fully accessible.
- In smaller communities, there may be few or no accessible locations. In this case, the event may have to be held in a neighbouring community or you may have to be creative (e.g. hold meetings outside in good weather or in someone's house that has wheelchair access).

"...even though I've had no problems with the people I've [been] volunteering with, I am sure there must be some who have. I believe it's important to stay as active as permitted for if only to feel useful..."

1 Accessibility Barriers

Barrier Number 4

Improper or Inadequate Accommodations

Sometimes building owners or occupants make accommodations for people with disabilities that they themselves think are adequate but that don't meet the needs of people with disabilities. For example, they might install a ramp that is too steep, that has a sharp turn in it, or that has no guardrails. These might appear to be usable, but could turn out to be dangerous. Improper or inadequate accommodations are the same as no accommodation at all, and an "it's good enough" attitude can sometimes produce things that simply are not good enough.

One person said:

"I spent one year in a wheelchair and, at a lot of businesses and institutions that had wheelchair ramps, the ramps were too steep to get up them on your own. Also a lot of so-called parking spaces, especially uptown, were too narrow. The wheelchair wouldn't fit between the cars."

Simple Solutions

- Have any physical accommodation or renovation inspected by a volunteer who will be using it and/or by a local disability NGO to determine its adequacy.
- Even better, consult with a volunteer who will be using the accommodation or with the disability NGO before you do the work.
- You can save time, expense, and trouble by asking a local disability NGO to look over your premises and make recommendations on adequate accommodations.
- Consult with your organization's insurance company about liability for accommodations that you have had installed, such as ramps. Chances are that they would enjoy hearing that you have had them looked at by a knowledgeable group such as the Council for the Disabled in PEI (or by an architect – but they will usually charge you for the service). So you need to check in your province which nonprofit organizations are recognized as having the authority to check on the accommodations put in place for the physically disabled.

Cost and Resource Considerations

- An inspection of your premises to determine what accommodations you should make may not cost anything, but your organization will probably have to pay for any accommodations it decides to make as a result of the inspection. It is a good idea to consult with a local disability NGO before undertaking any costly work. It may be able to give you some suggestions on the best way to make proper, cost-effective accommodations.

"I depend on my husband to put my walker in and out of our car, and he takes me to appointments and shopping. He (like me) has been a volunteer in the community, at church and now does Meals on Wheels and house-to-house collections."

1 Accessibility Barriers

Barrier Number 5

Parking

Designated parking areas are important for people with disabilities. Some people cannot walk more than 75 or 100 metres without needing to rest. Some need wider spaces in order to be able to get into a wheelchair or to get a walker out of their vehicle. The width of a designated parking space should be 150% the width of a regular space. If it is not wide enough, it will not be useful to the people who need it.

Enforcement of the proper use of designated spaces, when they do exist, is important. Some people who do not have disabilities think that it's okay to use a designated parking space when they "just have to go in there for a minute." They do not understand that this attitude prevents people with disabilities from accessing a needed service and could even endanger their health and safety.

Clear signage is also important. People with disabilities need to be able to find designated spaces. For example, relying solely on markings painted on the pavement can be a problem in winter when the ground is covered with snow.

One person said:

"Disabled parking places at [an institution] are such a distance and so few that by the time one gets there, the effort causes increased pain."

Simple Solutions

- If your premises do not have designated parking spaces nearby, either put some in yourself (if you own the building and parking lot) or ask the owner to designate some spaces.
- If you own the parking lot for your premises, enforce proper use of designated spaces. If you do not own the parking lot, advocate for the enforcement of parking regulations. Nothing educates drivers faster than an expensive ticket for improper use of a designated parking space or, if you own the parking lot, having to retrieve their car from a towing service.
- Adopt a formal policy that states that you will consider the availability of designated parking when choosing locations for events or off-premises meetings.
- Ensure that volunteers know where the designated parking is. Make it part of their orientation.

Cost and Resource Considerations

- Putting in new parking spaces will cost money. Consider turning three existing spaces into two designated spaces instead. Some disability NGOs will provide signage for these spaces at no cost.
- If you own your parking lot, you should already be enforcing parking regulations. This will ensure that only individuals who need them use designated spaces. This should not result in additional costs. Public parking lots are publicly patrolled; advocating for enforcement of parking regulation involves no more than a small investment of time.

"Access to buildings or lack of elevators in building; also curbs on streets that have no area for wheelchairs to cross them [are barriers]. Making buildings more accessible would help many who are wheelchair bound or unable to manipulate stairs."

2 External Barriers

Barrier Number 6 Winter Weather

In Canada, winter weather can be a barrier for almost everyone, but it presents a larger challenge for many people with disabilities. It is difficult to get a wheelchair through snowy parking lots and over snow-covered sidewalks. People with mobility problems may find it difficult to walk through snow or over ice. Ice is a particular challenge for people with visual disabilities. Finally, cold weather makes the effects of some disabilities worse (e.g. asthma sufferers find breathing difficult when it is very cold). Winter turns many people with disabilities into hermits and is a depressing and lonely season for them.

