Volunteer Involvement in California Libraries: "Best Practices"

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Carla Campbell Lehn, M.S., C.V.A.
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About the Author

Carla Campbell Lehn has over 20 years experience as a professional Volunteer Program Manager, developing and managing projects on a local, state, regional and national level. In 1997, she became one of only 200 individuals who have received the certification, C.V.A. -- Certified in Volunteer Administration -- from the Association for Volunteer Administration.

She is also an active community volunteer -- Girl Scout Leader, trainer of Girl Scout Leaders, PTA Board Member and field trip chaperon, to name a few. She holds a B.A. in Psychology from Michigan State University, and an M.S. in Community Development from the University of California, Davis.

Carla began working with libraries in 1994, while preparing to present a series of workshops on Volunteerism on behalf of the California State Library. She has provided training and consultation to many libraries on this topic.

As a professional consultant, she has facilitated countless focus groups, meetings and retreats, and developed and delivered numerous training programs on "Effective Volunteer Involvement, " Effective Meeting Management," and "Board Roles and Responsibilities." She has also designed and provided individual consultation to many organizations on these topics.

Her consulting practice assists organizations to pay closer attention to their mission, by resolving and/or avoiding the frustrations often associated with volunteer administration, board development, strategic planning and meeting management.

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Introduction – How To (and Why?) Use This Book

California libraries increased their conversations about volunteerism during the recession of the early 1990's, which had a dramatic impact on libraries, who faced increasing demands for services, often with less funding. Library Trustees, and City and County Administrators throughout California rallied the cry, "Get a volunteer to do it!," with often little understanding of what that might mean . . .

While some libraries demonstrated tremendous creativity in their approaches to maintaining, and even expanding, services to their communities through volunteerism, others had bad experiences and became increasingly frustrated with continually being asked to increase their involvement of volunteers. I believe these "dark times" resulted because library staff didn't have access to the information and tools they needed to help them make informed decisions about developing a library volunteer program.

Volunteer program management is a profession, like any other. There is a body of research and "best practices," shared and expanded on by professionals in the field throughout the world. This book is an attempt to bring those ideas to the library setting, along with actual examples of these strategies employed California libraries.

The materials for this book began their development during a California State Library training initiative known as "Tapping Community Resources." The author developed a day-long workshop on this topic based upon a statewide survey of librarians in the field which asked about their experiences, successes and frustrations, with volunteerism.

The materials have been further developed through work with individual library systems, and through contact with local librarians on what really works.

The purposes of this "Best Practices" Manual are three-fold:

1) To identify critical strategies for creating and maintaining a successful library volunteer program.

2) To provide "hands-on" tools to assist local libraries with implementation of the strategies.

3) To showcase "real-life" California library examples of application of the strategies.

The book begins where we should always begin -- with the "WHYs" -- Why utilize volunteers, anyway? Why do people volunteer? Why do some volunteers do a great job and stay a long time, and some we see once and never again?

We look at the "WHATs" -- What needs to be done? What are the potential "landmines?" And, what strategies can I use to solve or avoid them?

Next, we review the "HOWs "-- How do we find volunteers? And how do we keep them? (At least, how do we keep the good ones?)

Then, we look at the "WHOs" -- Who on the library staff should be involved? Who in top management and the Board will play a role? Who will manage the volunteer program? Who will help keep me from burning out?

Last but not least, we review the "WHO ELSE" -- Who else can help me with this? Who else has resources on this topic? Who else can I talk to and get support from about this? IS ANYBODY OUT THERE WHO CAN HELP ME?

Each chapter is followed by real life examples from California libraries that are meant to be photocopied or revised to meet your local needs. Your Library colleagues and I have prepared them to help you.

There are also books, journals, and organizations, websites, listserves and even on line certificate programs that can help you. See Chapter IX -- Additional Resources Available -- which identifies some great places to start.

In the back of this book, you will find a complete annotated alphabetical bibliography. At the end of each chapter, I have identified books from the bibliography that might be particularly helpful as your own library deals with issues raised in the chapter.

It is hoped that the book will be a good introduction to the novice, as well as a good reference source for the experienced. Above all, it is meant, if not to inspire, at least to give you hope that volunteerism is something that really might work for you and your library. ENJOY!

Chapter I -- Why Involve Volunteers In The Library?

In a written survey and in workshops all over California, I heard similar stories -- most libraries were using volunteers, but only about half were feeling like it was successful -- people wanted me to talk about things like:

- How to get volunteers to make a long-term commitment for a routine job
- How to make them do what we want them to do
- How to incorporate new volunteers into a long established group (clique)
- Issues about use of volunteers in place of laid-off staff
- Problem volunteers -- How to fire them

If volunteers are this much trouble, why do we bother?

WHY BOTHER? -- PURPOSE AND BENEFITS OF A VOLUNTEER PROGRAM

1) Involving Volunteers Develops A Group Of Strong Library Supporters

One of most important reasons for utilizing volunteers is it develops supporters for your library. People who feel a part of your organization, who understand its issues and who care about it, can and will advocate for it in the budget process, promote it in the community and will help to recruit both financial and human resources.

Often, volunteers can be more credible spokespersons than staff -- why? Because staff are paid. When staff talk to the city council or the county board, there's always the perspective that "You're being paid, so of course you'd say that." When volunteers go (or go with you) to talk to decision-makers, the chance your request will be viewed more credibly is increased. And volunteers who understand your needs and feel strongly about the library are terrific messengers.

If your library is considering a major fund-raising effort, such as the development of a foundation or a bond measure, strong, broad community support will be essential. A diverse group of strong library volunteers will be critical to your plan.

2) Volunteers Can Enhance Library Services

Involving volunteers allows you to supplement or broaden your range of services. Many California libraries have responded to the needs of their communities through the deployment of volunteers in book delivery programs for the homebound, after school "homework helper" services and toddler story-hours.

Volunteerism allows you to extend services to your patrons beyond what limited staff hours would be able to accomplish alone.

The beauty of using volunteers in these situations is they have the luxury of giving one-on-one time to patrons. While staff would probably love to sit down and help someone for an hour, their job demands just don't allow it. But a library volunteer often has that luxury, and can make that personal one-on-one connection.

3) Volunteers Can Bring Their Community Connections to the Library

We often forget that our volunteers have full lives outside the library. They may be involved with other community clubs and organizations, and/or have connections to a target population that you've been trying to reach -- ethnic minorities, seniors, or teens.

Corporations and businesses often provide their employees resources to help them do community service -- not just money, but "release time" programs that allow them to volunteer during work hours, or in-kind donations such as corporate printing services or used office equipment.

4) Volunteers Bring Specialized Skills

Most often, libraries think only of the "traditional" volunteer jobs -- book shelver, book mender, shelf duster. NOW HEAR THIS -- those jobs have limited appeal. There are some people who will love those tasks, and will come back year after year to do them. Others wouldn't even consider volunteering for those jobs, but have a host of other interesting skills you may need. I'm going to harp on this topic throughout this manual -- I want you to "Think outside the box" when you think about how volunteers can be utilized in a library.

Let me give an example. Once I needed to provide assistance to not-for-profit organizations in the area of personnel law. Now, I'm not a lawyer, but my job was to provide technical assistance to not-for-profits, and they had identified personnel concerns as an area of great need and interest.

So, I called a personnel manager I knew, who knew a labor lawyer, who knew the Chair of the Labor Law Section of the County Bar Association, who knew . . . You get the idea . . . We invited them to come for just one meeting -- to "pick their brains." Before the two hour meeting was over, they had designed a 10 week training session on the subject, using their own $250/hour attorneys, at no cost to my organization, except to advertise the workshops!

People who have specialized skills are often happy to share them as volunteers. Unfortunately, we, as volunteer program managers, often limit ourselves by only

thinking about or trying to deliver services that WE know how to do -- or only involving people that WE know. You'll be much more successful if you don't limit yourself to who and what you know. Think about who does or who might, and involve them, too.

And, if one of your goals in utilizing volunteers is to create a group of strong library supporters, you must go beyond the people who have always volunteered for the library, and attract "new blood," too -- working people, families, professionals, and others.

5) Diversity

To be as relevant as possible to their communities, many libraries have committed to achieve diversity which reflects the population of their community on their staffs, on their Boards and in their programming. Volunteers can help make those connections -- ask them to help you build relationships across ethnic and age boundaries. The library is a wonderful place to mix generations and cultures.

Think, too about other aspects of diversity in your community -- what corporate or government employers should your library have relationships with? Are you "geographically relevant"? Do people with disabilities participate in your programs and services (including your volunteer program)? Utilize your volunteer program as a way to tap or expand those connections.

6) Volunteerism Can Free Up Professional Staff Time

Library staff are a precious commodity. Giving volunteers supportive jobs to do helps to free up some of that highly skilled professional time, to accomplish those tasks for which Librarians were trained.

7) Volunteers Bring New Energy and Ideas

One of the things that keeps me in the volunteer business is that volunteers come up with things that never would have occurred to me. They often bring a new perspective or a creative approach. Many heads are better than one.

8) Volunteers Give More

People who feel a part of your organization and understand its needs will bring their other resources to bear on it. The 1996 edition of the Gallup Survey, entitled "Giving and Volunteering in the United States," showed that volunteering continues to have a direct relationship to contributions of money.

Volunteers give more than non-volunteers, and contributing households with a volunteer give a much higher percentage of household income. This finding holds true over the last 10 years -- in each of the 5 survey years, volunteers reported household contributions that were about three to four times higher than for non-volunteers.

I put this reason last, not because it's unimportant, but because if the first 7 reasons haven't convinced you that volunteerism is a good thing for libraries, this one might. However, DO NOT make this the primary goal of starting a volunteer program. Volunteers are smart people and will catch on to that right away. The potential for increased giving to your fund-raising campaign is a nice benefit of volunteer involvement, but it should not be the driving force behind your decision to involve volunteers.

If you're still not convinced -- read the words of Ann Robb, Library Manager, Paso Robles Public Library:

"When we began our volunteer program in 1995, we hoped it would help us continue to perform business as usual in a new location. What we found was that using volunteers changed the whole character of the library. While some things remain the same, the volunteers add much more than we ever anticipated . . .

. . . it has increased our prominence in the community. At a recent luncheon, I overheard one person say to another: "If you want a who's who of Paso Robles, find out who's involved with the library." This increased visibility adds to our support base. Volunteers acquire a strong sense of ownership about the library, and will readily speak to friends and neighbors about our needs and goals. I know that if we ever need a show of public support we can rely on our volunteers.

The volunteer program also adds variety and diversity to the library. The education and experience of our paid staff is primarily in librarianship and education. Our volunteers bring a much wider range of backgrounds. People have work and life experiences that include marketing, computing, medical fields, fine arts, small business, large corporations, banking, grantwriting, child care, manufacturing, agriculture and more. This wealth of expertise and talent adds much to our collective knowledge.

Finally, our volunteer program has brought measurable differences in the service we provide. Our library card registration, materials circulation, and program attendance continue to rise. The city council recently approved an augmentation to the library budget so that we can increase our hours. This is due to the heightened visibility of the library, and because we have shown our willingness to look for innovative and alternative ways to provide library service.

A strong and effective volunteer program requires hard work, a "can-do" attitude, and trust in the community. It is not an easy task, but the payback is well worth the effort."

"GET A VOLUNTEER TO DO IT!" -- MYTHS ABOUT VOLUNTEER PROGRAMS

Unfortunately, volunteer programs often get bad press because of some common myths held about them. Where do these myths come from? Sometimes they come from Library Directors, policy-making bodies, funding bodies or boards of directors, who often assume that the answer to every problem is "Get a volunteer to do it."

Let's explode those myths right up front, so we can get on with the important stuff.

MYTH #1 -- "Volunteers can replace staff."

Ninety-nine point nine percent of volunteers don't have degrees in Library Science or Information Technology. Volunteers can, however, very effectively support the things that librarians do. They can do things that are not "library technical," so librarians can concentrate on that for which they were trained.

Unfortunately, most city council members and county supervisors don't have a clue about the highly technical aspects of library work, and therefore suggest that you just "get a volunteer to do it". . . Are these policy makers bad, or stupid? Of course not. If they don't understand the highly technical work that Librarians do, it's often because librarians haven't spent the time required to explain, and even show, it to them.

Decision makers' knowledge of the Library is based on two things: (1) their personal experience as a patron, and (2) what you tell and show them. If their only concept is formed at the circulation desk, where they observe someone scanning a bar code for people checking out books, they may assume that "anyone could do that." If you don't tell them the whole story, who will?

When was the last time you invited your County Board for a tour of the Library? Do they know what's involved behind the scenes? How many of your City Council members know you have Internet connections available for public use? Have they seen your collections in Spanish and Tagalog? Do they know that Public Libraries are founded on the right of free speech?

Waiting until budget cuts are proposed to tell them all this is not the most effective approach. Building a strong understanding about your library with policy makers on an on-going basis is best. Then, when they suggest budget cuts,

and say "get a volunteer to do it," you have laid the groundwork of understanding not only about the Library, but about what Librarians do.

Myth #2 -- "Volunteer programs are free."

NOT! . . . At minimum, they cost staff time -- it takes time to manage volunteers in order to get the kinds of results you need. It also takes resources to train volunteers, give them a place to sit, and thank them for their efforts.

While the services of volunteers can help to increase productivity and expand services, don't let your funders or your library director kid themselves -- volunteer programs are not free. They can be highly cost-effective, but they're not free.

Myth #3 -- "Volunteers are self-managing."

Volunteers are really smart people just like paid employees. But they don't know what to do if you don't give them direction, if you don't train them, and if you don't monitor their performance. It takes planning, organization, and good management to have an effective volunteer program.

Again, if one of your volunteer program goals is to build relationships with our community, the worst thing you can do is invite volunteers in without addressing the issue of how and who will manage them. If they have a bad experience because you weren't sensitive to these management issues, you run the risk of them becoming negative community spokespeople instead of positive community liaisons.

WHY ARE WE DOING THIS? -- A VOLUNTEERISM MISSION STATEMENT

Chances are you have a mission statement for your library which defines its broad purposes, and outlines what you're trying to accomplish in the community. You need something similar for your volunteer program.

Alice (in Wonderland), asked the Cheshire Cat which road she should take. The cat replied "That depends a good deal on where you want to get to." "I don't much care where," said Alice. "Then it doesn't matter which way you go," said the cat. This, my friends, is the essence of planning.

A mission statement defines the reason for your decision to involve volunteers in your library. In the mission statement you describe in broad terms WHY you are doing this, WHAT volunteers will do, and HOW their efforts will be supported. Once those questions have been answered, the mission statement can be used to design and make decisions about the program.

Best Practice #1 for Chapter I is a collection of Sample Volunteer Program Mission Statements from libraries throughout the state. Take a couple of minutes now to review them and see what kind of reactions you have, before reading on.

My guess is as you read them, you had visceral responses to them -- some you loved, and some you hated. That's because a volunteer program mission statement is very personal to each library. I don't recommend that you just pick one of these and publish it for yourselves. You have to create one that reflects your library's philosophy.

Did you see how they answered the question "WHY?" Why involve volunteers? -- for linkage to the community, to supplement what library staff do . . .

Then they answered "WHAT?" What do volunteers do for the library? You noticed some even identified things that volunteers don't do.

It's also helpful to include a statement about "HOW" volunteers will be treated in the organization. It's important to start building into the organizational culture a sense that volunteers are an important "cog in the wheel" -- that philosophy begins with the mission statement.

Many libraries face the issue in their mission statement about whether or not volunteers will displace existing staff or be the sole source of keeping a library open. Others identify the boundaries of volunteer involvement based on patron confidentiality issues. These are philosophical decisions that each library must make.

The bottom line on the Volunteer Program Mission Statements is: One size does not fit all -- it must reflect your library's philosophy, and be "owned" and understood by the people who will make it work. Everything else about the volunteer program is driven by this initial statement of philosophy.

START AT THE BEGINNING -- DEVELOP YOUR VOLUNTEER PROGRAM MISSION STATEMENT

First, don't create this statement sitting alone in your office. The development of the mission statement should have participation by at least the library director and key managers and line staff. Depending on your local situation, you may also involve members of the Friends, other volunteers or Board members. You should also have the mission statement approved by your Board of Trustees and/or your City Council or County Board of Supervisors.

(NOTE: Before you begin, check to see if your City or County has a mission or purpose statement on volunteerism that already covers all departments. If that is

the case, your task is one of gaining a clear understanding of its intent, and then communicating it to all involved in your library.)

You can use the Best Practice materials for Chapter I to begin your mission development. We used this process to create a volunteer program mission statement for the Nevada County Library and the Mono County Library. In each case, we developed a "Volunteer Program Design Team," composed of key staff and volunteers from all levels and branches, as well as at least one representative from the Board, the Friends and current library volunteers.

Follow these simple steps to create your own mission statement:

1) Distribute to all the process participants you've identified:

   - ❑ "Mission Development Homework Assignment Sheet" (Best Practice # I.2), inserting your Library's overall Mission Statement where Nevada County's is in Step 2)

   - ❑ "Sample Library Volunteer Program Mission Statements"

   Give participants about two weeks to complete and return them.

2) When you compile all the statements that come back to you, don't be judgmental. Include all statements that were submitted, without editing them. This allows everybody who participated to see their ideas in writing and really feel part of the process, even if ultimately their statement doesn't get included exactly as they wrote it. Group them according to common themes that emerge. (See the example -- Best Practice #I.3).

3) Schedule a meeting of all the identified process participants (whether they returned the completed the homework assignment to you or not) to review the compilation of everyone's statements. With all the statements in front of them, people can easily begin to see where there is agreement, and consensus can be reached fairly quickly in those areas.

   Depending on the size of the group, you can facilitate a discussion of the statements with the full group, OR, ask a small group to work on each "section" and report their recommendations back to the full group.

4) If consensus can be reached on all issues at this meeting, a statement can be drafted and circulated for comment after the meeting. A second draft is then circulated for fine-tuning. Have a vote or approval process by the group participants once it's all complete, so it's clear that it has been formally accepted. THEN, have it formally approved by the Library Board, so they understand and gain ownership of it.

If consensus can't be reached on one or more areas, additional work must be done, either in the full group, or in small groups. You may wish to consult with neighboring libraries about their philosophies on a particular issue, and share the results of your research as one approach to assisting the group's decision-making process.

Using this process to define a mission statement will go a long way toward shaping success for your volunteer program. In the future, the mission statement can be used to answer new and even difficult questions about which direction to take. And, if you've followed the process through by having your Library Board of Trustees, City Council or County Board of Supervisors approve it, you've not only educated them about your intentions, but have gained top support by having it approved formally as policy.

"Best Practices" Materials for Chapter I:

- ❑ Best Practice #I.1: Sample Library Volunteer Program Mission Statements
- ❑ Best Practice #I.2: Mission Statement Development Homework Assignment (Nevada County)
- ❑ Best Practice #I.3: Mission Statement Development Homework Summary (Nevada County)

Bibliography for Chapter I:

In the back of this book, you will find a complete annotated alphabetical bibliography, but at the end of each chapter, I have identified books that might be particularly helpful as your own library deals with issues raised in the chapter.

Brudney, Jeffrey L., *Fostering Volunteer Programs in the Public Sector* (Jossey-Bass Publishing, 1990).

Ellis, Susan, From the Top Down: *The Executive Role in Volunteer Program Success*, Revised Edition (Philadelphia: Energize, Inc., 1996).

Ellis, Susan, *The Board's Role in Maximizing Volunteer Resources* (Washington DC: National Center for Nonprofit Boards, 1999).

McCune, Bonnie F. and Charlezine Nelson, *Recruiting and Managing Volunteers in Libraries* (New York: Neal-Schuman Publishers, 1995).

Wilson, Marlene, *The Effective Management of Volunteer Programs* (Boulder: Volunteer Management Associates, 1976).

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Sample Library Volunteer Program Mission Statements

I. City Library -- Volunteer Program Mission Statement

The Library's Mission is to inform, to enhance the quality of life, and to foster lifelong learning. The library is committed to the idea that involving volunteers in its operation will assist it in carrying out its mission for the community. Therefore, we believe that:

- Volunteers allow the library to provide enhanced services to the community.
- Volunteers provide a vital link between the library and the community -- both by informing the community about the services the library has to offer and by bringing valuable community input to the library planning process.
- A thoughtfully planned and well-managed volunteer program can bring a wealth of benefits to the library, its staff, the community and the volunteers.
- A successful volunteer program requires that staff and volunteers work as a team to implement the mission and goals of the library.
- Volunteers supplement, but do not supplant, library staff; volunteers complement, but do not replace library staff.

II. County Library -- Volunteer Program Mission Statement

The County Library believes that involving volunteers in its operation will assist in carrying out its vision. Volunteers serve as an important link between the library and the community. They help the community to understand how the library works, as well as its importance as a community cultural, educational and recreation resource. And, by bringing in the consumer viewpoint, volunteers expand library personnel's understanding of community needs and interests.

Library service is enhanced by volunteers supplementing and assisting the library staff. Volunteers bring ability, talent and time, allowing staff to provide enhanced services and embark upon special projects. Volunteers are welcome to help in all facets of the library operation except in functions that would jeopardize patron confidentiality and their right to privacy.

III. County Volunteer Program Philosophy

Volunteers are those who give their skills without pay to an organization. County

volunteers will complement, not replace, paid staff positions. County volunteers are to be treated as members of the team of people providing service to the citizenry of the County. Thoughtful planning and implementation of a volunteer program will bring rich benefits to the County, its paid employees, its citizens, and the volunteers themselves.

IV. County Library -- Policy on Volunteerism

Volunteers are auxiliary to the operation of the Library, helping the Library to function more effectively and efficiently.

The Library recruits volunteers to:

1) Accomplish one-time large projects that require above normal staffing levels.
2) Establish a pool of volunteer workers willing to be on call for tasks required to be performed on an intermittent basis.
3) Provide an ongoing source of assistance to library staff.
4) Provide assistance beyond the time that a staff member has to give to a project.

Library Volunteers do not:

1) Perform tasks normally assigned to staff.
2) Work at any public service desk.
3) Advise the public about library policy or procedures.

Legal issues pertaining to patron confidentiality and the right to privacy, as well as interpreting library policy, require intensive staff training and accountability. Special training is also necessary to operate the computer system. Liability laws restrict the use of volunteers for unsupervised public programs and activities. For these reasons, public service desks and programs are staffed by coded personnel and volunteers refer all patrons to the appropriate desk.

V. City Administrative Policy and Procedure on Volunteerism

PURPOSE: This administrative policy is established to set forth in writing the City/s intent to encourage the continuation and expansion of its use of volunteers as a valuable human resource, as well as an opportunity to fully involve the community in City government.

OBJECTIVE: The City values its many volunteers, and relies upon them to provide support and assistance in areas where permanent City staffing is unavailable, not feasible, or augmentation would assist current staff or enhance services. Volunteers support regular staff and existing programs, but do not take the lead in developing and implementing ongoing programs and services currently performed by City staff.

The use of volunteers is encouraged. However, they may not be used to replace or supplant City employees. In a layoff or freeze situation, the City will not support continuation of current service levels through use of volunteer support. If a program or staff position is offered as a program cut, the Department may not plan to fill the vacancy with volunteers.

Nevada County Library Volunteer Program Design Team

MISSION STATEMENT HOMEWORK ASSIGNMENT -- DUE May 19

Purpose of the Assignment: Job one in the development or expansion of a volunteer program is to "set the tone" for the program in a Mission Statement. The mission answers basic philosophical questions against which all program plans are measured. Such things as WHY volunteers are utilized, HOW they fit in to the organizational structure and HOW they will be treated, are defined by the Mission Statement.

Step 1: Review the Attached Sample Mission Statements -- these are from actual libraries (or the City or County to which they are accountable) in California. These samples should give you some ideas, but don't be limited by them. You'll find as you review them that each one sets a different tone -- it gives you a real feel for how that entity approaches the concept of volunteerism, and how much it values it. As you read you'll begin to see the kinds of important policy questions they answer which can be helpful when planning decisions must be made.

The idea behind a mission statement is that it's yours -- it should reflect the Nevada County Library's approach, philosophy and tone. Each of you should think about what you hope for in your Library's volunteer program -- what you think is important about it, what goals and standards it should achieve, etc. So, use the samples only to spark ideas -- none of them are right or wrong, they're just theirs.

Step 2: Write 4 statements or phrases below, to finish this:

The Nevada County Library is dedicated to providing and preserving access to information through books, the latest technology, and other materials in a comfortable setting with knowledgeable staff. The Library believes that involving volunteers in its operation will assist in carrying out this vision, and therefore, believes that:

1.

2.

3.

4.

Step 3: Mail, FAX or e-mail your 4 statements to me by May 19:

Name, Address Phone, FAX, E-mail here
I will compile your collective thoughts for use at our meeting on June 4.

Nevada County Library Volunteer Program Design Team

Volunteerism Mission Statement Development Process

(Homework Summary)

The Nevada County Library believes that involving volunteers in its operation will assist in carrying out its vision, and therefore, believes that:

Common Theme -- Volunteers as a Community Link

- Volunteers assist in developing and implementing the library's vision and conveying it to the public.
- Volunteers are the Library's "Goodwill Ambassadors" to the rest of the community.
- Library Volunteers are an invaluable part of the organization. Their very presence in the inner workings of the library serves to show others outside of the organization the complexities of library operations.
- Volunteers serve as an important component of the "library team" and provide additional qualities of decision-making information to library staff, administration, policy-makers, and ultimately to funding sources. They bring the "consumer" viewpoint, and may thereby expand the horizon of professional personnel.
- Volunteers serve as an important link to the various segments of the population: public private non-profit, commercial-industrial, and individuals, building support thereby.

Common Theme -- Volunteers' Relationship to Staff

- Library service may be enhanced by volunteers complementing the library staff, not replacing them.
- Volunteers supplement and assist the library staffing, not supplant it.
- Volunteers will be of help to the county as a support to regular paid staff while not replacing them.
- Volunteers support and supplement but do not supplant or replace staff.
- Volunteers would be appreciated and encouraged by the staff -- not made to feel that they were interfering.

Common Theme -- Expand/Enhance Services with Volunteers

- Volunteers are an essential part of the Library team that provide enhanced services to the public.
- Volunteers are essential to maintain services at our present reduced level of operation.
- Volunteers allow the staff to embark upon special projects that are not practical to do otherwise given the limited number of staff.
- Volunteers bring new talents and ideas to the library.
- Volunteers, many times, have the initiative, ability, and time to follow through with new ideas.

Common Theme -- What Volunteers Do/Don't Do

- Volunteers do not have access to information that would jeopardize patron confidentiality and their right to privacy.
- Volunteers are not in a position to represent the library as far as stating library policies or procedures.
- Volunteers within the framework of county relations, volunteers are welcome to help in all facets of the library operation.
- By performing necessary functions, volunteers may enable patrons in locating materials they seek; i.e., checking in returned materials, preparing them for access by patrons, and shelving them to appropriate locations. They may also enhance administrative activities by providing clerical services as well as a staff public speaker's bureau.
- Volunteers could be recruited to assist on a regular basis or on an as-needed basis.

Author's Note: See how the homework statements logically grouped into common themes? And how some consensus emerged just from this part of the exercise? Now, go back to Best Practice #I.1, to review the actual mission statement that emerged through this process -- it's the second one.

Chapter II

Why Do People Volunteer? -- The Most Important Chapter

TAKE A MARKETING APPROACH

People always ask how to "motivate" volunteers. To gain that understanding, we must begin with "Why DO People Volunteer?"

Start by thinking about reasons you volunteer. Here are some things Librarians throughout California have told me about why they volunteer:

- "I volunteer at school so I can get to know the people and the environment my child lives with most of the day."
- "I am committed to the cause."
- "It's a way for me to make a difference in my community."
- "I can share my skills."
- "To meet people and make contacts for the Library."
- "It gives me a chance to do something different than what I do all day."

Some of the most commonly documented volunteer motivations include:

- ❑ "Give Back" to the Community
- ❑ Feel Needed
- ❑ Share Skills/Keep Current
- ❑ Meet People
- ❑ Make Business Contacts
- ❑ Learn New Skills
- ❑ Keep Busy
- ❑ Gain Experience/Build Resume
- ❑ Explore a Career
- ❑ Feel Challenged
- ❑ Committed to the Cause
- ❑ Learn About a New Community
- ❑ Gain Status
- ❑ Boss Expects It
- ❑ Try New Ways to Do Things
- ❑ Because I Was Asked

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OK, pay attention now, this is the Most Important thing in this book! These reasons are volunteers' motivations -- motivation is not something we do to them, it's something they walk through your door with. Their motivation is the reason they volunteered. Our job is to identify their reason(s), and match it to the right job -- the job that will satisfy their motivation, and will help us at the same time.

The goal is for the relationship to be mutually satisfying. A mutually satisfying relationship is when something has been exchanged. *Selling* is when you try to convince potential volunteers to take the job you have available -- selling them what you have "on the shelf," whether it's what they came for or not.

Marketing, on the other hand, is when you identify the volunteer's reason for being here, and match him or her with a job that meets that need. In other words, you make an exchange, giving something of value for something of value. When the person perceives the return to be of greater value than what was given up -- in this case their time -- receiving becomes the motivation for giving.

An added benefit is that if we satisfy the volunteer's motivation, they will stay longer . . . More about that later.

Most people will say that the reason they volunteer is to "Give back to the community," or to "Support a cause they care about." While this is true, and very, very important, there are also other motivations people have for volunteer involvement that we must pay attention to in order to be successful.

Unfortunately, volunteers' reasons for volunteering often get overlooked in favor of what job we need filled most this week. Thus, lots of opportunities are lost.

The volunteer program, and the volunteer program manager, are successful only when the volunteers are successful. Volunteers have the most chance for success when we put them in the right jobs -- ones which match their motivation for being there in the first place. If volunteers aren't showing up, or disappear two weeks after you spent all that time training them -- it's probably because they're not happy with the job you gave them.

For example, if someone's reason for volunteering is that they just moved to your town and want to meet new people, and you place them in a silent, solitary shelving job -- one of two things is likely to happen: (1) they won't show up again after their first or second shift, or (2) they will distract staff and volunteers by wanting to "chat" while they're working. This person might have been better placed in a group or team assignment.

By the same token, placing someone who chose the library to volunteer for the quiet and solitude of the opportunity, in an assignment that includes meeting the

public or answering the phone, would also be a mistake for both you and the volunteer.

If you only ask a potential volunteer, "What job do you want to do here?" -- Most people will say "Whatever you need done." Most times, they won't really mean that. They answer that way to be polite, and because they don't know what the options are or how they can be most helpful. Our job is to find out their interests and skills, their motivation for being there, and help them fit into a job that will meet our need and theirs.

You're saying to yourself, "But some people really do come not knowing exactly what they want to do." That's correct. Then it's still your responsibility to find out what would make them happiest so that they will be productive and stick around. Because no matter how much they love the library, if they hate the volunteer job they've been assigned, they won't stay.

Remember, they didn't volunteer to be unsuccessful -- they're not taking precious time out of their day to make your life miserable. They came to help -- to make a difference -- and for another reason they bring with them which you must make it your business to find out.

MORE MOTIVATION ISSUES TO CONSIDER

Is there any problem with volunteers being motivated to get involved because they might meet business contacts? Nope, nothing wrong, as long as they're not compromising the library, no problem.

For example, what's wrong with a local public relations firm volunteering to develop the library's logo and brochure not only for the purpose of helping the library through pro bono service, but for the opportunity of having its name printed on the brochure for a little free advertising? "The library wishes to thank ABC Public Relations Associates for its gracious donation of our logo and brochure design," and all the better if you can add . . . "Thanks to Fast and Efficient Print Shop for its generous donation of printing of the Library's brochure."

Remember my lawyers example from Chapter I? Why did they volunteer to develop a 10 workshop program on personnel management for not-for profit organizations, and then assign their $250/hour associates to lead them on a pro bono basis? What were their motivations for doing this?

(1) Because somebody that they knew asked them to get involved.

(2) Because they were asked to share their expertise at one meeting, and they saw a chance to be helpful.

(3) Third, (although it was never discussed openly), because it would get their firms' names in front of a potential customer base. We never promised them clients, but it makes sense that if these potential clients were impressed by the training they received, that when they need an attorney, this is who they might call.

(4) Because we asked them for something that was relatively easy for them to give. We didn't ask them to be Girl Scout Leaders, or Library Shelvers, we asked them to volunteer something they already knew about and had the resources to support.

Some people are motivated to volunteer in order to feel challenged, gain experience, or share a skill they have. One of the mistakes we as volunteer program managers make is to say, "Gee, she's doing so much for us already, I wouldn't dream of asking her to do something else."

Think about what motivates you. What motivates me is -- training. If I can get the opportunity to do training as part of a volunteer assignment, chances are I'll jump at it. Here's an example . . . I was a Brownie leader with a full time job and a family . . . the works. One day the executive director of the Girl Scout Council called me with an "opportunity." First she told me what a good leader she had heard I was (she's got me now . . .), and she mentioned her familiarity with my good training skills. Then, (in for the kill) she needed someone who really cared about the Girl Scouts, who had experience as a leader, and good training skills to train new Brownie leaders. Would I consider it?

Of course I would! Not only had she capitalized on my motivations, she had promoted me! The ultimate form of recognition! "You're so good, we want to give you a promotion to play even a bigger role on the team." I felt great, and accepted the job, then juggled my schedule in order to accommodate it. The important lesson is that she matched my motivations correctly, and let me decide if it was worth it to me or not to take on the extra assignment.

I'm not suggesting that you just pile more and more work on people, but that you carefully identify their motivations, and provide them with opportunities to gain what they came for. AND, please give them the chance to make their own decision about whether or not to take the opportunity -- don't decide for them based on your assumption about their situation.

The most important thing to understand is that <u>we don't motivate</u> volunteers. They come motivated. Our job is to correctly identify their reason for being there and match it to the right volunteer job.

WHY JOB DESCRIPTIONS FOR VOLUNTEERS?

If understanding volunteer motivation is the most important thing to understand, then writing job descriptions for volunteers is **the most important thing we do**. The job description is the planning tool that helps the volunteer program manager be successful. It's the basis for success in every area of volunteer program administration. Carefully designed job descriptions (and the careful placement of volunteers in the right jobs) helps avoid and/or solve many commonly faced problems.

Job Descriptions Clarify Roles

Roles between and among volunteers and staff are much easier to identify when the relationships between the jobs is clear. If volunteers understand what the paid and volunteer workers around them do, they're more likely to see the big picture, and more likely to work within the parameters that you hope they will work within. If you leave volunteers (or staff, for that matter) to guess what their limits of authority and responsibility are, chances are they will do something different than what you had in mind.

Tensions often arise when staff feel volunteers are "going too far," or "not doing enough." Clearly articulated job descriptions will help clarify roles, and thus help the relationship between staff and volunteers.

Job Descriptions Serve as Your Principal Recruitment and Placement Tool

Once you've spent the time to think through the job enough to develop a job description, you have a good idea about who you're looking for -- qualifications, duties, and time requirements needed. If the right volunteer's name doesn't just jump off the page at you when you're finished writing, where to look for them might. Once you've located the potential volunteer, reviewing the job description together will help the volunteer (and you) make an informed decision about whether this is the right assignment.

Job Descriptions are the Basis for Supervision

If the volunteer has accepted the job based on a written job description, and not just on a verbal description, then performance concerns or questions are easier to address. If performance issues arise in the future, you can use the job description to reinforce your original agreement.

Job Descriptions Can Serve as a "Contract"

Some organizations leave a space at the bottom of the page for the volunteer to sign and say they understand this is the job they have agreed to do. While this in

no means implies a formal contract, it can increase the odds that they will both read it and commit to it.

Job Descriptions Help To Avoid Many Common Problems

Writing volunteer job descriptions is your primary planning and implementation tool. Careful planning occurs through development of well thought-out, clearly articulated and realistic volunteer job descriptions. Knowing what you want volunteers to do will help you to communicate your expectations to them.

An important approach is to work with staff on designing job descriptions that they will either be supervising or working alongside. This allows you to have a clear picture of the operational aspects of the job, and gains "buy-in" from the staff from the very beginning because they've had the chance to say how it should work.

Without written job descriptions, you don't know who will do what to whom by when and for how long. With them, you force yourself, and your staff to really think about where the job fits into the structure, how it will be supervised, and what kind of training is needed. They also help you find the right volunteer for the job.

HOW TO DESIGN CLEAR, MEANINGFUL WRITTEN VOLUNTEER JOB DESCRIPTIONS

To help you learn how to write good volunteer job descriptions, let's review what goes in them and why, by reviewing an actual example. Best Practice #1 for Chapter II, is a Volunteer Book Mender's Job Description from the Woodland Public Library. Review it with me section by section:

Title

Notice the title is not VOLUNTEER -- "Volunteer" is not a job title --it's a salary classification, meaning unpaid. A job title describes the responsibility one has. Volunteers deserve a title. Consider a fun title (like "Spinetingler") but also give it a serious title, too, for those that hope to put their volunteer experience on their resume ("Volunteer Book Mender.")

Purpose Of The Position, Or Better Yet, Importance Of The Position To The Library

In this section of the job description, we're not describing **what** the volunteers do, but **why** the position is important. What purpose is that person fulfilling for the library? Not only do the volunteer jobs need to be clearly thought-out and articulated, but they must be meaningful. That means the volunteer must be able to see how the job they are doing is meaningful to the library.

For the Spinetingler assignment we could have said the purpose is "to clean the grunge off books"-- it doesn't sound very meaningful until we talk about how it really makes a difference to the library and its patrons -- "to keep the best-loved books available for patron use." Kids who keep checking out *Where the Wild Things Are*, *Curious George* and *Alice in Wonderland* will keep the Spinetinglers busy!

Qualifications

Define for yourself, and for potential volunteers, what is needed to do the job successfully. In the case of the Spinetinglers, the qualifications are: someone with good small motor skills and eyesight, good attention to detail, and willingness to work with a small group. These are important clues to potential recruits -- if working alone quietly is their motivation for volunteering for the library, or if they're not detail-oriented, this job will probably not make them happy.

Remember, volunteers want to be successful! So giving them a clear understanding of what's needed in the job ahead of time can help them (and you) make the placement decision that will be the best fit. And, to accomplish this, you must define in advance what's required.

Responsible To

Who's their boss? Who do they call when they're sick? Who do they talk to if there's a problem or they don't understand something? Where does the volunteer "fit" in the organization?

