



*"Promoting civic engagement through California public libraries"*

**Get Involved Volunteer Engagement Institute**

**Monday, May 4, 2015 – 9:00 a.m. – 3:30 p.m. – Oakland Public Library**

**AGENDA**

- 9:00 am**      **Sign in and Refreshments**
- 9:30**
- I.      Welcome and Goals for the Day**
  - II.     Benefits of Utilizing Skilled Volunteers at the Library**
  - III.    Today's Volunteer: The Shift from Management to Engagement**
  - IV.    What Motivates Volunteers?**
  - V.     Skilled Volunteer Success Story**
  - VI.    Importance of Meaningful Written Volunteer Job Descriptions**
  - VII.   Volunteer Recruitment**
- LUNCH**
- 1:00**
- VIII.  Ensuring a Good "Fit:" Interviewing and Agreements**
  - IX.    Creating a Welcoming Environment for Volunteers**
  - X.     Getting Staff Buy-In for Volunteer Engagement**
  - XI.    Success & Sustainability Factors**
  - XII.   Resources Available to Help**
- 3:30 pm**      **ADJOURN**



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**PRESENTERS**

Elizabeth Finkle, Volunteer Services Coordinator  
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Robin Hoklotubbe, Marketing, PR and Special Projects Coordinator  
Santa Clarita Public Library  
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Carla Lehn, Library Programs Consultant  
California State Library  
[carla.lehn@library.ca.gov](mailto:carla.lehn@library.ca.gov)

Monica Miltko, Volunteer Services Coordinator  
Huntington Beach Public Library  
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Lisa Dale, Library Manager  
Folsom Public Library  
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Joan Young, Analyst, Volunteer Services  
San Jose Public Library  
[joan.young@sjlibrary.org](mailto:joan.young@sjlibrary.org)

**Get Involved Regional Network Leaders**

Sara DuBois, Volunteer Coordinator  
Oakland Public Library  
[sdubois@oaklandlibrary.org](mailto:sdubois@oaklandlibrary.org)

Denise Fritsch, Volunteer Coordinator  
Santa Cruz Public Libraries  
[fritschd@santacruzpl.org](mailto:fritschd@santacruzpl.org)

Kai Forsley, Volunteer Program Coordinator  
San Francisco Public Library  
[kaiforsley@sfpl.org](mailto:kaiforsley@sfpl.org)

### Why Engage Volunteers?

Enhance or Expand Services	Gain Community Connections
Specialized Skills	New Energy & Ideas
Develops a Group of Strong Supporters	People Who are Engaged Give More



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### Results - Outcomes

- **3 years' surveys of library volunteers who signed up on VolunteerMatch:**
  - 74% 1<sup>st</sup> time volunteering for library
  - 64% told friends about library services
  - 38% told friends about library volunteer opportunities
  - 9% individually spoke to local decision-makers on behalf of the library
  - 9% gave \$ to support the library

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### What Have You Learned About the Library?

- A library is more than just books
- So many people rely on public computers
- Libraries conduct lots of free activities and programs
- Library is on top of ever-evolving electronic ways to get information
- So many people use the library remotely
- Libraries are under-funded

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# Get Involved: Powered by Your Library

The "Get Involved" initiative helps California public libraries replicate and sustain promising volunteer engagement practices. We are increasing the number of library volunteers, the skilled roles that volunteers play, and their demonstrated support of libraries beyond their volunteer assignments. Skilled volunteers are allowing libraries to do more programming and outreach to their communities.

## Average Full Time Equivalent Volunteers per Week



**52% Increase since 2008/2009**

This project is funded in whole or in part by the U.S. Institute of Museum and Library Services under the provisions of the Library Services and Technology Act administered in California by the State Librarian

**754**

referrals received each month. That's 754 times that someone clicks "I Want To Help!" (18% increase over 2012)

**68%\***

Have other skills that could be better used by the library

**68%\***

Are still volunteering at time of survey (6 months after recruitment)

**68%\***

of volunteers have told friends about what services the library has to offer.

**79%\***

of volunteers say this was their first experience volunteering for a library.

**26%\***

of volunteers have introduced friends to volunteer opportunities at the library.

**11%\***

gave money to support the library

**GET INVOLVED**  
POWERED BY YOUR LIBRARY



\*2013/14 Survey Data

## Volunteer Practices From Management to Engagement

Each of the statements below describes an aspect of volunteer programs in the management and engagement models.