One person said:

“Getting in and out of vehicles, or into homes or businesses with steps for entry with ice and snow not being removed [is a barrier].”

Simple Solutions

- Allow volunteers who find it impossible to get to your premises to work from home instead. You can do this by having them participate as virtual volunteers or by having assignments delivered to them and picked up when they are completed. This also gives the volunteer personal contact with someone, which can be psychologically important. Plan this in advance by canvassing volunteers in the fall to find out which ones will have trouble getting to your premises.
- Ensure that ice and snow are completely removed from walkways and parking areas at your premises, especially if you have designated parking areas for people with disabilities.
- Make sure that the company or individual responsible for snow removal at your premises understands the importance of doing a thorough job.
- Be flexible with volunteer schedules so that volunteers with disabilities can carry out their duties on days when the weather is not as bad.

Cost and Resource Considerations

- The only additional cost in dealing with winter as a barrier would be reimbursement of travel costs and a small amount of additional time for someone (a staff member or another volunteer) to deliver and pick up assignments from the home-bound volunteer.

“I find most people with disabilities who don’t volunteer put obstacles in their own way as a means of not volunteering.”

Barrier Number 7

Finances

The cost of childcare, eldercare, and other out-of-pocket expenses associated with volunteering are major considerations and major barriers for some people with disabilities, especially if they are living on a low income. Transportation can be a particular problem because of the generally higher cost of accessible transit. In most cases, if a person can't get to an organization, then they can't volunteer for that organization.

One person said:

“Trying to live on \$720 a month is hard enough. I can't afford to run a car for volunteering. The bills have to come first, then there is nothing left.”

Simple Solutions

- Identify out-of-pocket costs that may be incurred by your volunteers and take steps to ensure that these are either reimbursed or avoided altogether (e.g., by arranging rides for your volunteers, providing food at meetings, or helping with childcare or eldercare needs).
- Make it part of your formal finance policy to provide reimbursement for specified out-of-pocket expenses, and institute a simple process by which people can claim reimbursement. This makes reimbursement equal and available to everyone. Make sure that all staff members are aware of this policy.
- Make use of virtual volunteering for tasks that do not have to be done on your premises and for volunteers who are able to volunteer in this way. But remember, virtual volunteering is not a substitute for having accessible premises.

Cost and Resource Considerations

- It will cost your organization money to reimburse out-of-pocket expenses. This could be prohibitive if you have a large number of volunteers and they all claim the expenses. However, most volunteers only claim expenses if they have to and often don't claim them at all if the amount is relatively small.
- Any staff time invested in helping with the needs of volunteers (e.g., arranging rides for them or driving them home) will be more than compensated for by the tasks that your volunteers accomplish and the loyalty that they will develop to your organization.
- Staff time will be needed to coordinate and supervise virtual volunteers.

“People with disabilities have limited financial income. If you're willing to volunteer, you should be given money to get there and made comfortable when you get there.”

2 External Barriers

Barrier Number 8 Transportation

Transportation can pose many problems for people with disabilities. First, not everyone owns a private vehicle. Second, public transit is not available everywhere, and some areas have no accessible public transit. Third, even when an area is served by accessible public transit, it may cost more and it may not be available when the volunteer needs it. These are all barriers to the participation of volunteers with disabilities.

One person said:

“I think transportation is the greatest obstacle. The lack of it - and the cost when it is available.”

Simple Solutions

- Make it part of your formal finance policy to provide reimbursement for accessible transit, “mileage,” or other transportation costs for all volunteers, not just those with disabilities.
- Arrange rides for your volunteers whenever possible and where the disability of the volunteer allows.
- Get into the habit of asking, “Do you need a ride home [or] next time?”
- Make use of virtual volunteering for tasks that do not have to be done on your premises and for volunteers who are able to volunteer in this way. But remember, virtual volunteering is not a substitute for having accessible premises.
- Advocate for public transit, including accessible transit, as a government service.

Cost and Resource Considerations

- You will have to budget for reimbursement of transportation expenses.
- Staff or volunteer time will have to be allocated to arranging rides for volunteers, but this should be minimal.
- Staff time will be needed to coordinate and supervise the activities of virtual volunteers.

“Volunteering is, I find, one of the best mental healing tools. Knowing your own limits and staying within them is very important.”

3 Disability-Specific Barriers

Barrier Number 9

Inability to Hear Clearly

The inability to hear clearly is a barrier that can quietly exclude people. Not hearing all or any of what is said, combined with the frustration of not having alternative methods of communication, can drive people with hearing impairments away from volunteering. People with hearing disabilities may hear nothing or may just miss some words in a conversation. They may be unable to follow verbal instructions. They may be affected by background noise that other people are not even aware of. When people don't hear clearly, they may be afraid of appearing stupid because they haven't understood what they were told. Inability to hear clearly is an invisible disability and can be easily overlooked by staff or other volunteers.