Responsibilities

This section of the job description explains what the volunteer will be expected to do, how often, with whom, etc. You probably already have some ideas about this. Some people write this part and call it a complete job description, however it's only a portion of what needs to be included.

Training Provided

How are you going to prepare them for this assignment? In this section, you're telling them, "Don't worry -- if you've got the qualifications listed above, we'll teach you about the library and about book mending." Identifying that training will be provided achieves the dual purpose of reducing a potential volunteer's anxiety about their ability to do the job, and sends the message that you're serious about the person who takes this volunteer assignment.

Benefits of Volunteering

This section is one of the most important, and, unfortunately, one that I seldom see included in volunteer job descriptions. What will the volunteer gain from this experience? This is where you help them to match their reason for volunteering (their motivation) with an assignment that will provide it. Maybe a benefit of the job is to meet new people. Maybe a benefit is learning a new skill. Maybe the benefit is the opportunity to work quietly in the back of the library where the phone doesn't ring . . . Be creative here!

What is this volunteer going to gain from the assignment? This is not just an exercise, but a very important piece of the job description for you to think through carefully. Asking yourself what the potential volunteer will gain from the experience helps you define your recruitment approach. When you recruit, you'll know who you're looking for, and where to look. When you interview, you will not only help potential volunteers understand the job, but what they might gain by volunteering for it.

By doing this, you're taking a marketing approach to volunteer recruitment -- you're defining what the library has to exchange with the potential volunteer.

Time Commitment

Put right up front how many hours a week or month are required for the position. This allows potential recruits to make a conscious decision about whether or not they can realistically make the commitment required for this assignment.

Length of Commitment

Be clear about how long you expect volunteers to stay. If you expect them to commit to a minimum of 6 months, be specific about it. The subtle message you convey with this statement is that this is a very important volunteer position. We only want people who are serious. We are going to invest resources in training you, and we want to be sure you can make that much of a commitment to us before we bring you in.

Another advantage of putting a time commitment on the job description is that it gives an end date, so that the volunteer doesn't have to feel guilty when that time period is up and decides to move on; there's a graceful way out. Too many volunteer assignments give the impression of an open-ended time period -- every Saturday from now to the grave! Most people won't sign up if that's what it feels like.

From the staff's perspective it's comforting to have a specific length of commitment identified, too, because staff's big fear is that it's not going to work out. They want to know the answer to the question, "What if the volunteer isn't doing a good job?"

Having a potential end date specified in the job description gives you that 6 months (or whatever) to train and coach the volunteer, and help them to do a good job. At the end of 6 months you can say, "You know, we tried this, we spent a lot of time, it doesn't seem to be meeting your goals, and for whatever reason, it's not meeting our needs. Let's find another assignment for you that will make you happier."

Grounds for Termination

This section is sometimes controversial, and may not be necessary to include it in every volunteer job description, but let's think for a minute about a couple of situations where it might be useful.

What if you have confidentiality requirements? If this volunteer is going to be handling confidential information, you can send a message right on the job description that confidentiality is so important to the library that the volunteer will be terminated if it is broken. MANY volunteer programs require a confidentiality commitment of their volunteers, and get it -- hospitals, AIDS service programs, child abuse and domestic violence programs. What the successful ones have in common is making their expectations (and consequences) clearly understood.

What if you have some very specific policies that the person needs to follow about appropriate interactions with patrons, or how to represent the library in public? Disregarding those policies might be grounds for termination. Putting policies like these in the job description makes it clear how important they are.

Contact Person

This is the person the potential volunteer should call if interested in this position, with a phone number.

Date Revised

This is important because you only want to keep the updated version on hand.

TECHNIQUES FOR CRAFTING GOOD VOLUNTEER JOB DESCRIPTIONS

(1) Don't create these job descriptions sitting alone in your office. -- Enlist the assistance of staff and volunteers who will be working with this position, or who

do this job already. Their insights will be very important. Plus, involving them in the design will help ensure acceptance by them.

(2) Take a hard look at the job description when you've finished -- is it realistic?
-- Or have you designed a job for a fulltime employee? Chances are you won't find someone to volunteer full time. And if you do, you could become so dependent on the volunteer that you will inherit the work when she or he leaves, or has to reduce their hours.
If you find that the job description you've written is a full time job, don't give up! Break it down into its component parts -- try designing a couple of jobs that fit together to accomplish the whole task.

(3) Make sure you have included enough information to recruit the right person. -- Are the qualifications complete? Are there clearly articulated benefits for someone taking on this assignment? How much time will it take, over what period?

(4) Think "outside the box" about volunteer assignments. -- Be creative. WHAT DO YOU NEED? Do you need someone to design a web page for your library? How about Internet docents? Do you need a Speaker's Bureau? Public relations help? Who could do this? Does it have to be an individual like it's always been? Or can the task be completed by a corporation or small business? A family or a couple working together? How about a Girl Scout Troop, or someone over the Internet?

(5) Consider making some promotions. -- As your volunteer jobs and numbers increase, you could delegate some of the coordination responsibility for those positions to qualified volunteers. Take a look at Woodland's "Senior Spinetingler," and Nevada County's "Senior Shelver" and "Speaker's Bureau Coordinator."

Remember, though, these jobs have an added set of qualifications beyond what the Spinetingler, Shelver or Speaker has -- volunteers in those positions must also have organizational skills and be willing to coordinate activities. Not EVERY Spinetingler, Shelver or Speaker, is qualified to be the "Senior" or the "Coordinator." (For more information on this idea, see Chapter IV -- in the section titled, "Avoiding Burn-out of the Volunteer Program Manager.)

(6) Delegate part of your job. -- Your role as volunteer program manager can be extended by delegating parts of your job to competent volunteers in carefully designed assignments. As your volunteer program grows, you can quickly be overwhelmed or even burn out. Consider delegating some of your tasks, or even some of the coordination responsibilities, to qualified volunteers. (The best resource on this topic is *The (Help!) I-Don't-Have-Enough-Time Guide to*

Volunteer Management, by Katherine Noyes-Campbell, and Susan J. Ellis. See bibliography)

Remember, though, coordinator jobs require an added set of qualifications beyond those required by the positions they're coordinating. In this case, the Senior Spinetingler must also have organizational skills and be willing to coordinate activities. Not every Spinetingler is qualified to be a "Senior."

I'll say it again, this is the most important thing you will do for your volunteer program -- design volunteer job descriptions. It is the planning tool that helps you be successful with everything else. It's the basis for recruiting, for supervising and managing volunteers, and the key to keeping good ones. It also aids in gaining staff buy-in to the volunteer program.

"Best Practices" Materials for Chapter II:

- ❑ Best Practice #II.1: Volunteer "Spinetingler" Job Description (Woodland Public Library)
- ❑ Best Practice #II.2: Volunteer Shelver (Nevada County Library)
- ❑ Best Practice #II.3: Volunteer Speaker (Nevada County Library)
- ❑ Best Practice #II.4: Senior Spinetingler Job Description (Woodland Public Library)
- ❑ Best Practice #II.5: Volunteer Speaker's Bureau Coordinator Job Description (Nevada County Library)
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- ❑ Best Practice #II.7: Volunteer Shelving Coordinator (Nevada County Library)
- ❑ Best Practice #II.8: Volunteer Community Programs Planner (Mono County Free Library)
- ❑ Best Practice #II.9: Volunteer Trainer (Mono County Free Library)
- ❑ Best Practice #II.10: Volunteer Magazine Maintainer (San Diego Public Library)
- ❑ Best Practice #II.11: Volunteer Homework Assistant (San Diego Public Library)
- ❑ Best Practice #II.12: Volunteer Homebound Book Deliverer (San Diego Public Library)
- ❑ Best Practice #II.13: Volunteer Graphic Art Specialist (San Diego Public Library)
- ❑ Best Practice #II.14: Volunteer Display Designer (San Diego Public Library)
- ❑ Best Practice #II.15: Volunteer Children's Arts/Crafts Instructor (San Diego Public Library)
- ❑ Best Practice #II.16: Library Aide/Circulation Desk Volunteer (Paso Robles Public Library)
- ❑ Best Practice #II.17: Blank volunteer job description form for your use

Bibliography for Chapter II:

In the back of this book, you will find a complete annotated alphabetical bibliography, but at the end of each chapter, I have identified books that might be particularly helpful as your own library deals with issues raised in the chapter.

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Vineyard, Sue, *Marketing Magic for Volunteer Programs* (Downers Grove IL: Heritage Arts Publishing, 1984).

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WOODLAND PUBLIC LIBRARY

Volunteer "Spinetingler"
(Book Repair Technician)

Job Description

Importance of Position to the Library: Assists the Library by maintaining best-loved books and materials in good repair, so they can be used by library visitors.

Qualifications:
- Good small motor skills and eyesight
- Good attention to detail
- Willingness to work with a small group

Responsible To: Director of Volunteer Services

Responsibilities:

1. Attend a 3-hour training provided by the Library at no charge, on book repair and cleaning.

2. Work with other Spinetinglers to set monthly mending date.

3. Attend monthly mending date, or give supervisor sufficient notice if unable to attend.

Training Provided: Orientation to the Library as well as a three-hour training on skills and techniques for repairing, mending and cleaning library books.

Benefits of Volunteering:

- Provide a much-needed service to the library and its customers by ensuring best loved books are continually available.

- Gain skills in book mending and repair.

- Meet people who share similar interests.

Time Commitment: Three hours once a month

Length of Commitment: Minimum six month commitment requested

Grounds for Termination: Failure to carry out assigned responsibilities
Contact Person: Director of Volunteer Services 555-5980

Date Revised: (3/95)

NEVADA COUNTY LIBRARY
Volunteer Public Relations Specialist

Job Description

Importance of Position: Increase public awareness about Library services and assist the Library to expand its community "stakeholders," by presenting its assets clearly through well designed promotional materials, and development of an overall publicity campaign plan.

Qualifications:
- Willing to gain an understanding of Nevada County Library's vision and services
- Demonstrated success in graphic design, as well as development of publicity campaigns and promotional materials.

Responsible To: County Librarian

Responsibilities:

1. Assist in identifying key message strategies.

2. Create template designs for library promotional brochures, posters & flyers.

3. Develop a list of local media personnel with whom the Library should maintain contact.

4. Assist in developing a publicity campaign plan that will enable the library to achieve its public relations objectives.

Training Provided: Orientation to the library and regular meetings with the County Librarian to plan activities, monitor progress and provide data, background information and problem-solving support.

Benefits of Volunteering:
- Assist the Library to expand its community "stakeholders."
- Utilize skills in marketing and public relations.
- Make new community contacts.
- Gain community recognition for professional pro bono work.

Time Commitment: 30 hours over a 4 month period

Grounds for Termination:
- Failure to carry out assigned responsibilities.
- Making library resource commitments without approval.

Contact Person: Francisco Pinneli, County Librarian (265-1539)

Date Revised: 6/97

NEVADA COUNTY LIBRARY
Volunteer Public Speaker
Job Description

Importance of Position: Bring the mission and vision of the library to constituencies in the community -- such as business, schools, elected officials and schools -- to assist them in feeling like "stakeholders" in the library.

Qualifications:

- Commitment to Nevada County Library vision and mission
- Successful public speaking experience
- Willingness to speak to groups on behalf of the library on an as-needed basis

Responsible To: Volunteer Speaker's Bureau Coordinator

Responsibilities:

1. Attend a 2 - 4 hour orientation to the Library and training on Speaker's Bureau objectives, speaker outline and materials.

2. Respond to requests to speak based on your schedule when Speaker's Bureau Coordinator calls with a speaking engagement.

3. Report data on number of attendees, particular interests of the group and/or unanswered questions to Speaker's Bureau Coordinator within 3 days of speaking engagements.

Training Provided: Orientation to the Library and training on Speaker's Bureau objectives, speaker outline and materials.

Benefits of Volunteering:

- Assist the Library to expand its community "stakeholders."
- Utilize or gain skills in public speaking.
- Meet people who share similar interests.
- Utilize and or develop new community contacts

Time Commitment: 4 - 6 hours per month

Length of Commitment: Minimum of one year commitment requested

Grounds for Termination:

- Failure to carry out assigned responsibilities
- Misrepresenting the Library or its policies
- Breach of confidentiality

Contact Person: Francisco Pinneli, County Librarian (265-1539)

Date Revised: 6/97

WOODLAND PUBLIC LIBRARY
Senior Spinetingler
(Volunteer Manager, Book Repair Program)
Job Description

Importance of Position to the Library: To assist with the management of the volunteer program which maintains best-loved books and materials in good repair, so they can continue to be used by library visitors.

Qualifications:

• Must have been a volunteer Spinetingler for a minimum of one year
• Willingness to work closely with the Director of Volunteer Services to ensure the success of the Spinetingler's program

Responsible To: Director of Volunteer Services

Responsibilities: Under the direction of the Director of Volunteer Services:

1. Interview new potential Spinetinglers to assess appropriateness for the volunteer assignment, and willingness to make the commitment required.
2. Assist in providing orientation to the Library and Spinetingler's Training.
3. Schedule monthly book repair sessions based on availability of volunteers.
4. Ensure books needing repair and repair materials are available for monthly book repair sessions.
5. Attend and supervise monthly book repair sessions.
6. Make monthly reports to Director of Volunteer Services.

Training Provided: Regular meetings with Director of Volunteer Services to plan activities, monitor progress and provide problem-solving support.

Benefits of Volunteering:

• Provide a much-needed service to the library and its customers by monitoring the program which ensures that best-loved books are continually available.
• Utilize or gain skills in program management.
• Meet people who share similar interests.

Time Commitment: 8 to 10 hours per month

Length of Commitment: Minimum 6 month commitment requested

Grounds for Termination: • Failure to carry out assigned responsibilities
• Misrepresenting the Library or its policies

Contact Person: Director of Volunteer Services, 555-5980

Date Revised: (3/95)

NEVADA COUNTY LIBRARY
Volunteer Speaker's Bureau Coordinator
Job Description

Importance of Position: Bring the mission and vision of the library to constituencies in the community -- such as business, schools, elected officials and schools -- to assist them in feeling like "stakeholders" in the library.

Qualifications:

- Commitment to Nevada County Library vision and mission
- Successful public speaking experience
- Community contacts
- Good telephone and organizational skills

Responsible To: County Librarian

Responsibilities:

1. In conjunction with County Librarian, develop speaking engagement objectives and speaker outline and materials.

2. Recruit, train, supervise and recognize volunteer public speakers.

3. Identify priority constituencies to contact for speaking engagements in conjunction with County Librarian. Make calls to them to schedule speaker dates.

4. Contact and schedule a trained speaker to attend each engagement.

5. Track and report volunteer hours and speaking engagements quarterly.

Training Provided: Orientation to the library and principles of volunteer administration. Regular meetings with the County Librarian to plan activities, monitor progress and provide problem-solving support.

Benefits of Volunteering:

- Assist the Library to expand its community stakeholders."
- Utilize or gain skills in program management.
- Keep public speaking skills current
- Utilize and or develop community contacts

Time Commitment: 10 to 15 hours per month

Length of Commitment: Minimum one year commitment requested

Grounds for Termination:

- Failure to carry out assigned responsibilities
- Misrepresenting the Library or its policies

Contact Person: Francisco Pinneli, County Librarian (265-1539)

Date Revised: 6/97

NEVADA COUNTY LIBRARY
Volunteer Shelver
Job Description

Importance of Position: Assists library by keeping shelves in good order, making it easier for staff and patrons to find and use materials.

Qualifications:
- Ability to arrange items in numerical and alphabetical order
- Physical ability to push, bend, stretch, reach, lift and read
- Aptitude for detail and neatness
- Willingness to become familiar with the Dewey Decimal System
- Willingness and ability to work independently

Responsible To: Shelving Coordinator at your branch

Responsibilities:

1. Attend a 2 - 4 hour orientation to the Library and job-specific training.
2. Return books or other materials to appropriate locations on shelves.
3. Refer patron requests or questions to appropriate library staff person.
4. Give supervisor sufficient notice if unable to keep shift assignment.

Training Provided: Orientation to the library as well as specific training on book shelving and the Dewey Decimal System.

Benefits of Volunteering:
- Satisfaction of providing a much-needed service
- Learn new skills
- Opportunity to become acquainted with the library collection
- Spend quiet time productively

Time Commitment: Minimum weekly 2-hour shift

Length of Commitment: Minimum 6 month commitment

Grounds for Termination: Failure to carry out assigned responsibilities.
Breach of confidentiality

Contact Person: Shelving Coordinator, each branch

Date Revised: 8/97

NEVADA COUNTY LIBRARY

Volunteer Shelving Coordinator

Job Description

Importance of Position: Assists the library by ensuring shelves are in good order, making it easier for staff and patrons to find and use materials, and by ensuring that volunteer shelvers have sufficient supervision and a good volunteer experience.

Qualifications:
- Prior experience as a volunteer shelver
- Ability to work independently
- Organizational abilities
- Good communication skills

Responsible To: Branch Volunteer Coordinator

Responsibilities:

1. Interview new potential volunteer shelvers.

2. Coordinate the scheduling of volunteer shelvers.

3. Respond to volunteer scheduling changes as needed, identifying substitutes and notifying library staff of changes.

Training Provided: Meeting with staff for familiarization with scheduling needs.

Benefits of Volunteering:
- Satisfaction of providing a needed service to the community.
- Opportunity to sharpen one's own organizational skills.
- Opportunity to meet and get to know people with similar interests.

Time Commitment: Estimate 3 to 4 hours per month

Length of Commitment: Minimum 6 month commitment requested

Grounds for Termination:
- Failure to carry out responsibilities
- Breach of confidentiality

Contact Person: Branch Manager

Date Revised: 8/97

MONO COUNTY FREE LIBRARY

Volunteer Job Description

Volunteer Community Programs Planner

Importance of Position: Help the library achieve its goal of being a hub of community information for all.

Qualifications:
- Commitment to Mono County Library vision and goals
- Community contacts
- Good telephone and organizational skills
- Willingness to commit to organizing 3 to 4 community programs per year

Responsible To: Branch Librarian

Responsibilities:

1. In conjunction with Branch Librarian, identify topics of public interest, such as current political or community issues of broad appeal, and determine potential program time slot which will meet the goal of holding 3 - 4 such community programs per year.

2. Recruit and schedule volunteer public speakers on each topic.

3. Develop a publicity plan for each event, which includes the usual media such as posters in the library and notices in local newspapers, and on local websites, but which also includes contacting local groups or organizations who might have a particular interest in each topic or a particular need for the information which will be presented.

4. Implement each publicity plan, or recruit volunteers to assist.

5. Arrive early to set up the Library for each event, and/or recruit volunteers to assist.

6. Track and report volunteer hours and numbers of event participants to the Branch Librarian no less than quarterly and ensure that volunteer speakers are thanked for their efforts.

Training Provided: Orientation to the library and periodic meetings with the Branch Librarian to plan activities, monitor progress and provide problem-solving support.

Benefits of Volunteering:

- Assists the Library in meeting its community involvement goals
- Utilize or gain skills in program management.
- Utilize and or develop local community contacts

Time Commitment: 8 to 15 hours per quarter

Length of Commitment: Minimum one year commitment requested

Grounds for Termination:

- Failure to carry out assigned responsibilities
- Misrepresenting the Library or its policies

Contact Person: Branch Librarian

Date Revised: 9/98

MONO COUNTY FREE LIBRARY
Volunteer Job Description
Volunteer Trainer

Importance of Position: Helps to ensure that maximum benefit is derived from and satisfaction achieved for a valuable cadre of consistently well trained volunteers.

Qualifications:

- Commitment to the mission of the Library
- Demonstrated success in training adults
- Willingness to attend training on the Library, use of the prepared curriculum, adult learning styles and successful training techniques

Responsible To: Branch Volunteer Coordinator

Responsibilities:

1. Successful completion of a two - three hour training on the Library, use of the prepared curriculum, adult learning styles and successful training techniques.

2. Present the prepared curriculum in a two hour session to groups of new library volunteers a minimum of 4 times per year.

3. Provide data to Branch Volunteer Coordinator about which volunteers attended.

Training Provided: A two-hour training on the Library, use of the prepared curriculum, adult learning styles and successful training techniques. Each certified trainer will receive a curriculum binder for use in the session, which includes all materials needed to successfully deliver the program.

Benefits of Volunteering:

- Opportunity to assist the Library in creating an effective volunteer workforce
- Opportunity to brush-up or enhance your own training skills
- Chance to meet people who share similar interests

Time Commitment: Initial 2 - hour training, then 10 - 12 hours over a year's time

Length of Commitment: Minimum one year

Grounds for Termination: Failure to carry out assigned responsibilities.
Breach of confidentiality

Contact Person: Branch Volunteer Coordinator Date Revised: 9/98

SAN DIEGO PUBLIC LIBRARY

Volunteer: Magazine Maintainer

Purpose of Position: Every library has a magazine collection which changes continually. This volunteer would assist the library staff in maintaining this collection in an orderly and up-to-date manner.

Qualifications:
Good attention to detail
Ability to work independently
Ability to push, bend, stretch and lift
Ability to arrange materials in chronological and alphabetical order

Responsible To: Branch Manager

Responsibilities:
1. Accurately re-file all returned magazines
2. Systematically check entire collection for correct chronological order
3. Under the direction of the library staff, periodically remove dated materials
4. Complete work in a neat and accurate manner with a minimum of distraction to others
5. Fulfill agreed upon commitment, or give supervisor sufficient notice if unable to attend

Training Provided:
Orientation to the library
Specific instruction on procedures used in maintaining magazine collection

Benefits of Volunteering:
Opportunity to keep abreast of current events
Satisfaction of providing a much needed service to the library
Free book reserves

Time Commitment: Two hours (minimum) once a week

Length of Commitment: Minimum six month commitment

Contact Person: Branch Manager

revised 1/96

SAN DIEGO PUBLIC LIBRARY

Volunteer: Homework Assistant

Purpose of Position: Students use the library after school to study and complete homework assignments. This volunteer will provide homework help and remedial assistance to students. Also, the volunteer will help maintain a positive learning environment.

Qualifications: Patience
Flexibility
Enjoy working with children
Dependability

Responsible To: Branch Manager

Responsibilities:

1. On a one to one basis, or in small groups, provide help with homework assignments involving math, reading, spelling, vocabulary, etc.
2. Under the supervision of the library staff, help students with reference questions, research work, etc.
3. Complete work in a neat and accurate manner with a minimum of distraction to others
4. Fulfill agreed upon commitment, or give supervisor sufficient notice if unable to attend

Training Provided: Orientation to the library

Benefits of Volunteering: Opportunity to work with children
Satisfaction of providing a much needed service to the library
Free book reserves

Time Commitment: Two hours (minimum) once a week

Length of Commitment: Minimum one year commitment

Contact Person: Branch Manager

revised 1/96

SAN DIEGO PUBLIC LIBRARY

Volunteer: Homebound Book Deliverer

Purpose of Position: Community members who are homebound have to rely on others to select and deliver library materials for their use. Under the direction of the librarian this volunteer will select and deliver appropriate material to assigned patrons.

Qualifications:
Dependability
Flexibility
Patience
Valid California driver's license, adequate automobile insurance as per city regulations and availability of a personal vehicle

Responsible To: Branch Manager

Responsibilities:
1. Select items for homebound patrons based on information on file at the library. This may require using the computer catalog to locate and request particular titles
2. Contact patron and arrange convenient time for delivery of the material to their home or follow existing arrangements
3. Pick up library items from previous delivery and return them to the library
4. Complete work in a neat and accurate manner with a minimum of distraction to others
5. Fulfill agreed upon commitment, or give supervisor sufficient notice if unable to attend

Training Provided:
Orientation to the library
Specific instruction on procedures involved in selecting and delivering library material for the homebound

Benefits of Volunteering:
Personal satisfaction in brightening the lives of homebound patrons
Satisfaction of providing a much needed service to the library
Free book reserves

Time Commitment: Varies

Length of Commitment: Minimum one year commitment

Contact Person: Branch Manager

revised 1/96

SAN DIEGO PUBLIC LIBRARY

Volunteer: Graphic Art Specialist

Purpose of Position: The library does in-house promotion of programs and services. This volunteer would assist library staff in creating and developing requested flyers, bookmarks, signage and promotional materials to publicize the library and its programs.

Qualifications:
Creativity
Flexibility
Good attention to detail
Graphic art skills
Ability to work independently
Computer skills (desirable)

Responsible To: Branch Manager

Responsibilities:
1. Create promotional flyers , bookmarks, temporary signage, etc. in accordance with SDPL guidelines
2. Be willing to take prepared materials to commercial copy center if needed
3. Complete work in a neat and accurate manner with a minimum of distraction to others
4. Fulfill agreed upon commitment, or give supervisor sufficient notice if unable to complete task

Training Provided:
Orientation to the library
Overview of SDPL guidelines for printed material

Benefits of Volunteering:
Gain skill in producing promotional materials
Satisfaction of providing a much needed service to the library
Free book reserves

Time Commitment: Varies

Length of Commitment: Minimum one year commitment

Contact Person: Branch Manager

revised 1/96

SAN DIEGO PUBLIC LIBRARY

Volunteer: Display Designer

Purpose of Position: Libraries have bulletin boards and/or display cases that are changed periodically. This volunteer would assist library staff in creating and installing visually interesting displays.

Qualifications: Creativity
Ability to work independently
Good organizational skills

Responsible To: Branch Manager

Responsibilities:
1. Create & install interesting displays as needed, which may include bulletin boards, windows, book troughs, walls, etc.
2. Using funds provided, locate and purchase needed materials
3. Complete work in a neat and accurate manner with a minimum of distraction to others
4. Fulfill agreed upon commitment, or give supervisor sufficient notice if unable to attend

Training Provided: Orientation to the library

Benefits of Volunteering: Develop artistic talents
Satisfaction of providing a much needed service to the library
Free book reserves

Time Commitment: Three hours (minimum) per month

Length of Commitment: Minimum one year commitment

Contact Person: Branch Manager

revised 1/96

SAN DIEGO PUBLIC LIBRARY

Volunteer: Children's Arts/Crafts Instructor

Purpose of Position: Libraries offer occasional arts and crafts programs for children of all ages. This volunteer would assist the library staff in planning and conducting these activities.

Qualifications:
Creativity
Enjoy working with children
Good organizational skills
Dependability

Responsible To: Branch Manager

Responsibilities:
1. Under the supervision of the Youth Services Librarian, plan, conduct and clean up after each scheduled program
2. Using funds provided, locate and purchase needed materials
3. Complete work in a neat and accurate manner with a minimum of distraction to others
4. Fulfill agreed upon commitment, or give supervisor sufficient notice if unable to attend

Training Provided:
Orientation to the library
Specific instructions on handling arts and crafts programs

Benefits of Volunteering:
Opportunity to work with children
Satisfaction of providing a much needed service to the library
Free book reserves

Time Commitment: Two hours per planned session

Length of Commitment: Minimum six month commitment

Contact Person: Branch Manager

revised 1/96

PASO ROBLES PUBLIC LIBRARY

JOB TITLE: LIBRARY AIDE/CIRCULATION DESK VOLUNTEER

JOB DESCRIPTION

Purpose of Position: To serve customer needs at the circulation desk and assist staff with circulation duties.

Qualifications: Ability to learn and use computer programs. Ability to work well with the public and co-workers. Demonstrate good attention to detail. Able to stand for long periods of time. Shelving knowledge is a plus.

Responsible To: Immediate supervisor, as assigned.

Responsibilities:

1. Process check-ins, check-outs, and renewals.
2. Issue new library cards.
3. Answer and transfer telephone calls.
4. Prepare items for shelving.
5. Handle money (collecting fines and fees).
6. Other duties as assigned by supervisor.

Training provided: On the job by supervisor; periodic training seminars; orientation to the library, and; safety tour.

Benefits of Volunteering: Interact with the public and co-workers; training in circulation and computer skills; Library Plus card privileges.

Time Commitment: Four hours per week

Length of Commitment: One year minimum

Grounds for Termination: Inability to perform job-related tasks proficiently; unacceptable customer service; abuse of library privileges; failure to maintain confidentiality, or; failure to fulfill time commitment.

Contact Person: Tracey Hubbard, Volunteer Coordinator

Date Revised: March 8, 1999

_____

LIBRARY

Volunteer Job Description

Volunteer_____

Importance of Position:

Qualifications:

Responsible To:

Responsibilities:

1.

2.

3.

4.

Training Provided:

Benefits of Volunteering:

Time Commitment:

Length of Commitment:

Grounds for Termination:

Contact Person: **Date Revised:**

Chapter III -- Volunteer Recruitment

In Chapter II, we talked about how important volunteer job descriptions are. One of the most important things they do is drive the recruitment for each position. You can't do good recruitment and placement without a clearly articulated, written job description. In fact, once you've got the job description, the right person's name may jump off the page! Even if the exact person, isn't immediately evident, ideas about where you might find them will be.

A MARKETING APPROACH TO VOLUNTEER RECRUITMENT

Once you've defined the job and written the job description, you've got the recruitment plan for that position. It tells you what skills and qualifications are needed, what benefits the volunteer will derive, and what time commitment is required. Using this information to identify the perfect volunteer for the position can be described as a marketing approach to volunteer recruitment.

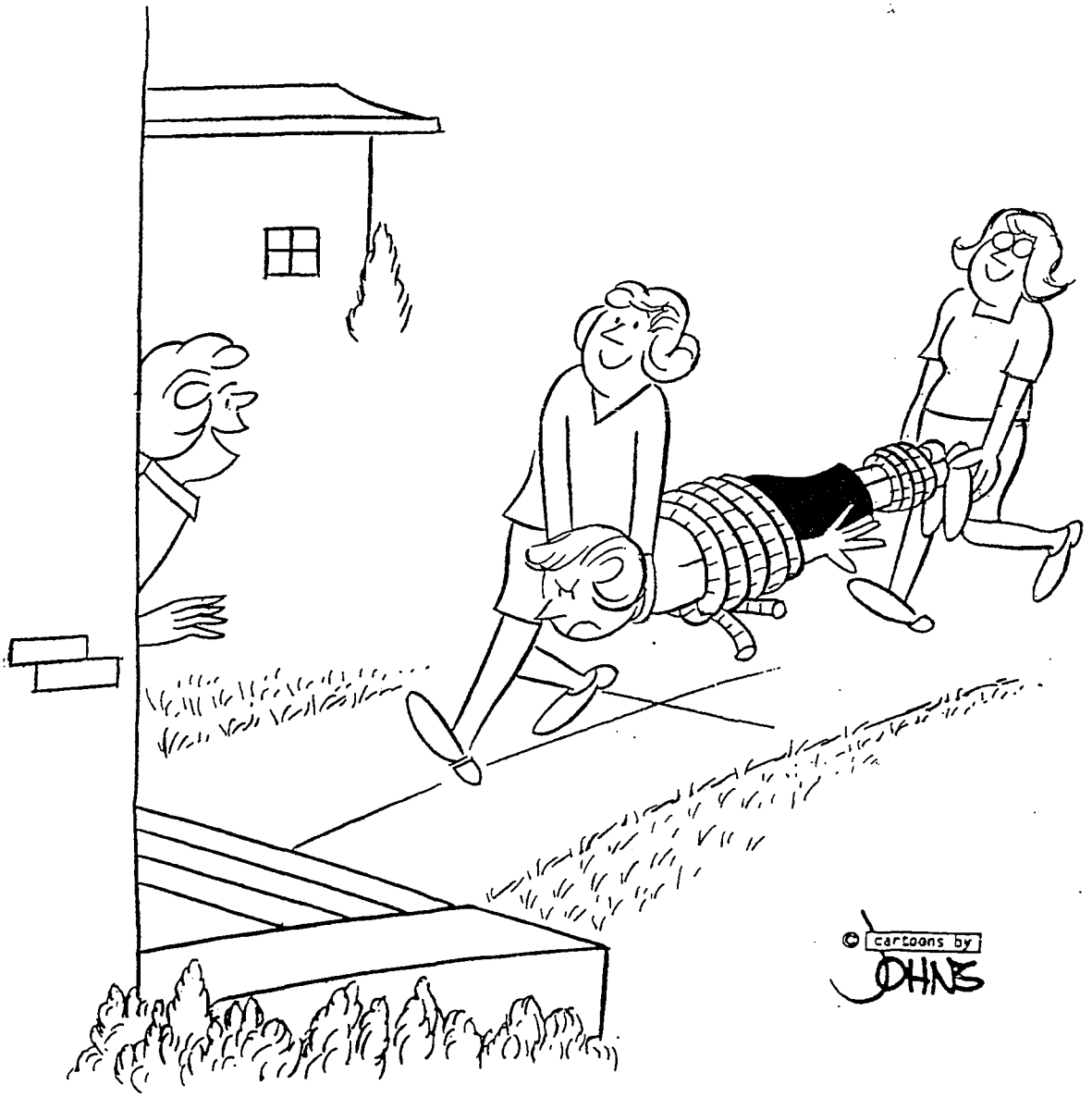
Now, because I know some of you are uncomfortable with these terms, let me explain the difference between marketing and selling. Marketing is meeting the volunteer's need while filling your need -- it's a mutually beneficial exchange. Selling, on the other hand, is when you persuade someone to buy what you already have on the shelf, whether they want it or not.

Let's use some Library volunteer examples to demonstrate this. If the primary volunteer assignment you have available is "Volunteer Shelver," chances are you'll offer that job to everyone who steps forward. However, you can't fit every square peg into that round hole. Some people will be perfectly happy putting the books away -- others won't . . .

When I ask in my training sessions, "What's the one thing you hope I'll talk about in this workshop?," this is what I often hear from volunteer managers:

- "How do I get them to commit to the time required?"
- "I put all this time into training these people, and then they disappear after 3 weeks."

If one of the problems you're having in your volunteer program is that people don't fulfill their commitment, or don't stay, the reason may be that you're not doing good recruitment and placement -- you're not getting the right people in the jobs in the first place -- they're either not qualified or not motivated by the assignment you've placed them in, and therefore uncomfortable in it, so they stop coming.



" OH, GOOD! ANOTHER VOLUNTEER "

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Telephone: 831-649-0303"

RECRUITMENT METHODS

Passive Recruitment

Most libraries use passive recruitment to recruit volunteers -- flyers posted in the library -- "Ask here to volunteer." Some use brochures with a tear-off coupon for response. One problem with limiting yourself to this method, is that you've limited your recruitment to library patrons. If one of the reasons you have elected to utilize volunteers in the library is to increase the number of people who use and support the library, this recruitment method alone is a shot in the foot.

Use of newspaper announcements and Volunteer Centers to do your recruitment can be defined as semi-passive recruitment approaches. Now, nothing against Volunteer Centers, I highly recommend their use (see Additional Resources Available Section to locate the one near you), however, the major limitation with these passive and semi-passive approaches is YOU HAVE TO WAIT FOR THE PERSON TO FIND YOU.

Independent Sector's "Giving and Volunteering in the United States" Gallup Survey shows that people were more than four times as likely to volunteer when asked, than when they were not specifically asked.

If you have lots of time to wait, or the only volunteer jobs you have require few specialized skills, then stick solely with these passive recruitment strategies. (Shame on you, if that's the case . . . Remember to "Think Outside the Box.")

Targeted Recruitment

If you are looking for someone with specific skills, like a Public Relations Specialist or a Web Page Designer, you could wait a long time for one to walk through he door and respond to the "Want to Volunteer?" poster taped to the Circulation Desk. Why? Even if that person is a regular library patron, chances are they hold the common notion that "you have to know the Dewey Decimal System and be willing to put books back on the shelf in order to volunteer in the Library."

I recommend a more active approach -- Take that carefully designed job description and use it to help you seek out the perfect person! This is called targeted recruitment, and this is how it's done.

HOW TO FIND THE PERFECT PERSON FOR THE JOB

Sit down with a copy of Best Practice #1 for this chapter -- Targeted Recruitment Plan -- a copy of the job description you're recruiting for, and several other people -- staff, volunteers, board members. Don't do this alone -- so much can be built on if you do it as

a group. If you only rely on who you know, you're vastly limiting your recruitment "reach." Now, start at the top of the worksheet:

Qualifications

These come right from the job description. Review them again. Now ask yourselves the question . . .

Who has these qualifications?

Who has these qualifications? Where would you find these people? Do they hang out together somewhere? If you need Foster Grandparents, you'd look in Senior Centers, right? So if you're looking for computer experts, where could you look? -- People who sell computers, people who are in computer user's groups, how about universities, community colleges, high schools . . . See what I mean?

Think outside the box here, too -- is it just an individual we're looking for? Could this position be filled by a corporate Management Information Systems department as part of their company's commitment to community service? Does the local Radio Shack manager have some time or people s/he could share? Local computer user's groups also have community service goals or commitment to helping their members learn new things. Maybe they would help you install your LAN for the chance to have their members with this skill help other members learn about it.

Could this volunteer assignment be done by a husband and wife team or a family? In today's world people want to spend quality time with their families. The right volunteer position can provide real quality time. Could a family adopt one of the home-bound folks in your book delivery program?

Here's a radical idea -- maybe an organization could take on that project for you -- what about AARP or the local meals on wheels service taking on the homebound book delivery project? Could a different Scout troop each month be responsible for a bulletin board display? Where are there some logical "fits?"

And don't forget to involve young people. They have boundless energy, great ideas, credibility with their peers, and often can earn school credit for community service. One of my personal passions is to reach out to every child and give them experience with volunteerism, so that when we're gone, they can help to keep this democracy running smoothly. . .

What's the benefit to the volunteer?

Again, this comes from the job description. Why would somebody, or some group, want this volunteer assignment? What's in it for them?

How can we find them?

Service clubs are a wonderful source of potential volunteers -- Lions, Elks, Soroptimists. They have their own projects, but they are also often looking for a project. I suggest that you also consider joining a service club -- make yourself visible. It can give you a network you wouldn't otherwise have access to.

Professional associations can be a gold mine for volunteer recruitment! When I ran a program that utilized volunteers as trainers, I asked myself the question, how can I find lots of people like this? I found the local chapter of ASTD (the American Society for Training and Development) which is a professional association of trainers! Lots of national associations have local chapters. There's a professional association for everything! From Accountants to Public Relations professionals, from Human Resource Managers to Librarians, from Dentists to Auto Dismantlers, people in professions come together for their mutual benefit, and they often have community service goals, too.

What about corporate volunteer programs? Did you know corporations had volunteer programs? Do you know why they have them? Many do it for the PR purposes -- to show they're a good corporate citizen. Companies also do it to build teamwork within the corporation, to give their employees a different perspective on the community, or just to show employees they care.