<b>Volunteer Management</b>	<b>Volunteer Engagement</b>
<b>Recruitment</b> Volunteers are primarily recruited through flyers, events, website listings, and other promotional means for very specific entry level functions that support library operations.	<b>Cultivation</b> Volunteers are cultivated through relationships and networking. Strategic sources are identified to engage their members. Volunteers are selected based on the match between their interests, expertise and skills and the needs of the library. Opportunities for varied and unique assignments are available.
<b>Placement</b> Volunteers are offered a limited range of positions that are supportive in nature and are typically entry level. Responsibilities are explained verbally and seldom vary. Volunteers are told what to do and shown how to perform their tasks. There is a right way and wrong way of doing things. Work is done at the library within a set schedule.	<b>Negotiation/ Agreement</b> Volunteers and staff collaborate on determining the volunteer's role and the position based on the volunteer's expertise, skill, and interest as well as the benefit to and needs of the library. Detailed position descriptions are created. Volunteers agree upon a project with an anticipated timeline and defined outcomes. Volunteers determine how to achieve the outcomes. Scheduling is flexible and work may be done virtually.
<b>Supervision</b> Volunteer activity is supervised by staff. Volunteer functions are ongoing with no apparent point of completion.	<b>Support</b> Staff are colleagues that collaborate with volunteers and provide support and assistance where needed.
<b>Review</b> Volunteers do what they are assigned and may or may not receive feedback on their performance. They remain in the position regardless of their contribution or quality of work.	<b>Measurement</b> Achievement of predetermined outcomes is used to assess the outcomes of volunteer efforts and the impact that they have made on the library and community.
<b>Recognition</b> Recognition is provided to volunteers through an annual event, pins, certificates, and other items. Recognition is often tied to length of service. It is a one size fits all model.	<b>Acknowledgment</b> Volunteers receive acknowledgment for their accomplishments and the impact they have made in a way that is meaningful to them. Examples include sending a letter of recommendation, acknowledgment in collateral materials, recognizing success with stakeholders, etc.
<b>Retention</b> Volunteers are asked to make long-term commitments or commit with no definitive time frame. The longer a volunteer is retained the better.	<b>Sustainability</b> Strategic positions are created with outcomes that have a direct and perhaps long-term impact on the library's services. A volunteer's value is no longer based on length of time with the library.

# Why Do People Volunteer?

Excerpts from Susan J. Ellis – [www.energizeinc.com/art/awhy.html](http://www.energizeinc.com/art/awhy.html)

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

Build a Resume

Make an Impact

Gain Status

Because Asked



# Motivational Analysis

Adapted with permission from *The Volunteer Development Toolbox: Tools and Techniques to Enhance Volunteer and Staff Effectiveness* by Gail Moore and Marilyn MacKenzie

Visit us online at [jffixler.com](http://jffixler.com) or contact us at [info@jffixler.com](mailto:info@jffixler.com)

Each of the following sets of statements offers three choices. Check the one that most closely fits your own motivations. Remember, there are no wrong answers.

1.
  - a. When doing a job, I seek feedback.
  - b. I prefer to work alone and am eager to be my own boss.
  - c. I feel less comfortable when forced to work alone.
  
2.
  - a. I go out of my way to make friends with new people.
  - b. I enjoy a good argument/debate.
  - c. After starting a task, I am not comfortable until it is completed.
  
3.
  - a. Status symbols are important to me.
  - b. I am always getting involved in group projects.
  - c. I work better when there is a deadline.
  
4.
  - a. I work best when there is some challenge involved.
  - b. I would rather give orders than take them.
  - c. I am sensitive to others – especially when they are angry.
  
5.
  - a. I am eager to be my own boss.
  - b. I accept responsibility eagerly.
  - c. I try to develop a personal relationship with my teammates.
  
6.
  - a. I am uncomfortable when forced to work alone.
  - b. I prefer being my own boss, even when others feel a joint effort is required.
  - c. When given responsibility, I set measurable standards of high performance.
  
7.
  - a. I am very concerned about my reputation or position.
  - b. I have a desire to outperform others.
  - c. I am concerned with being liked and accepted.
  
8.
  - a. I enjoy and seek warm, friendly relationships.
  - b. I attempt complete involvement on a project.
  - c. I want my ideas to predominate.
  
9.
  - a. I desire unique accomplishments.
  - b. I like to work with others.
  - c. I have a need and desire to influence others.
  
10.
  - a. I think about consoling and helping others.
  - b. I am verbally fluent.
  - c. I am restless and innovative.

11. a. I set goals and think about how to attain them.  
 b. I think about ways to challenge people.  
 c. I think a lot about my feelings and the feelings of others.

**Key:** Check your answers. The style with the most answers is your primary style.

QUESTION	ANSWER		
	A.	B.	C.
1	Achievement	Power	Affiliation
2	Affiliation	Power	Achievement
3	Power	Affiliation	Achievement
4	Achievement	Power	Affiliation
5	Power	Achievement	Affiliation
6	Affiliation	Power	Achievement
7	Power	Achievement	Affiliation
8	Affiliation	Achievement	Power
9	Achievement	Affiliation	Power
10	Affiliation	Power	Achievement
11	Achievement	Power	Affiliation

## Examples of Positions Compatible with Styles

AFFILIATION	ACHIEVEMENT	POWER
<ul style="list-style-type: none"> <li><input type="checkbox"/> Counseling</li> <li><input type="checkbox"/> Mentoring</li> <li><input type="checkbox"/> Health Services</li> <li><input type="checkbox"/> Mediation</li> <li><input type="checkbox"/> Crisis Intervention</li> <li><input type="checkbox"/> Therapy</li> <li><input type="checkbox"/> Victim Advocacy</li> <li><input type="checkbox"/> Safety Education</li> <li><input type="checkbox"/> Event Management</li> <li><input type="checkbox"/> Marketing</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Task Force</li> <li><input type="checkbox"/> Personal Training</li> <li><input type="checkbox"/> Consulting</li> <li><input type="checkbox"/> Tax Preparation</li> <li><input type="checkbox"/> Systems Analysis</li> <li><input type="checkbox"/> Engineering</li> <li><input type="checkbox"/> Fundraising</li> <li><input type="checkbox"/> Organizational Development</li> <li><input type="checkbox"/> Program Evaluation</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Board Membership</li> <li><input type="checkbox"/> Committee Chairmanship</li> <li><input type="checkbox"/> Volunteer Leadership</li> <li><input type="checkbox"/> Advocacy</li> <li><input type="checkbox"/> Public Speaking</li> <li><input type="checkbox"/> Event Planning</li> <li><input type="checkbox"/> Consultation</li> <li><input type="checkbox"/> Facilitation</li> <li><input type="checkbox"/> Project Management</li> <li><input type="checkbox"/> Strategic Planning</li> </ul>