One person said:

“Hearing loss is more difficult than my physical disability – more difficult to overcome.”

Simple Solutions

- Provide written instructions for tasks. Written instructions are useful for all volunteers. They make assignments more specific and can be reused to standardize tasks.
- Identify volunteer activities that do not require hearing or verbal interaction, such as filing, data entry, preparing mailings, or virtual volunteering.
- Acquire a TTY/TDD (telecommunications device for the deaf) for your organization so that you can communicate by telephone with people with hearing impairments.
- Place volunteers with hearing impairments in areas that have little or no background noise.
- Provide written information (e.g. reports, background information on agenda items) in advance of committee or board meetings. This allows people with hearing disabilities to be better prepared and makes everyone more effective.

Cost and Resource Considerations

- There may be costs associated with acquiring TTY/TDD, but this technology and training on how to use it are sometimes available for free. Whether it is possible to have free training will depend on the province and local telephone companies.
- Writing out instructions and preparing written materials in advance of meetings requires a commitment to planning and an investment of time.

“I would suggest that all people who retire from the workforce get busy and volunteer to do something. Don't sit on your ass and watch TV – you will live a longer satisfying life if you keep active.”

3 Disability-Specific Barriers

Barrier Number 10 Sensitivity to Scents

Increasing exposure to products (e.g. soaps, perfumes, cleaning products, paints, etc.) that contain all kinds of new chemicals has resulted in environmental sensitivity for many people. Some people cannot tolerate the chemical pollution in workplaces and other settings. Others are allergic to the chemicals in some products, and some allergies are severe enough to cause life-threatening reactions.

One person said:

“Most public buildings are not accessible for wheelchair, fibromyalgia [sufferers and] others. They are also not ‘Fragrance Free’ or ‘Scent Free’, which is the term mostly used.”

Simple Solutions

- Go through your organization’s offices and other facilities. Note the products that are scented or that have a chemical odour. Switch to unscented products at the first opportunity.
- Find out if any of your volunteers have environmental sensitivities and then get rid of any products that might cause a reaction.
- Establish a scent-free workplace policy. This should cover not only cleaners and other chemicals used in your facilities but also perfumes and other scented products worn by staff and volunteers. Require that any products purchased by your organization be scent-free and that perfume or other scented products should not be worn. Make all staff members and volunteers aware of this policy. This will help to educate them on this issue.
- Post signs to reinforce your scent-free policy.

Cost and Resource Considerations

- The cost of switching to non-scented products should be minimal. There are plenty of environmentally friendly products available today.
- Your organization will have to make a commitment to educating staff and volunteers about your scent-free policy and to enforcing the policy.

“Many people do not volunteer because it means someone else is relying on them to do a task, and having a disability can make that more difficult and uncertain. I do not commit for a task now unless I am certain I can do it (i.e. no long-term commitment).”

Barrier Number 11

Limits to Physical Exertion

The advance of a disability can lead to increased restrictions and may require greater accommodation. Our survey of people with disabilities revealed that many people stopped volunteering because of a disability. Very often these former volunteers had done a volunteer activity that required some physical effort (e.g. door-to-door canvassing) for the same organization for many years. When they finally had to stop, they were rarely offered another, less physically demanding, position. Facing physical limitations and feeling that one can no longer contribute in the same way can be demoralizing to people with disabilities and to seniors.

One person said:

“I cannot help physically, but I can play music (piano).”

Simple Solutions

- When orienting new volunteers, determine their physical limits and assign them only tasks that they are capable of handling.
- Have less strenuous, sedentary, work available for volunteers who must limit their physical exertion, but don't assume that everyone with a disability is unable to carry out physically demanding tasks.
- If a volunteer wants to quit because their assignment involves too much physical activity, offer them a non-physical assignment. If they leave, you may not get them back.
- Adopt volunteer recruitment and management methods and practices that encourage the retention of volunteers who must limit their physical exertion (e.g. ensuring that people with cardiac problems engage in volunteer activities that are not physically or emotionally stressful). Volunteer managers and staff who are aware of these methods and use them are important to the process.

Cost and Resource Considerations

- It costs nothing to re-assign volunteers to less physically demanding activities, although your organization may have to recruit new volunteers to replace those that have been re-assigned.
- Assignments may have to be re-organized or tasks divided to accommodate volunteers who need less strenuous or sedentary activities.

“I have been a volunteer most of my life. I believe volunteerism is the backbone of community life. We need more volunteers – especially in younger age groups who tend to be wrapped up in ‘their own’ lives.”

3 Disability-Specific Barriers

Barrier Number 12

Visual Disabilities

Visual disabilities include not being able to see anything, partial vision, or, in some cases, tunnel vision. The inability to see, or to see clearly, can prevent volunteers from undertaking certain tasks and can be a barrier to non-verbal communication such as visual cues and body language. However, people with visual disabilities are able to make use of a variety of forms of written information, depending on their level of vision (e.g., Braille, audio tapes, or large print).