What contacts do we already have?

If we've identified exactly who we want, who do we know who knows this person? Or who do we know that has a contact with that corporation or service club that might help? Name names at this point. Think beyond who you know, to who does or who might know someone.

Who is the best person to do the recruitment?

Never underestimate the power of who asks. The best person to do the recruitment is someone who knows them. That doesn't mean you can't be an effective recruiter -- just that there might be somebody better than you in a particular situation -- your library director, a board member, a volunteer. . . You can go with them -- they provide the entrée and they do the asking, you provide the passion for the cause and answer questions about the request.

Remember my lawyers? They went out and found people I didn't know. I didn't even know there was a personnel section of the county bar association, and all of a sudden the chair of it was sitting in my meeting. I infused them with my passion for the cause, and the " what's in it for them," and they went out and did the

recruitment. They were much more successful than I could have been -- I wouldn't even have been able to get those people on the phone.

Current volunteers are an excellent source of new volunteers -- they have other connections, remember? Be sure to keep them informed about your specific recruitment needs. People are more likely to come when asked by someone they already know and trust.

INEFFECTIVE RECRUITMENT STRATEGIES

"Twisting somebody's arm," guilting or coercing them to volunteer is an ineffective way to do recruitment. People that get "roped into" doing a job often don't really want to be there, and therefore, they won't stay.

Underestimating the job. Have you ever been asked to sit on a Board, and the recruiter said -- "Come on, it's only one meeting a month." RIGHT. . . It's just not true. If you get people to say yes to something that you haven't honestly described, you're doing them and yourself a disservice.

Doing all recruitment by yourself. Don't. Take the opportunity to build on each others' ideas and on who others know, not just on who you know.

Taking everyone who volunteers. Do you have to take everybody who volunteers? NO. When I ask this in workshop sessions people say, "well of course, they volunteered, how can I say no?"

Do you see how having a clearly designed job description could help you screen inappropriate people out? It provides you an opportunity to say, "You know, I just don't think I have a job that meets your goals for volunteering right now. I wouldn't want you to come here and be unhappy. Would you like me to call the Volunteer Center for you? They take requests for volunteers from many organizations in the community. We'd love to have you back to participate in the library sometime, but I just don't have the job you're looking for right now."

Making Assumptions. We must be careful not to make assumptions. One accountant may volunteer her financial skills. Another accountant may volunteer to shelve books because he does accounting all day, and wants a real change of pace in his volunteer time.

WHAT IF THEY SAY NO?

Be sure you give a potential volunteer the opportunity to say no. Don't just sell them on taking the assignment. You want them to say no if it's something they don't want to do or they don't have the correct qualifications or time available.

It's better to have a vacancy than have the wrong person in the job. WHY? Because if you have the wrong person in the job, then all that stuff you're worried and frustrated about kicks in -- "Why doesn't she come when she's supposed to? Why isn't he doing it right?" Now you have the volunteer equivalent of a personnel problem instead of just a vacancy, and you have to deal with a personnel problem -- it requires coaching, re-training, transfer, or even firing.

If they say no based on the job description, then you avoid all that, and you go to work on finding them a job that does fit their needs, interests and qualifications. Then, you go back to the drawing board to find the right person for the job. Put that person in the right position first, and life is better for everyone involved.

A wise person once said, "Luck is when opportunity meets preparation." Picture your library director or board president at the Chamber of Commerce or Rotary luncheon next month, sitting across from a computer programmer. If he or she doesn't discuss your need for a volunteer computer programmer with that person, then you've missed an opportunity. And they can't have that discussion, if you haven't kept them informed of your recruitment needs. If you haven't designed and written a job description and informed potential recruiters about it, they can't help you, even when an opportunity arises.

A "THINKING OUTSIDE THE BOX" EXAMPLE

Here's an idea that's perfect for libraries. It comes from Susan Ellis, at Energize, Inc., and was recently a part of her online newsletter:

> *"Many of you know about my 'proximity chart' recruitment technique, in which I urge you to walk or drive in concentric circles around your organization's site, writing down everything you see and then determining how you can approach these 'neighbors' with a recruitment message. A related idea is to encourage your organization to hold an open house at least once a year--or whenever something special deserves celebration. The point, however, is to do something especially for your 'neighbors.' Send invitations that are different from any general, public announcements. Either make it clear that this event is only for those within a two-block radius, or explain that neighbors will be welcome an hour earlier than the general public for special attention. By the way, 'neighborhood' doesn't mean just residential neighborhoods, you can also have an open house in a business district.*
>
> *The reasons for making this effort are several. First, it has been shown many times that people watch out for the property and visitors of others in their neighborhood if they feel friendly towards one another. Second, you can explain volunteer opportunities and have 'real' volunteers give tours or otherwise interact with the visitors. This is not meant to be an actual*

recruitment campaign and certainly not a hard sell. The point is to inform your neighbors, both to sow seeds should they ever be looking for volunteer work, and also to enlist them as ambassadors, telling others about what volunteers do. Finally, have a wish list of needed items ready. You never know when a neighbor wants to have a garage sale and you might get a donation off the top! (You may even have items YOU can give away in exchange for being hauled off site."

Give opportunities for your visitors to ask questions, not just to be preached at. And be sure the open house allows people to meet one another, too. After all, you're all neighbors! Who knows? You may end up with the most popular block party or potluck supper of the year."

You can get lots more great ideas and information on Energize's website:

http://www.energizeinc.com

ONLINE RECRUITMENT AND VIRTUAL VOLUNTEERING

At the dawn of the 21st century, it's important to take a look at the potential impact of cyberspace on volunteer recruitment. There are two areas here about which I'd like to expand your thinking: Online Recruitment and Virtual Volunteering.

Online Recruitment is the process of incorporating the internet into your mix of recruitment strategies. There are a couple of ways to do this:

- On your Library's Website -- which allows people who visit it because they're interested in the library to find out there are ways they can get involved to support it, and

- Through an Online Volunteer Recruitment Service -- which allows people who are looking for a volunteer opportunity to see that the library is one of their options.

Check out some of these examples to get ideas about steps you might take in your community:

Library Websites with Volunteer Recruitment Examples:

San Diego Public Library

www.sannet.gov/volunteer-program/opportunities/library.html

Stockton-San Joaquin County Public Library

www.stockton.lib.ca.us/helplibr.htm

Palo Alto City Library

www.city.palo-alto.ca.us/palo/city/library/volunteer.htm

Fresno County Library www.sjvls.lib.ca.us/fresno/fcvol.html

Santa Monica Public Library www.smpl.org/library/involved /volnteer.htm

Santa Clara City Library www.library.ci.santa-clara.ca.us/yes.vol.html

Online Volunteer Recruitment Services:

Impact Online www.impactonline.org

Chicago Serves www.chicagoserves.org

Virtual Volunteering is when the volunteer actually completes the volunteer assignment online! The Virtual Volunteering Project was started by ImpactOnline to help organizations involve volunteers via the internet. They define two forms of online volunteering:

1) Technical Assistance provided by volunteers online, to staff or other volunteers at an organization, such as:

- ❑ online research for a grant proposal or newsletter
- ❑ providing professional consulting expertise in areas such as human resources, accounting or management issues
- ❑ designing a newsletter, brochure or logo
- ❑ translating a document into another language
- ❑ database or website design

2) Direct Contact between an online volunteer and a service recipient through e-mail or chat room such as:

- ❑ electronically visit someone who is homebound (could be done in addition to in-person visits)
- ❑ online mentoring projects such as helping students with homework questions, helping an adult find a job or helping prison inmates with studies or programs
- ❑ staff an email or chat room answer/support line where trained volunteers answer requests that are written in

There are many benefits of involving volunteers online:

- ❑ This recruitment strategy reaches people who are not reached by more traditional means

- ❑ People who wouldn't call or sign-up in person, might do so on-line

- ❑ Virtual Volunteering programs allow for participation of those who might not be able to volunteer onsite due to a disability, home obligation or non-traditional work schedule.

These and many other benefits and ideas for using cyberspace to your volunteer program's advantage are available online from the Virtual Volunteering Project at:

www.serviceleader.org/vv

(a project of the Volunteerism and Community Engagement Initiatives of the Charles Dana Center at the University of Texas, Austin)

Author's Note: *Some of you will note that there are fewer "Best Practice" Recruitment Materials than you would like, because you're hoping that "just the right poster" will solve all your recruitment problems. If that's what you're thinking, please re-read this chapter until you see that the key ingredients of good volunteer recruitment are a well-designed volunteer job description and a targeted recruitment approach.*

"Best Practices" Materials for Chapter III:

- ❑ Best Practice #III.1: Targeted Recruitment Plan
- ❑ Best Practice #III.2: Book Marks (San Diego Public Library & Los Angeles County Public Library)
- ❑ Best Practice #III.3: Volunteering At the Gilroy Public Library
- ❑ Best Practice #III.4: Teens Wanted! (Paso Robles Public Library)
- ❑ Best Practice #III.5: Become a Volunteer (Shasta County Library)
- ❑ Best Practice #III.6: Become a Storytime Volunteer, a coloring sheet sent home with participating storytime children (Shasta County Library)

Bibliography for Chapter III:

In the back of this book, you will find a complete annotated alphabetical bibliography, but at the end of each chapter, I have identified books that might be particularly helpful as your own library deals with issues raised in the chapter.

Ellis, Susan, *The Volunteer Recruitment Book* (Philadelphia: Energize, Inc., 1994).

McCune, Bonnie F. "The New Volunteerism: Making it pay off for your Library," *American Libraries* October, 1993.

McCurley, Steve and Sue Vineyard, eds. *Managing Volunteer Diversity*, 2nd Edition (Downers Grove, IL: Heritage Arts Publishing, 1994).

Wilson, Marlene, *The Effective Management of Volunteer Programs* (Boulder: Volunteer Management Associates, 1976).

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TARGETED RECRUITMENT PLAN

Volunteer Position: _____

What qualifications must this person have?
(skills, attitudes, experience, time required?)

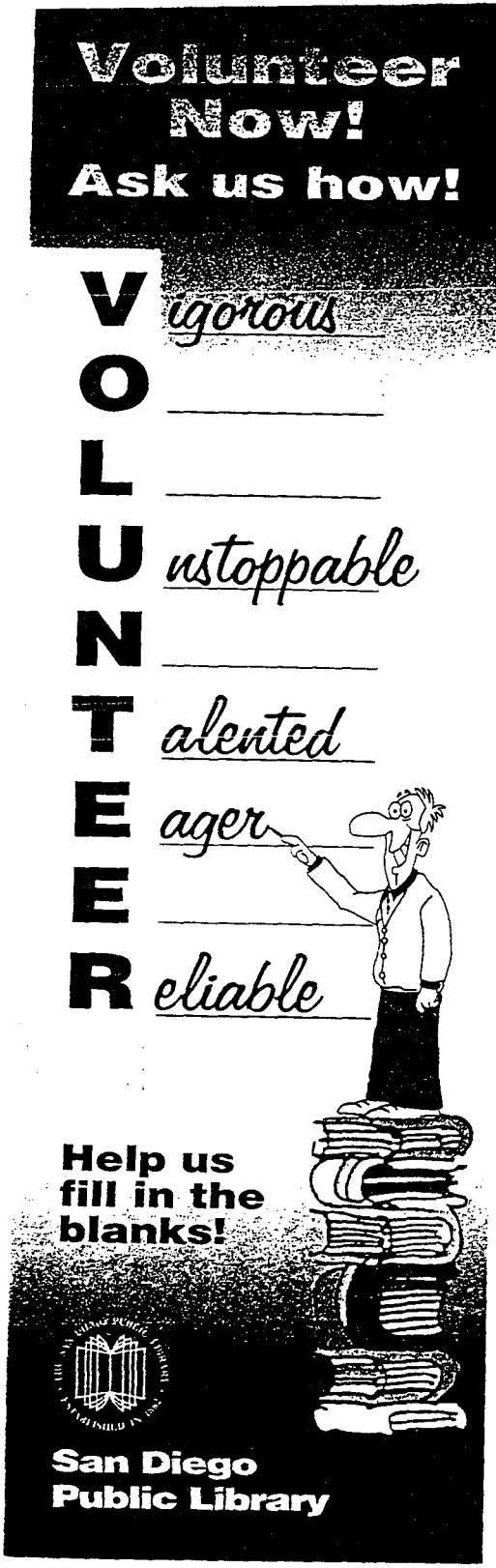
Who has these qualifications?
(a particular profession, age range, educational level, etc.)

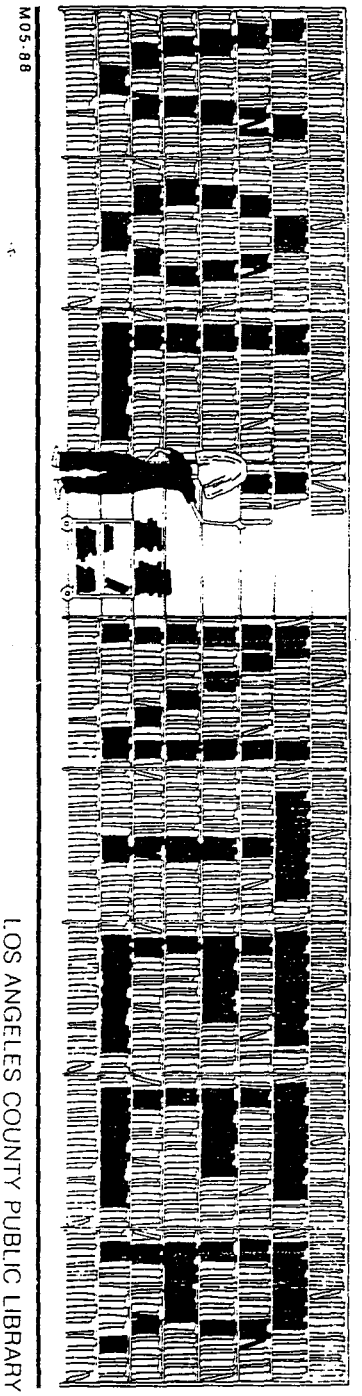
What benefits will the volunteer in this position receive?
(gain new skills, meet new people or business contacts, community impact, recognition, career exploration, job enhancement?)

How can we find them?
(professional association, service club, corporate volunteer program, current volunteers, senior center?)

What contacts do we already have?
(Board member, volunteer, professional in the field, spouse?)

Who is the best person to do the recruitment?
(How will recruitment be approached and by whom, based on this?)





Best Practice #III.2. (p. 1 of 1)

- **Library Angel**
  Visits and delivers library materials to homebound individuals. Assists staff at the Summer Reading Club and other library programs.

- **Exhibit Coordinator**
  Arranges for and coordinates exhibits of the work of artists and other displays of interest to the community in the library.

- **Publicist**
  Publicizes library events and services; may prepare the library monthly calendar and design fliers; may speak to local clubs and organizations about library.

- **Technophile**
  Assists the library staff with computer and technology projects.

.....and many other jobs

Join the Friends of the Gilroy Library

- Help with Friends of the Library Book Sales
- Participate in library fundraisers
- Host library events

Gilroy Public Library
7387 Rosanna Street
Gilroy CA 95020
(408) 842-8208

Volunteering at the Gilroy Public Library

How to become a Library Volunteer

- Ask for a volunteer application at one of the public desks.
- Return the completed form to the library. The staff will call you to set up an appointment for an interview. The library staff interviews all prospective volunteers to make sure your needs and goals and those of the library are compatible.

Volunteer Requirements

- Enthusiasm
- Desire to help the library and your community
- Commitment to a regular schedule
- Good work habits
- Skills appropriate to the tasks you are asked to do
- Compliance with library rules, policies, and procedures

Benefits to you

- The joy of helping the library and giving back to the community
- A chance to meet new people
- The pleasure of working in a friendly environment
- The opportunity to learn something new

Typical Volunteer Jobs

- **Shelver**
  Sorts and shelves library materials and maintains the appearance and order of different areas of the library.
- **Book Paramedic**
  Mends, cleans, and renews the condition and appearance of library materials.
- **Book Detective**
  Searches for library materials to help the staff with projects.
- **Office Helper**
  Performs tasks such as folding, stapling, typing, etc.
- **Library Docent**
  Assists and instructs library patrons using the computer catalog.
- **Library Greeter**
  During busy times, welcomes library patrons and helps maintain a warm and friendly atmosphere and safe conditions in the library.
- **Dust Buster**
  Performs light janitorial jobs such as dusting, sweeping, etc.
- **Green Thumb**
  Waters and cares for library indoor plants on a weekly basis.
- **Board Person**
  Maintains community bulletin boards and giveaway materials areas; updates library publicity binders; may help with monthly book displays.

TEENS WANTED!

The Paso Robles Public Library is looking for motivated teens to volunteer at the library!

Do you like working with people?
Do you need job experience?
Do you want to learn new skills?

Join our library team! Help is needed in the following areas:

Children's Summer Reading Program
CD ROM Workstation
Circulation Desk
Book Shelving
and more!

Call **237-3870** for more information, or come to the library for a volunteer application - Do it today!

All training provided

Ages 13 - 17

Earn valuable work experience.

Become a volunteer

at the Shasta County Libraries.

(Anderson, Burney and Redding)

Positions available:

Circulation Assistant - checks materials out and back in (one sat. per mo.), and shelves the rest of the month.

Greeter - assists patrons in completing an application for their new library card.

Internet Assistant - assists patrons in the process of surfing the net.

On-line Catalog Assistant - assists patrons with the computer catalog system.

Shelver - shelves a portion of the hundreds of books checked in each day.

Storytime Assistant - reads to children once a month and provides a related craft/activity/speaker.

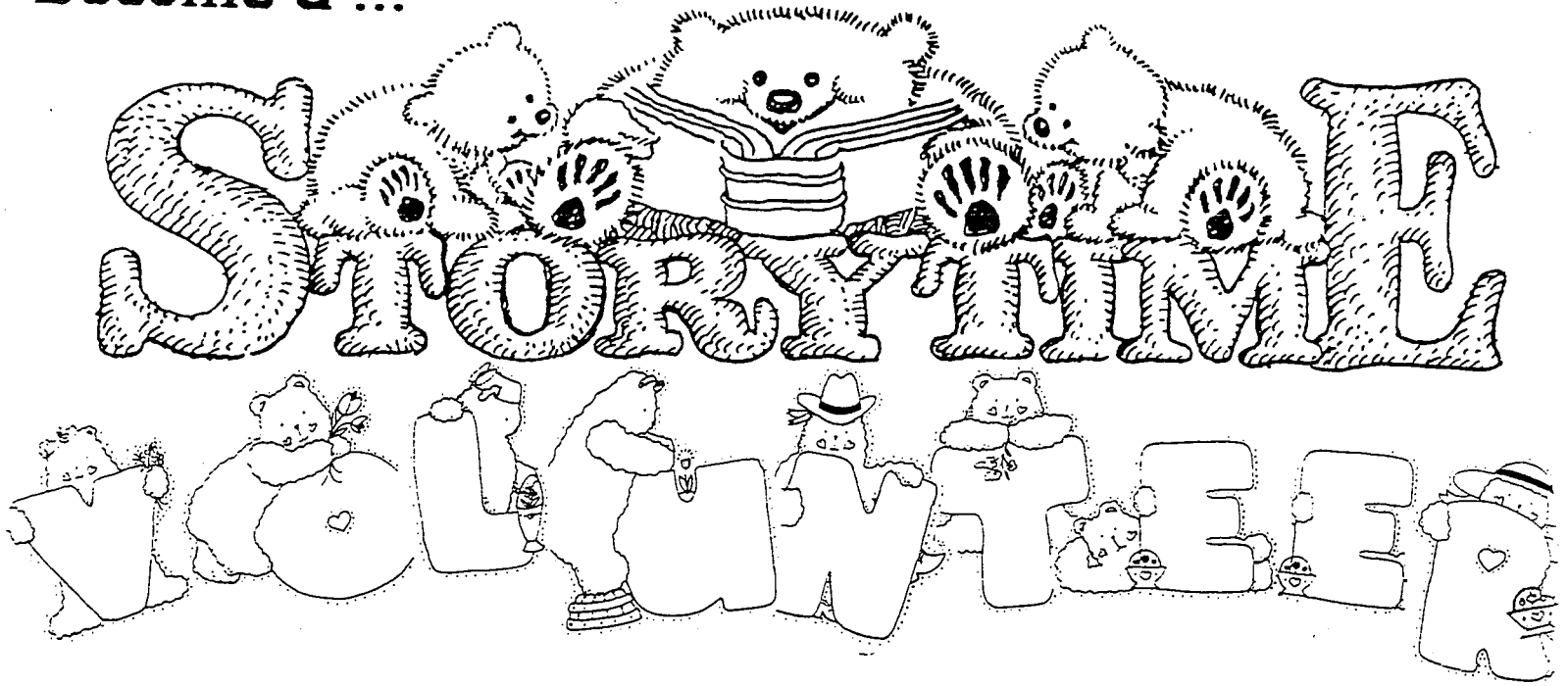
Storytime Coordinator - schedules Storytime Assistants and acts as host each Monday morning.

For more information contact:

Anderson Library - Martee Bowban at 335-4317
Burney Library - Connie Cleckler at 365-7685
Redding Library - Diane Goeke at 225-5633 or 225-5769

Best Practice #III.5. (p. 1 of 1)

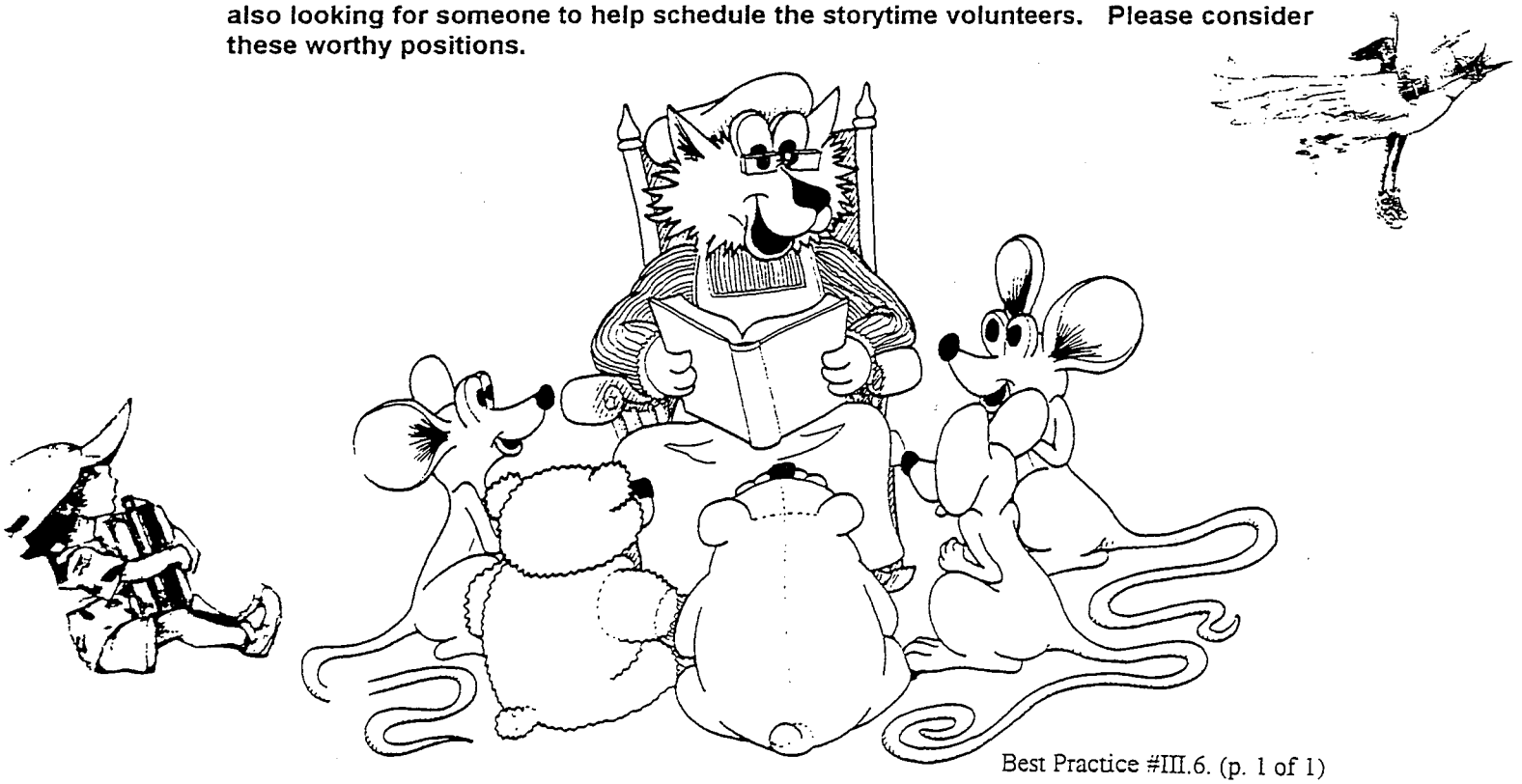
Become a ...



Shasta County kids need you to consider becoming a Storytime Volunteer!

Storytime Volunteers agree to read 3 - 4 stories based on a theme. They also provide a related craft and cleanup. A special guest can be substituted for or in addition to the craft (example guest speaker: a pet store owner, musician, artist, fire fighter) The Friends of the Shasta County Library have a vast inventory of materials and sample crafts available to you. As a volunteer you will have complete control over your program. We ask that you commit to one program every 6 - 7 weeks. It's that easy!

We currently have a need on Monday mornings from 11:00 to noon for the preschoolers and are trying to develop a special time for children grades K - 6. We are also looking for someone to help schedule the storytime volunteers. Please consider these worthy positions.



Best Practice #III.6. (p. 1 of 1)

For more information please call the Library at 225-5769.

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Chapter IV
Keeping Good Volunteers: Elements of a Successful Volunteer Program

Volunteer management is a profession, with its own research, publications and local, national, and international associations. What we know from many years of practical experience and research is that there are 6 elements which must be part of any volunteer program for it to achieve success. They are:

- Meaningful Written Job Descriptions
- Clear Expectations in Recruitment and Screening
- Orientation and Training
- Supportive Climate
- Supervision and Feedback
- Recognition

In the design of your volunteer program, you must be sure that each of these responsibilities is assigned to someone. The optimum structure includes a paid volunteer program coordinator. While having the budget initially for such a person full time is often not feasible for every library, all volunteer program structure decisions must take into account who will be responsible for these critical success elements.

MEANINGFUL WRITTEN JOB DESCRIPTIONS

OK, so I've beaten this volunteer job description thing into the ground. . . Just remember that it's the #1 success element for a reason, so be sure to make it a high priority. (NOTE: If you started reading this book here, go back and read Chapter II before you go on.)

CLEAR EXPECTATIONS IN RECRUITMENT AND SCREENING

Good volunteer recruitment is based on a carefully thought-out job description. (See Chapter III). If while you're interviewing a potential volunteer you have a job description in front of you, the chance that you're going to make a good fit is greatly increased. Show the potential volunteer the qualifications required, the tasks, the time commitment and the benefits to them. Let them make an informed decision. The clearer your expectations in the job description and the interview, the better your chances of getting the right fit.

Here are some questions you might consider using to help you identify a volunteer's motivations during the interview:

- What kind of things have you enjoyed doing in other volunteer assignments?

What brought you to the Library to volunteer?

- Do you have some skills or interests you were hoping you could share with us?
- Was there something special you were hoping to learn here?
- How can we help you meet your goals for volunteering here?

(NOTE: The above questions are given only as ideas on how to identify a potential volunteer's "motivation." Interviewing is one of those things you need to get additional guidance on from your Library's (or City or County's) Human Resources Manager. It is important to gain an understanding of what kinds of questions are appropriate, and which ones are legally inappropriate.)

If in the interview conversation you feel this person is not a good fit for this job, don't offer it to them. Explain why you feel they wouldn't be happy in the job, and either offer them the opportunity to review the job description for another, more suitable, position in your organization, or to help them find an organization where their skills and interests might be a better fit. (See Chapter III -- "Ineffective Recruitment Strategies" and "What if they say no?")

The combination of a well-thought-out volunteer job description, together with good recruitment and careful screening will eliminate most of the common problems and frustrations experienced by volunteer programs.

"Best Practices" Materials Screening for Volunteers:

- ❑ Best Practice #IV.1: Volunteer Interview Record (San Diego Public Library)
- ❑ Best Practice #IV.2: Volunteer Interview/Application Form (Corona Public Library)
- ❑ Best Practice #IV.3: Volunteer Interview Questions (Shasta County Library)

ORIENTATION AND TRAINING

You must provide both orientation and training for volunteers -- What's the distinction?

Orientation provides the big picture -- how the organization functions and how volunteers fit in. Your orientation sessions may be one-on-one, or 3 or 4 volunteers together, or it may be a room full of people every month depending on your program and its growth rate. The important thing is that everyone gets the information. As

your program grows, you can even write job descriptions for volunteer trainers to give the orientations in order to free staff time from this task.

Please don't just give handouts instead of providing an orientation. It's a big mistake to heap paper on top of people and hope they will get it by osmosis. Give them what they need to know -- don't overwhelm, but don't leave out important things. I've included some sample library "Volunteer Handbooks" in the Best Practices for this Chapter, which are attractive, not expensive. Give them out at the orientation for later review by the volunteer, but don't let them take the place of talking to people about these important matters.

If you're still doubting the importance of volunteer orientation, let me describe an actual experience. In reviewing evaluations from an orientation program for "experienced" library volunteers, we found more than one participant who said, "I had never heard before about the confidentiality issue at the library. Thank you for telling me. . ."

Training is the job specific information the volunteer needs to do the job right. It's the skills training—like book mending, how to do shelf-reading, or how the circulation system works. Depending on the job and the number of people in it, sometimes you'll do this one-on-one, and sometimes in a group. Some programs include on-the-job training or a mentor program to ensure the volunteer's success.

Some positions won't require Skills Training—for example, if you've recruited a successful, experienced public relations firm to work with you on your brochure, there's probably nothing you can teach them about brochure design. But this volunteer relationship will probably require ongoing contact with the Library Director to ensure they have all the information they need and are clear on philosophy and policy as they draft materials that will "speak" for the library.

In-Service Training should be provided as policies, equipment or procedures change in order to keep volunteers up to date. If there is a Library issue in the media—proposed budget cuts, for example—be sure to keep volunteers informed. As Library volunteers, they will be perceived by their circle of friends in the community as library representatives. So, they should have the basic information and an understanding of where they can get more information if needed. You should also keep them informed about how they can help. (Volunteers are some of your best advocates!)

Staff Training on volunteer program management is also critical. One of the reasons staff don't always welcome volunteers with open arms, is because they don't know what to do with them. They haven't been given any guidance about how to be successful with volunteers. So if they've had a previous bad experience, they're not going to feel all warm and fuzzy about welcoming volunteers in.

Staff need the opportunity to understand why we're utilizing volunteers, and an opportunity to share their concerns. They also need an understanding of volunteer management principles, and, if they haven't had it, they need training in delegation and supervision skills.

Review some of the Staff Training Best Practices Materials for ideas about Learning Goals, and an outline of important information that should be included. It's also a good idea to do a pre-training survey of staff to get a feel for their issues and concerns, so you can address them during the session. I also often recommend getting input from volunteers through a survey, which can be summarized for staff so they can see from the volunteers' perspective how things are going and how they could be improved.

"Best Practices" Materials on Orientation and Training for Volunteers:

- ❑ Best Practice #IV.4: Sample Learning Goals -- Volunteer Orientation & Skills Training
- ❑ Best Practice #IV.5: Sample Volunteer Orientation (Nevada County Library)
- ❑ Best Practice #IV.6: Orientation Checklist (Ontario City Library)
- ❑ Best Practice #IV.7: Orientation Checklist (Corona Public Library)
- ❑ Best Practice #IV.8: Volunteer Trainer Job Description (Nevada County Library)
- ❑ Best Practice #IV.9: General Guidelines for Library Volunteers (Gilroy)
- ❑ Best Practice #IV.10: Volunteer Handbook (Corona Public Library)
- ❑ Best Practice #IV.11: Volunteer Academy (Paso Robles City Library)
- ❑ Best Practice #IV.12: Sample Pre-Workshop Survey for Staff
- ❑ Best Practice #IV.13: Sample Survey for Volunteers
- ❑ Best Practice #IV.14: Sample Learning Goals -- Staff Training
- ❑ Best Practice #IV.15: Sample Staff Training Outline

SUPPORTIVE CLIMATE

Even if you find the perfect volunteer -- they have a passion for your issue, you've recruited and screened correctly and given them exactly the right assignment that fits their skills, qualifications, interests and reason for volunteering -- if they feel that the staff doesn't want them to be there, they will find a way to get out. If volunteers are not made to feel welcome and comfortable, they will not stay.

You can avoid problems by implementing some preventive measures. In the left column of the chart below are typical reasons why staff aren't excited about having volunteers. In the middle are approaches to avoiding these problems, and the right column delineates where you can get more help in this book.

Reasons For Staff Concerns About Involving Volunteers	Steps You Can Take to Avoid Problems	Where You Can Find Help in This Book
Fear of job replacement.	• Establish official policy on supplementing, not supplanting staff.	Chapter I -- Mission Statements
	• Clearly define roles; involve staff in that process.	Chapter II -- Job Descriptions
Fear of decrease in quality.	• Involve staff in designing and presenting volunteer training.	Chapter IV -- Training
	• Establish volunteer evaluation process	Chapter III -- Supervision and Feedback
Unclear about volunteer /staff roles.	• Provide written job descriptions And training for volunteers.	Chapter II -- Job Descriptions Chapter IV -- Training
Previous bad experience.	• Show job description format and ask for staff help in writing some.	Chapter II -- Job Descriptions
	• Reassure about careful selection, training, supervision and right to reassign or terminate volunteers if necessary.	Chapter I -- Why People Volunteer Chapter III -- Recruitment Chapter IV – Training and Supervision
	• Offer your support	Chapter VI – Roles
	• Identify what's in it for staff.	Chapter I -- Why Involve Volunteers?
Resentment of additional workload.	• Redistribute workload if necessary.	Chapter VI -- Roles
Fear of change.	• Involve staff in planning and training. Share success stories.	Chapter I, II and III
Fear of loss of control.	• Remind staff how service can be enhanced with additional help.	Chapter I -- Why Involve Volunteers?
	• Train staff in delegation, supervision, management.	Chapter IV -- Training

"You want recognition? OK – Hi!!"

"From the *Wall Street Journal*—Permission, Cartoon Features Syndicate"

"Best Practices" Materials on Creating a Supportive Climate for Volunteers:

- ❑ Best Practice #IV.16: Assessing Motivational Climate For Volunteers In Your Library

SUPERVISION AND FEEDBACK

Supervision and feedback are also driven by the job description. While it won't be that much different than what you do with staff, it may or not be as formal, depending upon the level of responsibility of the volunteer.

For some, it may be a simple matter of asking "How are you doing?" "You know, in this one area, I think you're doing a terrific job, and this other area I think we need to talk about again . . ."

You must keep the expectations in front of them, and provide training and feedback so they understand. Occasionally a volunteer may require some re-training, mentoring or coaching to be sure they've got it. If all your efforts fail, help them move into another position, where they can be successful.

I knew a volunteer program manager once who couldn't bear the thought of telling her volunteer she wasn't doing the job right, so the staff person stayed late after work, re-doing what the volunteer had done! HELLO! What's wrong with this picture!

If they're doing it wrong and you don't tell them, that's not fair. People around them are angry, and they probably feel uncomfortable. Nobody wins. Volunteers not only want feedback or recognition of a job well done, they also want to know if they're not doing it right, and want help to do better. Remember, they came here to help, not to screw up your life! Don't embarrass them by not intervening if all is not going well.

At least annual performance evaluation of volunteers is a good idea. Some organizations ask their volunteers to complete a self-assessment as well. But sitting down to talk periodically is important. Remember, the feedback isn't just for them, it's for you, too. You want to hear from them how it's going, and get their ideas about how things could be better.

RECOGNITION

There are two kinds of volunteer recognition -- formal recognition (like a banquet, party or plaque) and informal recognition (like a handwritten thank you note.) Both kinds are really important.

Let me tell you my recognition horror story -- don't tell anyone this happened to me, OK? Years ago, my staff and I held a volunteer recognition reception for our volunteer trainers. Nobody came! We were so determined to find out what we did wrong that we did a survey. We asked, "What's the best way we've ever recognized you? What's the best way anybody, anywhere has ever recognized you?" I learned two critically important lessons about recognition from this experience, and I'm going to share both of them with you here:

Recognition Lesson #1: A volunteer I had worked together with for years, who was also a well known and well recognized volunteer in the community, was raised in New Orleans. He would periodically gross me out with stories about how you eat crawdads -- it's this disgusting ritual where you pull their heads off, suck the juice out . . . YUK!

While on vacation in New Orleans, I saw a large postcard with a cartoon depiction of this story he'd been telling me all these years. I bought it, addressed it (I remembered the street his office was on and guessed at the zip code) and dropped it in the mail with a "Dear ..., Having a great time in your home town. Wish you were here."

OK, back to the recognition survey -- On his survey, do you know what this high profile, highly recognized community volunteer said was the BEST RECOGNITION HE HAD EVER RECEIVED? You guessed it! -- "Carla Lehn once sent me a post card from my home town of New Orleans." Why did he say that? Because it was personal . . .

What makes recognition meaningful is what's meaningful to the volunteer! In this case, it was the personal touch that made the difference.

Recognition Lesson #2: Our recognition reception for the volunteer trainers was a flop! We were crushed, but resolved to RECOGNIZE these people whether they liked it or not! What we found in the survey from this particular group of volunteers surprised us, but it shouldn't have . . .

Their motivation for participating as a volunteer trainer was the opportunity to LEARN ABOUT AND DO TRAINING! They would feel recognized by getting opportunities to do more of both!

So, we re-structured to accommodate both their needs and ours. First, we began scheduling periodic "in-service" sessions, where trainers could come to learn a new technique, or see fellow volunteers demonstrate a training exercise they found worked particularly well. This met their desire for additional training, and eventually also became a place for informal (sometimes silly) recognition -- like the magic marker "corsages" we designed or the plastic hard hat given for handling the toughest assignment.

Next, we recognized outstanding performance by promoting volunteers to teach a second workshop topic. This met both our need for additional trainers in some topics, while giving volunteers the opportunity to both teach a new topic and train more often if they so desired.