# Acknowledgement Tailored to Motivation

MOTIVATION	CHARACTERISTICS	ACKNOWLEDGEMENT
Achievement	<ul style="list-style-type: none"> <li><input type="checkbox"/> Look for projects with a beginning, middle, and end.</li> <li><input type="checkbox"/> Want clear, concrete feedback.</li> <li><input type="checkbox"/> Are interested in assignments with the opportunity to solve problems.</li> <li><input type="checkbox"/> Seek assignments that are time-limited.</li> <li><input type="checkbox"/> Want control over the outcome of the work.</li> </ul>	<ol style="list-style-type: none"> <li>1. Attend a seminar that addresses the volunteer's assignment.</li> <li>2. _____</li> <li>3. _____</li> <li>4. _____</li> <li>5. _____</li> </ol>
Power	<ul style="list-style-type: none"> <li><input type="checkbox"/> Seek assignments with significant and definable impact.</li> <li><input type="checkbox"/> Desire to have influence.</li> <li><input type="checkbox"/> Want to share their ideas.</li> <li><input type="checkbox"/> Are interested in prestige, status, and position.</li> </ul>	<ol style="list-style-type: none"> <li>1. Opportunity to report results of volunteer work to the staff and board.</li> <li>2. _____</li> <li>3. _____</li> <li>4. _____</li> <li>5. _____</li> </ol>
Affiliation	<ul style="list-style-type: none"> <li><input type="checkbox"/> Are interested in being with others.</li> <li><input type="checkbox"/> Friendship and relationships are a top priority.</li> <li><input type="checkbox"/> Desire a warm, friendly, and supportive work environment.</li> <li><input type="checkbox"/> Demonstrate concern and caring for others.</li> <li><input type="checkbox"/> Relationships may be more important than the work itself.</li> </ul>	<ol style="list-style-type: none"> <li>1. Support session over coffee or lunch.</li> <li>2. _____</li> <li>3. _____</li> <li>4. _____</li> <li>5. _____</li> </ol>



# ESL Conversation Club Facilitator

**Position Overview:**

Help enhance the library's services to English language learners by facilitating an English Conversation Club at one or more branch libraries. The goal of the ESL Conversation Club program is to create an opportunity for participants to practice English conversation skills in a welcoming and respectful environment.

**Responsibilities:**

- Facilitate the English Conversation Club
- Increase the learner's awareness of American culture and encourage learning about other cultures
- Share information about library services, programs, and use of resources

**Benefits:**

- Satisfaction that you have changed lives and brought a much-needed service to library customers who otherwise may not have access to these resources and services
- Knowledge that you enhanced the library's position as an essential community agency
- Opportunity to learn new skills
- Social and professional networking with diverse groups of people

**Training/Support Available:**

- Orientation and ongoing support from Conversation Club Program Coordinators and library staff
- Training from staff about the library, programs, and services
- Conversation Club kit provided
- Library materials and resources available to use with the club
- Occasional networking meetings with other club facilitators

**Qualifications:**

- Experience in working or communicating with non-English-speaking adults is highly desirable
- Knowledge and experience in the field of English language learning or another teaching discipline
- High degree of initiative and creativity
- Excellent oral communication and written skills
- Ability to organize projects and work
- Good person-to-person skills
- Age 18 or older

**Commitment:**

- 12 month commitment
- 1 hour (or more) class session(s) per week plus preparation time

**Location:**

- The needs of the library and your branch preference will determine your placement.

**Contact:**

Enter your contact info here (name, email address, phone number), and/or provide the link to the electronic listing.



# ESL Conversation Club Program Coordinator



## Position Overview:

Help enhance the library's services to English language learners by overseeing and implementing volunteer-led English Conversation Clubs.

## Responsibilities:

- Select, train, and lead a multi-talented team to facilitate the library's English Conversation Clubs
- Work with library staff to recruit Conversation Club Facilitators
- Increase the community's awareness about library services, programs and use of resources
- Expand the library's role as an important community agency and become familiar with local adult education schools/resources
- Suggest additional curriculum materials for English Conversation Clubs
- Evaluate Conversation Club program
- Facilitate/attend 2-3 networking meetings per year with Conversation Club Facilitators

## Benefits:

- Satisfaction that you have changed lives and brought a much-needed service to library customers
- Knowledge that you enhanced the library's position as an essential community agency
- Opportunity to learn new skills
- Social and professional networking with diverse groups of people
- Being part of a successful team

## Training/Support Available:

- A volunteer agreement will be completed between the library and the volunteer outlining goals and plans for the program
- Ongoing support from a staff liaison
- Training and support from staff about the library, programs, and services
- Library materials, data, and technology
- Conversation Club curriculum activities

## Qualifications:

- Age 21 or older
- Knowledge & experience in the field of English language learning
- High degree of initiative and creativity
- Excellent oral communication and written skills
- Ability to use Microsoft Office (Word, Excel), Internet and, email
- Ability to develop and work with a team
- Excellent leadership skills
- Ability to organize projects and work
- Good person-to-person skills

## Commitment:

- 12 month commitment
- Six to eight hours a month
- Initial meetings at Dr. Martin Luther King, Jr. Library; work from home as the project progresses
- Travel required throughout the library system to meet with conversation club leaders

## Contact:

Joan Young, Manager of Volunteer Services, at [joan.young@sjlibrary.org](mailto:joan.young@sjlibrary.org) or (408) 808-2181.