One person said:

“Sound and distortion and lighting in areas volunteered in [are a problem].”

Simple Solutions

- Provide written instructions and other volunteer-related information in alternative formats, such as large print, audiotape, or text files on diskette. Make this standard practice.
- Identify volunteer tasks that do not require great visual acuity or for which accommodations can be provided, such as answering the telephone or virtual volunteering.
- Place volunteers with visual disabilities in areas with good lighting.

Cost and Resource Considerations

- Producing information in alternative formats requires an investment of staff or volunteer time but is not necessarily costly. Large-print or text-file formats require simple changes in the format of documents to enlarge the font or remove graphics and formatting. Producing audiotapes requires that someone (e.g. another volunteer) read documents into a tape recorder.
- It should take only a small amount of staff time to identify suitable assignments for volunteers with visual disabilities. Other volunteers may have to be re-assigned.

“Some long-term disability plans figure if you can volunteer, you can work!!”

3 Disability-Specific Barriers

Barrier Number 13

Good Days and Bad Days

Everyone has good days and bad days. But these may be difficult to predict for people with disabilities. Some may feel fine one day and be unable to get out of bed the next. It all depends on the disability and its severity. This may lead staff and other volunteers to think that the volunteer is unreliable. It's bad enough to feel debilitated, it's worse to also feel that you have let others down or are thought of as unreliable because you are having a bad day. Flexibility in making and scheduling volunteer assignments can eliminate this problem altogether.

One person said:

"I'd love to volunteer, but on days I'm not doing well I couldn't commit to certain hours, or days for that matter, plus LTD [long-term disability] won't permit me to do so."

Simple Solutions

- When meeting for the first time with new volunteers who have a disability, ask if the symptoms of their disability vary from day to day and what the organization can do to accommodate it.
- In orientation sessions for new volunteers, always mention what the organization does to overcome this barrier. This is important because not everyone will disclose their disability at the outset.
- Establish a roster of "on call" volunteers for positions that must be done at scheduled times so that you will be able to find a substitute if a scheduled volunteer is having a bad day.
- If you haven't already done so, develop virtual volunteering positions and flexible volunteer assignments for volunteers who may not be able to carry out assignments at regularly scheduled times.
- Adopt a policy that commits the organization to accommodating variations in the impact of disabilities, and make sure that the person who is in charge of managing volunteers makes these accommodations standard practice.

Cost and Resource Considerations

- Accommodating good days and bad days requires only an investment of time by the person who is in charge of volunteers to develop back-up plans, draw up an "on call" roster, and coordinate flexible schedules.

"Everyone regardless of disability can do something."

Barrier Number 14

Individual Feelings of Helplessness

We all feel helpless sometimes. But some people with disabilities have been told all their lives that they can't do certain things, they aren't as valuable as other people, or they aren't competent to do anything useful. Although society in general has slowly become more positive about the contributions of people with disabilities, many people with disabilities have absorbed negative messages from family, friends, or others, even if these were not intended to be hurtful. Feelings of helplessness can come from self-pity because of a disability or from a real or perceived lack of education and can result in a feeling that "I have nothing to contribute." All of these feelings can contribute to social isolation.

One person said:

"I find most people with disabilities who don't volunteer put obstacles in their own way as a means of 'not' volunteering."

Simple Solutions

- Make it a practice to do regular training for your volunteers at all levels. Training breeds feelings of competence. Designate someone to be responsible for volunteer training. Set yearly goals for training, and monitor them.
- Perform annual volunteer evaluations similar to staff evaluations, with the emphasis on what is being done right as well as what can be improved.
- Regularly recognize the contributions of your volunteers, both formally and informally.
- Make sure that supervisors take volunteer recognition and evaluation seriously and adopt a formal method of reporting on these activities.

Cost and Resource Considerations

- There may be costs associated with volunteer training, depending on the content and format and who delivers the training. Straightforward, in-house training done by existing staff or volunteers may involve nothing more than an investment of time, but you will probably have to pay for longer or more complex training done by an outside person.
- There may also be costs associated with volunteer recognition, depending on how you choose to acknowledge the contributions of your volunteers.
- Designing and carrying out volunteer evaluation requires only an investment of staff time.

"People think because they have a disabilities they can't do it, but there is such a need for people to just sit and be with someone who has no visitors or very few visitors. You not only help them but you help yourself as well, it's so very rewarding."

Barrier Number 15 Perceived Lack of Trust

Perceived lack of trust can mean two things. First, some people with disabilities feel that they will not be trusted to do volunteer tasks properly. Secondly, some feel that they will not be trusted to carry out their responsibilities competently if they are doing them from home or at some other location besides the organization's premises. It is true that some people treat people with disabilities as if they are incompetent and that some volunteer managers don't trust anyone to carry out their duties without direct supervision. But most often it is the person with the disability who feels that he or she will not be trusted. People who feel this way will be reluctant to volunteer.