Finally, we established the position of "Lead Trainer" in each topic. Their job description included "mentoring" newer trainers to help us ensure quality control, as well as to maintain closer contact with those in their group when the growth in the number of volunteers exceeded staff's ability to keep in touch with them regularly. This "promotion" was also viewed as a high honor for long time outstanding performers.

The message here is CAREER PATHING AS A FORM OF RECOGNITION! Don't underestimate it! And don't fall into that trap we often fall into of saying -- "Oh I couldn't ask her to do one more thing, she's doing so much already!" Let them make that decision based on the importance to them of what you've offered.

Some volunteers want to come to a recognition/awards dinner, some don't. Some want a plaque, some wouldn't put one on the wall. Now, don't automatically give up what you're currently doing. If it works, keep doing it. But just remember that for many volunteers, the most valuable recognitions are going to be the ones you do that are personal, like the handwritten thank you note after a particularly outstanding effort, and, the ones that address the volunteer's motivation for being there, like opportunities to get and do more training, access to internet workstations when the Library is closed, or the opportunity to select a book for the Library with a nameplate dedication to them for their volunteer service inside the cover.

Carolyn Chambers, Library Director in Shasta County wrote to tell me that they will be "simplifying their recognition process at the request of both staff and volunteers. They seem to appreciate the socials, but prefer the money be spent on books." A key idea here is to give the volunteers input into your recognition plan.

Here's another idea -- one volunteer program manager colleague sends thank you letters during National Volunteer Week to her volunteers' children, spouse, or supervisor. Imagine the impact on the volunteer of her 10-year-old receiving a letter like this:

> *"Dear Megan, your Mom did a great job working as a volunteer on a project for the Library this year. It really helped the library and the people in our community. Thank you for sharing your Mom with us."*

I'm not suggesting that you now have to spend those three measly hours a week you have for yourself making magic marker corsages! I just want you to think creatively. Do what you're doing if it's working, but think of new ways, too. Don't just rely on the formal, think of the informal, spontaneous, creative, but not expensive things you can do to make

people know that you appreciate what they've done. We're not talking about big bucks here, we're talking about thinking of what's meaningful to people and acting on it.

(P.S. How many of you had mothers like mine who nagged me consistently about this thank you note thing? "Some day you'll thank me for this," she would say, and three years ago, I did thank her. In our business, writing thank you notes is incredibly important -- the more spontaneous, the better.) And now, we have e-mail, voice mail and fax, which adds to the creative and spontaneous possibilities!

"Best Practices" Materials on Recognition for Volunteers:

- ❑ Best Practice #IV.17: Volunteer Recognition Program (Shasta County Library)
- ❑ Best Practice #IV.18: Guidelines For Board of Trustees' Annual Volunteer Recognition Brunch (South Pasadena)
- ❑ Best Practice #IV.19: Directory of Volunteer Recognition Merchandise Outlets

Here are some Recognition ideas I received from California Libraries:

❑ "Our Friends do an annual volunteer recognition brunch." -- Nevada County

❑ Staff try to do an informal brunch each year at which we do a skit. One of our favorites was a "Book Truck Parade." Staff were divided into teams and created book truck "floats" -- we had a circus train, a covered wagon, and Barbie and Ken in jail (from the overdues department)." -- Shasta County

❑ "We give each staff person a $200 budget for birthday cards, Halloween candy, etc. -- treats for volunteers they supervise. This way they don't have to spend their own money, and they have autonomy about volunteer rewards. We also include volunteers in any internal recruitment for city jobs, and give them a Library Plus card -- a discount on fee-based services such as photocopies, interlibrary loan requests, etc. (We sell them to the public for $30.) The City hosts an annual volunteer recognition event -- usually a picnic or barbecue. Last year the theme was "Volunteers Drive the City." Each person was given a license plate frame for their car that says "City of Paso Robles Volunteer." I see them all over town! -- Paso Robles

Bibliography for Chapter IV:

In the back of this book, you will find a complete annotated alphabetical bibliography, but at the end of each chapter, I have identified books that might be particularly helpful as your own library deals with issues raised in the chapter.

Fisher, James C. & Kathleen M. Cole, *Leadership and Management of Volunteer Programs: A Guide for Volunteer Administrators* (San Francisco: Jossey-Bass, 1993).

Lee, Jarene Frances with Julia M. Catagnus, *Supervising Volunteers* (Philadelphia: Energize, Inc., 1999)

Stallings, Betty, *Resource Kit for Managers of Volunteers* (Pleasanton, CA: Building Better Skills Publishing, 1992).

Stallings, Betty, *Training Busy Staff to Succeed with Volunteers* (Pleasanton, CA: Building Better Skills Publishing, 1996).

Vineyard, Sue, *Beyond Banquets, Plaques and Pins: Creative Ways to Recognize Volunteers* (Downers Grove, IL: Heritage Arts Publishing, 1989).

Wilson, Marlene, *The Effective Management of Volunteer Programs* (Boulder: Volunteer Management Associates, (1976).

_____, *The Care and Maintenance of Volunteers: A Guide to Volunteer Retention* (San Gabriel, CA: California Literacy, 1995).

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San Diego Public Library

VOLUNTEER INTERVIEW RECORD

Interviewer _____ Date _____

Name of Volunteer _____ Phone _____

I. Review of Enrollment Form

Clarify information on Volunteer Application. Correct information on form and place other comments below.

_____

II. Non-Directive Questions

1. What attracted you to our agency? Is there any aspect of our work that most motivates you to seek to volunteer here?

   _____

2. What would you like to get out of volunteering here? What would make you feel like you've been successful?

   _____

3. What have you enjoyed most about your previous volunteer work? About your paid jobs?

   _____

4. Describe your ideal supervisor. What sort of supervisory style do you prefer?

   _____

5. Would you rather work on your own, with a group, or with a partner? Why?

   _____

6. What skills do you feel you have to contribute?

   _____

7. What can I tell you about our agency?

   _____

III. Match with Volunteer Positions

Discuss potential volunteer positions and check match of interests, qualifications, and availability.

	Position	Comments
1.		
2.		
3.		

CORONA PUBLIC LIBRARY

Volunteer Interview/Application Form

Name:_____ Date:_____

Address:_____City:_____Zip:_____

Home Phone:_____ Work Phone:_____

Person to call in case of Emergency:
Name:_____Phone:_____Relationship:_____

Education Completed:
_____ High School _____College _____Degree(s):_____

Have you ever worked in a library before?_____ If so, what tasks did you do?

Please describe other work/volunteer experience; give name of organization and duties.

Special Skills/Hobbies:
_____Typing _____Computers _____Filing _____Book mending/repair _____Art
_____Graphics _____Video _____Photography _____Public Relations
_____Working with children _____Storytelling _____Genealogy _____Research

Besides English, what other languages do you speak and/or read?

What days/hours would you be willing to volunteer for?

How did you find out about our volunteer program?

Why do you want to do volunteer work at the Corona Public Library?

Would you like to work: _____with others _____independently
_____only on a short term project

Are there any limitations that may restrict your volunteering?

Shasta County Library - Interview Questions

1. Why have you chosen the library as a place to volunteer?

2. Have you volunteered for other organizations? Describe your experiences with them. Why did you leave?

3. Do you have any special skills you feel might benefit the library?

4. Do you enjoy working with children? If so, would you enjoy giving school tours or getting involved in Story Time?

5. Do you like working with the public or do you prefer working behind the scenes?

6. If all positions are currently filled at this library branch, would you be willing to work at another branch?

7. Are you able to make a time commitment of 2 or more hours a week for at least three months?

8. Do you have any questions you would like to ask me?

Orientation And Training Issues

Both Orientation and Skills Training can be done one-on-one or in a group, depending upon the size of your volunteer program, but both must be done. Sufficient, but not overwhelming written materials should be provided and referred to during these sessions, for future reference, but written materials should not take the place of orientation and training.

Volunteer Orientation Learning Goals

During the session, participants will:

- Be made to feel welcome and an important part of the organization.
- Gain an understanding of the mission and goals of the organization -- what it's trying to accomplish and for whom.
- Be introduced to the services provided and major activities and events sponsored by the organization.
- Gain an understanding of how the organization is structured, and how volunteers fit into the structure.
- Be briefed on the volunteer program's mission statement, as well as any policies and procedures that affect them.
- Have a tour of the facility.

Volunteer Skills Training Learning Goals

During the session, the trainee will gain an undertanding of:

- The purpose of their position and how it fits into the "big picture" of the organization's service delivery.
- The specific job responsibilities and how to accomplish them.
- What authority they have in their position.
- With whom they will be working and how their jobs fit with others.
- What to do in an emergency.

NEVADA COUNTY LIBRARY
Volunteer Orientation -- TRAINER OUTLINE

Learning Objectives: By the end of this session we hope that our volunteers will:

- Feel welcome and understand your important role in the Library.
- Understand the purpose of the Library -- what we're trying to accomplish and for whom.
- Have an Introduction to the services provided and major activities and events sponsored by the Library.
- Understand how the Library is structured and how volunteers fit into the structure.
- Be briefed on our volunteer program's mission statement, as well as on policies and procedures that affect them.
- Have a tour of the facility.

Agenda:

I. Welcome and Introductions
II. What is the Role of the Library and How Do Volunteers Fit In?
III. What is our Organization Structure?
IV. About the Volunteer Program
V. What Happens Next?

Notes To Trainer: This outline has been designed to be presented in two hours. Times for each section are suggested in the left column. The Outline column contains the key points. The Materials column references handouts (HO) and transparencies (TP) that you can use to illustrate points. Notes to the trainer are highlighted in a shaded box.

TIME	TRAINER OUTLINE	MATERIAL
:00 - 0:15	**I. Welcome and Introductions**	
(2 Minutes)	A. Welcome and introduction of speaker by County Librarian or other key staff person if possible. If not, Trainer does a Self-Introduction. Key Points: 1) Thank You for coming -- the Library is an important part of our community. Volunteers play very important roles in the Library. 2) We hope to give you most of the information you need and make you feel a part of our team.	
(3 Minutes)	B. Briefly Review Learning Goals/Agenda	HO/TP -- LGs/Agenda
(10 Minutes)	C. Ask Participants to Introduce themselves: • name • Library Volunteer Position • Life outside the library • One Question or Expectation of this meeting	NOTE: Record questions/ expectations on flip chart.

15 - 0:30	**II. What is the Role of the Library and How Do Volunteers Fit In?**	
(5 Minutes)	A. Nevada County Library Vision Statement & Strategies to Meet the Vision	
	1) access to information in many forms	HO -- Policies & Proc. p.1 TP -- Vision/Strategies
	2) reach out to entire diverse community -- must consider geographic issues; different needs of children and youth (i.e., age appropriate materials), elderly (i.e., large print books); computer-literate and non-.	
	3) ensuring on-going, stable funding (poor economy and subsequent government funding cuts have hit libraries hard: reduced staff, hours, materials	
(5 Minutes)	B. Volunteer Program Mission Statement	HO -- Policies & Proc. p.1 TP -- Vol. Mission
	1) Volunteers are important link to community 2) Library service enhanced by supplementing staff 3) Help in all facets except confidential ones	
(5 Minutes)	C. Confidentiality	HO -- Policies & Proc. p.2 TP -- Confidentiality
	1) Public Libraries are founded on the premise of the First Amendment -- the right of free speech.	
	2) Therefore, libraries make available information on all subjects, from all points of view, even if they are sensitive or controversial.	
	3) So, everyone, including volunteers, must be sensitive to an individual's right to any materials, and their right to privacy about what they request or use.	**Note:** To illustrate this point, the trainer may wish to use the "Self-Help Guide to Divorce" example.
	4) Suggest that at home, participants review the American Library Association's "Library Bill of Rights," which has been adopted by our Library.	HO -- Policies & Proc. p.2

0:30 - 0:50	**III. What is our Organization Structure?**	HO/TP -- Org Chart
(2 Minutes)	A) This is a County Library with 4 branches -- the Helling Library in Nevada City, the Grass Valley and Truckee branches, and the History Center.	
(3 Minutes)	B) The County Librarian, Francisco Pinneli, is the CEO of the organization, and reports to the County Administrator, who reports to the Board of Supervisors. His job is to manage the staff and all the branches, develop the budget and oversee the expenditure of all funds, and ensure that all County and Library policies are enforced and up to date.	
(5 Minutes)	C) Funding for the Library -- With the exception of the donations provided by the Friends of the library for the purchase of special materials, the entire library budget comes from the County's general fund. As you can see in the graph, recent years have seen a substantial decline in library funding. The 1996-97 budget was more than 22% lower than the previous year, and 24% lower than the high of $643,000 in 1992-93. The 1997-98 budget is expected to increase by about 1% over last year. As you can imagine, this has meant some significant challenges for library staffing and services. The Library's all volunteer "Blue Ribbon Council," is currently working on identifying sources of long term stable funding for the library.	HO/TP -- Bar Graph
(5 Minutes)	D) Friends of the Library -- raise funds which are used for substantial new library book acquisitions, special resource and other library materials, as well as for sponsoring children's reading programs, and a new "Book-for-Babies" program. If you wish to join the Friends, contact any of the 4 branches for information.	
	E) Library Services -- Although funding has been tight, and some staff positions have been lost, grants and volunteerism have helped us to maintain or increase services. The Friends groups have helped to keep the summer reading program alive, and our technology services to patrons is expanding through a grant for hardware and the services of volunteer Internet Docents who assist patrons in going online.	

(2 Minutes)	F) Role of Staff -- 1) dedicated and well-trained 2) Librarians earned advanced degrees 3) have technical skills to ensure high quality library	HO -- Policies & Proc. p.3
(3 Minutes)	G) Role of Volunteers -- 1) work under supervision of library staff 2) provide valuable support which enhances service 3) varied volunteer jobs within the library There is no doubt that through the efforts of volunteers, the library staff's ability to provide the best possible services is increased.	HO -- Policies & Proc. p.3 NOTE: When discussing varied volunteer jobs, review self-intro roles mentioned. More examples are book repair or shelving, reading to children, preparing displays, assisting with computer or other professional skills.
:50 - 1:15	**IV. About the Volunteer Program**	
(2 Minutes)	A) We reviewed the Volunteer Program Mission, and learned that volunteers play critical roles in assisting staff, enhancing service, and being a 2-way communication link with the community.	
(3 Minutes)	B) Volunteer Program Structure -- Because you are so important to us, we take our volunteer program very seriously. We want to be very clear about roles and responsibilities so that you will be happy and productive, stay a long time, and attract additional volunteers to the library.	HO/TP -- Org Chart
(3 Minutes)	1) Each branch has a Volunteer Coordinator whose job it is to ensure the following happens: • volunteer job descriptions written • volunteers are recruited and carefully screened • volunteer orientation and training occur • library environment is supportive to volunteers • volunteers are supervised, evaluated & recognized	
(2 Minutes)	2) Each volunteer position has a supervisor -- yours may be the coordinator, or it may be another staff member or volunteer -- check your job description, and be sure you know who your supervisor is.	TP -- Sample Vol Job Desc

(15 Minutes)	C) <u>Volunteer Policies & Procedures</u> • Job Description -- be sure it's a good fit for you. If you don't enjoy it/gain something, you won't stay. • Rights and Responsibilities -- note that we have important expectations on both sides •If your situation isn't working out -- talk to your supervisor so we can make it right. Feedback on how to make it better is also welcome. • Absences -- If you can't make it, please follow the procedure to let us know so we can cover your slot. • Accident or Injury Reporting -- Follow county policy and procedures if you are hurt or see someone else hurt. STEP #1 is to report it to your supervisor, or another staff member. Don't try to handle it alone. • Emergency Card - Please fill out before leaving today • Name Tags -- always wear while on duty • Patron Questions -- Refer all reference and library policy questions to a staff member, unless your volunteer job description requires otherwise. Staff have professional Reference training and other skills to ensure the best service. • Safety -- Everyone's business. Use common sense, and report unsafe conditions to your supervisor. • Selected Staff Privileges -- benefits to volunteers. • Time Log -- We keep careful records so please help. • County Policies -- you will notice throughout that as a County Library Volunteer you are covered by some County policies such as accident and injury reporting and smoke-free workplace.	HO - Policies & Proc, p.3/4 NOTE: The Trainer should briefly review this document, being sure to address the sections mentioned below, and encouraging the volunteers to read the rest at home so they will be fully informed. HO -- Emergency Cards HO -- Name Tags HO - Policies & Proc, p. 5

1:15 - 1:50	**V. What Happens Next?**	
(3 Minutes)	A) Training -- now that you have an overview, your supervisor will ensure that you are well-trained for your specific job. If you do not have an appointment with your supervisor for this purpose, please call them ASAP to schedule it. The following are the things you should understand as a result of that training -- if you don't, be sure to ask: • The purpose of your position and how it fits into the "big picture" of the library. • The specific job responsibilities and how to accomplish them. • What authority you have, and don't have in your position. • With whom you will be working and how your job fits with theirs. • What to do in an emergency.	HO/TP -- Training Essentials
(2 Minutes)	B) Your First Shift on the Job -- If you do not have one scheduled yet, please call your supervisor.	
(Allot 30 Minutes For Library Tour)	C) Library Tour -- Trainer or a Library Staff person now provides a quick tour of the facility. In addition to library areas, be sure to point out: • rest rooms • where to hang coats/store personal items (not valuables, however) • break room/where are cups, etc. • Where do time sheets go and where do volunteers get up-dated information/communication, etc.	NOTE: Explain before tour that although some may volunteer at other branches, this tour will be helpful. Should also ask for this at their branch. NOTE: Following tour, return to training room to complete evaluation and close the meeting.
	D) Summary & Closing --	
(2 Minutes)	1) • Volunteers are important to the Library • We take our volunteer program seriously • We hope you will enjoy and gain from your volunteer experience here	
(5 Minutes)	2) Briefly review Learning Objectives and Participant Expectations	TP -- Learning Objectives
(3 Minutes)	3) Distribute evaluation forms saying their input will be used to make these sessions better. Turn them in before you leave.	HO -- Evaluation Form

NEVADA COUNTY LIBRARY VOLUNTEER ORIENTATION

Learning Objectives

By the end of this session we hope that our volunteers will:

- Feel welcome and understand your important role in the Library.
- Understand the purpose of the Library -- what we're trying to accomplish and for whom.
- Have an Introduction to the services provided and major activities and events sponsored by the Library.
- Understand how the Library is structured and how volunteers fit into the structure.
- Be briefed on our volunteer program's mission statement, as well as on policies and procedures that affect them.
- Have a tour of the facility.

Agenda

I. Welcome and Introductions

II. What is the Role of the Library and How Do Volunteers Fit In?

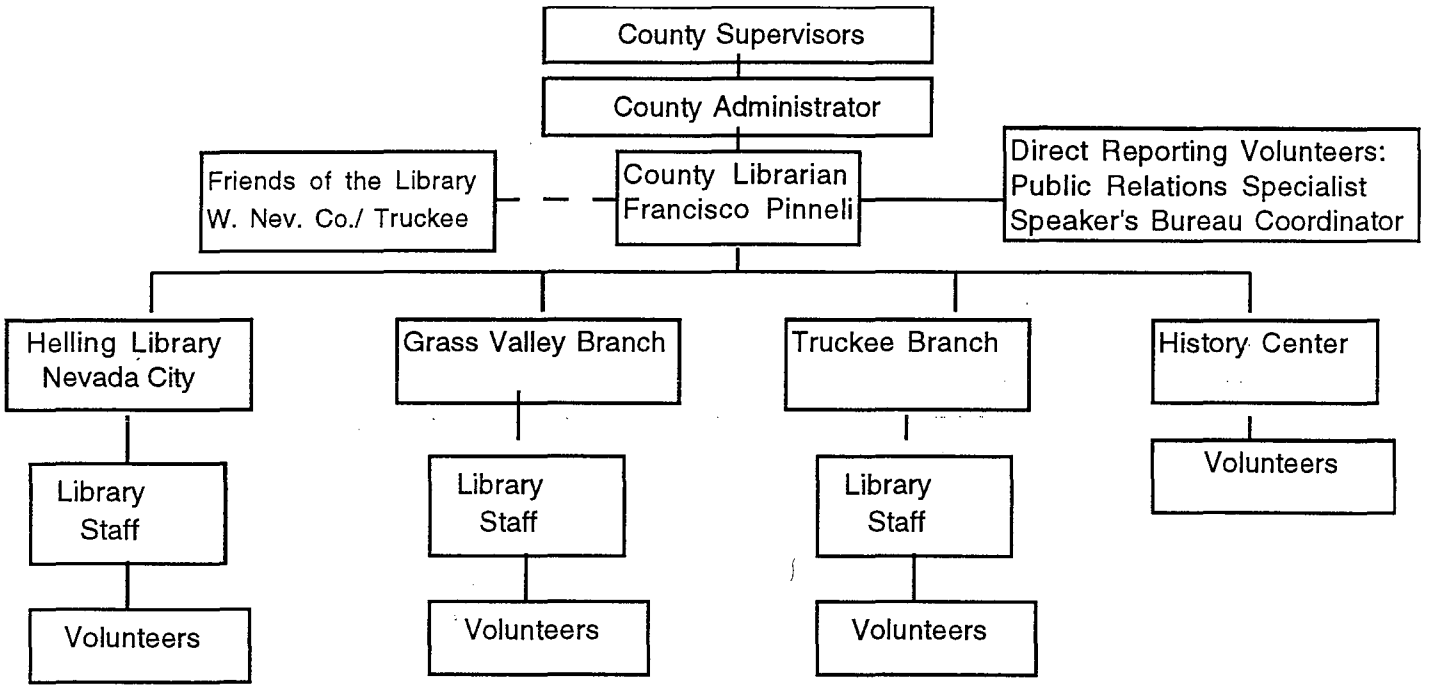
III. What is our Organization Structure?

IV. About the Volunteer Program

V. What Happens Next?

NEVADA COUNTY LIBRARY

(September, 1997)



Volunteer Coordinator:

Dorothy Boettner

Volunteer Coordinator:

Gary Tanner

Volunteer Coordinator:

Margaret Ely
(Monika Tobin, Backup)

Volunteer Coordinator:

Ed Tyson

Nevada County Library Vision

The Nevada County Library is dedicated to providing and preserving access to information through books, the latest technology, and other materials in a comfortable setting with knowledgeable and helpful staff.

Strategies To Meet This Vision

- To reach out to the community by marketing its services and ensuring that it meets the needs of a diverse community.
- To provide electronic access that ensures the availability of the library resources for all community members.
- To find ways and means of generating a dedicated source of funding for the county libraries.
- To develop private sources of revenue independent of the government.
- To provide collections and services that meet the special needs of tomorrow's future -- children and youths.
- To provide collections and services that meet the needs of our community.

Nevada County Library

Volunteer Program Mission Statement

The Nevada County Library believes that involving volunteers in its operation will assist in carrying out its vision. Volunteers serve as an important link between the library and the community. They help the community to understand how the library works, as well as its importance as a community cultural, educational and recreation resource. And, by bringing in the consumer viewpoint, volunteers expand library personnel's understanding of community needs and interests.

Library service is enhanced by volunteers supplementing and assisting the library staff. Volunteers bring ability, talent and time, allowing staff to provide enhanced services and embark upon special projects. Volunteers are welcome to help in all facets of the library operation except in functions that would jeopardize patron confidentiality and their right to privacy.

Nevada County Library

Confidentiality Policy

All transactions between library users and staff or volunteers are strictly confidential and volunteers are required to uphold this policy. This includes any information about what materials a patron looked at, asked for, requested or checked out, as well as reference questions asked by library users. California State Law (Section 6267 of the Government Code) stipulates that circulation and registration records are confidential in any library which is in whole or in part supported by public funds. Even law enforcement representatives must secure a court order before patron information is released.

Volunteer Training "Essentials"

Your supervisor will ensure that you are well-trained for your specific job. If you do not have an appointment with your supervisor for this purpose, please call them ASAP to schedule it.

The following are the things you should understand as a result of that training -- if you don't, be sure to ask:

- The purpose of your position and how it fits into the "big picture" of the library.

- The specific job responsibilities and how to accomplish them.

- What authority you have, and don't have in your position.

- With whom you will be working and how your job fits with theirs.

- What to do in an emergency.

Nevada County Library

Volunteer Orientation Evaluation Form

Thank you for attending our Orientation Session. Please take a few moments to answer the following questions. We appreciate your comments. They help us improve our program.

	Well Met		Kind of Met		Not Met at All
	5	4	3	2	1
1. The following learning objectives were:					
a) I feel welcome and understand my important role in the Library.	5	4	3	2	1
b) I understand the purpose of the Library – what we're trying to accomplish and for whom.	5	4	3	2	1
c) I have an introduction to the services provided and major activities and events sponsored by the Library.	5	4	3	2	1
d) I understand how the Library is structured and how volunteers fit into the structure.	5	4	3	2	1
e) I feel briefed on our volunteer program's mission statement, as well as on policies and procedures that affect me.	5	4	3	2	1
f) I have had a tour of the facility.	5	4	3	2	1

2. What part of the Orientation was most helpful to you?

3. What part was least helpful?

4. What changes would you suggest in the Orientation?

5. Other Comments?

ONTARIO CITY LIBRARY

Orientation Checklist - Volunteer

Volunteer's Name_____ Date_____

Supervisor_____ Unit_____

PROGRAM: *(Check one)* ☐ Regular Mandatory: ☐ Legal ☐ School ☐ Library Fines

- ☐ ..... Name badge
- ☐ ..... Volunteer handbook *(Regular Volunteers not Mandatory)*
- ☐ ..... Supervisor's name *(fill in space in the handbook)*
- ☐ ..... Phone number(s) to call *(fill in space in the handbook)*
- ☐ ..... Entrance and where to check in
- ☐ ..... Parking
- ☐ ..... Tour of building pointing out emergency exits and rest rooms
- ☐ ..... Emergency/Disaster procedures *(fire, earthquake, bomb threat)*
- ☐ ..... Safety (General and unit specific - have volunteer read ***Back Basics*** booklet.)
- ☐ ..... Schedule
- ☐ ..... *Timesheet *(use whole or ½ hour increments if possible - NO minutes)*
- ☐ ..... Job description
- ☐ ..... Breaks/Lunch
- ☐ ..... Appearance policy
- ☐ ..... Smoking/Eating policies
- ☐ ..... Telephone use
- ☐ ..... Calling in sick and/or schedule changes
- ☐ ..... Confidentiality form
- ☐ ..... Customer service philosophy *(refer to the Reference Desk)*
- ☐ ..... Any questions - who to ask *(especially when Supervisor is unavailable)*
- ☐ ..... **Laminator
- ☐ ..... **Paper cutter
- ☐ ..... **Badge maker/circle cutter
- ☐ ..... **Ellison machine
- ☐ ..... ** Glue gun

Minor volunteers are NOT allowed to use bar code scrapers.
Adult volunteers who choose to use bar code scrapers MUST wear a safety glove.

**Some mandatory/legal official timesheets require an authorized signature.*
***Parent/guardian must have authorized use of this equipment on the "Emergency Release Form".*
—If parent/guardian denies authorization of the use of a piece of equipment - note that on this form—

_____ _____

Employee signature *Volunteer signature* *Date*

Best Practice #IV.6. (p. 1 of 1)

Original—Volunteer Coordinator Copy—Volunteer

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CORONA PUBLIC LIBRARY

Volunteer Orientation Checklist

VOLUNTEER _____ DIVISION _____

JOB TITLE _____ SUPERVISOR _____

DATE _____

	DATE COMPLETED	SUPERVISOR INITIALS
WELCOME		
- Formal greeting		
- Introduction to Fellow Employees		
- Tour of Facility	_____	_____
ORGANIZATION		
- Illustrate and Explain the Chain of Command for Reporting Purposes		
- Organization Chart	_____	_____
GOALS		
- Outline Division Goals		
- Discuss Public Relations	_____	_____
OPERATIONS		
- Outline Nature of Work to be Performed		
- Define Methods of Accomplishing Tasks		
- Explain Job in Relation to Overall Operations	_____	_____
CONDITIONS OF EMPLOYMENT		
- Define Work Hours and Explain Commitment to the Library		
- Define Absence Policy and Call-in Procedure		
	_____	_____
STANDARDS		
- Explain Job Standards	_____	_____
DUTIES		
- Outline Job Procedures/Responsibilities		
- Brief on Safety Issues/Procedures		
- Fill out Emergency Contact Card (L/9)	_____	_____

LAST NAME FIRST HOME PHONE

IN CASE OF EMERGENCY, PLEASE CONTACT THE FOLLOWING PERSON:

1)

NAME

PLACE OF EMPLOYMENT

ADDRESS

CITY ZIP

HOME PHONE WORK PHONE

RELATIONSHIP

2)

NAME

PLACE OF EMPLOYMENT

ADDRESS

CITY ZIP

HOME PHONE WORK PHONE

RELATIONSHIP

L/9 11/92

Volunteer Trainer

Job Description

Importance of Position: Helps to ensure that maximum benefit is derived from and satisfaction achieved for a valuable cadre of consistently well-trained volunteers.

Qualifications:

- Commitment to the mission of the Library
- Demonstrated success in training adults
- Willingness to attend training on the Library, use of the preprared curriculum, adult learning styles and successful training techniques

Responsible To: Branch Volunteer Coordinator

Responsibilities:

1. Successful completion of a two - three hour training on the Library, use of the preprared curriculum, adult learning styles and successful training techniques.

2. Present the prepared curriculum in a two hour session to groups of new library volunteers a minimum of 4 times per year.

3. Provide data to Branch Volunteer Coordinator about which volunteers attended.

Training Provided: A two - three hour training on the Library, use of the preprared curriculum, adult learning styles and successful training techniques. Each certified trainer will receive a curriculum binder for use in the session, which includes all materials needed to successfully deliver the program.

Benefits of Volunteering:

- Opportunity to assist the Library in creating an effective volunteer workforce
- Opportunity to brush-up or enhance your own training skills
- Chance to meet people who share similar interests

Time Commitment: Initial 2-3 hour training, then 12 - 14 hours over a year's time

Length of Commitment: Minimum one year

Grounds for Termination: Failure to carry out assigned responsibilities.
Breach of confidentiality

Contact Person: Branch Volunteer Coordinator

Date Revised: August 1997

GENERAL GUIDELINES FOR LIBRARY VOLUNTEERS

Your supervisor: _____ Library Phone # before hrs: 842-2054

1. Sign in and out on the Volunteer Log Sheet. Let your supervisor or the person in charge know when you are in the building. If there is a building emergency, s/he must know where you are.
2. Report to the supervisor at the beginning and end of the work period.
3. If you will be late or absent, notify your supervisor or the person in charge as soon as possible.
4. If you are scheduled to work when the library is closed, please ring the bell at the back entrance or knock loudly at the front door. A staff member will let you inside.
5. Wear a volunteer tag for identification when working.
6. Use only assigned storage space for your personal belongings.
7. Report any injury IMMEDIATELY when you are working.
8. Follow the Santa Clara County Library's policies and mission including confidentiality and free access to all information for all ages. Respect the privacy of others. Do not divulge confidential information to which you may have access. As a volunteer, you are subject to the same code of ethics and library policies as staff.
9. Work according to established procedures. Discuss any changes with your supervisor before you implement them. Please ask questions if you do not understand instructions.
10. If you decide to terminate your service, notify your supervisor as soon as possible.
11. Please do not eat and drink in the library or in the staff workroom.
12. Please do not use library phones to conduct personal business.
13. The fax machine, staff photocopier, and office computers are for staff use only.
14. Please make arrangements for young children and other guests if you plan to come to work.
15. Remember that staff are working and many of our patrons are trying to study. Please keep your voices down and avoid long conversations. Please observe the rules if working in or near the Silent Study Area.
16. If you are seeking a library job, you must apply according to established Santa Clara County procedures. Ask your supervisor for more information. Volunteering may help your chance for employment but does not guarantee it.
17. ALWAYS refer patron questions to staff. NEVER attempt to answer a question or to interpret library policy.
18. You may dress casually but appropriately. Please wear shoes. There may be times when you may be asked to modify your apparel for safety reasons. Several staff have asthma so please refrain from wearing strong perfumes or colognes if at all possible.

CORONA PUBLIC LIBRARY VOLUNTEER HANDBOOK

MARCH 1995

March 1995

Dear Volunteer,

On behalf of the Corona Public Library Board of Trustees and the Library staff, we welcome you to an enjoyable and rewarding experience in community service. You will have the opportunity to work with Library patrons and staff, to learn new skills, and to make new friends while you are with us.

Throughout its history, the programs and activities of Corona's Library have been enhanced by the participation of dedicated volunteers like you. At our annual recognition program last June, we honored more than 200 volunteers who had devoted almost 11,000 hours during the previous year to tasks including shelving books, cataloging documents, reading stories to young audiences, providing guidance at the directions desk, selling materials in the Friends of the Library bookshop, and teaching in the Library's *Read Now!* literacy program.

We are pleased that you have chosen to volunteer your time to the Corona Public Library and we look forward to working with you.

George Beloz

George Beloz, Ph.D., President
Board of Library Trustees

Karen Leo

Karen Leo, Director
Corona Public Library

A LITTLE BIT OF HISTORY .....

Corona's first Library and Reading Room, located in a storefront, was opened in 1895 by the Woman's Christian Temperance Union. It was staffed entirely by volunteers. In 1899, an ordinance was signed by the City Trustees, as the City Council was called then, which said the City would accept responsibility for Library services and their maintenance, under the guidance of a Library Board of Trustees appointed by the Mayor with the consent of the City Trustees. During the early years, volunteers played an important role, and many of the members of the Board of Trustees devoted a great deal of time to help the Library serve the community.

In 1903, the City Council passed a resolution to support a tax levy to raise $1,000 to match a $10,000 grant to build a Carnegie Library at 805 S. Main Street. That building, demolished in 1978, was the community's Library until 1971 when it was replaced by a new and much larger one at the southwest corner of Sixth and Main Streets. Today's Library, opened in 1993, is the remodeled and expanded facility which served the community through the 1970s and 1980s.

Although the current Library has a trained professional staff, volunteers continue to be a key part of the successful operation of a building which now contains more than 88,000 books, is open more than 50 hours each week, and serves more than 95,000 Corona residents. The Library continues to benefit from thousands of hours donated each year by community volunteers.

As our city grows and the number of Library programs expands to meet new needs, we will continue to recruit and to welcome new volunteers. We are pleased that you're interested in our program, and it's now our goal to offer you a rewarding experience as a volunteer. We'll work with you to match our needs to your goals and to provide you with an opportunity to learn new skills which will benefit you as well as the Corona community.

THE LIBRARY ORGANIZATION .....

The Library staff consists of a Director, five division heads, and a number of full-time and part-time employees.

City Council

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.- - - - - - **Library Board of Directors**

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City Manager

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Library Director

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Adult Services Division	**Children's Services Division**	**Circulation Division**	**Heritage Room**	**Technical Services Division**

The Adult Literacy program is supervised by the Adult Services Division Librarian.

The **Library Board of Trustees**, appointed by the Mayor with the concurrence of the City Council, serves in an advisory role and deals with topics including:

- legal issues
- policy establishment
- planning
- evaluation
- public/community relations
- advocacy

THE DIVISIONS AND THEIR RESPONSIBILITIES .....

Administration

The Library Director is responsible for planning, organizing, and directing all activities which concern the administration and operation of the facility. The Library Director serves as a liaison between the Library Board of Trustees, city administration, and staff.

The administrative office also supervises Library personnel, oversees the Library budget and financial issues, maintains the schedule for use of the community room, and is responsible for Library automation.

Adult Services

The Adult Services Division oversees a variety of Library services including the Adult reference desk, fiction and non-fiction circulation sections, foreign language books, newspapers and magazines, the audio visual room, and the Directions Desk.

The Adult Services Division also contains the *Read Now!* Adult Literacy program which trains volunteers to provide one-to-one tutoring for adults. Tutors work with English-speaking people who want to improve their basic reading, writing, and math skills.

Children's Services

The Children's Division provides materials, reference services, and special programs for children. Activities include the Grandparents and Books program, story hours, classroom tours, and the Summer Reading Program.

The children's librarians also schedule use of the small study and meeting rooms as well as the typewriters and computers available for public use.

Circulation

The Circulation Division is responsible for checking-out and checking-in all Library materials which can be removed from the building, and for maintaining patron files, taking reserves, collecting fines, and processing interlibrary loan (ILL) materials. The Division also routes incoming telephone calls.

Heritage Room

The Heritage Room contains books, documents, photographs, and other material about the history of Corona, Riverside County, and Southern California. The Division also maintains a large exhibit gallery on the second floor of the Library.

Technical Services

The Technical Services Division is responsible for ordering, receiving, cataloging, and processing all of the materials received in the Library. Technical Services also repairs damaged materials, sends broken books to the bindery, and maintains the Library's on-line computer data base.

OPPORTUNITIES FOR VOLUNTEERS .....

A notebook containing descriptions of all of the currently available volunteer jobs is on file at the Directions Desk in the lobby. A variety of tasks for people with all types of skills and interests is generally available -- examples include:

Public contact: it's our goal to have the Directions Desk staffed at all times with volunteer ambassadors who can give building directions, answer questions about Library hours and services, answer telephones, and perform short-term tasks for Circulation and other Divisions. Volunteers are always needed to work in the Friends of the Library book shop and to participate in special programs including Grandparents and Books.

Technical tasks: there are always opportunities for volunteers to do filing and clerical work, to clean and mend books, and to help process new Library materials.

Creative opportunities: we need volunteers to help prepare exhibits and displays, to maintain the entry lobby bulletin boards, and to prepare publicity materials for special Library programs.

Muscle building: people are needed to shelve books, to refile periodicals, to do shelf reading, and to help prepare the community room for meetings.

Outdoor work: we always need energetic people to help us maintain our landscaping, to pull weeds, to sweep the walkways, and to help keep the Library property neat.

Helping hands: each Division frequently has opportunities to do minor housekeeping chores such as cleaning the glass on exhibit cases, dusting book shelves, and maintaining displays.

THE APPLICATION, ORIENTATION, AND TRAINING PROCESS .....

We require everyone interested in becoming a Library volunteer to attend a one-hour orientation session to learn a little about the Library, to hear about some of the currently available jobs, and to take a "behind the scenes" tour of the building. Dates of the scheduled orientation sessions may be obtained at any public service desk or from the poster in the lobby.

Applications are available at all public service desks and at the Directions Desk. Completed applications may be given to Library staff before or after any orientation session.

Our Volunteer Coordinators will do their best to match you with a job which meets your interests, your skills, and your schedule. Specific job training will be done by the supervisor of the Division you will work in.