# Homework Club Coach



**Position Overview:**

Help local school children with their homework and foster their ability to succeed in school. Watch their confidence build as they master their homework.

**Responsibilities:**

- Help young students with their homework in a range of subjects - reading, writing, math, social studies, and science
- Coach students in groups of one to four
- Assist with enrichment activities with those students who have completed their homework
- Assist with administrative tasks such as record keeping

**Benefits:**

- Satisfaction of making an important difference in a child's learning and success in school
- Learn ways to coach, promote learning, and refine teaching skills
- Gain experience to add to a résumé or college application
- Network and interact with interesting, diverse staff and tutors
- Gain the appreciation of students, school teachers, the San Jose community and library staff for your contributions

**Training/Support Available:**

- An orientation to being a Homework Coach and the Homework Club will be provided, covering library resources available to students.
- Ongoing support from the on-site Scholastic Supervisor and library staff

**Qualifications:**

- Age 15 and older
- Fingerprint clearance is required for volunteers age 18 or older
- Prior experience tutoring is a plus, but not required
- Minimum GPA of 3.0 recommended. Must have the requisite skills to support elementary school students. This can be strength in one subject area or general knowledge in multiple areas.
- Experience or interest working with youth
- Strong oral communication skills a must
- Dependable, patient, and flexible
- Second language ability a plus, but not required

**Commitment:**

- Homework Coaches need to commit to two hours a week, two days per month for six months

**Contact:**

Enter your contact info here (name, email address, phone number), and/or provide the link to the electronic listing.



# Homework Club Coordinator



**Position Overview:**

Coordinate an after school homework club for elementary school students at the library. Oversee adults and teens who volunteer with the program.

**Responsibilities:**

- Recruit adult volunteers to serve as Scholastic Supervisors who will oversee the Club when in session
- Recruit adult and teen volunteers to serve as Homework Coaches that provide homework help to students at the Club
- Provide orientation and training for volunteers
- Coordinate scheduling of volunteers
- Provide leadership to volunteers
- Maintain records of participants and volunteers
- Communicate with staff regularly about the club

**Benefits:**

- Provide an important service for the community
- Satisfaction of making an important difference in children's learning and success in school
- Opportunity to use your leadership skills
- Network and interact with interesting, diverse volunteers and staff
- Gain the appreciation of local students, teachers, and parents

**Training/Support Available:**

- A volunteer agreement will be completed between the library and the volunteer outlining goals and plans for the program
- A designated staff liaison will work with you to develop the club and provide ongoing support
- Training and support from staff about the library, programs, and services
- Materials for the homework club provided by the library
- Ongoing support provided by a library staff member

**Qualifications:**

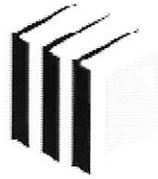
- Age 21 or older
- Experience working with youth
- High degree of initiative and creativity
- Excellent leadership skills
- Ability to develop and work with a team
- Excellent oral communication and written skills
- Ability to organize projects and work
- Fingerprint clearance required

**Commitment:**

- 12 month commitment
- The days and times the Homework Club is open will be determined with library staff. Your onsite requirement during the Club will be dependent on the number of volunteers recruited for the Scholastic Supervisor position.

**Contact:**

Enter your contact info here (name, email address, phone number), and/or provide the link to the electronic listing.



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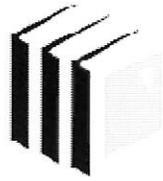
## Computer Coach Program Coordinator Volunteer Position Description

**Overview:** The Huntington Beach Public Library Computer Coach Program Coordinator, in partnership with Library Management, oversees the Computer Coach program and leads a highly skilled group of Computer Coaches. These Coaches provide hands-on computer assistance to library customers and assist with public computer classes. The Program Coordinator is on the front lines of the emerging public library trend of expanded roles for volunteers.

### Primary Duties:

- Manage the Computer Coach program at Central Library.
- Maintain a weekly coach schedule and post online.
- Recruit, interview, and train potential Computer Coach volunteers.
- Develop training materials.
- Individually train new volunteers on library computer procedures and policies.
- Serve as liaison between coaches and library staff.
- If requested, attend staff trainings on new technologies.
- Send regular updates to coaches with information on changes to library policies, schedules, and other opportunities.
- Track statistics for use of the computer coach program.
- If applicable: Lead or co-lead public computer classes, oversee scheduling of classes and patron enrollment, assist in preparation of course materials and handouts.