One person said:

"I could do telephone work at home. Many would, but they think you should be in their office or are not putting in the hours you promised to volunteer."

Simple Solutions

- Encourage current volunteers (who are disabled) to reassure potential new volunteers that they will be able to successfully engage in volunteer activities and will be respected for their contribution.
- Nonprofit organizations should make it clear they welcome having disabled volunteers.
- Counsellors for the disabled should encourage them not only to seek suitable employment but also appropriate volunteer opportunities that will build their confidence and self-esteem.
- Provide opportunities for volunteers to volunteer from home or to be virtual volunteers.
- Establish a system of check-ins and ways for volunteer managers to communicate with virtual and at-home volunteers to ensure that tasks are being completed and that volunteers have the opportunity to ask questions and give feedback.
- Formally adopt procedures and practices for volunteer managers to follow in dealing with virtual or in-home volunteers and ensure that they are used (e.g. regular follow-ups with the volunteer, clear guidelines for the volunteer to follow, transparency in dealings with home volunteers).
- When developing systems for managing virtual or at-home volunteers, consult with your volunteers to ensure that these systems are not condescending and that they allow for effective communications.

Cost and Resource Considerations

- Setting up a system to maintain regular contact with virtual and at-home volunteers requires nothing more than an investment of time by the person who is in charge or volunteers.

"Make sure they are welcomed with open arms and keep them in any way you can. [Give volunteers with disabilities] jobs they can do from home or [that] are not physically challenging to them."

4 Internalized Barriers

Barrier Number 16

Reluctance to Ask for Help

Canadians have an international reputation for being polite. Sometimes one can be too polite for one's own good. Not wanting to bother others or "be a burden" makes some people with disabilities reluctant to ask for help when they need it, even if it is their right to ask. This can result in people being more isolated than necessary and not taking advantage of accommodations. Not asking for help can prevent some people from becoming volunteers and lead others to stop volunteering if their disability progresses or if they feel it is "too much bother" for others to assist them.

One person said:

"I must admit I do not use my disabilities and allow them to dissuade my abilities to volunteer. Stairs at [a local nonprofit] Club have been a deterrent, but they have a disability entrance. I feel a bit guilty to ask. Stairs have been a deterrent at times."

Simple Solutions

- Make sure that anyone who manages volunteers with disabilities always asks if there is anything that can be done to accommodate their needs and assures them that it is their right to be accommodated.
- Encourage all staff and volunteers to inform management if a volunteer with a disability is having a difficult time carrying out a task due to his or her disability. Have the most appropriate person informally ask if some accommodation or different task would make the volunteer's involvement easier. If there is, provide it.
- Encourage a culture of watching out for volunteers while they carry out their assignments and making sure that their needs are met.
- Formally adopt a policy that states that it is the right of your volunteers to ask for and receive alternative tasks or accommodations. Make all volunteers aware of this policy.

Cost and Resource Considerations

- It may take a small amount of staff time to reassign a volunteer to another task and then find and train a replacement for that volunteer.
- Some accommodations might involve a cost to the organization, but given that the volunteer is already carrying out a particular assignment, these should be minor. If the cost of accommodations is prohibitive, consider assigning the volunteer to a new task.

"[I] will get back at it full-time once I get more of my mobility back."

Barrier Number 17 **Fear of Rejection**

No one likes to be rejected. People with disabilities have often had enough personal experience with being rejected to develop a fear of rejection. This is a real barrier and can add to social isolation. After all, why ask to be a part of something if you are just going to be rejected? This fear can be as big a problem as the disability itself and can make people with disabilities hesitant to seek out or follow up on volunteer opportunities.

One person said:

“I called to volunteer with the new shelter in the Summerside area and spoke to a worker – but I didn’t do follow up as I didn’t know how to broach subject of my disability.”

Simple Solutions

- Actively recruit volunteers with disabilities and make volunteer opportunities known to NGOs in the disability sector. It will be hard for people with disabilities to feel rejected when they are being pursued. Active recruitment of volunteers with disabilities will require ongoing, conscious effort. You may also have to make some changes to your volunteer recruitment policy and practices. (Ensure that when recruiting volunteers managers provide reassurance about support and respect for the new volunteer’s contribution).
- When communicating with a new volunteer, ask if they have any disabilities that the organization will need to accommodate. Specific accommodations will determine what initial and ongoing efforts are required with regard to providing physical accommodation for the physically disabled or special arrangements for those who might be speech impaired and so on.

Cost and Resource Considerations

- It costs nothing to develop a plan for recruiting people with disabilities. Contacting disability NGOs to make them aware of volunteer positions will involve a small amount of staff or volunteer time.
- The cost of making accommodations at the outset of a relationship with a volunteer will depend on what accommodations are required. Some accommodations cost nothing. Others may be expensive.