Sample forms included in the back of this handbook include:

- an interview/application and release form
- a time sheet
- an evaluation form
- an emergency contact form
- a volunteer orientation checklist
- a library/volunteer contract agreement

Your supervisor or a Volunteer Coordinator will explain each of the forms to you at your initial interview.

SOME OF THE RULES AND REGULATIONS .....

A number of Library policies and procedures apply to volunteers in all Divisions:

Work Schedules.

We ask each of our volunteers to commit to work between two and four hours per week on a regular schedule. We depend on our volunteers to help us do many of the day-to-day tasks of Library operation, and it's important for us to be able to rely on your presence.

There are a few jobs -- exhibit preparation and program publicity, for example -- which can be done on a more flexible schedule and, if those would be better for you, please let us know.

We also ask that you tell your Division head at least a week in advance of any vacations or planned absences. If you get sick or have an emergency, please call the Division head just as soon as possible.

Training and Retraining.

Your Division supervisor will provide training for the specific tasks you will be doing. There may be opportunities to learn new skills in the future, also, and we encourage you to take advantage of as many of these as you would like to.

If you find that you do not enjoy a particular job, please tell your supervisor or a Volunteer Coordinator and ask if there is a different one available. We don't want to lose you as a volunteer if there's a chance to switch tasks so you and the Library are both satisfied.

Time Sheets.

Your supervisor will tell you where the volunteers' time sheet for your Division is kept. We report the number of donated hours annually to the City Council and to the California State Library, and it's extremely important that you help us maintain an accurate record by filling out the time sheet each day you work.

Dress Code / Volunteer Identification Pins.

We do not have strict dress regulations, but we ask you to remember that the Library is a public service agency of the City of Corona and that you should always present a good impression as one of our ambassadors to the community. For safety reasons, we DO ask people not to wear sandals or soft shoes to work.

Each Division has identification pins for volunteers. We ask you to wear them at all times when you are on duty with us, and to leave them here for other volunteers when you go home.

Questions.

Your own questions -- your supervisor will always be available to answer your questions about your job, and we encourage you to communicate often.

Patron questions -- you are welcome to answer telephone / restroom / direction questions from patrons, but we request that you refer all other questions to professional staff. Our volunteers should never try to answer technical questions which require the expertise of trained Library staff.

Injuries and Emergencies.

If you or a patron are injured or if an emergency situation is noticed in the building, report it to your supervisor or to another staff librarian as soon as possible.

Evaluations.

Your Division supervisor will always be available to answer questions and to help you learn to do your job. Periodically, the supervisor and/or the Volunteer Coordinator will provide a written evaluation which they will discuss with you. The evaluation process is an opportunity for us to tell a volunteer how well we think you are doing, and it's also an opportunity for you to tell us how well we are doing in meeting your expectations for experience, for new skills, and for personal satisfaction.

Participant Benefits.

As a volunteer, you will:

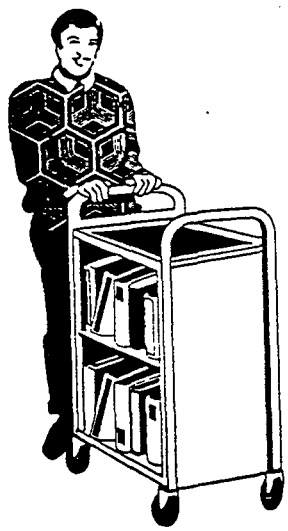
- learn new skills
- gain experience which could be used on resumes for future jobs
- gain personal satisfaction
- help your community
- learn more about your Library
- meet people and make new friends
- gain recognition for your services

If you wish to work in more than one Division during your service to the Library, please tell your supervisor. We will be happy to try to help you.

An accountant can advise you whether there are travel expenses or other costs which you, as a volunteer, may be able to deduct from your taxes.

Exit Interview.

If you decide to leave us, we would appreciate the opportunity to talk to you about your experience as a volunteer so we can continue to improve the program for others who may participate in the future. If you plan to leave because you don't enjoy the work, please remember that we are always willing to try to switch tasks to one you might enjoy more.



LIBRARY LANGUAGE .....

All professions have languages of their own, and Libraries are no exception. These are a few of the terms you will become familiar with during your service as one of our volunteers:

Barcodes.

Numbers on computer-readable strips which are placed in books and on audio visual materials to identify them and to allow us to maintain a record of items which are checked out. Individualized barcodes are also used on patron Library cards to tell us who has checked out material.

Book Truck.

Wheeled carts holding books to be shelved. Book trucks are loaded from the sorting shelves next to the Circulation desk. Library patrons are welcome to look through the books in the sorting area before they are reshelved.

Call Number.

Numbers, letters, and/or symbols assigned to a book to indicate its location in the Library and its physical relationship to other Library materials.

In non-fiction, the call number is a Dewey Decimal Classification:

- 000: generalities: bibliographies, encyclopedias, rare books, etc.
- 100: philosophy and psychology
- 200: religion
- 300: social sciences
- 400: language
- 500: natural sciences and mathematics
- 600: technology (applied sciences)
- 700: the arts
- 800: literature and rhetoric
- 900: geography and history

Fiction books are identified by the first three letters of the author's last name plus an additional code identifying it by category -- FIC for fiction, M for mystery, YA for young adult, AV for audio visual, and so forth.

Card catalog.

Formerly, wooden drawer units which contained book information on cards filed by author, title, and subject. The card catalog at the Corona Public Library has been replaced by a computer system, except in the Heritage Room which has card files of books received before September 3, 1994. The computer catalog provides the same information the card catalog did, and is available for patron use at several locations in the Library. (See also: **On-Line Public Access Catalog.**)

Circulation Desk.

The counter near the front door where patrons check out and return Library materials, apply for Library cards, and pay fines for overdue materials.

Community Room.

The large room opposite the circulation desk which is available for Library and community use. The room, which may also be divided in half, contains tables, chairs, a variety of audio visual equipment, and a kitchen. Reservations for use of the room are made through the Administrative office.

Dewey Decimal Classification.

A numerical system for classifying non-fiction books according to subject matter. Non-fiction books have a three-digit number and, usually, a decimal point and additional numbers to identify specific subclasses within the general subject category. The system is named for Melvil Dewey, an American librarian and educator, who first published the system in 1876. (See also: **Call Number.**)

Directions Desk.

The curved desk centrally located in the lobby where patrons may ask general questions about Library hours and programs, the location of restrooms and telephones, procedures for reserving books, etc. Staff at the desk, usually volunteers, may also be asked to answer the telephone.

Friends of the Corona Public Library.

A support organization whose members conduct book drives, sponsor book and periodicals acquisition programs, sponsor educational and entertainment

programs, and manage a book sales shop in the lobby of the Library.

Internet.

The "information superhighway" --- computer access to a variety of worldwide information sources. A computer work station located in Adult Reference utilizes a modem to connect the user to the Internet system. Patrons may sign up at the Adult Reference Desk to use the program at no charge.

Librarian.

A staff member who has a Bachelor of Arts or Bachelor of Science college degree plus a Master of Library Science degree or other special training in the library profession.

Library Board of Trustees.

A five-member advisory board appointed by the Mayor with the concurrence of the City Council. Responsibilities of the Board include (--role--)

Library Foundation.

Officially the Corona Literary Society, Inc., a non-profit support organization for the Library. Its focus is directed toward fundraising and the solicitation of donations for the addition of new collections, equipment, and enrichments beneficial to the community.

Microfiche.

A sheet of microfilm measuring 4" by 6" which can hold a number of pages of information in a reduced form and which can be filed like an index card. The material can be viewed on microfiche reader printers located in the Periodicals section of the Library.

Microfilm.

A reel of film on which magazines and newspapers are photographed in greatly reduced size. The material can be viewed on microfilm reader printers located in the Periodicals section of the Library.

Non-fiction.

Instructional, informational or factual materials.

On-line Public Access Catalog (OPAC).

(See also: **Card Catalog.**) The Corona Public Library's computerized data base for access to cataloged materials in the collection.

Page.

A part-time staff member whose main job is to shelve books, retrieve back issues of magazines for patrons, set up the community room for meetings, and do other tasks which may be assigned by a librarian.

Patron.

Any person who uses the Library.

Periodical.

A magazine, newspaper, or journal.

Reference Collection.

To assure availability, all of the materials in the reference sections may be used only in the Library.

Reference Desk.

The desks in the Adult Services and Children's Services Divisions and in the Heritage Room where patrons may ask for assistance, information, and materials.

Shelf Reading.

Examination of books on the Library shelves by volunteers and staff to be certain they are in the proper call number or alphabetical order.

Staff Member.

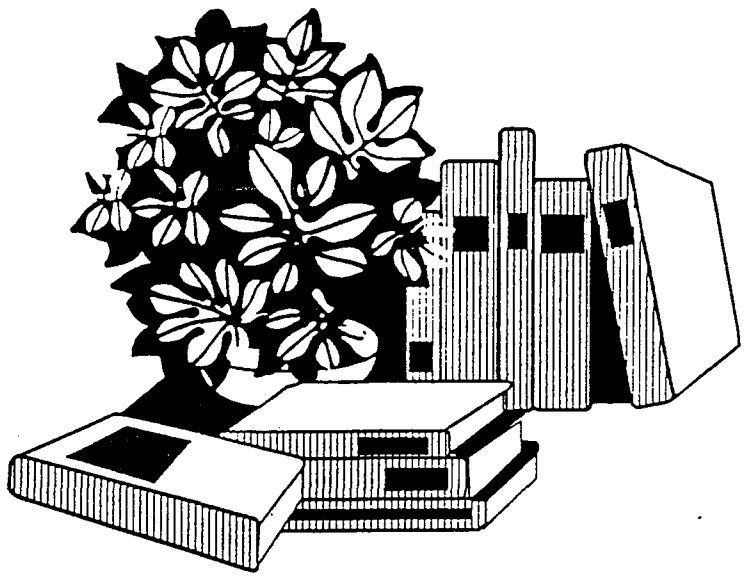
A full-time or part-time employee.

Staff Room.

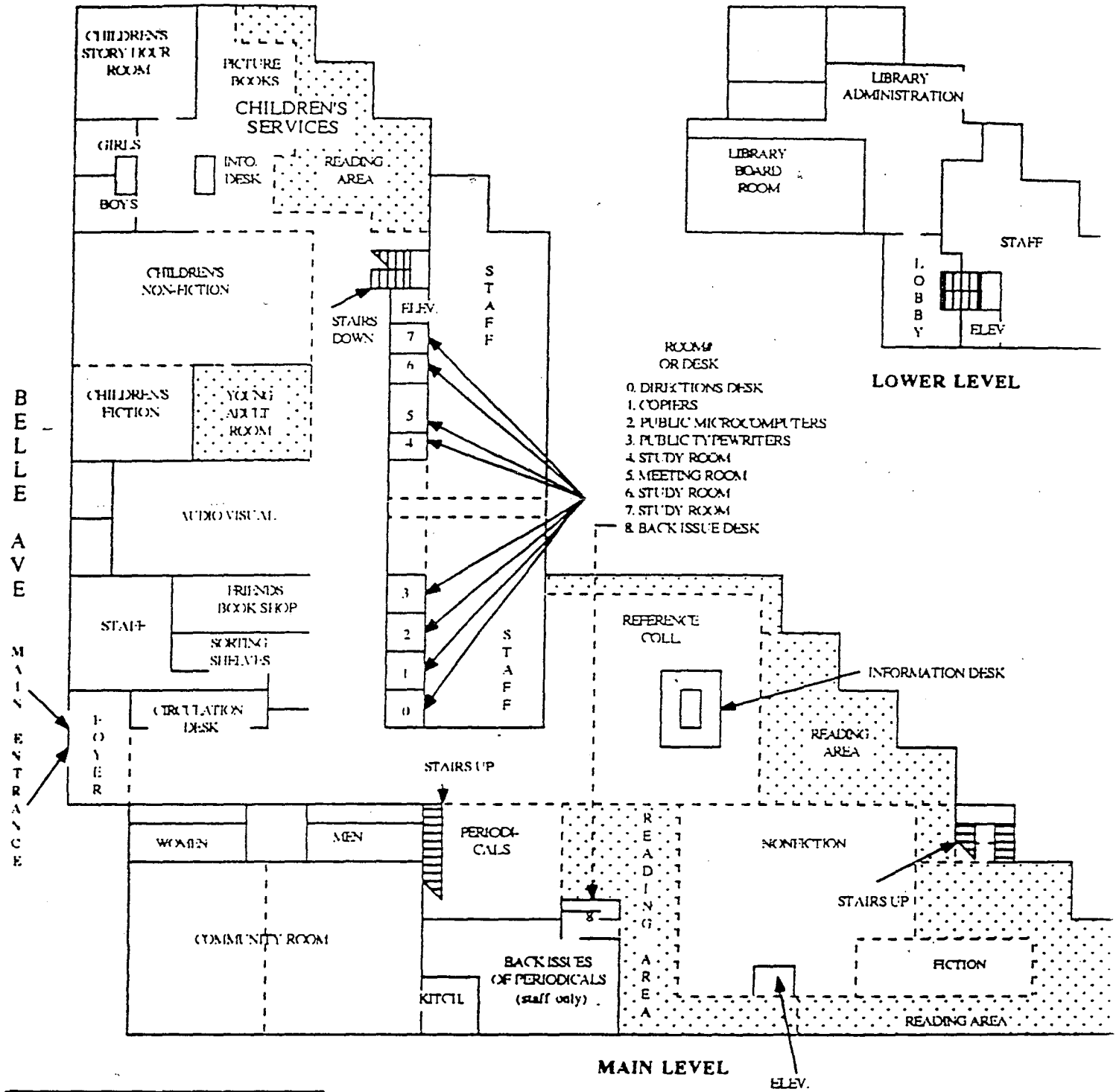
A private room with tables, chairs, and kitchen facilities where staff and volunteers may eat or take breaks.

Volunteer.

A person who performs a service without pay. Corona Public Library volunteers perform a variety of tasks and are expected to work an average of two to four hours per week, generally on a regular schedule.



CORONA PUBLIC LIBRARY BUILDING



LIBRARY HOURS

MON. TUE. WED. 10 am - 9 pm

THUR. FRI. SAT. 10 am - 5 pm

SUN. CLOSED

SCHEMATIC PROVIDED BY THE FRIENDS OF THE CORONA PUBLIC LIBRARY

Best Practice #IV.10. (p. 17 of 18)

CORONA PUBLIC LIBRARY

Volunteer Interview/Application Form

Name:_____ Date:_____

Address:_____City:_____Zip:_____

Home Phone:_____ Work Phone:_____

Person to call in case of Emergency:
Name:_____Phone:_____Relationship:_____

Education Completed:
_____ High School _____College _____Degree(s):_____

Have you ever worked in a library before?_____ If so, what tasks did you do?

Please describe other work/volunteer experience; give name of organization and duties.

Special Skills/Hobbies:
_____Typing _____Computers _____Filing _____Book mending/repair _____Art
_____Graphics _____Video _____Photography _____Public Relations
_____Working with children _____Storytelling _____Genealogy _____Research

Besides English, what other languages do you speak and/or read?

What days/hours would you be willing to volunteer for?

How did you find out about our volunteer program?

Why do you want to do volunteer work at the Corona Public Library?

Would you like to work: _____with others _____independently
_____only on a short term project

Are there any limitations that may restrict your volunteering?

SHELVING
April 14, 9:00am-11:00am
This session, taught by **Don Rader**, is suited for the seasoned shelver as well as the beginner or anyone who wants to know the correct way of shelving. Input in the form of questions, comments and suggestions is welcomed and should be directed to Don.

LIBRARY ISSUES
April 15, 9:00am-12:00noon
Join City Librarian **Annie Robb** for an overview of important library service issues. This session is HIGHLY RECOMMENDED for staff and volunteers working with the public. Class size is limited, so sign up early! Topics include;

* **Privacy**
* **Censorship**
* **Copyright**
* **Internet for the public**
* **And more!**

GRANDPARENTS & BOOKS
May 6, 1:00pm-3:00pm
Appropriate for the "seasoned" Library Grandparent as well as new recruits, this session will review strategies for effective book-sharing with children. This session, conducted by **Julie Dahlen**, is required for all first time Grandparents, and is recommended for current Grandparents. Topics covered will include;

* **Book selection**
* **Enrichment activities**
* **An overview of the Children's Library**

CHILDREN'S SERVICES
June 16, 5:30pm-8:00pm
An orientation for the 1999 Summer Reading Program is the major item to be accomplished at this Academy. Other items covered by **Julie Dahlen**;

* **Shelving**
* **Customer service**
* **Basic book processing**

Children's desk volunteers are encouraged to make additional suggestions regarding specific areas of concern to Julie.

ACADEMY GRADUATION
June 23, 10:00-12:00
New Academy graduates, and their families or friends are invited to attend this festive occasion. Refreshments will be served, and graduates will be individually honored for their success. If you plan to complete the Library Academy in 1999, register for this event now (on the Enrollment Form).

Paso Robles Public Library
Volunteer Office
1000 Spring Street
Paso Robles, CA 93446

Paso Robles Public Library

LIBRARY ACADEMY

College Level Training
10 Customized Sessions
January-June 1999

Best Practice #IV.11. (p. 1 of 2)

ABOUT THE ACADEMY

The Library's on-going challenge is to provide excellent service with a small paid staff and a legion of knowledgeable volunteers. Thus, Library Academy program began in 1996. The Academy is an intensive and broad Library training program that takes place yearly. Sessions range from Customer Service/City Orientation, Library Issues to in-depth coursework in all areas of the Library, including; Reference, Circulation, Processing, Shelving, Children's Services and the Grandparents & Books program.

THE ACADEMY'S MISSION

Since excellence in Library service is an expectation of Library customers, we must develop staff and volunteers with excellent skills. The Library Academy helps in this mission by providing a comprehensive format of theory and hands-on training in all aspects of public service as well as Library service. Our customers will be well served and our volunteers and staff will be well served.

YOUR CHOICE TO ENROLL

Your choice to enroll in the Library Academy is the first step to becoming a well trained volunteer/staff member. Your investment of time and interest will guarantee a return not only to you, but to the community. You will learn both theory and skills and you will earn the title of "Academy Graduate".

HOW TO ENROLL

In order to attend any of the Academy sessions, you must enroll. An Enrollment form is enclosed in this brochure and is available in the Volunteer Office. ***Fill out the enrollment form and return it to Tracey Hubbard, the Volunteer Coordinator by January 5, 1999.***

BECOMING A GRADUATE

To become an Academy Graduate you must complete a total of ***six sessions***. If you have already taken courses from the past two Academies, you may count them toward the graduation requirement. ***You must complete the Customer Service/City Orientation session in order to graduate.*** You may enroll in as many courses as you choose, whether or not you will be graduating this year.

BENEFITS TO GRADUATNG

As an Academy Graduate you will find yourself part of a distinguished volunteer and staff group. You may be offered assistantship or lead-volunteer positions. You will also be recognized by your title on all Library correspondence, personal business cards, and nametags. You will have priority on all Library sponsored study tours and events. Volunteers will earn a "free vacation day" of your choice, no substitute required. But most important, you will gain knowledge and skills leading to personal excellence.

ACADEMY SESSIONS

GUEST SPEAKER-Nancy Loe
January 7, 10:00am-11:30am

Nancy Loe is Assistant Dean for Collections at the Cal Poly Library. Widely recognized as an expert on local history, she will speak about "The Printed Word and San Simeon". Don't miss the opportunity to hear her speak! ***This program is also open to guests of Library volunteers and staff. Invite a friend.***

ADVANCED REFERENCE
January 13, 8:30am-11:00am

This session may be taken only by staff and volunteers who work the Reference desk. The session will cover specialized functions, with "hands on" training. Conducted by **Barbara Bilyeu**, topics will include;

- **Equipment use and maintenance**
- **Changing status of an item**
- **The Children's Library**
- **Taking fines**
- **IAC searching/Powertrac searching**
- **CD-ROMs**

CIRCULATION WORKSHOP
January 23 , 9:00am-1:00pm

All circulation desk workers are highly encouraged to attend this year's session which will emphasize "problem issues" rather than more general training. Conducted by **Karen Christiansen**, issues will include;

- **Use of ".d" and ".sl," sorting checkin items**
- **Phone savvy**
- **Treating damaged items**
- **New information about Ventura requests**

PROCESSING WORKSHOP
February 11, 11:00am-2:00pm

All processors are encouraged to attend this year's session which will again include a potluck lunch. Conducted by **Karen Christiansen**, issues will include;

- **General review of processing techniques**
- **New label information**
- **Problem areas**

CUSTOMER SERVICE/CITY ORIENTATION
March 2, 9:00am-12:00noon

This session, conducted by **Barbara Partridge**, introduces and orients you to the City's mission, vision and goals. It also offers both theory and practical application of proven customer service skills. ***This session is required for graduation.*** Topics include;

- **Listening effectively & establishing rapport**
- **Handling upset customers**
- **Using surveys & feedback**
- **The advantage of a positive attitude**
- **Personal effectiveness**
- **Self discovery & development**

REFERENCE I
March 24, 8:30am-11:00am

This session, conducted by **Barbara Bilyeu** is geared toward new Reference Volunteers, staff, and anyone who is interested in Reference skills. Topics will include;

- **What is reference?**
- **The reference interview**
- **Searching on the computer**
- **Other tools available**
- **General reference sources**

Best Practice TV 11 (p. 2 of 2)

Staff Volunteerism Workshop Needs Assessment

To: Nevada County Library Staff
FM: Carla Lehn, Volunteerism Consultant

To enable me to make this workshop as meaningful as possible for your situation, please take a few moments to answer the following questions.

1.What are your current needs, concerns or problems in the area of volunteerism?

2. Please describe your Library's successful efforts in this area.

3. What 3 things would you most like to have covered in a workshop on volunteerism?

Thank you for returning this quickly, and not later than June 27 to:

Carla Lehn
1661 Pe'e Road, Suite 4302
Koloa, Kauai, Hawaii 96756
FAX: (808)742-9928
E-Mail: dblehn@aol.com

Volunteers' Assessment of Nevada County Library Volunteer Program

TO: Nevada County Library Volunteers
FM: Carla Lehn, Volunteerism Consultant

I am working with the Nevada County Library to further develop its volunteer program. To be successful, it is critical that I collect the thoughts, perspectives and experiences of current volunteers in the program. Please take a few moments to share your thoughts through the attached questionnaire. While I may utilize collective themes in developing materials and in training programs, you may be assured that your individual information will be kept confidential. Your thoughtful and candid responses will be greatly appreciated. (Feel free to use the back of the page.)

1. What is your favorite part of volunteering for the Library?

2. Have you experienced any frustrations in your volunteer work for the Library?

3. Do you feel that your time and talents are used wisely by the Library? ___Yes ___No
(If yes, why? If no, what would help?)

4. Do you feel you are sufficiently trained and coached or supervised in your volunteer job?
___Yes ___No *(If yes, why? If no, what would help?)*

5. What are the volunteer program's greatest strengths/weaknesses?

   Strengths:

   Weaknesses:

6. What suggestions do you have for improving the Library's volunteer program?

Thank you for returning this quickly, and not later than June 27 to:

Carla Lehn
1661 Pe'e Road, Suite 4302
Koloa, Kauai, Hawaii 96756
FAX: (808)742-9928

Staff Training On Volunteerism Issues

Most problems related to staff and volunteer relationships could be avoided if staff are brought into the process early on to have their views heard, to be part of the planning process, and to have training on skills needed to manage volunteers.

Staff Training Learning Goals

During the session, participants will:

- Gain an understanding of the organization's purpose in utilizing volunteers.
- Have an opportunity to discuss any concerns they have about volunteer involvement in the organization.
- Have an opportunity to provide input on how to make the volunteer program successful.
- Gain an understanding of the roles of staff in managing volunteers, such as job design, supervision, delegation and recognition.
- Gain skills in carrying out their roles in managing volunteers.

Creating a Successful Library Volunteer Program

July 31-Aug 1, 1997 – Nevada County Library

Workshop Objectives

At the end of this workshop, participants will have an understanding of:

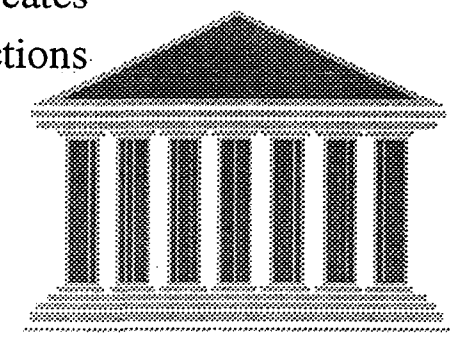
- Why this is an important topic for libraries, and specificially for our libraries.
- The purpose and benefits of a volunteer program.
- Elements of a successful volunteer program.
- How to find and keep good volunteers.
- How they can assist in the design of a successful expanded volunteer program for the Library.

Workshop Agenda

I.	**Welcome & Purpose of This Training**	**Francisco Pinneli** **County Librarian**
II.	**What We Hope to Accomplish Today**	**Carla Lehn** **Volunteerism Consultant**
III.	**Purpose and Benefits of a Volunteer Program**	
IV.	**Why People Volunteer**	
V.	**Elements of a Successful Volunteer Program**	
VI.	**Staff Input to Volunteer Program Design Process**	
VII.	**Additional Resources**	
VIII.	**Summary & Evaluation**	

What Do Libraries Need?

- Money/Fundraising Ability
- Help with Activities
- Spokespeople/Advocates
- Community Connections
- Specialized Skills



Who Has What Libraries Need?

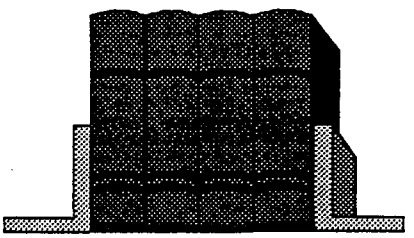
- Individuals
- Corporations
- Small Business
- Service Clubs
- Professional Associations

How Do We Get These Things From These People?

VOLUNTEERISM

Volunteerism is the Foundation: Libraries can Build Capacity to:

- Raise Public Awareness
- Influence Gov't Decision-Making
- Raise Money
- Complete Planned Activities
- Expand Activities



Myths About Volunteers

- Volunteers can replace staff
- Volunteer programs are free
- Volunteers are self-managing

Why Do People Volunteer?

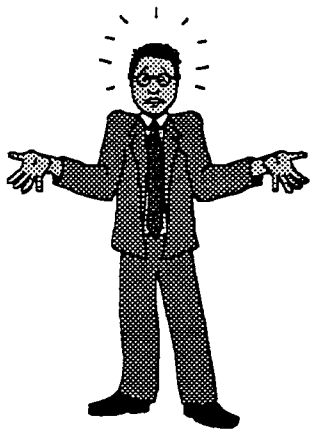
- Feel Needed
- Share Skills
- Learn New Skills
- "Give Back"
- Meet People
- Keep Busy
- Make Contacts
- Gain Experience
- New Community
- Explore a Career
- Committed to Cause
- Feel Challenged
- Try New Ways
- Boss Expects It
- Gain Status
- Because Asked

Ensuring Success for Your Volunteer Program

- Meaningful Written Job Descriptions
- Targeted Recruitment
- Clear Expectations in Screening
- Orientation/Training
- Supportive Climate
- Supervision/Feedback
- Recognition

Why Have Written Job Descriptions for Volunteers?

- Clarifies Roles
- Principle Recruitment and Placement Tool
- Basis for Supervision
- Serves as Contract
- Avoids Problems



_____ LIBRARY

Volunteer _____

Job Description

Importance of Position:

Qualifications:

Responsible To:

Responsibilities:

1.

2.

3.

4.

Training Provided:

Benefits of Volunteering:

Time Commitment:

Length of Commitment:

Grounds for Termination:

Contact Person:

Date Revised:

_____ LIBRARY

Volunteer _____

Job Description

Importance of Position:

Qualifications:

Responsible To:

Responsibilities:

1.

2.

3.

4.

Training Provided:

Benefits of Volunteering:

Time Commitment:

Length of Commitment:

Grounds for Termination:

Contact Person:

Date Revised:

Creating A Successful Library Volunteer Program

September 20 & 26, 1998-- Workshop Evaluation Summary
(audiences in Mammoth Lakes and Bridgeport -- Mono County Library Staff and Volunteers)

Information that was most Useful:

Action I will Take as a Result of Today's Training:

One thing that I liked about the Presentation:

One thing that was missing from the Presentation that would have helped:

Comments:

ASSESSING THE MOTIVATIONAL CLIMATE FOR VOLUNTEERS IN YOUR LIBRARY

Rate your Library on each of the following climate factors by circling a number which describes the situation for your library -- is the answer for each closer to true or closer to false? Then develop an action plan to address three key areas.

		True			False
1. Management is supportive of the volunteer program.		5	4	3	2
2. Volunteer jobs are designed to be meaningful to the volunteer.		5	4	3	2
3. Staff are supportive of the volunteer program.	5	4	3	2	1
4. Staff are trained to carry out their volunteer management roles.	5	4	3	2	1
5. Volunteer job descriptions are in writing, with clearly defined roles.	5	4	3	2	1
6. Volunteers are carefully recruited, screened and placed to ensure a good job match.	5	4	3	2	1
7. Volunteers have been oriented to their rights, roles and responsibilities, and feel an integral part of the team.		5	4	3	2
8. Volunteers have adequate training for the job they perform.	5	4	3	2	1
9. Volunteers receive on-going feedback and performance evaluation.	5	4	3	2	1
10. We do both formal and informal recognition of volunteers.	5	4	3	2	1
11. Volunteers have the opportunity for advancement in a volunteer career path if desired.	5	4	3	2	1
12. The Volunteer Manager has the time and resources available to do the job effectively.		5	4	3	2

ACTION PLAN FOR IMPROVING MOTIVATIONAL CLIMATE

(List below the 3 areas which need the most work. Add steps to take and timelines.)

EXAMPLE

Issue: Low Staff Support for the Volunteer Program

Steps to Take:	By When:
1. Identify staff concerns about volunteers.	By June 1
2. Identify what's in it for staff.	By June 1
3. Hold a staff training/planning meeting to address their concerns, identify benefits and solicit their help in planning and further development of the program.	By July 15

Issue: _____

Steps to Take:	By When:
_____	_____
_____	_____
_____	_____

Issue: _____

Steps to Take:	By When:
_____	_____
_____	_____
_____	_____

Issue: _____

Steps to Take:	By When:
_____	_____
_____	_____
_____	_____

Best Practice #IV.16 (p. 2 of 2)

Shasta County Library
Volunteer Recognition Program

Throughout the year we recognize our volunteers in many ways for their service and dedication to the Shasta County Library. Our ongoing program features the following incentives for our volunteers.

* Volunteers working with the public will receive a generic name badge to wear when working with the public. After completing 20 hours of service all volunteers will be given the opportunity to receive his or her own name badge with their name engraved on it.

* Volunteers are able to check out books and purchase book sale items during closed hours on the days they are volunteering.

* Volunteers are able to reserve books from new arrivals.

* Volunteers have parking privileges and may obtain a parking permit to park in the Library parking lot.

* Volunteers are able to access Internet Workstations for up to two hours on their off time on the days they are volunteering, when the Library is closed.

* At 75 hours of service ..... still looking for ideas .....

* Each completion of 150 hours of service, volunteers will receive a certificate to select a book of their choice for the Library collection.

* At 500 hours of service, volunteers receive a complimentary coffee mug.

* Free coffee is provided in the staff lounge for volunteers, courtesy of the Friends of the Library.

* Volunteers are given a special brunch by the Library staff.

* Volunteers receive an annual Thank You Party, sponsored by the Friends of the Library.

* Volunteers receive special recognition during National Volunteer Recognition Week held annually.

GUIDELINES FOR BOARD OF TRUSTEES' ANNUAL VOLUNTEER RECOGNITION BRUNCH

Purpose: To honor volunteers and to provide them with a social opportunity to become better acquainted. To call attention to the large contribution volunteers make by raising money for library needs and by relieving the library staff of some chores.

Budget: $1,000. Provided annually in the Friends of the Library budget.

Time: Late February/early March. Volunteer hours are counted according to the calendar year, January 1 - December 31. Time is needed following the year-end holidays in which to total hours, combine bookstore and non-bookstore hours where appropriate, order updated badges, prepare and mail invitations, prepare information for printed program, etc.

Planning:

Date and Speakers: Initial discussion should be slated for the September agenda of the Board of Trustees. Possible speakers and tentative alternate dates should be chosen. It has been the custom to present lively, amusing speakers.

Community Room: Should be reserved for tentative dates and the preceding days for set-up.

Caterer: Availability for dates should be checked. (Former trustee Rosemary Wilson (818/799-1484) has donated her time/labor for previous brunches, asking only for reimbursement of supplies).

Invitations: May be designed on Macintosh desk top publishing system. If so, application form for work time needs to be filled out. Invitations are made postcard-size for less expensive postage. Approximately 100 should be ordered, depending on number of volunteers/guests to be invited. Mail invitations three weeks in advance. Samples of previous invitations are in files. PIP has printed them.

Invitation List: The list is made up all Bookstore volunteers, library volunteers, special project volunteers, former trustees, and special donors. An RSVP list should be placed at the Information Desk after invitations are mailed. (Senior Center director is invited as courtesy.) An invitation should be placed in staff lounge.

Letters of Invitation:

The Board President should send individual letters of invitation to the Mayor, each City Council person, and the City Manager. Samples of previous letters are in files.

Badges: A work time application for up-dating volunteer badges should be filled out.

Printed Program: Samples of previous programs are on file. Color of program cover should be coordinated with table color scheme. Again, an application for work time on the desk top publishing system is required. Number to be printed depends on invitation list.

RSVP List: This should have names and telephone numbers of all invitees. A week before event those who have not responded should be telephoned and caterer informed of number expected. (Retain so programs may be mailed to non-attendees.)

Tables and Decorations:

A color and decorating scheme should be chosen. Tablecloths, paper plates & napkins, cups, forks & spoons. Previous brunch table decorations have included stuffed animals and animal books (zoo speaker); baskets of flowers, potted plants, TV magazines and balloons (TV anchorman). Printed program cover should be compatible.

Name Tags: Should be made for attendees who will not be receiving an updated volunteer badge.

Place Cards: Should be made for those sitting at the head table.

Honorarium:

If paying the speaker an honorarium ($100. has been offered in the past), arrangements must be made in advance for a check to be issued by the Friends chief financial officer so that it may be given to speaker after brunch.

Movies/ Slides: If speaker wishes to show them, glass doors should be taped with tag board to cut down glare and screen should be lowered.

Microphone:
Arrange for microphone to be set up and turned on.

Parking Sign: There is a sign available to reserve parking space for speaker. This should be mentioned in letter sent confirming speaking invitation.

Kitchen Help: At least four volunteers will be needed to assist in the kitchen before the brunch and a clean-up crew will be needed afterwards.

Coffee Pot: May need to plugged in early by library staff. Also will need smaller pot of hot water for tea.

Set-up: The day preceding event, trustees should set-up the Community Room as desired. Two tables for head table, with podium and microphone to one side, nine tables for volunteers and guests, name tag/badge table by entrance, round table for fruit juice service preceding brunch, two tables for serving, table for coffee urns, etc. Pictures are in file.

Publicity:
Since it is an invitational event, it has been customary to have post-brunch publicity. Photographers should be requested from both the Review and Journal to arrive at conclusion of the brunch. The president should decide who will be in pictures and either assist photographers with caption information, or designate someone else to help photographers.

Mailing: Mail programs to all honored volunteers who were unable to attend.

Rev. 5/92

Directory of Volunteer Recognition Merchandise Outlets

California Association of Hospitals Volunteer Sales Center	(800) 494-2001
Energize, Inc. Volunteer Recognition Gift Bazaar	*www.energizeinc.com/ideas/gift.html*
Great Events Publishing 135 Dupont St. P.O. Box 760 Plainview NY 11803	(888) 433-8368
Harrison Promotions, Inc. 7926 Queen Street Wyndmoor PA 19038-8037	(800) 929-2271 FAX: (800) 826-9926 E-Mail: HarsnPromo@aol.com
Philanthropic GIFT 12501 Old Columbia Pike Silver Spring MD 20904 Ph: (301) 680-6135 FAX: (301) 680-6137	(800) 622-1662 *www.philanthropicgift.com* E-Mail: foxra@nad.adventist.org
Points of Light Foundation Volunteer Marketplace Catalog Services P.O. Box 79110 Baltimore MD 21279	(800) 272-8306 *www.mindshares.org/polcatalog*
Recognition Enterprises 400 Corporate Row Cromwell CT 06416 FAX: (860) 632-8952	(800) 960-2677 *www.recognition-gifts.com*
The Thanks Company P.O. Box 220 Cherryville NC 28021	(888) 875-0903
Volunteer Ontario Marketplace	*www.volontario.org*

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Chapter V
Liability, Insurance and Risk Management Issues for Volunteer Programs

In today's litigious society, it is important to understand the risks faced in your volunteer program—for both your volunteers and your organization. Equally important is taking the steps that will minimize these risks, which are outlined below.

A key message I want to send before I get started with this chapter, however, is—don't let fear of these issues stop you! Some people get so tied up in knots about the potential risks, that they forget the benefits! Use the resources that are available on this topic, including your city or county risk manager, personnel manager, insurance person and attorney, to find out what you need to know, but then, PROCEED! Volunteerism can be a tremendous benefit—so get the information you need to feel comfortable, and then, put it into action!

What protections are there? What should you know about this topic? The three areas to be informed about are:

- ❑ protections afforded under law
- ❑ internal policies
- ❑ insurance

WHAT IS THE LAW?

In 1997, President Clinton signed the Volunteer Protection Act (Public Law 105-19) which provides broad protection from personal liability for all volunteers serving with nonprofits and governmental entities. Even though the Congressional Budget Office found that lawsuits against volunteers are "uncommon," Congress and the President acted to protect volunteers from unknown, if not undue, risks.

What does this mean? In the briefest of nutshells, the law protects volunteers from liability for harm caused by negligent acts or omissions while acting within the scope of their volunteer responsibilities. The law does not protect volunteers if the act or omission was caused by willful or criminal misconduct, gross negligence, reckless misconduct or a conscious, flagrant indifference to the rights or safety of the individual harmed. It also does not include protection when harm is caused by a volunteer operating any kind of vehicle.

California law, discussed below, protects unpaid officers and directors of nonprofit organizations that maintain specified amounts of general liability insurance coverage.