**Qualifications:** Background or interest in leadership and project management. Experience working with personal computers, Internet, and Microsoft Office. Excellent organizational and communication skills. Ability to work independently. Patience and a willingness to work with volunteers and



HUNTINGTON BEACH PUBLIC  
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customers with varying levels of computer skill. Previous teaching experience or a desire to gain teaching experience a plus.

**Training Provided:** Library staff will offer an orientation and training that will familiarize you with the program and expectations.

**Time Commitment:** 3-4 hours per week

**Length of Commitment:** 3 months minimum

**Contact:** Volunteer Services Coordinator  
[monica.miltko@surfcity-hb.org](mailto:monica.miltko@surfcity-hb.org)  
714.375.5114.



# Homework Club Scholastic Supervisor

**Position Overview:**

Provide on-site leadership to the homework club at the library and help ensure local school children understand and complete their homework so they can succeed in school.

**Responsibilities:**

- Support the Homework Coach volunteers that are providing homework assistance to students
- Monitor Homework Club activities and help keep environment conducive to learning
- Collaborate with staff to create and provide enrichment activities for students who complete their homework
- Assist with administrative tasks such as record keeping
- Work directly with students on their homework when needed

**Benefits:**

- Satisfaction of making an important difference in a child's learning and success in school
- Network and interact with interesting, diverse staff and other volunteers
- Help Homework Coaches and students using your leadership skills
- Gain the appreciation of local students, teachers, and parents
- Develop mentoring and supervisory skills

**Training/Support Available:**

- Training on the position and an orientation to the Homework Club will be provided, which will cover library resources available to students
- Ongoing support from the Homework Club Coordinator and library staff

**Qualifications:**

- Age 18 or older
- Experience or interest working with youth
- Ability to lead a team and support the Homework Coaches
- Ability to organize projects and work
- Dependable
- Ability to work independently
- Patient
- Excellent oral communication and written skills
- Fingerprint clearance required

**Commitment:**

- Scholastic Supervisors need to commit at least two hours a day, two days a month for six months. The days and times the Homework Club is open will be determined with library staff.
- Schedules are negotiable with the Homework Club Coordinator.

**Contact:**

Enter your contact info here (name, email address, phone number), and/or provide the link to the electronic listing.

## CALIFORNIA STATE LIBRARY

### Volunteer Public Relations Specialist – Literacy 30<sup>th</sup> Anniversary

#### Job Description

**Position Overview and Impact:** Guide the development of a statewide public relations campaign during a month-long celebration in honor of the 30<sup>th</sup> Anniversary of California Library Literacy Services in September, 2014. The objectives of the project are: (1) to increase public awareness about Adult Literacy (most people know and understand low literacy in children, but not in adults); and (2) to assist in recruiting volunteers to be trained as tutors in order to eliminate waiting lists and serve more adults.

**Staff Volunteer Contact:** Carla Lehn

#### Key Responsibilities:

1. Assist in identifying key message strategies using our logo, events being held around the state, new video pieces of learners and tutors, and our tag line: *“California Library Literacy Services: Build Skills. Change Lives. Get Involved.”*
2. Develop a statewide public relations campaign to get the message out through media outlets and social media, with very little budget, but with support from library literacy staff and volunteers throughout the state.

#### Qualifications:

- Willingness to gain an understanding of California Library Literacy Services mission and services
- 5+ years experience and demonstrated success in designing public relations campaigns, preferably regional or statewide

**Training Provided:** Orientation to California Library Literacy Services, and regular meetings with the project director and statewide 30<sup>th</sup> Anniversary team to plan activities, monitor progress and provide data, background information and problem-solving support.

**30<sup>th</sup> anniversary toolkit:** [http://libraryliteracy.org/staff/resources/30\\_anv/index.html](http://libraryliteracy.org/staff/resources/30_anv/index.html)

**Benefits to Volunteer:** Use your professional skills to assist in raising awareness of a much overlooked societal problem, and attract potential volunteers to the project who can help to change even more people’s lives.

**Time Commitment:** 3 – 5 hours per week for 8 months

**Contact Person:** Carla Lehn, Library Programs Consultant

**Date Revised:** 1/30/14

**California State Library**

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**Volunteer Position Description**

**Position Overview and Impact:**

**Key Responsibilities:**

- 1.
- 2.
- 3.
- 4.

**Qualifications:**

**Staff Volunteer Contact:**

**Training and Support Provided:**

**Time Commitment:**

**Length of Commitment:**

**Benefits of Volunteering:**

**Contact Person:**

**Date Revised:**

# Position Description Template

Volunteer Position  
San José Public Library

Category	Sample Position Description	Guidelines	Your Position Description
<b>1. Position Title</b>	<b>Director of Community Connections</b>	<ul style="list-style-type: none"> <li>• Create a catchy, interesting and distinctive title.</li> <li>• Reflect the position, yet entice the reader to investigate further.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>2. Position Overview</b>	<p>Enhance the library's perception as an essential and vibrant community asset through increased community connections. The person in this exciting take-charge position will oversee and implement strategies that involve the library in key organizations and community initiatives, while engaging community members in the library.</p>	<ul style="list-style-type: none"> <li>• One or two sentences that give a powerful overview of the position and can be used for recruiting.</li> <li>• Think about the first two lines that will be seen on VolunteerMatch.</li> <li>• Make it "grab" someone's attention.</li> <li>• Include a description of impact and the difference that this position will make.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>3. Responsibilities**</b>	<ul style="list-style-type: none"> <li>• Increase the library's connections to key community organizations.</li> <li>• Expand the library's role as an important community agency through involvement on boards, councils and with major decision making groups.</li> <li>• Increase the community's involvement in library services, programs and use of resources.</li> <li>• Select, develop, and lead a multi-talented team to enhance the library's public image.</li> </ul>	<ul style="list-style-type: none"> <li>• Describe key responsibilities</li> <li>• Be concise</li> <li>• Use bullets</li> <li>• Begin with action words</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