“I enjoy volunteering. It gives me an idea of what is going on in this world. I see the good in many people and they do things so willingly. But with obstacles in the way for some people, other people are missing out.”

Barrier Number 18

Attitudes of Volunteer Managers

The attitudes of the person in charge of volunteers at your organization can impact your recruitment efforts. Typically it is the people who manage volunteers, whether they are staff or are themselves volunteers, who decide whom the organization wants to recruit and how it is going to do it. Some volunteer managers have in mind old stereotypes of people with disabilities when considering them as volunteers. They believe that their usefulness to the NGO will be marginal or that they will be “high maintenance” or require “more effort than they are worth.” The impact of a volunteer manager with archaic attitudes about people with disabilities can be devastating for volunteers with disabilities and negative for the organization. Although these managers may not intend to be mean-spirited, their condescending treatment could discourage volunteers and even drive them away.

One person said:

“Usually they want to stick you on a corner with no washroom nearby and in the end you feel as if you are down-graded because you have a disability – many people think if you are disabled you also have mental problems.”

Simple Solutions

- Formally review your volunteer recruitment and management procedures and practices, and discuss how volunteers with disabilities could be recruited and retained.
- Adopt a formal policy that states that your organization will do a regular review of its volunteer recruitment and management procedures and practices to ensure that the organization’s needs are being met and that no group of people is being excluded.
- Invite a local disability NGO to do sensitivity training with your staff and volunteer managers. During the session, discuss the capacities of people with disabilities and barriers to their involvement.
- As part of the orientation of volunteer managers, ensure that they are aware of the value of volunteers with disabilities and of steps being taken to recruit them.

Cost and Resource Considerations

- It costs nothing to change people’s attitudes about disabilities. All they need are experience with people with disabilities and knowledge about their capacities.
- Doing sensitivity training will require an investment of time by everyone who attends and by the person who organizes the training.

“Now that I am retired, I am so busy, for the life of me, I wonder how I had time to work. The GREATEST REWARD is helping others and visiting the aged or sick people to help cheer them up and BRIGHTEN their day.”

Barrier Number 19

Attitudes of Other Volunteers

To a large extent, the attitudes of volunteers tend to mirror those of the general public. A host of mistaken impressions and stereotypes exist about people with disabilities. Ignorance and even misplaced fear exist in many people and can lead them to ignore people with disabilities or treat them in a condescending way. The attitudes of other volunteers can deter people with disabilities from participating in an organization and can make volunteering unpleasant. People with disabilities would be more interested in volunteering if organizations made the experience more pleasant by promoting the integration of volunteers with disabilities.

One person said:

“I think the disabled should have no obstacles to volunteering to do whatever they are able to do. Many people view a person’s disability as if it were contagious; and as such do not want to be associated with it in any way.”

Simple Solutions

- The best example for other volunteers and the best teacher about people with disabilities is a volunteer with a disability carrying out his or her tasks well and with any support or accommodation that he or she needs. Give proper support to that volunteer and others will learn by example.
- Invite a local disability NGO to do sensitivity training with your volunteers as part of any ongoing volunteer training program you have. During the session, discuss the capacities of people with disabilities and barriers to their involvement.
- As part of the orientation of new volunteers, ensure that they are aware of the value of volunteers with disabilities and of accommodations that the organization makes for them.

Cost and Resource Considerations

- Supporting a volunteer with a disability takes no time or money other than that associated with whatever accommodation is needed.
- An investment of time would be required to offer sensitivity training, but this should be minimal if the organization already has a volunteer training program in place and can simply add sensitivity training to it.

“Please keep showing people they are wanted as well as needed.”

Barrier Number 20

Lack of Flexibility

Many people with disabilities feel like square pegs that people try to fit into round holes. Insisting that volunteers with disabilities fit into a specific and strictly defined position with rigid requirements on how and when things need to be done may not work in some cases. Although some volunteer assignments may require people to be available at certain times or to meet specific deadlines, many do not. Allowing volunteers to do a task slightly differently, letting two people share an assignment, or allowing for flexible completion times can make a volunteer position workable for someone with a disability. This does not mean expecting sub-standard work or “taking it easy on” someone with a disability. It just means being flexible and open to different ways of doing things. Some disabilities cause people to tire more easily or to be unable to concentrate on something for a long period of time. If your organization is not flexible enough to accommodate these differences, volunteers with disabilities will become discouraged and think that they “can’t cut it.” They may leave your organization.

One person said:

“I get tired quickly. I’m afraid they would expect too much of me.”