NO LAW PROVIDES PROTECTION FOR THE ORGANIZATION ITSELF

Unfortunately, the fact that a federal law protecting volunteers exists has contributed to a false impression that organizations nationwide that utilize volunteers are immune from liability. To the contrary, no law provides similar protection for the organization itself.

Therefore, your best protections are the two that your organization has control over—internal policies and, where applicable, insurance coverage.

INTERNAL POLICIES AND PROCEDURES

One way to provide protection for your library and your volunteers is to establish written internal policies and procedures that help to minimize risk. Having the policies on a shelf is not good enough, however. You must be sure to communicate both policy and procedures to your volunteers.

Clear communication about expectations of both the volunteer and the library is a key risk management tool. Written job descriptions for volunteers, careful screening (i.e., child abuse screening or driving record check, if applicable), and comprehensive training and orientation about library policies are essential.

I should note here that recently even the title "Volunteer Job Description" has been attacked in some circles because in a lawsuit, use of the term "job" could potentially be construed as "paid work." If this worries you, or your city or county attorney, try the use of the term "Volunteer Service Description" or "Volunteer Position Description." Whatever term you use, the purpose is the same—to define expectations, qualifications and scope of volunteer activities.

Implementing preventative techniques can go a long way toward controlling the risks of injury to or by your volunteers. Create a safer environment by identifying the areas of your operations that expose your volunteers to potentially harmful situations.

Get help from your City or County staff responsible for risk management insurance, personnel policies and legal issues. Find out what city or county policies are also extended to volunteers. Many of them come from the personnel policies, or from employment law issues such as what can and can't be legally asked in an interview. In addition, your volunteers need to understand your discrimination and harassment policies, and procedures for accident and injury reporting, to name a few examples.

Included in the Best Practices for this section are sample volunteer policy handouts from a couple of libraries in California. Don't just copy them for your own use—they were developed to reflect the situations and philosophies of those communities. Use them as examples of things you need to think about and address, but the bottom line is to make sure you know what policies are important <u>in your situation</u> to avoiding risk to both the volunteer and the library, and that everyone involved is informed and trained.

INSURANCE

Finally, remember that the law and internal policies may not be a replacement for complete insurance coverage. If your library jurisdiction is not self-insured, check with the risk manager in your jurisdiction to ensure that appropriate levels of insurance are carried, and that the policies specifically include coverage for negligent acts by volunteers.

Libraries organized as nonprofit corporations, friends' groups, foundations, and other nonprofit organizations that support libraries should consider directors' and officers' liability insurance. California Corporations Code Section 5047.5 protects officers and directors of nonprofit corporations who serve without compensation from liability for negligent acts or omissions if the organization maintains specified levels of general liability insurance. Section 5047.5 and these policies should be carefully reviewed to ensure that your needs are met.

SUMMARY

Volunteers will continue to be a valuable resource to libraries. Understanding what protection is available through the law, developing internal policies and procedures to minimize risk, and making informed choices about insurance coverage can take steps toward shielding your volunteers and your library from significant losses.

In the bibliography for this chapter are listed some of the best resources on this topic. Again, the reader is cautioned to use them to help you succeed, and not to impede your progress.

"Best Practices" Materials for Chapter V:

- Best Practice #V.1: Volunteer Program Policies and Procedures (Nevada County Library)
- Best Practice #V.2: Volunteer Handbook (San Diego Public Library)

See also: Sample Volunteer Job Descriptions in Chapter II
Clear Expectations in Recruitment and Screening in Chapter IV
Orientation and Training Ideas in Chapter IV

NEVADA COUNTY LIBRARY
VOLUNTEER PROGRAM POLICIES & PROCEDURES

(Revised, August, 1997)

Library Purpose and Goals:

Nevada County Library Vision

The Nevada County Library is dedicated to providing and preserving access to information through books, the latest technology, and other materials in a comfortable setting with knowledgeable and helpful staff.

Strategies To Meet This Vision

- To reach out to the community by marketing its services and ensuring that it meets the needs of a diverse community.
- To provide electronic access that ensures the availability of the library resources for all community members.
- To find ways and means of generating a dedicated source of funding for the county libraries.
- To develop private sources of revenue independent of the government.
- To provide collections and services that meet the special needs of tomorrow's future -- children and youths.
- To provide collections and services that meet the needs of our community.

Volunteer Program Mission Statement

The Nevada County Library believes that involving volunteers in its operation will assist in carrying out its vision. Volunteers serve as an important link between the library and the community. They help the community to understand how the library works, as well as its importance as a community cultural, educational and recreation resource. And, by bringing in the consumer viewpoint, volunteers expand library personnel's understanding of community needs and interests.

Library service is enhanced by volunteers supplementing and assisting the library staff. Volunteers bring ability, talent and time, allowing staff to provide enhanced services and embark upon special projects. Volunteers are welcome to help in all facets of the library operation except in functions that would jeopardize patron confidentiality and their right to privacy.

Library Values:

Confidentiality -- All transactions between library users and staff or volunteers are strictly confidential and volunteers are required to uphold this policy. This includes any information about what materials a patron looked at, asked for, requested or checked out, as well as reference questions asked by library users. California State Law (Section 6267 of the Government Code) stipulates that circulation and registration records are confidential in any library which is in whole or in part supported by public funds. Even law enforcement representatives must secure a court order before patron information is released.

Library Bill of Rights *(Adopted June 18, 1948. Amended February 1, 1961, June 27, 1967, and January 23, 1980, by the ALA Council.)*

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

1. Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background or view of those contributing to their creation.

2. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.

3. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.

4. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.

5. A person's right to use a library should not be denied or abridged because of origin, age, background, or views.

6. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

Volunteer Rights and Responsibilities -- Volunteers are a valuable resource to the Library, and thus have the following rights: to be given a meaningful assignment, to be treated as co-workers, to received effective supervision, and to be recognized for work done. In return, volunteers agree to actively perform their duties to the best of their abilities, and to remain loyal to the mission, values, goals and policies of the Library.

Young Volunteers -- The library encourages the participation of youth in their community and in their library. Young people aged 10 and over may apply to volunteer for the library in positions for which they are qualified if they have written parental permission. Some branches allow children under age 10 to volunteer with their parent. Young volunteers are expected to abide by all volunteer program policies and procedures.

Role of Staff

Our Library is blessed with a dedicated and well-trained staff. Before beginning their service, Librarians earned advanced degrees -- Master of Library Science or Master of Information Sciences. This graduate level coursework provides them with the technical skills they need to ensure that the library resources are well-maintained and patrons are served well. Library technicians and assistants also have extensive on-the-job training in circulation, cataloging, computer database work, book processing, and other technical aspects of library work.

Role of Volunteers

Working under the supervision of library staff, volunteers provide valuable support and assistance which enhances library services to patrons. Volunteer jobs within the library are many and varied. Some volunteers repair or shelve books, others read to children or assist in maintaining periodical collections, and still others prepare book or bulletin board displays, or volunteer their computer or other professional skills. Through the efforts of volunteers, the library staff's ability to provide the best possible services is increased.

Role of the Volunteer Coordinator

Each branch of the Nevada County Library has designated a Volunteer Coordinator, whose responsibility it is to work with staff to develop appropriate volunteer job descriptions; assist with recruitment and interviewing, ensure volunteer orientation,training, supervision and recognition; assist staff and volunteers in maintaining a supportive climate within the library; as well as serving as back-up supervisor for volunteers.

Becoming a Library Volunteer

Application -- People interested in becoming a library volunteer should request application forms at the circulation desk. Branch libraries will accept completed applications. You will receive a call from the volunteer coordinator at that branch, to be scheduled for an interview.

Interview -- Potential Library volunteers are interviewed to ensure a match between their skills and interests and the positions currently open for volunteers.

Job Description -- Each volunteer position at the Library has a written job description which has been carefully developed to reflect the qualifications for and responsibilities of the job. Be sure to read it carefully, to ensure that is a good fit for your skills, interests and time availability.

Orientation -- New Library volunteers are provided an orientation session to help them gain familiarity with Library goals and policies, as well as to welcome them as part of the team.

Agreement -- Although it is not legally binding, you will be asked to sign your job description as a statement of your commitment.

Training -- Each volunteer will receive specific training on how to do his/her job. Be sure to ask any questions you have, don't assume anything! -- we want you to be successful!

Supervision -- You will be assigned a supervisor who is responsible for day-to-day management and guidance for the your work, and will be available for consultation and assistance. Your supervisor will provide on-going feedback, and will conduct at least an annual performance review with you to ensure things continue to go well. Please feel free to ask any questions of this person, or report any problems or concerns you have about your assignment.

On the Job:

Absences -- If you are ill, or have an emergency that prohibits you from meeting your volunteer commitment, please notify your supervisor at least 48 hours in advance, so arrangements can be made to cover your assignment. If the library is closed, call your branch and leave a message for your supervisor. (Nevada City -- 265-7050; Grass Valley -- 273-4117; Truckee (582-7846). Also, please help us to plan for your absence notifying us of your vacations, or other time away.

Appearance -- Our volunteer program has no formal dress code, but encourages volunteers to dress appropriately for the business environment and the work you will be doing.

Breaks -- Volunteers should be sure to take a 15 minute break during every 3 or 4 hour shift you work. You are welcome to take your break in the staff lounge.

Conduct -- You are a reflection of our Library, and therefore, we expect you to act in a courteous, professional manner while volunteering for us.

Emergency Plans -- Your supervisor will identify emergency exits and plans for you. Also, please be sure your personal "Emergency Card" information is kept up to date at all times.

Holidays -- Check the bulletin board for a list of days the library will be closed.

Name Tags -- Please wear your Library Volunteer name badge while volunteering.

Patron Questions -- Volunteers are encouraged to answer library patrons' questions for directions (Where is the drinking fountain?") Please refer all reference and library policy questions to the staff member on duty, unless your volunteer job description requires otherwise. What may seem like an easy question to answer is often the beginning of a more complicated reference question, which library staff are trained to handle. So, always offer to get a staff person to help.

Personal Phone Calls -- Because we need your full attention to your assignment, we ask that you handle your personal business at another time. Of course, emergency calls will be the exception.

Safety -- Safety is everyone's job, so please be alert for and report any unsafe acts or conditions, rather than handling them by yourself. Volunteers are also encouraged to notify their supervisor of any assignment which causes them physical discomfort, so the situation can be rectified.

Selected Staff Privileges -- Certain privileges are extended to library volunteers, including: Free reserves on books, waiving of fines, and coming in when the library is closed to check out books. Check with the library staff you work with about how to utilize these privileges.

Solicitation -- Solicitation is not allowed.

Time Log -- We keep careful records of volunteer hours, in order to thank you, and to demonstrate community support for the library. Please mark your time at the end of each shift.

Valuables -- The library has no secure areas for personal storage. Please leave valuables at home. The library is a public place, and items left unattended can not be guaranteed protection.

What To Do If Your Volunteer Situation Isn't Working Out

-- If you find that the work is too much, not enough, boring, whatever! Please go to your supervisor for assistance. If nothing is settled, go to the Branch Volunteer Coordinator. Please don't just "drop out!" We value your efforts, and don't want them to be wasted. Feedback is always welcome, and helps us to strengthen our volunteer program.

County Policies Extended to Volunteers

The following Nevada County policies are extended not only to paid employees, but to volunteers with the Library. If you have any questions about them, or would like to read the complete text of these policies, please ask your supervisor, branch volunteer coordinator, or branch manager.

- Accident/Injury Reporting
- Affirmative Action
- Drug and Alcohol-Free Workplace
- Sexual Harassment
- Smoke-Free Workplace
- Worker's Compensation -- A volunteer who is injured while on the job is covered by Nevada County's Worker's Compensation plan.

Volunteer Handbook

San Diego Public Library

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Bill of Rights for Volunteers 10

"Rewards of volunteering include friendship, recognition, education and genuine satisfaction in a job well done."

Greetings From The City Librarian

As a volunteer at San Diego Public Library, *you are joining citizens of all ages who share their time and talents as members of our team. Volunteering means different things to different people from just lending a hand, to gaining valuable work experience. Whatever your reason for choosing to volunteer—we welcome you!*

Volunteers can make a difference in any agency. I am committed to the development of volunteer positions that are satisfying to the individual and beneficial to the overall mission of the library. Our success depends on teamwork involving the Volunteer Manager, the volunteer and the staff working together in pursuit of a common goal.

Volunteering offers you a personal opportunity for growth and fulfillment. Volunteering at the library allows you to step outside your daily routine and enter a new and challenging environment. Regardless of your lifestyle, volunteering can enrich your life. Rewards of volunteering include friendship, recognition, education and genuine satisfaction in a job well done.

This handbook highlights our policies for volunteers. The more familiar you become with the library, the more enthusiastic a volunteer you will be.

Congratulations, you've made the most wanted list—Volunteers!

William W. Sannwald
City Librarian

April, 1996

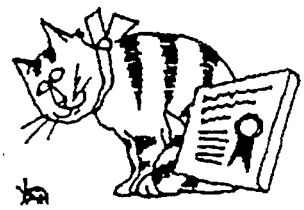
San Diego Public Library

• Brief History

San Diego Public Library opened its doors on July 15, 1882. For the first year it was a reading room only. After 20 years of operating in rented space, the library moved into the first Carnegie Library built west of the Mississippi. San Diego continued to grow so rapidly that the need for a larger building was evident a dozen years later. After many defeats, a bond issue for a new Central Library was finally successful in 1949. The new building was dedicated in June of 1954. Over the years it became apparent that this facility was outdated and no longer provided the space and services required by a major city. A new Main Library is scheduled to open before the year 2000. The branch system began in 1910. Today 32 branch libraries provide for the nation's sixth largest city. As San Diego continues to develop and grow, new branches are added and older branches are replaced or expanded.

San Diego Public Library acquires, organizes and provides access to a wide range of information, materials and services which meet the educational, cultural, business and recreational interests of the residents of the city of San Diego. In addition to those services familiar to most patrons–leisure reading materials and children's programs–the library also offers an automated catalog with dial-up access, telephone renewal and a daily delivery service so that needed items can reach patrons quickly. Internet access is available at all city libraries. The library is one of the most popular services offered by the city. For example, during fiscal year 1994/95:

- 7.1 million people visited our libraries
- 6.5 million items were loaned to patrons (5.4 items per capita)
- Almost 2 million reference, research and informational questions were answered by library staff



We welcome volunteers to help us provide quality service to San Diego city residents. Thank You for caring about your library!!

• Mission Statement

San Diego Public Library is "Your Link to the Past and Gateway to the Future." Our mission is to:

Respond to the informational needs of San Diego's diverse communities: link local, national and global resources.

Ensure that library staff facilitates equal access to extensive and relevant print, audio-visual and electronic resources for all of our customers.

Anticipate and meet the educational, cultural, business and recreational interests of the public, including those with special needs.

Develop and provide inviting facilities and welcoming environments for community programs and services.

• Board of Library Commissioners

The Board of Library Commissioners provides the San Diego Public Library with the benefit of the advice of interested citizens representative of the community and consists of seven members appointed by the Mayor and confirmed by the City Council.

"The Board of Library Commissioners shall consider all policy matters relating to the development and operation of the Library System of the City of San Diego, and shall be advisory to the City Manager, and through the City Manager to the City Council, on all questions of library policy."

• Friends of the Library Groups

Friends of the Library groups are independent, non-profit support groups which sponsor fund-raising and other activities on behalf of their local libraries. There are active Friends groups for every library agency in the City of San Diego. Be involved—Be a Friend!!

Volunteer Services

• Purpose

The library encourages volunteerism as one way to involve members of the community in the activities of the library. Our volunteer program enhances library service by supplementing library staff with volunteer staff.

Volunteers improve library service, provide community involvement and give support for the library.

• Role of the Volunteer

In today's fast-paced, pressure-filled society, volunteers are more selective than ever about how they spend their volunteer hours. Some want opportunities for personal growth, while others look for resume-building opportunities. Some hope to expand their social circle, while others hope to give something back to their community. No matter what your motivation is for joining us, we're glad that you did.

As both volunteers and staff make suggestions and ask questions, the volunteer program will change and grow. Volunteer opportunities will increase as we explore new library projects and programs. And you can be a vital part of these changes.

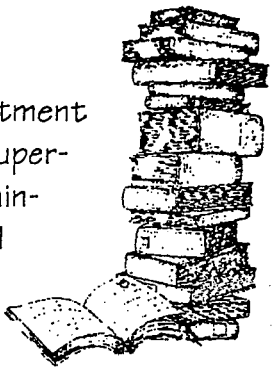
The time that you give as a volunteer is valued by all of the library staff. We realize that you're in this job to do something—not just for something to do.

• Role of the Volunteer Manager, Volunteer Committee and Volunteer Supervisors

The Volunteer Manager provides overall direction for the library's volunteer program and chairs the Volunteer Committee. The Volunteer Manager acts as liaison among the Citywide Volunteer Coordinator, Library Administration, staff and volunteers and coordinates the library's program with other agencies and local volunteer organizations.

The mission of the Volunteer Committee is to coordinate and regularly evaluate a

systemwide plan to recruit, train, retain and recognize volunteers in order to enhance library service. The committee develops volunteer job descriptions, appropriate forms, handbooks and basic orientation and recruitment materials. They also plan the annual Volunteer Recognition Luncheon.



Individual library supervisors handle publicity and recruitment for their section or branch. They select, assign, train, supervise and provide recognition for their volunteers and maintain records and reports. Department-wide records and reports are coordinated by the Volunteer Manager.

• Volunteer Assignments

The library recognizes that all volunteers are not the same—some want long-term, on-going projects while others prefer short-term or special projects. We also recognize that volunteering appeals to many age groups from youth to older adults. The library has a variety of volunteer job descriptions to meet many of these individual needs.

• Expectations of the Volunteer

- to be given a suitable assignment
- to receive on-the-job training
- to have the option of changing assignments
- to feel free to make suggestions
- to be recognized for services provided
- to be treated as a co-worker—not just free help

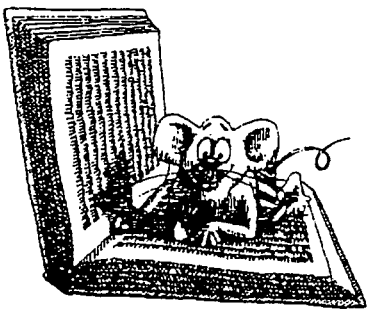
• Expectations of the Library

- to fulfill attendance commitments
- to call in advance when unable to report to work
- to approach all assignments with eagerness, openness and sincerity
- to complete assignments according to direction
- to work as a team member with staff and value the diversity of individuals
- to have respect for library policies and procedures, staff and patrons

• Benefits to the Volunteer

As a volunteer, you will receive:

- an opportunity to contribute to your community
- a new use for your free or after-school time
- challenging work
- new social contacts
- a sense of purpose, accomplishment and self-worth
- the chance to brush up on old skills or learn new ones
- pride in a job well done
- experience for future jobs
- college recommendations
- volunteer service recognition
- free book reserves
- citywide benefits



• Benefits to the Library

Volunteers help the library to:

- enhance its level of service
- get new and fresh ideas and community input
- improve its community relationships
- enhance its image within each community
- "spread the word" about its vital role in the community
- gain widespread financial support

Library Policies and Procedures

• Appearance

Remember that you are a reflection of the San Diego Public Library. Personal cleanliness should be above reproach and dress should be neat and appropriate to your tasks. Volunteers are encouraged to wear a name badge which identifies them as library volunteers.

• Breaks

A 15 minute break for every four hours worked is customary. Let your supervisor know when you are going on and coming back from a break.

Volunteers are welcome in the library staff room during volunteer hours only. The staff room is for staff and volunteers, not for family members or friends.

• Confidentiality

Some things that you may hear or see in the library may be interesting or humorous. However, the uses that people make of the library and what they choose to check out–books, magazines, videos and music–is considered confidential and should not be discussed with anyone. Please do not take these incidents outside the library.

• Drug and Alcohol Free Workplace

The library, like all other city departments, must ensure a drug and alcohol free workplace. Being under the influence of, using, possessing or selling alcohol or an illegal drug is strictly prohibited. This applies to everyone–including a volunteer who performs a service for the city, uses city equipment or is on city property.

• Feedback

All volunteers will be given a chance to provide feedback on the volunteer program and to be apprised of their individual volunteer contributions. This will help determine if you are satisfied with your current assignment or if another assignment may be more suitable to your interests and skills. Together, we can determine whether the needs of the volunteer and the library are being met.

• Fulfillment of the Volunteer Commitment

The amount of time given by a volunteer will depend on the assignment and the arrangements made with your onsite volunteer supervisor. We encourage you to keep your time commitments! The library needs you and the staff is counting on your support and participation.

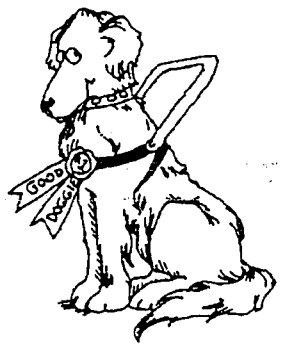
Scheduling changes should be discussed ahead of time whenever possible. If you cannot report to work, it is your responsibility to contact your supervisor. If you know you are going to be absent, you may want to arrange for a trained substitute for yourself with your supervisor.

• Sexual Harassment

As a city department, the library must make sure that the workplace is free from any kind of sexual harassment. If you feel that you have been sexually harassed, please inform your supervisor immediately. The library will take steps to correct the situation and to prevent more incidents of this kind.

• Smoking Policy

City policy prohibits smoking in city buildings. This means that patrons and staff are not allowed to smoke in any library facilities. You may smoke outside but please do so on your breaks.



• Telephone Calls

Please remember that the library is a place of business and that your volunteer work is a job. Of course, you may receive emergency calls or important calls from family members. Please keep your conversations brief.

• Visitors and Children

Your friends and family will be interested in what you do as a library volunteer. However, please do not bring visitors or children with you to work. Make arrangements with your supervisor if you want to show them your workplace.

• Volunteer Schedule

Each day you work, please record the total number of hours you worked on the "Volunteer Time Record" form. Your volunteer supervisor will have these forms or they may be posted in the library workroom or staffroom. Familiarize yourself with the location of your schedule and other library information. We need this information for several reasons:

- To track individual volunteer hours worked for volunteer awards and recognition
- To create monthly and annual fiscal year statistical reports on library volunteers and hours

• Volunteer/Staff Relationship

Volunteers and staff work closely together to accomplish day-to-day tasks. They are expected to respect and value the diversity of co-

workers and work cooperatively and effectively with others in team efforts to accomplish the library's goals and objectives with minimal conflicts. If questions about the paid staff/volunteer staff relationship come up at any time, feel free to make an appointment with your volunteer supervisor to discuss them. If the problem is with the volunteer supervisor, please call the Volunteer Manager at 236-5809. We welcome questions and suggestions. Remember, you are part of the library "team" and your input is always welcomed!

Safety and You

• Emergency Procedures and Safety

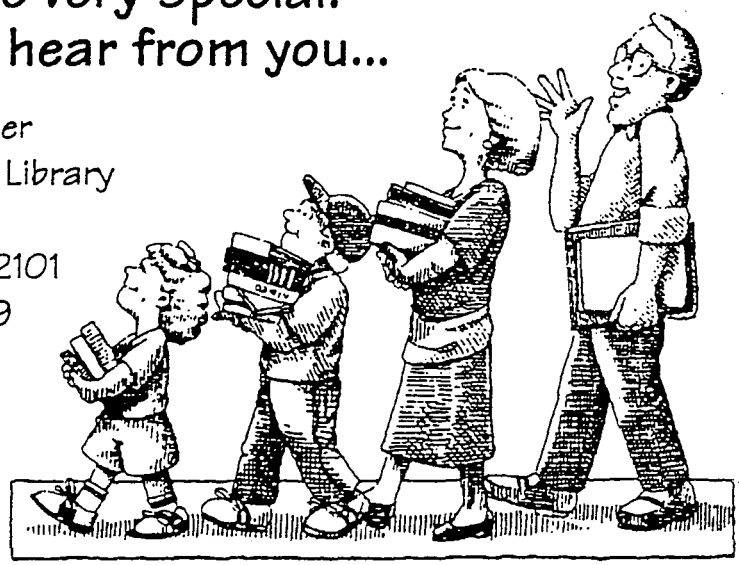
Your onsite volunteer supervisor will review with you specific emergency and safety information. Be sure that you know where emergency numbers are posted. Always follow the instructions of the supervisor in an actual emergency. The safety of our staff, volunteers and patrons is a number one priority for us.

• Workers' Compensation Insurance

Any injuries incurred while performing volunteer services will be covered by the city's workers' compensation program.

Volunteers are very special. Please let us hear from you...

Volunteer Manager
San Diego Public Library
820 E Street
San Diego, CA 92101
(619) 236-5809



Bill of Rights for Volunteers

The right to feel like what needs to be done has a purpose and value to the organization.

•

The right to a suitable assignment, with consideration for personal preference, temperament, life experience, education and employment background.

•

The right to know as much about the organization as possible–its policies, its people, its program–and to be kept informed.

•

The right to training for the job–thoughtfully planned and effectively presented.

•

The right to continuing education on the job as a follow-up to initial training, information about new developments, training for greater responsibility.

•

The right to sound guidance and direction by someone who is experienced, well-informed and who has the time to invest in giving guidance.

•

The right to work in an orderly, safe and designated place conducive to work and worthy of the job to be done.

•

The right to personal growth through increasingly more responsible assignments, a variety of experiences or special assignments.

•

The right to be heard, to feel free to make suggestions, to have respect shown for an honest opinion.

•

The right to recognition and feedback regarding work performance.

Office of Volunteers, American Red Cross, San Francisco, California

This information is available in alternative formats upon request.

Printed on recycled paper.

Chapter VI
How Does It All Get Done?:
Roles of Volunteer Program Manager, Management, Board and Staff

A successful volunteer program in a Library, as in any other organization, is the result of the efforts of many people. From the Library Director and the Trustees down through the ranks, everybody plays a role.

The volunteer program manager is the maestro that leads the orchestra, the glue that holds it together, but must not be the only person doing anything about volunteerism in the organization.

Some libraries see this as so important that they have hired a part- or full-time coordinator of volunteers. Bravo! Most others have given someone currently on staff this responsibility in addition to the ten other "hats they wear." Regardless of which of these situations your library is in, this chapter is an important one for you.

While reading this first section, you may want to follow along with Best Practice #VI.1, the "Roles Grid." Here's how it works: The left-hand column identifies program responsibility areas of planning, management, public relations and recruitment. Then, responsibilities in each of those areas for each of the three staff "players" -- Library Director, the Volunteer Program Manager, and the Staff -- are delineated in the 3 remaining columns.

Here's an example -- in the Planning area, the Library Director must commit the organization to the development of a mission statement or philosophy about volunteerism in the Library, and ensure staff's understanding of its importance. He or she must be visible in the planning process, and must ensure that sufficient resources are available to it -- staff time as well as financial resources. Once given sanction to do so, the Volunteer Program Manager involves staff in the planning process, develops program goals and objectives based on the group's planning, and keeps everyone informed about progress. The Staff's role is to participate actively in both the planning process and training programs provided, and to keep an open mind. See how the grid works?

COMMITMENT OF TOP MANAGEMENT AND THE BOARD

If you don't have the commitment of top management to volunteer involvement, the volunteer program cannot be successful. Staff won't think it's important if they perceive that the library director doesn't think it is.

So he or she needs to be involved from the beginning, and should call, or at least be present at the meeting where staff hears how important this is, and about his/her commitment to its being successful. There must also be a commitment of resources -- time in your day, time for staff to participate and to be trained, as well

as some financial resources -- it may not be a lot, but at least photocopies, stamps, phone calls, training materials, and recognition items.

Volunteer program goals and objectives should be reflective of the level of resource support provided to the program -- if 10% of an already overworked staff person is the amount of staff time committed, and no duties have been removed from that person's already full plate, modest expectations should be agreed to regarding volunteer program outcomes. If, on the other hand, a part-time or full-time staff position is created to manage the volunteer program, high outcome expectations may be established.

The Library Director can really set the tone through example, by having a volunteer(s) assigned directly to him or her. (Best Practice #VI.2 is a sample volunteer job description designed to report directly to the Library Director -- Volunteer Public Relations Specialist.) Another way to set the tone of importance of the volunteer program is to include volunteer management as an area of responsibility in staff job descriptions and performance reviews.

If your Library Director wants (or needs) more information, a great book to recommend is identified in the bibliography: From The Top Down: The Executive Role in Volunteer Program Success, by Susan Ellis.

Unfortunately, the subject of volunteers is rarely raised in the board room, implying there is no role for the board on this topic, that it is merely the responsibility of staff. However, volunteers are a legitimate subject for a board for many of the reasons we discussed in Chapter I -- Why Involve Volunteers in a Library:

- Involvement of volunteers can develop strong library supporters
- Involvement of volunteers can enhance library services
- Volunteers can bring their community connections to the library
- Volunteers can bring their specialized skills to the library
- Volunteers can assist in achieving more diversity among library patrons

Susan Ellis, in her booklet, The Board's Role in Maximizing Volunteer Resources (see bibliography) identifies additional issues that should be of interest to the board, including the fact that as unsalaried personnel and influential agents of the organization in the community, their work poses potential risk management questions and insurance needs.

At the very least, the Board should be involved in the review and approval of a Volunteer Program Mission Statement for the Library (see Chapter I) Preferably, a board member or two would be involved with the group that develops that statement for Board approval. (As mentioned in Chapter I, if you are a City or County Library, your City or County may already have a volunteer program mission statement approved for use by all departments. If that is the case, you

won't need to develop your own, but you will still need to educate both board and staff about it, so they understand the philosophy under which the volunteer program operates.

A significant advantage of keeping the Board informed about your volunteer program is that many times it is the Board that says "Get a volunteer to do it!" when the subject of additional resources for the library comes up. An opportunity for the Board to understand some of the volunteer program management principles discussed in this book can not only educate them about what makes volunteer programs successful, but can help to gain their critical support of your volunteer program.

STAFF "BUY-IN"

In Chapter IV's section on creating a Supportive Climate for volunteers in your Library, we discussed the important role staff play in making volunteers feel welcome and part of the team. It's no surprise to many of you that this isn't just an automatic role staff happily accept. If they see the introduction of volunteers as an addition to their workload with no benefits to them, particularly if they've had bad experiences with volunteers before, they may go beyond passive resistance to active opposition to the volunteer program.

Be sure to review that Chapter IV chart that describes the reasons staff may have concerns about utilizing volunteers, and suggests problem avoidance solutions. There's also a Best Practice Worksheet there to help you assess your Library's Climate for volunteers, and to develop a plan of action to address it, if need be.

Also mentioned in Chapter IV, is the importance of involving staff in the planning for a volunteer program. They should be part of the Volunteer Program Mission Statement Development (use Best Practice #1, in Chapter I to get them involved.) If you're a small library, you can involve all the staff. A larger library may appoint members of a "Volunteer Program Design Team" which is representative of all branches, all departments, all levels of staff, and the Board, to ensure good, library-wide communication during the planning process.

If your library, or your City or County already has a policy about volunteerism, you need to formally introduce it at a staff meeting, discuss what it means to the library, and give staff an opportunity to identify issues or concerns which you can address through additional training or program design.

Remember that staff "buy-in" can also be enhanced by involving them in developing volunteer job descriptions for positions they will be supervising and/or working with. Since they are the ones "in the trenches," they can help identify and describe appropriate roles, as well as design and potentially present training elements for volunteers in those positions.

Training the staff is also key to the success of a volunteer program. Few staff have received training on working with volunteers. They, too, need to understand at least the basics included in this book about why people volunteer, the importance of volunteer job descriptions, targeted recruitment and careful placement, and the other elements of success. In addition, if they are not already trained as supervisors, they will need training in supervision and delegation skills to be successful. (Chapter IV's Best Practices can be helpful to you.)

THE ROLE OF THE VOLUNTEER PROGRAM MANAGER

The Volunteer Program Manager's role is neatly described in the middle column of the Role Matrix. (Best Practice #VI.1) In fact, I've turned that column into a sample job description for your use in Best Practice #VI.3. All the success elements discussed in Chapter IV are orchestrated by this person.

If you're a full-time volunteer program manager, you'll have a full time, full fledged volunteer program. If being the volunteer program manager is only one of your many roles in the Library, you must still ensure that all the success elements are in place -- job descriptions, good recruitment, orientation, training, a supportive climate, supervision and recognition. These elements are required for success whether you have one volunteer or 100.

BUT, if you are a part-time volunteer program manager, you shouldn't spin up so many different kinds of volunteer involvement that you can't manage them all. You may start with a small, isolated volunteer Storytime program, then later add a summer Teen Volunteer Reading Program. Don't expect to be able to do it all on .10 FTE, and don't allow your library director to expect that either! (Read "From the Top Down" in the bibliography.)

Do you know how to eat an elephant? One bite at a time. . . Let those be your words to live by in designing your volunteer program. Remember, if you bite off a bigger piece of the elephant than you can chew at one time, you will probably choke. . .

I'm <u>not</u> suggesting that you wait to do anything until you have a full-time staff. The first thing you must do is to make a list of all the tasks in all parts of your job. Then, put a check mark next to those that don't have to be done by you. This exercise is how the position of "Senior Spinetingler" (See Best Practice Job Description in Chapter II) at the Woodland Public Library came about. When we made a list of the things that had to be done, one of the ones we decided didn't have to be done by the staff person was all the things related to their "Spinetingler" (volunteer book mender) program. position dedicated to volunteer management, however! Start small -- have a few successes, then people will get the idea and want to build on it -- volunteerism is infectious when it works well!

Once everyone wants a strong, expanded volunteer program, there is more leverage to gain commitment for more resources.

AVOIDING "BURN-OUT" OF THE VOLUNTEER PROGRAM MANAGER

If, as is the usual situation, being the volunteer coordinator for the library is only one piece of your great big job, then you must begin by identifying pieces of your job you can delegate.

You must become the Volunteer Program Manager, not just the volunteer coordinator. And, the key role of the Volunteer Program Manager is to multiply their impact by ensuring that things get done by competent people, not necessarily by doing everything yourself.

The first thing you must do is to make a list of all the tasks in all parts of your job. Then, put a check mark next to those that don't have to be done by you. This exercise is how the position of "Senior Spinetingler" (See Best Practice Job Description in Chapter II) at the Woodland Public Library came about. When we made a list of the things that had to be done, one of the ones we decided didn't have to be done by the staff person was all the things related to their "Spinetingler" (volunteer book mender) program.

The staff person had been calling and reminding the volunteers to come in on the appropriate Saturday morning, gathering the books that needed mending and the materials needed to accomplish it, and getting there early on Saturday morning with the donuts to open up the library and make the coffee. After a bit of discussion, we determined that these tasks could indeed be done by someone else, and so we wrote the Senior Spinetingler job description. The right Spinetingler for this job literally jumped off the page at the library staff person when we were done.

Now, instead of the need for that staff person to individually supervise 5 or 6 Spinetinglers, she now supervises only the Senior Spinetingler, whose job it is to keep the Spinetinglers program running smoothly. She can delegate that piece of her job to a competent volunteer (who got a promotion out of the deal!), and she can use that percentage of her time in another way.

For a visual picture of what we're trying to accomplish with this idea, take a look at Best Practice #VI.5: "The Pyramid Effect," described by Marlene Wilson in her classic book, *The Effective Management of Volunteer Programs*. (see bibliography)

This model can be replicated several times in your program. In addition, you might identify a different piece of your job and delegate it to a volunteer -- how

about Data Entry Clerk? Or Newsletter Editor? Training Coordinator? You get the idea.

Sometimes we feel threatened by the idea of giving up a piece of our job to somebody else. After all, "if you want a job done right, you've got to do it yourself . . .", right? WRONG! If you continue to think that way, you will either burn yourself out trying to do too many things, or, your program will be stagnant.

The successful Volunteer Program Manager surrounds him or herself with competent people, matches them to the right job, manages and coaches them, and watches them excel.

The best books to read on this subject, in my opinion, are: *The Effective Management of Volunteer Programs*, by Marlene Wilson, and *The (Help!) I Don't Have Enough Time Guide To Volunteer Management*, by Katherine Noyes Campbell and Susan Ellis.

It's usually at this point that somebody asks me about recruiting a volunteer to be the volunteer program manager . . . So, here goes . . .

A WORD ABOUT A VOLUNTEER VOLUNTEER MANAGER

Can you/should you look for a volunteer to play this role? Sure, but if you find one, don't let yourself get totally dependent on this person. Why? These people are very hard to find -- this is a very special person. Read the job description, there's a lot required.

What if they "spin up" a bunch of great volunteer programs, and then have to leave -- their child or aging parent gets sick and they are the primary caretaker, or what if they move out of town, or get a paid job? You have all these great programs up and running, and no one to take over. At least if it's a staff position, and the person quits, you have salary in the budget to hire someone to take over -- the hiring process is the only downtime.

A volunteer like this is hard to replace because they have to have such specialized skills/traits. And, if the person you had was good, expectations have been raised for both volunteers and staff. If the programs crash and burn because their caretaker left, the volunteer program loses credibility, fast. People who weren't sure about it in the first place now have the opportunity to say, "See -- I told you it wouldn't work."

SO, if you can design a REASONABLE job description for a person like this, or a couple of job descriptions that fit together -- like a chair and vice chair, who divide up the responsibilities for the 6 key elements and maintain good

communication with each other, then you have a back-up plan if you lose one of them -- somebody's in training, just in case.

Even if you have a volunteer volunteer coordinator, they also require good training, supervision and recognition, and they must report to someone in the organization. So, regardless, there will need to be a staff person who is involved and ultimately responsible.

"Best Practices" Materials for Chapter VI:

- ❑ Best Practice #VI.1: Roles Grid
- ❑ Best Practice #VI.2: Sample Volunteer Job Description Reporting Directly to the Library Director -- Volunteer Public Relations Specialist (Nevada County Library)
- ❑ Best Practice #VI.3: Sample Volunteer Program Manager Job Description
- ❑ Best Practice #VI.4: Sample Volunteer Coordinator Job Description (Shasta County Library)
- ❑ Best Practice #VI.5: "The Pyramid Effect" -- Marlene Wilson, The Effective Management of Volunteer Programs (Boulder, CO: Volunteer Management Associates, 1976).

Bibliography for Chapter VI:

In the back of this book, you will find a complete annotated alphabetical bibliography, but at the end of each chapter, I have identified books that might be particularly helpful as your own library deals with issues raised in the chapter.