# Position Description Template

## Volunteer Position San José Public Library

Categories	Sample Position Description	Guidelines
<p><b>4. Benefits</b></p>	<ul style="list-style-type: none"> <li>• Satisfaction that you have changed lives and brought people to the library that otherwise may not have access to these resources and services.</li> <li>• Knowledge that you enhanced the library's position as an essential community agency.</li> <li>• Opportunity to learn new skills.</li> <li>• Social and professional networking with diverse groups of people.</li> </ul>	<ul style="list-style-type: none"> <li>• List what's in it for the volunteer.</li> <li>• Consider including:               <ul style="list-style-type: none"> <li>○ Learning opportunities</li> <li>○ Training and professional development</li> <li>○ Interaction with people and other cultures</li> <li>○ Outcomes achieved, products developed, etc.</li> <li>○ Ways of giving back to individuals, organizations, the community.</li> <li>○ Experience gained</li> <li>○ Recognition earned from individuals, the library, the community.</li> </ul> </li> </ul>

# Position Description Template

## Volunteer Position San José Public Library

<b>5. Training/Support Available</b>	<ul style="list-style-type: none"><li>• Assistance from a staff liaison to develop the initial team.</li><li>• Training and support from staff about the library, programs, &amp; services.</li><li>• Library materials, data and technology.</li></ul>	<ul style="list-style-type: none"><li>• Describe any required training as well as training provided. Specify dates if established, amount of time, and the general topics addressed.</li><li>• Define the ongoing support the volunteer will receive.<ul style="list-style-type: none"><li>○ Staff meetings</li><li>○ One-to-one mentoring/coaching meetings regularly scheduled</li></ul></li><li>• Library resources available</li><li>• Ongoing support provided by the librarian/ staff member for the project</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>
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# Position Description Template

## Volunteer Position San José Public Library

<p><b>6. Qualifications</b></p>	<ul style="list-style-type: none"> <li>• Knowledge &amp; experience in community outreach, marketing, public relations or related field.</li> <li>• High degree of initiative and creativity.</li> <li>• Excellent oral communication and written skills.</li> <li>• Ability to use Microsoft Office (Word, Excel), Internet and e-mail</li> <li>• Ability to develop and work with a team.</li> <li>• Ability to create a plan and strategies for community connections</li> <li>• Leadership skills</li> <li>• Ability to organize projects and work</li> <li>• Good person-to-person skills.</li> <li>• Community connections a plus.</li> </ul>	<ul style="list-style-type: none"> <li>• Define what you are looking for in terms of:             <ul style="list-style-type: none"> <li>○ Skills ... for example, good oral and written communication skills; solid organizational skills,</li> <li>○ Ability ... for example, ability to motivate and support a team; ability to work in a fast-paced environment.</li> <li>○ Experience ...for example, experience working with young children; experience leading a team.</li> <li>○ Characteristics ... for example, reliable; patient; flexible.</li> <li>○ Interests ... for example, interest in working with young people; interest in working with diverse cultures.</li> </ul> </li> <li>• Be specific about what is needed to successfully fill the position.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
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# Position Description Template

## Volunteer Position San José Public Library

<p><b>7. Commitment</b></p>	<ul style="list-style-type: none"> <li>• 12 month commitment</li> <li>• Negotiated amount of time determined to meet goals and objectives.</li> <li>• Location of volunteer assignment at branch/unit and virtual:</li> <li>• Travel required throughout the branch service area to meet with community connections.</li> </ul>	<ul style="list-style-type: none"> <li>• Specify what is expected regarding commitment, time requirement and other specifics. Indicate:             <ul style="list-style-type: none"> <li>○ Length of time required.</li> <li>○ Amount of time.</li> <li>○ Specific days or times that will be required.</li> <li>○ Location, branch name, community.</li> <li>○ Special procedures and clearances such as fingerprinting.</li> </ul> </li> <li>• If there is flexibility or areas that can be negotiated indicate that, such as virtual work from home or negotiable schedules.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<p><b>8. Contact</b></p>	<ul style="list-style-type: none"> <li>• Contact _____ (insert name) at (email address) _____ or by phone at _____. Please forward completed application by _____ (indicate date).</li> </ul>	<ul style="list-style-type: none"> <li>• Specify who to contact and how in order to apply.</li> <li>• Indicate if there is any additional information that needs to be included.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

# Targeted Recruitment

- Based on Position Description -- WIIFM
- Not every warm body fits every position
- Assess Skills/Interests and make a good fit
- Don't be limited to who you know -- work together
- Multiple recruitment methods
- Better to have a vacancy than the wrong volunteer in the position



## TARGETED RECRUITMENT PLAN

Volunteer Position:

---

### From the Volunteer Position Description:

What qualifications must this person have? (skills, attitudes, experience, time required)	What benefits will the volunteer receive? (Share skills, meet people, gain skills/experience)

### How Could We Locate Them?

Who has these qualifications? (a particular profession, age range, educational level, etc.)	Do people like these congregate anywhere? (professional association, service club, corporate volunteer program, faith community?)