Simple Solutions

- Review the time commitments and schedules attached to your volunteer positions to see if there is a solid rationale for them.
- Make it part of your volunteer management system to adapt jobs to volunteers and not volunteers to jobs.
- When meeting with new volunteers for the first time and considering what tasks to assign them, determine if flexible scheduling is needed or wanted and, if so, take action to make it work.
- Regularly talking with your volunteers will give you a good idea of what it is actually like to volunteer for your organization. If some of your volunteers have fixed time commitments, ask them informally if there is a better way to organize their work than the way you do it now. That is, ask if they would prefer a more flexible schedule.

Cost and Resource Considerations

- Being flexible costs nothing, but it may involve additional staff time so that the person in charge of volunteers can arrange backup, coordinate flexible schedules, or supervise two or more volunteers who are sharing one assignment.

“Bad attitudes have to be changed. Compassionate people consider your problem and, oh, how they can make your environment more comfortable to work in.”

Barrier Number 21

Inappropriate Volunteer Assignments

It's the job of the person who is in charge of volunteers, either a staff member or another volunteer, to manage volunteers to the best advantage of both the organization and the individual. If the person in charge of volunteers only looks at what the organization needs done and what positions it has available, this could result in some people being given tasks that are impossible, difficult, or even painful and dangerous for them. The impact of an inappropriate volunteer assignment is, to some extent, the same for people with disabilities as for other people – they end up being unhappy, become discouraged, and many decide to leave the organization. But the impact on a person with a disability can be even worse. Some people get used to perceived failure and to not being able to meet what they see as society's expectations. Setting them up to fail by giving them tasks that they are not capable of doing reinforces this.

One person said:

"I had my knees operated on and was unable to drive my car to collect for different organizations."

Simple Solutions

- Formally state in a written volunteer policy that volunteers will be assigned tasks based on their capacities and abilities and will be accommodated reasonably to carry them out.
- When assigning tasks that are done every year (e.g. duties in an annual fundraising campaign), look at the health status and other factors of each volunteer before automatically assigning them the same tasks that they have "always" done. Consider alternative assignments where necessary.
- Ensure that volunteer managers speak with volunteers before organizing their annual work plan and verify their ability to do the same jobs as in previous years.

Cost and Resource Considerations

- It costs nothing to talk (and listen) to people. It may also take time and cause some inconvenience to rearrange some duties for some volunteers.

"People with disabilities are pictured needing assistance – e.g. fundraising driver. Not in assisting able people."

Other Barriers

It would be a nice and simple world if the 21 barriers listed so far in this manual were the only ones that existed for people with disabilities. But the world is not so simple. The barriers that we've dealt with are not the only ones that prevent or deter people with disabilities from volunteering.

All of the barriers included in this manual concern people with physical disabilities. Many of them also concern people with intellectual disabilities, learning disabilities, and mental health disabilities. But there are also barriers that are distinct to each of those disabilities as well. The solutions presented in this manual all involve adapting volunteer positions to the abilities and aptitudes of volunteers with disabilities. You can use the information here and the ideas presented to adapt to the needs and abilities of people with all types of disabilities.

There are, however, some barriers that have little to do with the individual's capacity or your organization's systems or attitudes. One example of this involves the source of income of some volunteers with disabilities. Some disability benefits programs state that the ability to volunteer more than a certain number of hours a week (or month or year) indicates that the person is able to work full time at a paying job, regardless of whether this is accurate or not. Fear of being cut off from their only source of income can prevent people with disabilities from volunteering. Disability benefit programs, such as Canada Pension Plan Disability, frequently change their rules and it is difficult to say at any particular time which ones put limits on volunteer activity. For current rules, consult the Web site of relevant benefit programs (e.g. Workers Compensation Board) in your province or territory, as well as that of the Canada Pension Plan Disability program.

Simple Questions and Exercises

How to start eliminating barriers to volunteering for people with disabilities can be perplexing if you've never considered the subject before. Every organization is different and will have different barriers and different resources to deal with them. This manual is aimed at eliminating commonly found barriers, and most of the solutions are relatively easy and inexpensive to implement. Use the following simple questions and exercises to get an idea of where to start and what to do to eliminate barriers.

- How many volunteers with disabilities do you have now (or have had recently)?
- Have you had any volunteers in the past who had, or who developed, a disability and who do not volunteer with you any more? What volunteer activities were they doing and why did they stop volunteering?
- If you have one or more volunteers with disabilities, ask them what barriers they have encountered with your organization and how they have overcome them, if they have.
- Now that you have read this manual, think about where your volunteers work now and what they do. Regardless of whether or not you currently involve volunteers with disabilities, do any of the barriers identified in this manual exist in your organization?
- Ask staff or volunteer managers in charge of your organization's activities and services what roles volunteers with disabilities presently play and what further role they could play. This will allow you to both see possibilities for volunteers with disabilities and see the attitudes of staff or volunteer managers.
- Ask a local disability organization to do sensitivity training with your staff and volunteers. After the training, ask participants for suggestions on how your organization could eliminate barriers.
- Borrow a manual wheelchair from a disability organization or medical supply company and try to do your job, or the job of a volunteer, for a day without getting out of the chair (don't forget lunch time and bathroom breaks). Attend a board or committee meeting with your eyes covered. Were you able to fully participate? Once you have done these activities, think of ways to address the difficulties you encountered.