Campbell, Katherine Noyes and Susan J. Ellis, *The (Help!) I-Don't-Have Enough-Time Guide to Volunteer Management* (Philadelphia: Energize Books, 1995).

Ellis, Susan, *From the Top Down: The Executive Role in Volunteer Program Success*, Revised Edition (Philadelphia: Energize, Inc., 1996).

Ellis, Susan, *The Board's Role in Maximizing Volunteer Resources* (Washington DC: National Center for Nonprofit Boards, 1999).

Stallings, Betty, *Training Busy Staff to Succeed with Volunteers* (Pleasanton, CA: Building Better Skills Publishing, 1996).

Wilson, Marlene, *The Effective Management of Volunteer Programs* (Boulder: Volunteer Management Associates, 1976).

Roles

Responsibilities of	*Library Director*	*Volunteer Manager*	*Staff*
Planning	• Ensure development of a Volunteer Mission or Philosophy Statement for the organization, and ensure staff understand it's importance. • Be visible in the planning process. • Ensure sufficient staff, financial and other resources are committed to the program. • Provide time for staff to be involved in planning, and to get the training they need in volunteer management. • Involve director of volunteers in future organization-wide planning.	• Involve staff in the planning process. • Develop goals and objectives for the program, monitor progress, and make periodic reorts to management and staff.	• Actively participate in planning process and training programs. • Maintain an open mind.
Volunteer Program Management	• Insist on having volunteer job descriptions in writing. • Make sure department heads understand the importance of their role in creating a successful volunteer program, and that volunteers are everyone's responsibility, not just the director of volunteers'. • Recognize that it will take staff time to supervise volunteers. • Include responsibility for training and supervising volunteers in staff job descriptions and performance evaluations. • Be visible at volunteer orientation and recognition events. • If properly documented, support the director of volunteers' decision to not accept, reassign or terminate a volunteer. • Set an example by having volunteers directly assigned to you.	• Work with appropriate staff to identify and develop meaningful jobs for volunteers that will assist the Library in achieving its goals. • Manage the recruitment, interviewing, selection and placement of volunteers based on defined job descriptions. • Develop and oversee delivery of orientation, training and performance evaluation programs for volunteers. • Develop and oversee delivery of training and consultation programs for staff to ensure their acceptance and understanding of the volunteer program and to develop the skills needed to successfully carry out their critical role. • Ensure that sufficient written policies and procedures are in place for Volunteer Services, and periodically review them to ensure continued relevance. • Develop appropriate recognition programs for volunteers. • Set an example by having volunteers directly assigned to you.	• Participate in the development of meaningful job descriptions for volunteers. • Participate in training programs to enhance skills in volunteer management. Ask for additional training on specific issues as needed. • Provide supervision, feedback and performance evaluation for volunteers as requested. • Help volunteers feel welcome, appreciated, and part of a team.

Roles

Responsibilities of	*Library Director*	*Volunteer Manager*	*Staff*
Public Relations and Recruitment	• Ensure that the volunteer program and opportunity to volunteer is mentioned in organizational materials and in speeches you make to community groups. • Include data on the volunteer program in reports you make to the Board, to funders and in your annual report. • Invite the Director of Volunteers to accompany you to community events where recruitment might be possible. • When requested, utilize your Board and community contacts to assist with volunteer recuitment.	• Keep Director and Staff informed of volunteer success stories and recruitment needs. • See that "inviting" volunteer recruitment materials are developed and distributed through appropriate channels. • Serve as liaison to the local Volunteer Center, Corporate Volunteer Council and other organizations which can assist in making contacts for your volunteer program.	• Keep eyes open both inside and outside the organization for potential sources of volunteers. • When requested, utilize your community contacts to assist with volunteer recruitment.

NEVADA COUNTY LIBRARY
Volunteer Public Relations Specialist
Job Description

Importance of Position: Increase public awareness about Library services and assist the Library to expand its community "stakeholders," by presenting its assets clearly through well designed promotional materials, and development of an overall publicity campaign plan.

Qualifications:
- Willingness to gain an understanding of the Nevada County Library's vision and services
- Demonstrated success in graphic design, as well as development of publicity campaigns and promotional materials.

Responsible To: County Librarian

Responsibilities:

1. Assist in identifying key message strategies.
2. Create template designs for library promotional brochures, posters & flyers.
3. Develop a list of local media personnel with whom the Library should maintain contact.
4. Assist in developing a publicity campaign plan that will enable the library to achieve its public relations objectives.

Training Provided: Orientation to the library and regular meetings with the County Librarian to plan activities, monitor progress and provide data, background information and problem-solving support.

Benefits of Volunteering:
- Assist the Library to expand its community "stakeholders."
- Utilize skills in marketing and public relations.
- Make new community contacts.
- Gain community recognition for professional pro bono work.

Time Commitment: 30 hours over a 4 month period

Grounds for Termination:
- Failure to carry out assigned responsibilities.
- Making library resource commitments without approval.

Contact Person: Francisco Pinneli, County Librarian (265-1539)

Date Revised: 6/13/97

Public Library
Volunteer Program Manager
Job Description

Importance of Position: Assists the Library in achieving its mission, enhances services to the public, and increases the Library's connections with the community by successfully involving community members as volunteers.

Qualifications:

- Good "people skills"
- Skills in program planning and organization
- Ability to delegate effectively
- Good communication skills
- Understanding of Volunteer Program Management Principles

Responsible To: Library Director

Responsibilities:

1. With the involvement of the Library Director, other key staff and volunteers, develop a philosophy and Mission Statement for the volunteer program.
2. Based on the Volunteer Program Mission Statement, organizational goals and resources available, develop goals and objectives for the program, monitor progress, and make periodic reports to management and staff.
3. Work with staff to identify and develop a variety of meaningful jobs and written job descriptions for volunteers that will assist the Library in achieving its goals.
4. Manage the recruitment, interviewing, selection and placement of volunteers based on defined job descriptions and volunteer skills and interests.
5. Develop and oversee delivery of effective orientation, training and performance evaluation programs for volunteers.
6. Develop and oversee delivery of training and consultation programs designed to ensure staff acceptance and understanding of the volunteer program, and to develop staff skills needed to successfully carry out their critical role.
7. Ensure that sufficient written policies and procedures are in place for the Volunteer Program, and periodically review them to ensure continued relevance.
8. Develop appropriate formal and informal recognition methods for volunteers.
9. Set an example by having volunteers directly assigned to the Volunteer Program Manager.
10. Maintain an active targeted recruitment program, and keep the Library Director, key staff and volunteers, and other potential recruiters informed of volunteer success stories and recruitment needs so they can assist.
11. Serve as liaison to the local Volunteer Center, Corporate Volunteer Council, RSVP and other organizations which can assist in making contacts for the volunteer program.

VOLUNTEER COORDINATOR

DEFINITION

Under direction, facilitates recruitment, training, supervision and management of the volunteer services program of the Library and performs related work as required.

DISTINGUISHING CHARACTERISTICS

A position in this class is distinguished from a position in the next lower class of Library Clerk III by the nature of assigned duties, which are more closely associated with those of professional librarian classes and involve being in charge of the volunteer services program.

EXAMPLES OF DUTIES

Work with appropriate staff to identify and develop meaningful jobs for volunteers that will assist the Library in achieving its goals. Manage the recruitment, interviewing, selection and placement of volunteers based on defined job descriptions for the Redding Headquarters Library. Coordinate the recruitment and volunteer services for branch libraries with the volunteer, Volunteer Coordinators in each branch. Develop and oversee delivery of orientation, training and performance evaluation programs for volunteers. Directly and/or through delegation to other staff, ensure that volunteers are supervised, feel supported, and that processes are in place to ensure their motivation. Become proficient at shelving and circulation tasks in order to provide training and supervision for volunteers. Maintain records of volunteer time, monitor progress of volunteer services program and make monthly reports to the Library Director. Ensures that sufficient written policies and procedures are in place for Volunteer Services, and periodically reviews them to ensure continued relevance. Develops appropriate recognition programs for volunteers. Perform related duties as required.

EMPLOYMENT STANDARDS

Any combination of education and experience sufficient to directly demonstrate possession and application of the following:

Knowledge of: Recruitment and training techniques applicable to volunteer help, the fundamental purposes, typical organization and procedures of modern public libraries, basic graphic arts techniques necessary to develop public relations materials, use of appropriate questionnaires, or other polling devices to solicit community satisfaction and awareness of activities.

Ability to: Interact effectively with the public and employees, conduct recruitment and training activities, schedule volunteer duties on an equitable basis, instruct and supervise volunteers, operate a typewriter and/or a PC at a moderate rate of speed, assume responsibility and exercise good

VOLUNTEER COORDINATOR (Continued)

judgement and initiative, keep accurate records, establish and maintain cooperative relationships with those contacted in the course of work.

These knowledges and abilities are typically attained with any combination of education, training and experience that would likely provide the required knowledge, skills, and abilities.

Special Requirement: Possession of an appropriate California driver's license.

PHYSICAL DEMANDS: The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

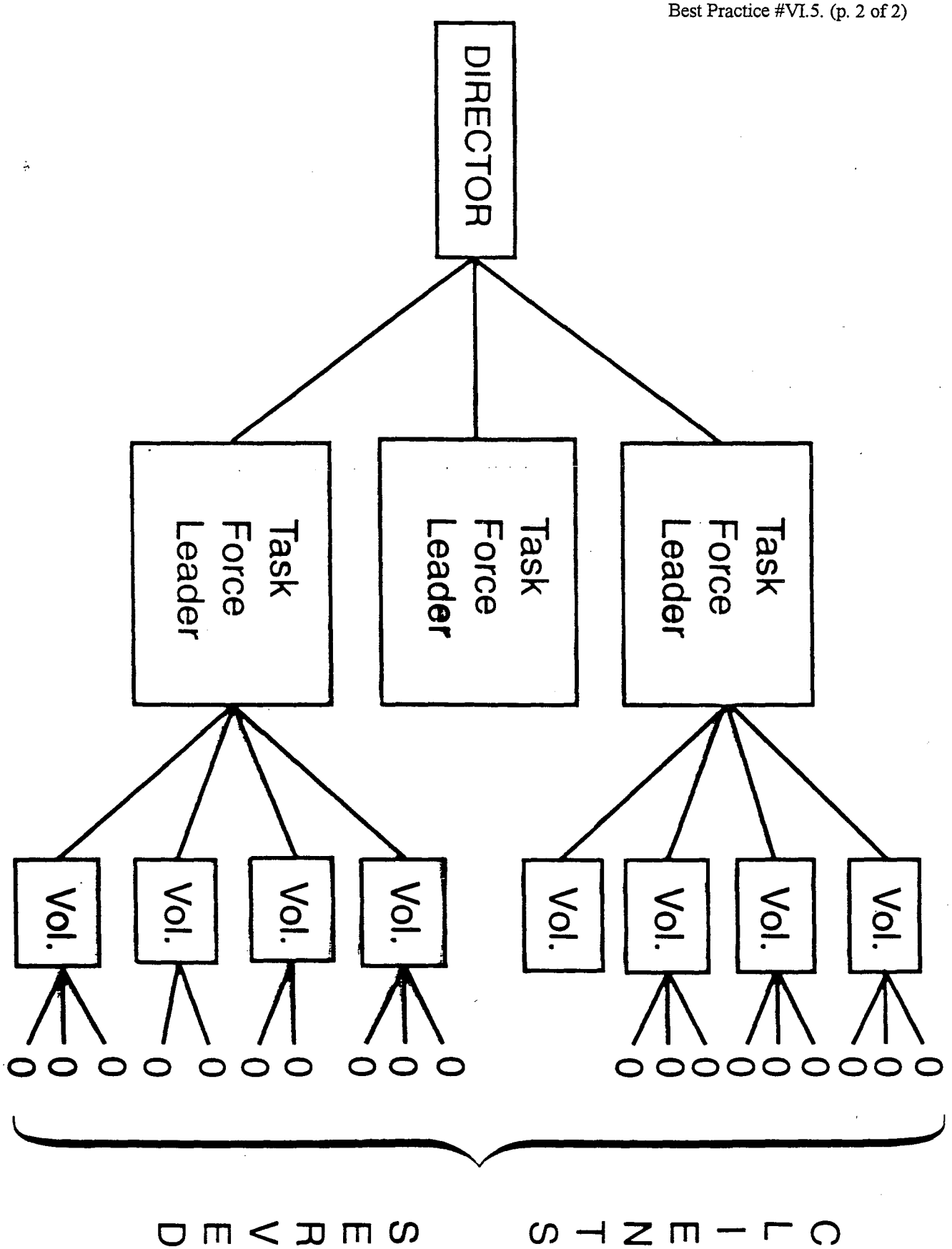
While performing the duties of this job, the employee is regularly required to sit and talk or hear. The employee frequently is required to stand and walk. The employee is occasionally required to use hands to finger, handle, or feel objects, tools, or control; reach with hands and arms; climb or balance; and stoop, kneel, crouch, or crawl.

The employee must occasionally lift and/or move up to 25 pounds.

WORK ENVIRONMENT: The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The noise level in the work environment is usually quiet.

"The key is to find one knowledgeable and competent volunteer to be in charge of each of the areas -- then delegate responsibility for that program area to him or her. They in turn delegate to other volunteers in that program. This then is the pyramid effect." -- Marlene Wilson, The Effective Management of Volunteer Programs (Boulder, CO: Volunteer Management Associates, 1976.)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Chapter VII
Dealing with Common Problems and Emerging Issues in Volunteer Program Management

"Failure to meet the mark is rarely the fault of the target." -- Unknown

I love that quote. I don't quote it here to make the point that we, the Volunteer Program Managers, have to take the blame for absolutely everything that goes wrong in the volunteer program. But, it does remind us that if there's a problem, we may not want to blame the volunteer immediately, and, instead, look a little deeper at the situation to see what we might have missed. I truly believe that people don't volunteer in order to make your life miserable. They volunteer because they want to help. If you're having a problem with a volunteer, they either don't understand the job, or you have them in the wrong job.

Let's look at how the tools and strategies we've discussed can help to prevent or solve some of the common frustrations we face in volunteer management:

Problem #1 -- Volunteers Don't Show Up When Scheduled

First, ask yourself if this volunteer assignment is meaningful -- Does it really make a difference to the library whether it gets done or not? If you can't answer this question in the affirmative, the volunteer certainly won't be able to. This may be the problem.

Assuming that it is a meaningful assignment, does the volunteer understand its importance to the library? And that if they don't come in to do it, somebody else has to pick up the slack? Do they know how their job fits into the big picture? In their volunteer job description, did we tell them that the "Importance of the position" is to "relieve staff of the duties of putting the books back on the shelves"? Or did we say its importance had to do with "Keeping the best loved books on the shelves where patrons can find them to check them out"? (See the difference?)

Is the volunteer happy in this assignment? Is it meeting his or her motivation for being there? Does he or she have the right qualifications? Was our training program sufficient? Did we make a good match?

You need to talk to this person. Letting absenteeism go on without addressing it will create a morale problem -- staff and other volunteers will wonder why you're letting this person get away with it. The staff will assume it's because volunteers aren't any good anyway, and the other volunteers may decide that it's all right for them not to show up occasionally, too.

Problem #2 -- The Volunteer Doesn't Show Up After the First Week

This volunteer is having a life crisis, or they didn't like the job you gave them. Either way, they deserve a call from you.

Problem #3 -- The Volunteer Isn't Doing the Job Right

Don't let this go on for any length of time. The volunteer will be mortified if they think people think they're stupid. You must check in with them and do some coaching -- "Did you understand this part of the training, Matt? Maybe I can explain it a little better while I show you." You may need to have an experienced volunteer "mentor" this person. If after coaching and mentoring, they still don't get it, give them an opportunity to change jobs. They're probably frustrated, too.

Problem #4 -- Key Volunteers Age or Move On

Don't rely so heavily on one person that you lose a program when that person accepts an out-of-town promotion, leaves to care for an aging relative or new baby, or their own health fails, so that they must "retire."

You must always have a Plan B. Have someone training in the wings to take over so that you're prepared for any eventuality. You want their task or program to go on without them -- and they do, too. When I worked for United Way, we called this concept "two-deep leadership" -- we always had a vice chair, or an assistant position in every key volunteer situation, to ensure continuity and minimum "down-time," and avoid being left "holding the bag" if a key volunteer moved on.

Problem #5 -- The Staff Are Not Supportive -- How Do We Get Them To Buy-In?

Give staff a chance to voice and talk about their concerns, involve them in the planning process, showcase success stories, give them the training they need, show them how volunteers can help them and the library do their jobs better. Let them participate in design of volunteer job descriptions and training programs. Have the Library Director play a very visible and positive role in explaining why volunteerism is important to the library.

Put volunteer management or supervision in their job description. Over time they should get evaluated on their effectiveness in volunteer supervision. If it's part of their job, it automatically raises the level of importance -- this isn't going away, there are valid reasons for involving volunteers in the library, we're committed to it, we're going to train you to be successful, and we're going to measure your effectiveness over time. (You'll find more information on gaining staff buy-in in Chapters IV and VI.)

Problem #6 -- We Can't Afford A Full-Time Volunteer Coordinator

You don't necessarily have to start out with a full time person, but then don't expect a full time program, either. This person has to accomplish those 6 key elements of success outlined in Chapter IV, regardless of how many hours they've been given to do it, and how many volunteers the program supports.

And don't forget, they will need some resources -- including a clear understanding of the percentage of their time they may commit to this assignment, and a budget for copying, office supplies, telephone and recognition items, at least. As the program grows, and you begin to see the possibilities, you may want to increase the hours of the volunteer program manager. (I know what question you're asking yourself here, so, please review "A Word about a Volunteer Volunteer Manager" in Chapter VI.)

Problem #7 -- People Who Come In With Their Own Idea For A Volunteer Project

How do you deal with this? You already have plenty to do. Even if the concept they're proposing sounds wonderful -- like a homebound delivery or an Internet docent program -- it's going to take some of your time and resources.

Just be "up front" with this volunteer in this situation -- tell them what your limitations are -- what resources are and are not available, what the political realities are, what's currently in your workplan. Thank them profusely, but don't take on something that will create work for you unless it's truly a great idea, fits in with the library's mission, and you have the autonomy to adjust your workload to accommodate it.

If it's a project you really want to do, say so. Explain that there are 10 other things on the list, but if they're really serious about pursuing this, you're going to try to re-organize your priorities. One idea is to try a time-defined pilot project -- involve them in the design, being sure to share with them the realities in terms of how much (or how little) staff time will be available, and how many (or few) resources you are able to give to this project. Then have them help you evaluate the pilot phase.

They, and you, need to understand that you don't want to create community expectations that can't be supported if the volunteer goes away. In their program planning, they must create a mechanism for keeping it going with volunteers because there's no staff time for it. "I'm very supportive of this, it's a great idea, but let's be sure we can plan for its continuation because there isn't funding for library staffing of this project."

Problem #8 -- We Have Problems With Our Court-Appointed Volunteers

Court-referred volunteers aren't here because they want to be, but they should be grateful to be "serving time" at the library, instead of in jail. If they're not reliable or they're giving you problems, talk to the person or organization that's referring them to you. Tell them you are just not staffed to continue taking volunteers that create work for you rather than complete it. Be clear about the fact that if they can't help by doing better screening and supervision of them, you won't be able to continue your Library's participation in the program.

Remember, the person or organization who is referring court volunteers to you can only continue to be successful if they can continue to refer them! Don't just pull out without some attempts at restructuring the way they refer or supervise -- help the court referral source make it better. This can be a good potential source of person-power for you, but not if it's making more work for you than it's accomplishing.

Problem #9 -- We Have Problems Managing Our Youth Volunteers

Ask yourself the same questions you would ask if you were having problems with any other volunteer -- is the job meaningful? Do they understand how their work fits in to accomplish the "big picture" of the organization? Do they understand the job and the expectations you have for them? Have they been properly oriented and trained? How about supervised and recognized?

Are you looking at it from their perspective? If not, get some help -- from them! Interview some or hold a "focus group" of youth volunteers to see what the problem is. Then get them involved in the planning and re-design of the program, if need be.

You may also be able to get help from youth organizations. Girl Scouts and Boy Scouts have community service goals -- see if the local Council will help you put something together in a collaborative approach. Many schools are now using a concept called "Service Learning" -- basically learning through community service -- and their adult advisors are looking for good collaborations with committed organizations.

Don't do this if your heart's not in it, but please truly consider involving youth in your program. They are the citizens and library patrons of tomorrow, and deserve to get a good, positive feel for both libraries and community service now. (Sample materials for use in Youth Volunteer programs can be found in the Best Practices for Chapter VIII.)

Problem #10 -- Our Volunteers Only Want To Do What THEY Want To Do

Exactly! They didn't come here to do something they hate doing! If you're still SELLING potential volunteers what you have on the shelf, instead of MARKETING your volunteer program by identifying what's in it for the volunteer and making an EXCHANGE with them -- something of value for something of value -- by putting them in just the right job, then you need to go back and re-read Chapter II.

Now, does this mean that your "non-glamorous" volunteer jobs won't get filled? Of course not! Everybody has different needs and interests for volunteering -- some want the quiet, repetitive job, and some want a challenge. Your job is to make the right match for each volunteer.

Problem #11 -- Firing A Volunteer

I was astounded when I did the training needs assessment for the State Library's Volunteerism Workshops, at how many libraries said that one of the things they wanted me to include was "How to fire a volunteer." I wasn't astounded because you can't fire a volunteer -- or course you can fire a volunteer, just like you can fire a staff person. My astonishment came from the fact that this was such a HUGE symptom of how much work needed to be done in the area of volunteer program management in libraries!

Read my lips -- if you do the preparation well -- carefully design the job, and carefully select the right person -- you avoid 99% of the problems, and probably won't ever have to deal with "firing" a volunteer.

When people know what's expected of them, and they're placed in a meaningful job that fills a need for them and you, when they've had adequate training, good supervision, feel welcome and recognized, most of the problems you're worried about don't appear.

You can avoid a problem altogether by giving a volunteer a chance to say no to the position once they see clearly what the assignment involves in the job description and during the interview. Don't put someone in a place they don't want to be.

If it's not working, there's a reason why. People don't volunteer to do a bad job. They volunteered so they could help. Our job is to look at symptoms, find the cause, and fix it:

- Have you been clear enough about expectations?

• Maybe they're in the wrong job, maybe you didn't ask enough questions, or they told you what they thought you wanted to hear, instead of what they really wanted.

• Is there a personality conflict with their supervisor? Can you clarify, intervene, or place them with a different supervisor or in a different job? (NOTE: If they can't get along with any of the supervisors, it may be time for the volunteer to move on . . .)

• Are they over-committed and don't know how to tell you? Sometimes reliable people commit and then don't show up -- and don't call you. My experience is that something in their life has changed since they committed -- job change or just extra work stress, or issues have arisen in their personal life they didn't anticipate. They are dying for you to let them off the hook, and the reason they don't call is because they feel guilty. When you call, they say, "I'm so glad you called, I've been meaning to call you. I'm over-committed, I can't do what I said I would do, I feel terrible." Isn't that better? To know, instead of wonder? To give them a way out? They won't be mad, they'll be relieved. Warm, person-to-person outreach is the key -- "Are you in farther than you want to be? Can I help you?" In most cases, that will take care of it. And, you won't lose a volunteer. You might lose them temporarily, but they will be loyal to you because of what you did for them, and will come back when time permits.

Alternatives to firing -- In all these years, I've fired a volunteer only once -- somebody we were training to be a trainer, and when he gave his practice training presentation, it was clear we wouldn't be able to have him represent the organization in that role. So my co-trainer and I sat down with him and explained that even though he had just given up his weekend to be trained for this volunteer position, we couldn't certify him. He was unhappy. Did I run the risk of having him go out and bad-mouth the program? Yes. But I would have run a greater risk by certifying him anyway and having him poorly represent my organization in the community. I had to decide which was the greatest risk to the organization in making that decision.

What if you have a volunteer that's doing sub-standard work, and all your attempts at coaching and re-training have failed? Do you have to fire him or her? Not if you can find a better job match, either in your organization or in another one. -- "Jane, this job just doesn't seem to be working out. You seem frustrated, and I want you to be happy. Why don't we take a look at what other things need to get done around here, and see if we can find something that's a better fit for you." OR, "If you don't see anything here at the Library that interests you, would you like me to help you call the Volunteer Center to see what they have

available? I would hate for the community to lose your willingness to volunteer your time."

Sometimes you have to fire somebody for a reason, however. If they break confidentiality or safety rules, for example, think about the risk to the organization of keeping them. If you have to take action, take it, but don't take action on second hand information alone. Try to corroborate the information if you can, but at least sit down with and confront the person about it to get the whole story.

Another thing you risk by not acting is support of the other volunteers and trust of the staff -- "Why does he get away with that?" If the staff sees you letting a big problem go unattended, they can say, "See, I knew it, she won't do anything about it -- the quality is going to go down. I told you so!"

Problem #12 -- I Need More Training In This Area And Our Library Can't Afford It

First of all, if starting or expanding a volunteer program for your library is a high priority, and you have little or no on-staff expertise in this area, then you should consider taking another look at the budget so you can attend a conference and/or hire a consultant to help you.

There are books, journals, and organizations, websites, listserves and even on-line certificate programs that can help you. See Chapter IX -- Additional Resources Available -- which identifies some great places to start.

Next, do <u>you</u> volunteer? If not, consider it -- if not only because we should "practice what we preach," but because it's the best form of training for a volunteer program manager -- you get a chance to see "up close and personal" how it feels, what helps, what doesn't. When you're a volunteer, you can feel both the good experiences and the bad in a way that you can't see when you're the volunteer program manager. I have learned some of the most important lessons while being a volunteer myself.

"Best Practice" for this Chapter is a quote from Ann Robb, Library Manager, City of Paso Robles. . .

❑ *"Volunteers will live up to your expectations. If you assume that they will be unreliable, make mistakes, and are unable to perform well, they will be. If, on the other hand, you expect responsibility, a good attitude and high performance, that's what you will get!"*

Bibliography for Chapter VII:

In the back of this book, you will find a complete annotated alphabetical bibliography, but at the end of each chapter, I have identified books that might be particularly helpful as your own library deals with issues raised in the chapter.

Ellis, Susan J., Anne Weisbord and Katherine H. Noyes, *Children as Volunteers: Preparing for Community Service* (Philadelphia: Energize, 1991).

MacKenzie, Marilyn, *Dealing with Difficult Volunteers* (Downers Grove, IL: Heritage Arts Publishing, 1988).

Minnesota Office on Volunteer Services, *The Power and Potential of Youth in Service to Communities* (St. Paul: Minnesota Department of Administration, 1993).

Scheier, Ivan H, *Building Staff/Volunteer Relations* (Philadelphia: Energize, 1993).

Stallings, Betty, *Training Busy Staff to Succeed with Volunteers* (Pleasanton, CA: Building Better Skills Publishing, 1996).

Chapter VIII
Forms for Use In Volunteer Programs

WHAT RECORDS SHOULD I KEEP?

Keep records based only on what data you need. Don't keep information for the sake of having it -- you have enough to do. At the same time, think through carefully what you might need, in order to not have to revise your system on a regular basis. Here are some examples of the kinds of information you might want to maintain:

(1) Number of Volunteers and Volunteer Hours

This is highly recommended. Your funders will be interested in your ability to show community support through volunteer participation. You can even translate it into a dollar amount of service provided by volunteers if you know the number of hours they've put in. (By the way, if you're looking for a dollar figure to use other than the minimum wage, the 1996 "Giving and Volunteering in the U.S." Gallup Survey assigned $12.84 as the hourly wage value of volunteer service.)

(2) Information About Your Volunteers

Everyone should maintain some basic information about each volunteer -- address, phone and emergency contact person. Keeping their application forms should suffice if that's all you need.

In some specialized situations, you may want to keep additional information. The person to talk to about this is the person in charge of Risk Management and Insurance for your organization. Here are some examples for you to consider:

- ❑ Signed Parental Consent Form (for youth volunteers)
- ❑ Signed Confidentiality Statement (depending on the assignment)
- ❑ Copy of valid Driver's License and Traffic Abstract (if their assignment requires driving for you)
- ❑ Criminal Records Check (some organizations require this when the volunteer will be working alone with children or youth)

Some organizations keep the equivalent of a "Personnel File" on each volunteer, which stores all information related to their volunteer involvement. Discuss this with your organization's Human Resources Manager and/or attorney to determine if it's necessary for your library, and if it is, what should be included.

A WORD ABOUT AUTOMATED VOLUNTEER RECORD-KEEPING SYSTEMS

Should the time come when you want to consider automating your volunteer program data, you won't have to re-invent the wheel. There are several systems on the market that

have been developed for this very purpose. Here are the websites of a few, if you'd like to check them out:

VolunteerWorks (Red Ridge Software)	www.redridge.com
Volunteer Software	www.volsoft.com
Salmon Falls Software	members.aol.com/infotraker/ volunter.htm
Samaritan Volunteer Coordination Software	www.volunteernow.com

Check with your local Volunteer Center, DOVIA Chapter, or any of the national organizations you'll find listed in Chapter IX -- Additional Resources Available -- to find out about the most current and highly recommended programs.

"Best Practices" for Chapter VIII:

IMPORTANT NOTE: Before using any of these forms for your Library's Volunteer Program, you should check with the Human Resources Manager, Risk Manager, Insurance Manager and/or Attorney, to ensure they are consistent with philosophy, policy, and procedure for your organization.

"Best Practices" for Chapter VIII:

Volunteer Application Forms

- ❑ Best Practice # VIII. 1 -- San Diego Public Library
- ❑ Best Practice # VIII. 2-- City of Paso Robles
- ❑ Best Practice # VIII. 3 -- Ontario City Library
- ❑ Best Practice # VIII. 4 -- Shasta County Library

Volunteer Emergency Information Forms

- ❑ Best Practice #VIII. 5 -- San Diego Public Library
- ❑ Best Practice #VIII. 6 -- Ontario City Library

Volunteer Releases, Agreements and Confidentiality Statements

- ❑ Best Practice #VIII. 7 -- Volunteer Participation Agreement (San Diego Public Library)
- ❑ Best Practice #VIII. 8 -- Library/Mandatory Volunteer Agreement (Ontario City Library)
- ❑ Best Practice #VIII. 9 -- Volunteer Release Form (Ontario City Library)
- ❑ Best Practice #VIII.10 -- Special Project Volunteer Sign-Up -- for one-time event volunteers (Ontario City Library)

- ❑ Best Practice #VIII.11 -- Confidentiality of Customer Records (Ontario City Library)
- ❑ Best Practice #VIII.12 -- Statement of Confidentiality (San Diego Public Library)

Time Sheets

- ❑ Best Practice #VIII.13 -- Volunteer Service Time Record (Corona Public Library)
- ❑ Best Practice #VIII.14 -- Volunteer Time Report (San Diego Public Library)
- ❑ Best Practice #VIII.15 -- Volunteer Time Record (San Diego Public Library)

Forms for Use In Youth Volunteer Programs

- ❑ Best Practice #VIII.16 -- Volunteen Program Application (Ontario City Library)
- ❑ Best Practice #VIII.17 -- Volunteen Permission and Release Form (Ontario City Library)
- ❑ Best Practice #VIII.18 -- Volunteen Orientation Checklist (Ontario City Library)
- ❑ Best Practice #VIII.19 -- Volunteen Handbook (Ontario City Library)
- ❑ Best Practice #VIII.20 -- Permission and Emergency Release Form (Ontario City Library)
- ❑ Best Practice #VIII.21 -- Application for age 17 and under (Shasta County Library)

Bibliography for Chapter VIII:

In the back of this book, you will find a complete annotated alphabetical bibliography, but at the end of each chapter, I have identified books that might be particularly helpful as your own library deals with issues raised in the chapter.

Ellis, Susan and Katherine H. Noyes, *Proof Positive: Developing Significant Volunteer Recordkeeping Systems* (Philadelphia: Energize, Inc., 1990)

Graff, Linda, *By Definition: Policies for Volunteer Programs*, 2nd Edition (Dundas, Ontario, Canada: Graff and Associates, 1997).

McCurley, Steve, *Volunteer Management Forms* (Downers Grove, IL: Heritage Arts Publishing, 1988).

McCurley, Steve, *Volunteer Management Policies* (Downers Grove, IL: Heritage Arts Publishing, 1990).

E

Date_____ **BRANCH/SECTION**_____

San Diego Public Library Volunteer Application

Mr. Mrs.
Ms. Miss_____
Last First MI

Address_____
Street City Zip Code

Phone _____

Experience and skills_____

_____

Please check any special skills you have, or areas of interest:

- ❑ Typing
- ❑ Computer skills (MAC or PC)
- ❑ Art work
- ❑ Literacy tutor
- ❑ Foreign language skills
- ❑ Children's services
- ❑ Interested in delivering materials to shut-ins?_____
  (Must have own transportation)
- ❑ Other special area of interest_____

_____

- ❑ I need to complete_____hours of community service for_____
  (*court-appointed, school, organization, etc.)

Please indicate what days/times you are available to volunteer

❑ Morning ❑ Afternoon ❑ Evening ❑ Weekdays ❑ Weekends

(If specific times only, please explain)_____

_____

Do you have any physical or health restrictions?_____

_____

How did you hear about us?_____

List name and phone numbers of two personal/professional references:

Name _____ Phone _____

Name _____ Phone _____

I understand that if accepted as a volunteer with the Library, I will abide by the guidelines explained to me by the Volunteer Manager and/or the Section/Branch manager.

_____ _____

Signature Date

*See other side

Court-Appointed Community Service Volunteers

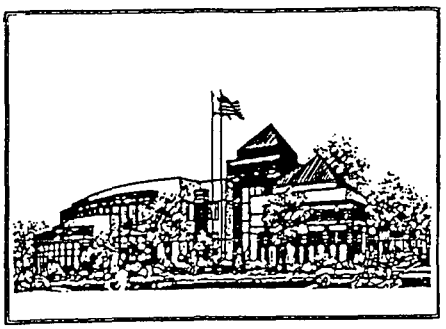
---

*Court -appointed Community Service Volunteers
Staff Use Only _____
(initials)

Court _____ Case # _____

Offense_____

Hours Needed _____ By (date) _____



City of El Paso De Robles
"The Pass of the Oaks"
1000 Spring St.
Paso Robles, CA 93446

APPLICATION FOR THE VOLUNTEER LIBRARY ASSOCIATES PROGRAM

The Paso Robles City Library Volunteer Associate Program is a one-year commitment to voluntary service.

Last Name:_____First:_____Middle Initial:_____

Street Address:_____City:_____Zip Code:_____

Do you speak a second language? Yes___ No___. If yes, my second language is:_____.

Home Phone:_____Work Phone:_____May we call you at work? Yes___ No___

EDUCATION/TRAINING

High School/College:_____

Other Schools/Training:_____

MEMBERSHIP IN ORGANIZATIONS

_____

_____

REFERENCES

Name_____Phone #_____

Name_____Phone #_____

Name_____Phone #_____

PLEASE CHECK ANY SKILLS YOU HAVE:

Typing__ Computer__ Graphic Arts__ Accounting__ Public Relations__

Previous library experience, Y__, N__. Please explain:_____

_____

PLEASE CHECK ANY INTERESTS YOU HAVE:

Book Delivery__ Book Mending__ Reception Work__

Circulation Desk__ Children's Services__ Clerical Work__

Art and/or Bulletin Board Displays__ Book Shelving__ Book Processing__

Any other skills or interests, (please describe):_____

_____

In order to best serve the public, it is necessary for volunteers to be available for a definite time commitment. Please list the hours, (a.m. and p.m.) you are available:

SUN	MON	TUES	WEDS	THURS	FRI	SAT

If applicable, specific Volunteer position applying for:_____.

VOLUNTEER AGREEMENT

I agree to comply with the City of Paso Robles Library rules and procedures to the best of my ability. I agree to respect the confidential nature of information I may obtain. I also agree to participate in orientation and training as is required by my assignment.

Volunteer applicant's signature:_____, date:_____.

ONTARIO CITY LIBRARY

Application for Volunteer Work

Date _____

Assigned to: (Unit/supervisor)_____

Name _____

Address _____

Phone _____

Best time to reach you? _____

You must have completed 7th grade. If in school, list grade: _____

Why do you want to volunteer at the Ontario City Library? If you need to do community service, explain reason.

_____

_____

The Main Library is open Mon-Th 10-9; Fri-Sat 10-6; and Sun 1-4.
The South Ontario Branch Library is open Mon-Wed 12-8 and Th-Sat 10-6
At which of these sites would you like to volunteer? _____

List days and times you are interested in volunteering: *We require a minimum of 40 hours for volunteers doing community service.*_____

_____

How many hours a week do you wish to volunteer?_____

If you have a deadline, specify the total number of hours you are required to work:_____

and the date by which you need to finish your hours:_____

Name of referring (agency/school, if any): _____

Name and phone number of contact person from agency/school: _____

Do you like to work with people or do you prefer to work behind the scenes? _____

Is there a specific age group you would prefer to work with?_____

Please list any job or previous volunteer experience you have had: _____

_____

_____

_____

Please list any special skills or interests we should know about: _____

_____

What type of work do you think you would enjoy doing at the library?

shelving materials___ mending library materials___ processing library materials___ preparing materials for programs___

typing/word processing___ filing___ assisting in the Children's Department___ assisting in the A-V Department___

other_____

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Shasta County Library
VOLUNTEER APPLICATION

Name_____ Social Security #_____
(last) (first) (initial)

Address_____ Date of Birth_____

City_____ State_____ Zip_____

Home Phone_____ Work Phone_____

Emergency contact name_____ Phone #_____

In which library do you wish to volunteer?_____

Days you are available to work (circle all that apply): M TU WED TH FRI SAT

Times you are available: Days_____ Evenings_____

Limitations that might restrict your activities_____

Educational Experience (circle one): High School Diploma or GED? YES NO

College: Years attended_____ Degree_____

Vocational Training, Certificates, Other_____

Volunteer/Work Experiences_____

_____

Skills/Hobbies/Interests_____

Do you possess typing ability (circle one)? YES NO Words per minute_____

Computer literacy (circle one)? YES NO Software used _____

Internet experience (circle one)? YES NO

Languages other than English (speak/read/write)_____

Have you ever been convicted of a felony (circle one)? YES NO
(Except as required by law, prior felony convictions do not preclude one from volunteering, but will be considered in making work placement decisions.)