Personal Connections Who do we know who knows people like this? Who is the best person to ask?	Local Recruitment Options What local volunteer recruitment options do we have?	Online Recruitment Resource What online recruitment options do we have?
(Board member, current volunteer, professional in the field, spouse?)	(Volunteer Center; Hands On Network; United Way, local newspaper, Penny Saver?)	(Volunteermatch.org; Serve.gov; idealist.org, etc.)

# Frequently Asked Questions

## What is the Get Involved Widget All About?

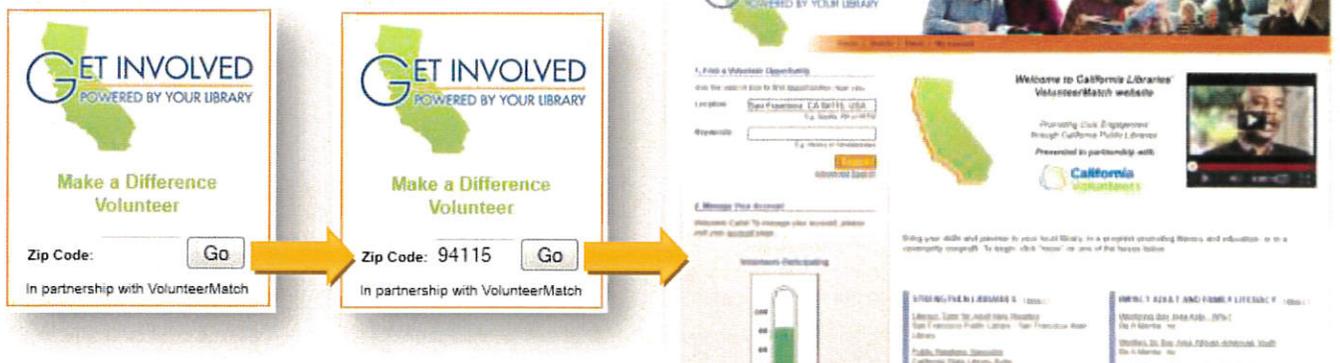


### What is the widget?

The widget is a box you can put on your website to encourage your library patrons to volunteer with your library or to get involved with other community organizations. It's a simple way to help your library serve as a resource in the community!

### How does the widget work?

It's simple! You type in your zip code and it takes you to the California Libraries Hub site, showing you local library, literacy and community opportunities.



### Why should I use the widget?

Here are the three main reasons this widget can help you:

1. **Serve as a community "hub"**. The widget is a great way to help your patrons get involved in the community. It will drive them to volunteer at your library, but also at other organizations in their community, making your library the vehicle that connects volunteers into the community. What an easy way to provide a great service!

2. **Increase your referral rates**. During a recent survey, we got the following comment from a library director actively participating in our project:

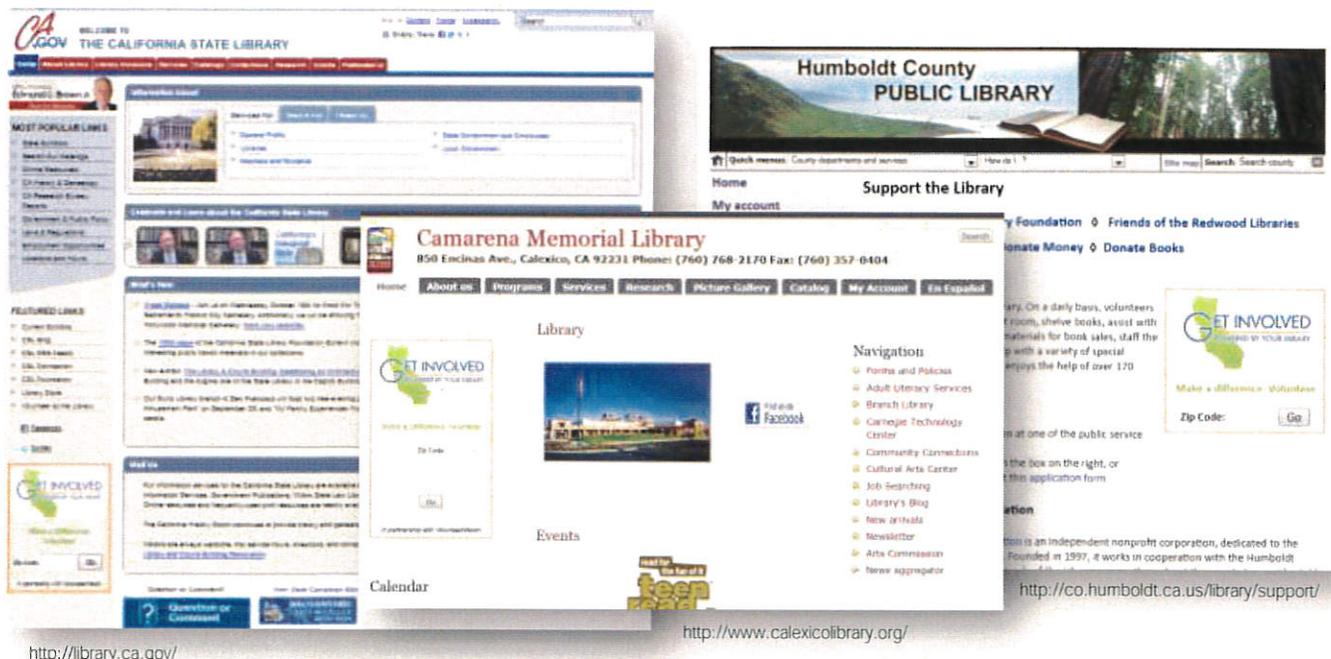
*"We've been using VolunteerMatch for a little over a year and we only just put the Get Involved widget on our website a month ago. We've had more referrals since it went up less than 30 days ago than we had in the full 12 months before combined."*

