1.0 Knowledge Strategy Model

The overall focus of the knowledge strategy model is to ensure that the voluntary sector has access to key knowledge on a number of different levels. This model represents a progressive approach to the dissemination of information that cuts across many components of the voluntary sector. Not unlike many organizations today that seek to build a Alearning organization@, the knowledge strategy model is designed to foster a Alearning sector@.

The overall goals of the knowledge strategy model are as follows;

- S   To create the capacity/ability to define the information needs/priorities in the voluntary movement

- S   To address perceptions and beliefs that are barriers to a Alearning sector@

- S   To build upon knowledge that already exists within the voluntary sector

- S   To focus on three key users including; voluntary sector, organizations and volunteers

- S   To utilize a variety of appropriate and accessible means of disseminating information

- S   To promote the use and growth of innovative technologies for learning throughout the voluntary sector

1.1 Components of the Knowledge Strategy Model

The knowledge strategy model is consists of three main components:

1)   Purpose and Scope of Information

2)   Means of Dissemination of Information

3)   Approach

The Purpose and Scope of Information involves an analysis of both the information content and the users of the information. The content of information covers three major areas including; governance, volunteer management and volunteer skills while the users of the information include organizations/voluntary sector, volunteer managers and volunteers.

The Means of Dissemination of Information is dependent upon two inter-related components. First, the delivery method examines the most appropriate way to process the information based on the content. This can range from Astand alone@ written information to interactive learning or formal processes such as, mentoring. The delivery method also focuses on alternative means of dissemination including information technology such as, the internet. Second, the culture and attitudes component examines various barriers to learning such as access, learning characteristics and awareness and readiness.

The Approach represents the delivery of the final information product. Based on the purpose and scope and the means of dissemination, an information product is developed that captures the best approach based both the information content and the users of the information. This approach should have application within the entire voluntary sector.

2.0   Application of the Knowledge Strategy Model

The following example is intended to demonstrate an application of the knowledge strategy model. For the purpose of this case study, a simple knowledge strategy is developed based on a common volunteer management concept - volunteer screening.

The Report of the Advisory Board on the Voluntary Sector - ASustaining a Civic Society: Voluntary Action in Ontario@ (January, 1997) identified the need to disseminate Aexisting materials, tools, aids and best practices to help voluntary organizations to develop policies and practices to define and enhance the participation of volunteers@ (page 16). Volunteer screening is a common method used throughout the voluntary sector for accessing and evaluating the appropriate placement of volunteers within an organization. Though perhaps somewhat simplistic and easy to define based on content, volunteer screening provides an excellent case study for the application of the knowledge strategy because it also encompasses a number of other complex content components such as legal issues, risk management and government legislation. Volunteer screening is also a potentially controversial topic within the voluntary sector.

The following analysis of volunteer screening using the knowledge strategy model is only intended to demonstrate an application of the model and is not intended to address all of the key components of this topic.

2.1   Purpose and Scope of Information

   2.11   Content

Content: Volunteer Screening		
Content Area	**Topic**	**Source**
Definition and Description	$ Volunteer screening methods $ Volunteer screening policies $ Specific examples $ Reference checks $ Police record checks	X Volunteer management sources X Professional associations X Canadian Police Information Centre
Government Policy and Legislation	X Specific government legislation, regulations and policy X Ontario Human Rights Code X Labour Relations Act X Freedom of Information Act X Program standards	X Province of Ontario X Legislation from other provinces/countries
Research/Case Studies	X Volunteer management research X Specific case studies	X Specific organizations X Professional organizations
Legal Information	X Legal responsibilities X Legal examples/past legal cases X Liability	X Law Society X Legal references X Specific organizations and professional associations
Related Topics	X Human resource management information X Organization liability insurance X Risk management X Volunteer placement and retention	X Human resource management sources X Specific organizations and professional associations
Related Issues	X Discussion re: police record	X Dialogue between

Content: Volunteer Screening		
Content Area	**Topic**	**Source**
	checks	voluntary sector organizations

2.3 Users

Users	
User Type	**Specific Users**
Voluntary Sector	X Sector wide planning groups X Professional associations X Government
Organizations	X Board of Directors X Advisory Committees X Senior management X Volunteer managers
Volunteers	X Volunteer leaders X Volunteers

3.0 Means of Dissemination of Information

3.1 Delivery Method

Delivery Method		
Delivery Method	**Content Presentation**	**Source**
Written Material	X Manuals X Policy examples X Government legislation	X Professional Associations X Published materials X Government

Delivery Method		
	X Articles X Research reports	
Interactive Learning	X Workshops/Seminars X Educational programs	X Professional Associations X Education Institutions
Networking/ Mentoring	X Discussion Groups X Planning/Advocacy	X Conferences/local planning groups X News Groups (Internet)

3.2 <u>Culture and Attitudes</u>

Culture and Attitudes	
Type	**Issues**
Access to Information	X Affiliation with Professional Associations X Financial/Human Resource constraints X Technological limitations
Learning Characteristics	X Different learning modes/perspectives
Awareness and Readiness	X Organizational development X Legal perspective X Nature of business/service X Other priorities

4.0 <u>Approach</u>

Knowledge Strategies
X To develop an inventory of written resources on volunteer screening that is accessible to the voluntary sector
X To provide organizations within the voluntary sector with access to information and advice on legal and legislative issues related to volunteer screening
X To work in conjunction with existing professional associations to develop workshops and seminars on volunteer screening
X To develop volunteer screening resources on the internet including resource material, training opportunities and news groups/discussion groups.