How did you hear about our volunteer program?_____

Please list two references:

Name_____ Address_____ Phone #_____

Name_____ Address_____ Phone #_____

(continue on reverse side)

Please check the following areas of interest:

Children's Services:

_____ story hour
_____ class tours
_____ summer reading program

Clerical and Circulation:

_____ shelve materials
_____ read and straighten shelves
_____ search s[illegible] for requested
_____ assist with ILL (Interlibrary Loan, and reque[illegible] [illegible]erials
_____ bibliographic searching
_____ process discards (limited)
_____ typing
_____ filing
_____ data entry

Processing Materials:

_____ mend books
_____ clean library materials
_____ process gift paperbacks
_____ process telephone directories
_____ check in state and federal documents

Special Projects:

_____ displays
_____ posters and signs
_____ computer assistance (data entry/internet)
_____ maintain clipping file
_____ update local information file
_____ library skills assistance
_____ water and care for indoor plants
_____ cleaning and straightening library

Volunteer opportunities available with membership in the Friends of the Library:

_____ Fundraising
_____ public information booths
_____ receptions
_____ other

CERTIFICATE OF APPLICANT (read carefully before signing)

I certify that all statements made in this application are true and complete to the best of my knowledge and belief. I authorize investigation of all matters contained in this application. I agree and understand any misstatement or omission of material fact on this application may cause for forfeiture on my part of all rights of volunteering with Shasta County.

Signature_____ Date_____

Rev: 11-24-97

San Diego Public Library

VOLUNTEER EMERGENCY INFORMATION

Volunteers are covered by the City's worker's compensation insurance while on volunteer assignment. The following information will be kept on file at the work site for use in an emergency. **PLEASE PRINT!**

Volunteer's Name _____ Date _____/_____/_____

Address _____ Home Phone (_____)_____

_____ Work Phone (_____)_____

Birth date _____/_____/_____ Social Security Number _____

EMERGENCY CONTACT INFORMATION

Person to contact if I become ill or am injured while on volunteer assignment:

_____

Relationship to volunteer _____

Home telephone (_____)_____ Work telephone (_____)_____

MEDICAL INFORMATION (used only if volunteer unable to respond)

Regular medications _____

Physical or mental disabilities or limitations _____

_____

Chronic conditions (allergies, diabetes, other) _____

_____ I am currently under a doctor's care

Physician's name _____ Telephone (_____)_____

TRANSPORATION (if driving on City time)

Automobile identification (make, year, color, model) _____

_____

License plate number _____ Driver's license number _____

Insurance carrier _____ Policy number _____

Any other information you would like in our files for use in case of an emergency:

_____

_____

Program _____

Assigned to _____
Supervisor/Unit

ONTARIO CITY LIBRARY

Emergency Release Form

(For Partcipants 18 and above)

Participant's Name_____

Address_____

City_____ Phone_____

In the event of an emergency, please notify:

Name_____ Relationship_____

Daytime phone_____ Evening phone_____

Alternate contact in case of emergency:

Name_____ Relationship_____

Daytime phone_____ Evening phone_____

Physician's Name_____

Address_____

City_____Phone_____

The following information is optional. It will only be given to emergency personnel if necessary.

I am covered by_____ medical insurance.

Policy/Group No. _____

Do you have any physical conditions we should be aware of? *(If yes, please elaborate.)*

_____

_____

_____

*Signature*_____ *Date*_____

In the event of an emergency, I do____ do not____ give permission for medical treatment to be performed by qualified medical personnel. Should any accident occur to me while working at the library, I will not hold the City of Ontario, the Library, or its employees responsible.

*Participant's signature*_____ *Date*_____

Original—Volunteer Coordinator Copy—Participant

VOLUNTEER PARTICIPATION AGREEMENT

I, _____, agree to volunteer my services
[name]

to the Library/ _____ of the
branch/section

City of San Diego in the position of _____
[description]

I understand my volunteer work schedule to be:

_____;
[hours]

_____; for (check one):
[days]

❑ _____ months

❑ until project is completed.

If I cannot complete the project or otherwise meet my commitment, I will notify my supervisor immediately. I have read and understand the job description for this volunteer position, the rules and regulations applicable to that position and the City's volunteer program. I agree to abide by those rules and regulations. I further certify that I am capable of performing the duties set forth in the job description and know of no physical condition which would preclude the performance of those duties.

I acknowledge that I am (check one) :

❑ **not** an employee of the City of San Digo

❑ an employee of the City of San Diego (attach City Employee Participation Agreement).

Department: _____

Job Classification: _____

San Diego Public Library

I acknowledge that the City has extended its worker's compensation coverage to volunteers and I agree to accept that coverage. I acknowledge that the City will defend and indemnify me in any claim or action arising from my actions that are within the scope of my duties as a volunteer. I further acknowledge that the City is not required to indemnify me against a claim for punitive damages except as authorized by the City Council pursuant to Government code Section 825 (b). I agree, however, to defend and indemnify the City in any claim or action arising from my actions that are outside the scope of my volunteer duties. Finally, I acknowledge that loss or damage of personal property used while providing volunteer services is not reimbursable under City regulations.

Dated: _____

_____

[signature of volunteer, or parent or guardian of minor]

(FOR CITY USE)

- ☐ Received job description and Volunteeer Job Risk Assessment
- ☐ Received applicable rules and regulations

Dated: _____

_____

[signature of supervisor or authorized City employee]

Library/Mandatory Volunteer Agreement

I, _____, agree to the following:

1. Arrive on time as scheduled.
2. Be responsible for knowing my schedule and adhering to it. No credit will be given for time worked outside of scheduled hours without supervisor's approval.
3. Notify my supervisor, as soon as possible before my scheduled time, if I cannot work. Excessive absences can be cause for cancellation of this agreement.
4. Let my supervisor or designated person know when I arrive and when I leave.
5. Always wear a volunteer badge while working.
6. Dress in an appropriate manner.
7. Record daily the hours I have worked for that day.
8. Refrain from conducting personal business on the job.
9. To adhere to library rules and procedures.
10. To perform my duties to the best of my abilities.

Failure to meet any of the responsibilities listed above can be cause for immediate cancellation of this agreement.

This agreement may be cancelled at any time at the discretion of either of the parties.

_____	_____
Volunteer	Supervisor
_____	_____
Date	Date

Required for mandatory-legal volunteers.
Can also be used for other mandatory volunteers, if needed.

CITY OF ONTARIO

303 EAST "B" STREET, CIVIC CENTER ONTARIO CALIFORNIA 91764-4196 (909) 986-1151
FAX (909) 391-2567

Volunteer Release Form

I, _____ have agreed to volunteer my services to the City of Ontario, _____ Department. I do so fully aware of all risk associated with the work I will be assigned. I assume the responsibility of physical fitness and ability to perform the work that is assigned to me by the _____ Department. If I do not feel that I am capable of performing the work assigned to me, I assume responsibility of informing the City.

I understand that the City accepts my services with the knowledge that my service is at the sole discretion of the City. I agree that the City may at any time, for whatever reason, decide to change the duties assigned to me, transfer me to a different assignment or terminate my relationship with the City.

I further understand that the City provides no compensation for my services and that I am not entitled to any benefits from the City, including but not limited to Worker's Compensation benefits.

In consideration for being allowed to provide these services I hereby release the City of Ontario, its agents, employees and officers from liability for any injuries and damages I may suffer while performing these services.

_____ _____

Print Name Date

_____

Signature

_____

Address

If under 18, signature of parent or guardian required:

_____

Original—Volunteer Coordinator Copy—Volunteer 5/95VRELEASE.PM5

ONTARIO CITY LIBRARY

Special Project Volunteer Sign-up

I, _____
Please print name

have volunteered to participate in a special project on _____. I understand that I will not
Date of event
be considered an employee of the City of Ontario during my participation in this program. I acknowledge that I will not be compensated in any manner whatsoever while I participate and that I have no Worker's Compensation benefits as a volunteer in the program. [Labor Code 3352(i)]

_____ _____
Date *Signature*

☐ I can be available from time to time to help with special events.

☐ I would like to join the Friends of the Library.

☐ I would like to volunteer at the library.

_____
Street

_____
City *ZIP*

_____
Telephone (Daytime)

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Confidentiality of Customer Records

EMPLOYEE RESPONSIBILITY

As a condition of employment every library employee, permanent, temporary, or volunteer, is required to sign this acknowledgment of responsibility to maintain the Ontario City Library's ***Policy on Confidentiality of Records & Information*** (Board approved 10/9/84).

POLICY

1. Customer Records
   Customer records are strictly confidential and are disclosed only to the cardholder, unless a valid subpoena is presented.

2. Information
   All library employees must protect each user's right to privacy with respect to information sought or received, and materials consulted, borrowed, or acquired, insofar as the public nature of our facilities permit.

As a Library employee, I understand and agree to the ***Policy on Confidentiality of Records & Information***, as described above. I also understand that disobeying this policy will result in disciplinary action (verbal or written reprimand or suspension) and possible dismissal.

Employee's/Volunteer's Name *(please print)* _____ Signature _____ Date _____

San Diego Public Library

STATEMENT OF CONFIDENTIALITY
City of San Diego

City Policy on Confidentiality: The purpose of this policy is to protect the rights of applicants for services or financial assistance against identification, exploitation, and embarrassment.

As a condition of my doing volunteer work with persons who are receiving services or other assistance from the City of San Diego, I _____
[name of volunteer]
agree not to divulge any information regarding persons who have received services.

I recognize that unauthorized release of confidential information may make me subject to a criminal action under the provisions of the Welfare and Institutions Code, Section 10850, which states in part:

> "Except as otherwise provided in the section, no person shall publish or disclose or permit or cause to be published or disclosed any list of persons receiving public social services. Except for purposes directly connected with the adminstration of public social services, no person shall publish, disclose, or use or permit or cause to be published, disclosed, or used, any confidential information pertaining to an applicant or recipient. Any violation of this paragraph is a misdemeanor."

I understand the City's requirements and policy on observing confidentiality and my responsibility to follow this policy in my role as a volunteer.

Dated: _____

_____
[signature of volunteer]

CORONA PUBLIC LIBRARY

Volunteer Service Time Record

Name _____ Address _____ Phone _____

Division(s) _____ Month _____ Year _____

Date	Job Assignment	Time in	Time out	Daily Time Total (to nearest .25 hour)
		Total Hours for Month (to nearest .25 hour)		

L/15

VOLUNTEER RELEASE FORM*

I _____, have agreed to volunteer my services to the City of Corona, _____ department. I do so fully aware of all risk associated with the work I will be assigned. I assume the responsibility of physical fitness and ability to perform the work that is assigned me by the _____ department. If I do not feel that I am capable of performing the work assigned to me, I assume responsibility of informing the City.

I further understand that the City provides no compensation for my services and that I am not entitled to any benefits from the City, including but not limited to workers' compensation benefits.

In consideration for being allowed to provide these services I hereby release the City of Corona, it's agents, employees and officers from liability for any injuries and damages I may suffer while performing these services.

_____ _____

PRINT NAME DATE

_____

SIGNATURE

VRF

Volunteer Time Report

San Diego Public Library

BRANCH/SECTION_____ **MONTH/YEAR**_____

Volunteer Name(print or type) please indicate Mr./Mrs./Ms./Miss

	Total Hours		Community Service	
	Adults	Minors	Court	Other
Group Name and Number of Members				

Use additional forms as necessary
Please send copies of new Volunteer Applications
to Administration

Best Practice #VIII.14. (p. 1 of 1) (2/96)

VOLUNTEER TIME RECORD

BRANCH/SECTION_____ **MONTH/YEAR**_____

Name	If youth	if Comm. Service	if Court Appointed	Total Hours	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Group Name and Number of Members																																			

Use additional forms as necessary

For Branch/Section use only **Do not send to Administration**

ONTARIO CITY LIBRARY

Volunteen Application

Name _____ Phone _____

Address _____ City _____ Zip code _____

Grade *(next year)* _____ School *(next year)* _____

(You must have completed 7th grade.)

Parent/Guardian's name(s) _____

Person to call in an emergency _____ Phone _____

Please check if you have:

_____ experience or _____ interest in drama
_____ experience or _____ interest in art
_____ experience or _____ interest in reading to children
_____ experience or _____ interest in puppetry
_____ experience or _____ interest in singing
_____ experience or _____ interest in general clerical work
_____ experience in playing a musical instrument. Which one? _____
Other *(please specify)* _____

Volunteens are needed during these hours:

MAIN
Monday - Thursday
10:30a.m. to 6:00p.m.

Friday
11:00a.m. to 5:00p.m.

SOUTH ONTARIO BRANCH
Monday - Friday
9:30a.m. to 6:00p.m.

Which days and times are you able to work? (minimum two 2-hour shifts per week or one 4-hour shift per week - maximum workload 10 hours per week) _____

Volunteen's signature _____ Date _____ Parent/Guardian's signature _____ Date _____

ONTARIO CITY LIBRARY

Permission and Release form (Volunteen)

_____ has my permission to work as a Volunteen at the Ontario City Library. S/he is in good physical condition. Should any accident occur to the above-named person while working at the Library, I will not hold the City of Ontario, the Library, or its employees responsible.

Volunteen's Address_____

City_____ Zip Code_____ Phone_____

In the event of an emergency, the above-named child has my permission to receive medical treatment to be performed by qualified medical personnel, and may____ may not____ be admitted to a hospital.

(Parent/Guardian would be notified immediately whenever possible.)

Parent/Guardian's Name_____

Daytime phone_____ Evening phone_____

Alternate contact in case of emergency_____

Daytime phone_____ Evening phone_____ Relationship to child_____

Physician's name_____

Address_____ Phone_____

The following people have my permission to take my child home in case I cannot be reached:

name	relationship	phone

Does your child have any physical conditions we should be aware of ? *(If yes, please elaborate)*

_____

_____

_____

_____

Volunteens may be asked to use the following equipment after training. Please check the items that your child has permission to use:

☐ laminator ☐ paper cutter ☐ badge maker/circle cutter ☐ Ellison machine ☐ none of these

_____ _____

Parent/Guardian's signature *Date*

Original—Volunteer Coordinator Copy—Volunteen

ONTARIO CITY LIBRARY

Orientation Checklist - Volunteen

Volunteen's Name_____ Date_____

Supervisor _____ Unit_____

- ☐ ..... Name badge
- ☐ ..... Volunteen handbook
- ☐ ..... Supervisor's name
- ☐ ..... Phone number(s) to call
- ☐ ..... Entrance and where to check in
- ☐ ..... Tour of building pointing out emergency exits and restrooms
- ☐ ..... Emergency/Disaster procedures *(fire, earthquake, bomb threat)*
- ☐ ..... Safety (General and unit specific)
- ☐ ..... Schedule
- ☐ ..... Time card
- ☐ ..... Job description
- ☐ ..... Appearance policy
- ☐ ..... Telephone use
- ☐ ..... Calling in sick and/or schedule changes
- ☐ ..... Customer service philosophy (refer questions to the Reference Desk)
- ☐ ..... Any questions—who to ask (especially when Supervisor is unavailable
- ☐ ..... **Laminator
- ☐ ..... **Paper cutter
- ☐ ..... **Badge maker/circle cutter
- ☐ ..... **Ellison machine

Volunteens are not allowed to use bar code scrapers and chemical cleaners except for Simple Green.
***Parent/guardian must have authorized use of this equipment on the "Emergency Release Form."*
—If parent/guardian denies authorization of the use of a piece of equipment - note that on this form—

_____ _____

Employee Signature *Volunteen Signature* *Date*

Best Practice #VIII.18. (p. 1 of 1)

Original—Volunteer Coordinator Copy—Volunteen

5/97VOLUNTEEN BKLT.PM6Z5

Ontario City Library

Volunteer Handbook

Summer 1997

Volunteer Guidelines

Welcome to our team of Volunteens. We appreciate your time, interest, and enthusiasm. We hope your volunteer efforts will be a valuable learning experience for you as well as an enjoyable one.

Volunteens play an important part in our summer program for children. Working under the supervision of the Children's staff, Volunteens may be asked to: make nametags, assist with craft programs, straighten books, prepare materials for the picture file, displays and programs, and help with other duties as needed.

All Volunteens **must** attend an orientation before being scheduled to work. This also applies to those who have worked as Volunteens in previous years. Every year we have additions or changes in our programs and we want each Volunteen to be as well prepared as possible.

The Library has some basic rules about working:

Be on time. You are expected to arrive promptly for work. We recommend that you arrive a few minutes early in order to be at your station, ready to begin working when scheduled.

Know your schedule. It is the responsibility of each Volunteen to remember when s/he is scheduled to work. You must work a minimum of two 2-hour or one 4-hour shift(s) per week, with a maximum work week of ten hours total. Only two volunteers are needed at any one time. (We will make exceptions to this rule only when we need more help for a specific program)*. Always call as early as possible if you need to change your schedule.
*After working 20 hours, you must take a minimum of one week off. This will allow time for other teens to volunteer.

Always record your time on your time card. Credit can only be given for hours worked and recorded. Special recognition will be given to Volunteens who have worked 20 hours or more. Make sure you take time to do the work carefully, as sloppy work will not be given credit.

Dress in a businesslike way. Short shorts, tank tops, tattered or dirty clothing will result in your being sent home to change. For safety, always wear shoes (not thongs).

Behave in a businesslike way. As in any place of business, you are expected to be courteous, pleasant, and businesslike when you are working at the library.

Wear your "Volunteen" nametag while on duty.

Friends are for after work. You are expected to explain this to people who might want to chat with you (including other Volunteens). If you need help in discouraging visitors, ask your supervisor.

Two final, important points to remember:
Always be friendly and enthusiastic when working with the children.
Always feel free to ask if you have any questions.

If you need to call the Library, please call the following numbers:

MAIN LIBRARY Children's Room	391-0600 or 988-8481 ext. 2207
BRANCH LIBRARY	391-0635

By observing these guidelines, you will help us establish a friendly, inviting atmosphere for children who participate in our activities this summer and throughout the year.

Program _____

Assigned to _____
Supervisor/Unit

ONTARIO CITY LIBRARY

Permission and Emergency Release Form

(For Participants under 18)

_____ has my permission to volunteer/work at the Ontario City Library. S/he is in good physical condition. Should any accident occur to the above-named person while working at the Library, I will not hold the City of Ontario, the Library, or its employees responsible.

Participant's Address _____

City _____ Zip Code_____ Phone_____

In the event of an emergency, the above-named child has my permission to receive medical treatment to be performed by qualified medical personnel, and may _____ may not _____ be admitted to a hospital. *(Parent/Guardian would be notified immediately whenever possible.)*

Parent/Guardian's Name_____

Daytime Phone _____ Evening Phone_____

Alternate Contact in Case of Emergency_____

Daytime Phone_____ Evening Phone_____ Relationship to Child _____

Physician's Name _____

Address _____ Phone _____

The following people have permission to take my child home in case I cannot be reached.

Name_____ relationship_____ phone_____

Name_____ relationship_____ phone_____

Name_____ relationship_____ phone_____

Does your child have any physical conditions we should be aware of? *(If yes, please elaborate.)*

_____

_____

_____

_____

Participants may be asked to use the following equipment after training. Please check the items that your child has permission to use: ☐ none of these

☐ laminator ☐ paper cutter ☐ badge maker/circle cutter ☐ Ellison machine ☐ glue gun

*Parent/Guardian's signature*_____ *Date*_____

Best Practice #VIII.20. (p. 1 of 1)

Original—Volunteer Coordinator Copy—Participant 8/97VEMERG1.PM65

Shasta County Library
VOLUNTEER APPLICATION
17 & UNDER

Name_____ Social Security #_____
(last) (first) (initial)

Address_____ Date of Birth_____

City_____ State_____ Zip_____

Home Phone_____ Work Phone_____

Emergency Contact (list two):

Name_____ Phone #_____

Address_____

Name_____ Phone #_____

Address_____

In which library do you wish to volunteer?_____

Days you are available to work (circle all that apply): M TU WED TH FRI SAT

Times you are available: Days_____ Evenings_____

Limitations that might restrict your activities_____

Volunteer Experiences_____

Skills/Hobbies/Interests_____

Languages other than English (speak/read/write)_____

Computer literacy (circle one)? YES NO Software used_____

How did you hear about our volunteer program?_____

PARENT OR GUARDIAN INFORMATION:

Name of parent/guardian (please print)_____

Address_____

Home Phone_____ Work Phone_____

I give my permission for _____ to volunteer at the Shasta County Library.
(name of minor child)

(continue on reverse side) Signature of parent/guardian_____

Please check the following areas of interest:

Children's Services:

_____ story hour
_____ summer reading program

Clerical and Circulation:

_____ shelve materials
_____ read and straighten shelves
_____ search shelves for requested materials
_____ process discards (limited)
_____ typing
_____ filing
_____ data entry

Processing Materials:

_____ clean library materials

Special Projects:

_____ displays
_____ posters and signs
_____ computer assistance (data entry/internet)
_____ water and care for indoor plants
_____ cleaning and straightening library

Chapter IX
Additional Resources Available

I mentioned earlier that Volunteer Management is a profession. That means there are lots of people and materials available to help you. Here are a few ideas:

SOURCES OF VOLUNTEER RECRUITMENT IN YOUR COMMUNITY

Volunteer Centers -- are not-for-profit organizations whose mission is to increase volunteerism in their communities. They can keep your job descriptions on file and refer qualified people to you for interviews. Some Volunteer Centers provide training or technical assistance and can help with problem solving. Get to know them. There's one serving most communities. If you can't find it, call the local United Way, they'll know how to locate them. OR, check:

www.pointsoflight.org/volunteercenters/volcenters_state.html

RSVP (Retired and Senior Volunteer Program) -- This is a Federal program with local offices. They recruit retired and senior volunteers for referral to organizations who need their services in the community. An added advantage is that RSVP volunteers come with insurance, and sometimes with funding for their transportation. To find the local office near you, check:

www.cns.gov/senior/joining/rsvp/ca.html

SCORE (Service Corps of Retired Executives) -- is the volunteer program of the U.S. Small Business Administration. They utilize retired business executives to provide technical assistance in business practices such as planning and marketing. To find help near you, check:

www.score.org.

LOCAL NETWORKS

DOVIA (Directors of Volunteers in Agencies) -- is a professional association of local volunteer managers. They provide the opportunity for you to meet, share experiences and solve problems with volunteer program managers from a variety of organizations in the community. If there is one in your community, the Volunteer Center will know how to find it. OR check:

www.energizeinc.com/prof/dovia/ca.html

Informal Networks -- Utilize others in similar positions in libraries or other organizations as resources. Call the local Red Cross, Girl Scout Council or Museum, and introduce yourself to the Volunteer Program Manager there. Or, call a neighboring library and find out who on their staff has this responsibility. You may be lucky enough to be near one of the libraries that provided some of the "Best Practice" Materials for this book. Use that as your entree. Meet for lunch, or at CLA, to provide support and problem-solve.

Corporate Volunteer Councils -- Some communities have developed networks of corporate volunteer program managers. These people are responsible in their companies for finding quality volunteer projects for employee involvement. Either the United Way or the Volunteer Center in your community will know about this. Recent strong Corporate Volunteer Councils that I'm aware of in California include, Sacramento, Orange County, Alameda County, Los Angeles, Marin County, San Jose, San Diego and San Francisco.

NATIONAL NETWORKS

Association for Volunteer Administration
3108 N. Parham Rd.
Richmond VA 23294
Ph: (804) 346-2266 Fax: (804) 346-3318
E-mail: avaintl@mindspring.com
Website: www.avaintl.org

AVA is the international individual professional membership association of volunteer program administrators. They publish *The Journal of Volunteer Administration* (Quarterly), hold an annual international conference, and have led the movement in the development of a certification process for volunteer administrators, as well as a statement of professional ethics for volunteer administration.

National Association of Volunteer Programs in Local Government (NAVPLG)
Website: www.naco.organization/affils/navplg

NAVPLG is a resource and support organization made up of of volunteer managers in local government.

The Points of Light Foundation
1400 I Street, NW, Suite 800
Washington D.C. 20005
Ph: (202)729-8000 Fax: (202) 729-8100
E-mail: volnet@pointsoflight.org
Website: www.pointsoflight.org
Toll Free Catalog Orders: (800) 272-8306

The Points of Light Foundation is an association of member organizations -- Volunteer Centers, Corporate Volunteer Programs and community organizations that utilize volunteers. It provides conferences, publishes books and other materials, including *Voluntary Action Leadership* (Quarterly). They also have a free catalog from which you can purchase many books and materials on volunteer program management. Just call the toll free number to get on their mailing list.

ONLINE NETWORKING

There are a number of volunteer and volunteer program management related listserves and online newsletters that you can subscribe to. Start by checking out those you can find here:

Cybervpm	www.cybervpm.com
Energize, Inc.	www.energizeinc.com
Virtual Volunteering Project	www.serviceleader.org/vv

Annotated Print Bibliography for Library Volunteer Program Managers

Brudney, Jeffrey L., ***Fostering Volunteer Programs in the Public Sector*** (Jossey-Bass Publishing, 1990).

This book presents research done on a large volunteer program in the federal government, but it is written from the perspective of the public sector, and will be particularly useful for those who are skeptical that volunteerism can be utilized effectively in that arena.

Campbell, Katherine Noyes and Susan J. Ellis, ***The (Help!) I-Don't-Have-Enough-Time Guide to Volunteer Management*** (Philadelphia: Energize Books, 1995).

This book was written for volunteer managers who are stretched thin -- struggling to handle the demands of creating and running volunteer projects as an adjunct to other job responsibilities or on a part-time basis. Strategies for organizing, structuring and delegating are shared.

Ellis, Susan, ***From the Top Down: The Executive Role in Volunteer Program Success***, Revised Edition (Philadelphia: Energize, Inc., 1996).

Although the Subtitle suggests that only executive directors should read this book, it is, in fact, a "must-read" for coordinators of volunteers. Reading it will help organizations develop a clear vision for why they want to involve volunteers and how to do so effectively.

Ellis, Susan, ***The Volunteer Recruitment Book*** (Philadelphia: Energize, Inc., 1994).

This book starts by showing how to design the best assignments for volunteers as the initial step to finding the most qualified people. The rest of the book is filled with ideas and recommendations on the subject of recruitment.

Ellis, Susan J., Anne Weisbord and Katherine H. Noyes, ***Children as Volunteers: Preparing for Community Service*** (Philadelphia: Energize, 1991).

This book looks at the volunteer potential of children under the age of fourteen, and helps adults consider the best ways to involve them in service activities. It will guide you through the considerations necessary to making the concept of children as volunteers work.

Ellis, Susan, ***The Board's Role in Maximizing Volunteer Resources*** (Washington DC: National Center for Nonprofit Boards, 1999).

While the vast majority of nonprofit organizations involves volunteers in direct service or support roles, the subject of volunteers rarely, if ever is raised in the board room, translating into missed opportunities and wasted resources. This 23-page booklet describes the critical role that can and should be played by Boards in making volunteer programs successful.

Ellis, Susan and Katherine H. Noyes, ***Proof Positive: Developing Significant Volunteer Recordkeeping Systems*** (Philadelphia: Energize, Inc., 1990)

An easy-to-use guide that helps you design necessary forms and an effective and efficient tracking system that will work for you. It also assists with the development of periodic reports that can help you win support for the real achievements of volunteers. Includes a section on computers.

Fisher, James C. & Kathleen M. Cole, ***Leadership and Management of Volunteer Programs: A Guide for Volunteer Administrators*** (San Francisco: Jossey-Bass, 1993).

This book describes the knowledge, skills, and abilities required of professional managers to effectively involve volunteers in the work of organizations. Based on the Association for Volunteer Administration Certification Competencies, each chapter addresses a particular functional area within volunteer administration.

Graff, Linda, ***By Definition: Policies for Volunteer Programs*** 2nd Edition (Dundas, Ontario, Canada: Graff and Associates, 1997).

Policies are critical in reducing risks and ensuring safe and satisfying volunteer involvement. This is a step-by-step "how to" manual on developing policies and procedures for volunteer programs.

Graff, Linda, ***Policy Development for Volunteer Services Audio Workshop*** (Walkerton, Ontario, Canada: Graff and Associates, 1996).

This 95 minute audio tape and accompanying 16 page workbook provides step-by-step guidance on the rules of policy writing, ensuring compliance with the policies you write, and reducing risk and liability through volunteer program policies.

Lee, Jarene Frances with Julia M. Catagnus, ***Supervising Volunteers*** (Philadelphia: Energize, Inc., 1999)

The authors have collected here the advice, wisdom and experience of over 85 real-life, on-the-job supervisors of volunteers.

Lehn, Carla Campbell, "Finding the Right Fit: Creating Successful Volunteer Job Descriptions," ***The Journal of Volunteer Administration***, Spring 1998, pp. 22 - 29.

This article makes the case that carefully designing written volunteer job descriptions is the most important task of the volunteer program manager. Job descriptions are the basis for success in every area of volunteer program administration. A carefully written job description -- and the right volunteer placed in the right job -- are the keys to avoiding and/or solving many commonly experienced program management problems.

MacKenzie, Marilyn, ***Dealing with Difficult Volunteers*** (Downers Grove, IL: Heritage Arts Publishing, 1988).

This book begins by outlining strategies to prevent most volunteer management problems, but then also provides suggestions about what to do when problems arise, as well as, when all else fails, how to fire a volunteer.

McCune, Bonnie F. and Charlezine Nelson, ***Recruiting and Managing Volunteers in Libraries*** (New York: Neal-Schuman Publishers, 1995).

The authors apply recognized principles of volunteer program management to library settings in a well-organized and readable way.

McCune, Bonnie F. "The New Volunteerism: Making it pay off for your Library," ***American Libraries*** October, 1993.

This brief article showcases the Denver Public Library's positive experiences with "investing in their volunteers," "expanding your thinking," business volunteerism and collaboration.

McCurley, Steve and Sue Vineyard, eds. ***Managing Volunteer Diversity***, 2nd Edition (Downers Grove, IL: Heritage Arts Publishing, 1994).

This collection of articles by experts in the field of volunteerism provides strategies for innovative volunteer program management in the 90's. In addition to addressing ethnic and cultural diversity, it includes sections on involving Youth, Seniors, Families, and People with Disabilities as volunteers.

McCurley, Steve, ***Volunteer Management Forms*** (Downers Grove, IL: Heritage Arts Publishing, 1988).

The forms contained in this book are designed to assist you in the operation of your volunteer program. The forms cover many of the areas necessary to planning, managing, and evaluating a volunteer program. In addition, permission is granted to the purchaser of the book to utilize the forms in managing his or her program.

McCurley, Steve, ***Volunteer Management Policies*** (Downers Grove, IL: Heritage Arts Publishing, 1990).

This book contains sample wording of policies for volunteer programs from A - Z. It is intended to stimulate your thinking about what policies you need, and give you a place to start. Policy statements for everything from confidentiality to dress codes, from expense reimbursement to insurance, and from criminal records checks to dismissal of volunteers are included.

McLeish, Barry J., ***Successful Marketing Strategies for Nonprofit Organizations*** (New York: John Wiley and Sons, 1994).

An excellent tool to help you view the world with "marketing eyes."

Minnesota Office on Volunteer Services, ***Planning It Safe: How To Control Liability and Risk in Volunteer Programs*** (St. Paul: Minnesota Department of Administration, 1992).

Addresses legal rights and responsibilities of volunteers and organizations performing volunteer services. Includes information on personal injury, business liability, liability protection and risk management, as well as checklists for assessing your own organization's risk.

Minnesota Office on Volunteer Services, ***The Power and Potential of Youth in Service to Communities*** (St. Paul: Minnesota Department of Administration, 1993).

This book is devoted to helping you decide whether or not to involve youth in meaningful service to your community through your organization. It focuses on building a successful collaborative program, identifies model programs and includes an extensive bibliography on this subject.

Pidgeon, Walter P., Jr., ***The Universal Benefits of Volunteering***, (New York: John Wiley & Sons, Inc., 1998)

Focusing on the crucial concept of "return value," this book offers practical advice on recruiting, training, and retaining today's volunteers. It also examines how not-for-profit and for-profit entities can forge strategic alliances that match the needs of each. Worksheets and sample documents included on IBM compatible disk.

Scheier, Ivan H, ***Building Staff/Volunteer Relations*** (Philadelphia: Energize, 1993).

Scheier provides a step-by step process for analyzing tasks and work preferences to help employees and volunteers work together successfully.

Stallings, Betty, ***Resource Kit for Managers of Volunteers*** (Pleasanton, CA: Building Better Skills Publishing, 1992).

Addresses recruiting, training, staff relations, dismissal and recognition. Includes an assessment guide to identify strengths and weaknesses in your organizations' volunteer program.

Stallings, Betty, ***Training Busy Staff to Succeed with Volunteers*** (Pleasanton, CA: Building Better Skills Publishing, 1996).

Shares methods to build commitment to your volunteer program. Guides you in the design of training sessions to enhance staff competence. Reviews the essentials of good training.

Tremper, Charles and Gwynne Kostin, ***No Surprises: Controlling Risks in Volunteer Programs*** (Washington D.C.: The Nonprofit Risk Management Center, 1993).

Clear, easy-to-read guide to risk management. Applicable to any setting, it provides methods for limiting risk at each step of managing a volunteer program.

Vineyard, Sue, ***Beyond Banquets, Plaques and Pins: Creative Ways to Recognize Volunteers*** (Downers Grove, IL: Heritage Arts Publishing, 1989).

Discusses how to create recognition systems that address the needs, wants and values of the recipient.

Vineyard, Sue, ***Marketing Magic for Volunteer Programs*** (Downers Grove IL: Heritage Arts Publishing, 1984).

"Marketing is neither mysterious, hype nor hard . . . It's simply the magic tool that gets you what you need."

Wild, Cathleen. ***Corporate Volunteer Programs: Benefits to Business*** (New York: The Conference Board, 1993).

Commissioned as a joint project of the Points of Light Foundation and the Conference Board, this book contains the results of a survey of 454 U.S. Corporations reflecting business attitudes, motivations and involvement in volunteerism.

Wilson, Marlene, ***The Effective Management of Volunteer Programs*** (Boulder: Volunteer Management Associates, 1976).

A combination of efficient and exceedingly humane management perspectives characterize this practical guide to volunteer management. Warm and humorous illustrations from practice brighten sound theories of management for those making a career of matching volunteers to places where they are needed. (Note: There is also a series of audio tapes available.)

_____, ***The Care and Maintenance of Volunteers: A Guide to Volunteer Retention*** (San Gabriel, CA: California Literacy, 1995).

Author's note: Although I haven't read this book myself, I saw excerpts that looked good, and it was highly recommended to me by a California Librarian.

_____, ***Giving and Volunteering in the United States***, 1996 (available from Independent Sector, 1828 L Street, NW Washington, DC, 20036) Also available on their website at www.indepsec.org/programs/research/charts/chart2.html It will be updated in the year 2000.

This latest version of the Gallup Survey provides 10 years of data from the 5 surveys, therefore providing an opportunity to identify significant trends.

_____, ***Screening Volunteers to Prevent Child Sexual Abuse: A Three-Step Action Guide*** (Washington DC: Nonprofit Risk Management Center, (202) 785-3891 1997) www.nonprofitrisk.org e-mail: info@nonprofitrisk.org

The 8 page guide and longer report -- Screening Volunteers to Prevent Child Sexual Abuse: A Community Guide for Youth Organizations -- drafted by the Nonprofit Risk Management Center in 1997 , was adopted at the annual meeting of the National Collaboration for Youth, made up of members such as Boy and Girl Scouts, Big Brothers/Big Sisters and Boy and Girls Clubs.

Electronic Bibliography for Library Volunteer Program Managers

Association for Volunteer Administration www.avaintl.org

DOVIA Directory for California www.energizeinc.com/prof/dovia/ca.html

Corporation for National Service www.cns.gov

Cybervpm www.cybervpm.com

Disability Etiquette Handbook (City of San Antonio Disability Access Office) www.ci.sat.tx.us/planning/handbook/index.htm

Energize, Inc. www.energizeinc.com

Impact Online www.impactonline.org

Independent Sector www.indepsec.org

Legal Handbook for Nonprofit Corporation Volunteers www.ptialaska.net/~jdewitt/vlh

Literacy Volunteers of America www.literacyvolunteers.org

National Center for Nonprofit Boards www.ncnb.org

National Association of Volunteer Programs in Local Government (NAVPLG) www.naco.org/affils/navplg

National Foundation to Prevent Child Sexual Abuse www.childsexualabuse.org
(Finger-print based national criminal history background checks)

Nonprofit Risk Management Center www.nonprofitrisk.org

Points of Light Foundation www.pointsoflight.org

RSVP - Retired Senior Volunteer Programs in California www.cns.gov/senior/joining/rsvp/ca.html

Service Corps of Retired Executives (SCORE) www.score.org

United Nations Year of the Volunteer 2001 www.iyv2001.org

Virtual Volunteering Project www.serviceleader.org/vv

Volunteer Center Directory for California
www.pointsoflight.org/volunteercenters/volcenters_state.html

Volunteer Management Certificate Program (Washington State University) vmcp.wsu.edu

Volunteer Today www.volunteertoday.com

Final Thoughts

I stay motivated and excited about volunteerism for these reasons:

(1) Because I believe that the role of the volunteer program manager is so important, not just to the organizations we work with, but to our society. Democracy is built on the concept of people coming together around common goals, and I believe volunteerism to be the best expression of democracy, next to voting.

(2) Because I have vivid memories of my parents, Carl and Helen Campbell, modeling volunteerism in a million ways -- at school, at church, with Girl Scouts, and Indian Guides -- and many of my fondest childhood memories are connected to those experiences.

(3) Because I've been inspired by the hundreds of volunteers I've worked with over the years as a professional volunteer program manager, and as a volunteer myself -- These people have shown me the incredible things than can be accomplished when we care enough about something to make it happen.

(4) My daughter, Megan, and her elementary school and Girl Scout friends in both Davis, California and Koloa, Kauai, Hawaii, inspire me with their understanding of how they can help their communities. They are society's future leaders and volunteers, and we should let no stone go unturned in helping them prepare to handle the assignment.

(5) My husband, Dave Lehn, who shares these philosophies and practices them every day in both his professional and volunteer life.

> *Service is the rent you pay for living. It is the very purpose of life and not something you do in your spare time* -- Marian Wright Edelman

Find your reasons -- the ones that keep you excited about volunteerism, so you, too, can feel a part of this exciting movement. And never forget how important your role is in seeing that we are successful . . .

Carla Campbell Lehn, M.S., C.V.A.
May, 1999