Simple Examples

Need more ideas on how to make your organization barrier-free for volunteers with disabilities? Here are some examples of what some NGOs have done to eliminate barriers for their volunteers with disabilities and to recruit new volunteers with disabilities. These were all taken from our survey of NGOs in PEI:

- One health care NGO located at a hospital formed a relationship with the Rehabilitation Unit at the hospital and invites the unit's patients to volunteer in their office doing clerical work.

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- One NGO specifically scheduled volunteer commitments and meetings that involve volunteers with disabilities so that they did not conflict with their home care service visits.
 - One health-related NGO with a significant patient-support program makes it a practice to always thoroughly discuss with the prospective volunteer what they feel is suitable for them. They assign other activities than “bedside” functions, such as fundraising, if the volunteer feels that it would not be physically possible to carry out those duties. (That is the NGO doesn’t automatically assign patient-support activities to volunteers with disabilities, but offers them other choices).
 - One NGO specifically budgets money for disability supports for its volunteers and includes provisions in all project budgets for funds that would eliminate barriers to participation in that project.
 - One NGO that frequently has speakers at its meetings reserves seats near the speaker for people with hearing impairments.
 - One NGO makes it a practice to provide written material in large print type for any volunteer with a visual impairment and to provide audio format materials for any that are blind.
 - One NGO has specialized volunteer training geared to the individual abilities of its volunteers with intellectual disabilities.
 - One NGO that provides childcare services specifically approaches seniors with disabilities to come to their (accessible) centre to read stories to the children.
 - One NGO has a policy that states that it will only attend meetings in accessible facilities, regardless of whether or not the person who would attend requires accessibility. If the meeting location is not accessible, it informs the group that is holding the meeting why it is not attending and offers to go to a future meeting if it is in an accessible location.

Conclusion

This manual has attempted to provide simple solutions to overcoming the barriers faced by volunteers with disabilities. But these are not the only solutions to these barriers. The best solution is one that works for you in your organization with your volunteers with disabilities. Ask your volunteers with disabilities what barriers exist in your organization and you might be surprised at their responses. They might prompt you to devise one of your own simple solutions.

If you don't have any volunteers with disabilities, ask yourself why not. Think about what someone with a disability would encounter if they decided to approach your organization and ask to volunteer. Could they even get in your front door?

Where to Get More Information

For further information on disabilities, disability issues, and the barriers to volunteering for people with disabilities, you can contact one of the national, provincial, or territorial member organizations of the Council of Canadians with Disabilities, Canada's national NGO for people with disabilities. The names and Web sites for some of these organizations are listed below and were all last retrieved September 22, 2005:

- Council of Canadians with Disabilities – www.ccdonline.ca

National Organizations

- Alliance for Equality of Blind Canadians – www.nfbae.ca
- Canadian Association of the Deaf – www.cad.ca
- Disabled Women's Network (DAWN) of Canada – www.dawncanada.net
- National Educational Association of Disabled Students – www.neads.ca
- National Network for Mental Health – www.nnmh.ca
- People First – www.peoplefirstofcanada.ca
- Thalidomide Victims' Association of Canada – www.thalidomide.ca

Provincial/Territorial Organizations

- Prince Edward Island Council of the Disabled – www.peicod.pe.ca
- Nova Scotia League for Equal Opportunities – www.nsnet.org/leo
- Coalition of Persons with Disabilities Newfoundland and Labrador – www.codnl.ca
- Confédération des organismes de personnes handicapées du Québec – www.cophan.org

- Persons United for Self-Help in Northwestern Ontario Inc. – <http://my.tbaytel.net/pushnwo/>
- N.W.T. Council of Persons with Disabilities – www.nwtability.ca
- Manitoba League of Persons with Disabilities – www.mlpd.mb.ca
- Saskatchewan Voice of People with Disabilities – www.saskvoice.com
- Alberta Committee of Citizens with Disabilities – www.accd.net
- British Columbia Coalition of People with Disabilities – www.bccpd.bc.ca

The following sites are also useful:

On virtual volunteering for people with disabilities:

- RGK Center for Philanthropy and Community Service at the University of Texas – http://www.serviceleader.org/new/virtual/archives/categories/volunteers_with_disabilities/index.php

On the capacity of the disability community:

- Advancing the Inclusion of Persons with Disabilities 2004, Social Development Canada – <http://www.sdc.gc.ca/asp/gateway.asp?hr=en/hip/odi/documents/advancingInclusion04/index.shtml&hs=pyp>

Notes

This and other Knowledge Development
Centre publications are also available online
at www.kdc-cdc.ca, or as a special collection
of the Imagine Canada — John Hodgson
Library at www.nonprofitscan.ca.



www.kdc-cdc.ca