3. **Increase your volunteer program's visibility**. Having the widget on your city, county or library website increases the visibility of your volunteer program. For those library patrons who may have not thought about volunteering with their library, it's a great way to let them know that there are opportunities out there.

## Where should the widget go?

Install the widget in as many pages as it makes sense. Some great examples are your library homepage, your library's volunteer page if you have one, your city or county's government webpage and your literacy program's webpage.

Here are some examples to help you visualize it:



## How do I get the widget installed?

It's simple. Here's what you do:

1. **Get the code.** Email [clehn@library.ca.gov](mailto:clehn@library.ca.gov) or [californialibraries\\_support@volunteermatch.org](mailto:californialibraries_support@volunteermatch.org) and we will send you a snippet of HTML code.
2. **Get approval to put the widget into your webpages.** Every organization has a different process for this, so find out what process you need to go through to get the widget approved. To help them with the decision, show them the examples above of where it's posted on other California library websites.
3. **Give the code to your web team.** They'll know what to do with it. It's easy – they take the HTML and insert it into the web code, and voila! it's up!

## What else do I need to know?

If you don't have a space on your website for the widget, think about creating a blog for your volunteer updates where you can add the widget. There are great free services for this, including <http://wordpress.com/> and <https://www.tumblr.com/>.

If you need any support, or if your web team has any questions, feel free to reach out to us – we're here to help! You can reach us by email at [californialibraries\\_support@volunteermatch.org](mailto:californialibraries_support@volunteermatch.org).

# Premium Volunteer Recruitment for California Libraries

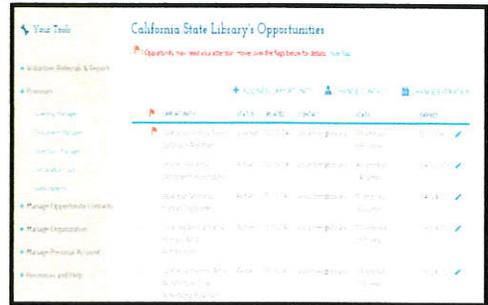


*California Libraries and VolunteerMatch have partnered to expand and diversify access to volunteers in libraries statewide through the “Get Involved: Powered By Your Library” initiative.*

## ❖ Find the Volunteers you Need!

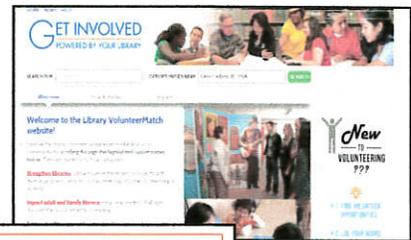
### Advanced Recruiting Tools for Each Library Branch:

- ❖ Each library has free access to the advanced suite of tools on VolunteerMatch.
  - ❖ These tools include referral reporting, reposting, duplication, and enhanced listings with photos, documents and custom questions.
  - ❖ An account has already been set up for you. If you need help accessing your account, please email [californialibraries\\_support@volunteermatch.org](mailto:californialibraries_support@volunteermatch.org)



## ❖ Post a Project Once and Get 100 Times the Exposure

- ❖ Post your projects on [www.volunteermatch.org](http://www.volunteermatch.org) and...
  - ❖ It will pre-populate on 150+ corporate employee volunteering websites.
  - ❖ All postings pull into a search on the “Community Hub”
    - ❖ You can drive your web users to the community hub through a search widget.



## ❖ Best Practices - Trainings on Volunteer Recruitment

- ❖ View customized trainings for libraries of VolunteerMatch recruitment tools and best practices for finding the volunteers you need.
  - ❖ Visit [www.library.ca.gov/lds/getinvolved.html](http://www.library.ca.gov/lds/getinvolved.html) to view archived trainings.

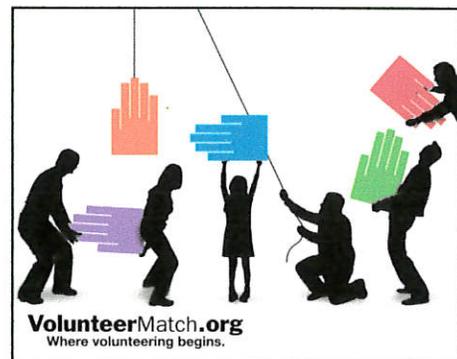


## ❖ About VolunteerMatch

- ❖ VolunteerMatch is a leader in the nonprofit world dedicated to helping good causes and good people connect.
- ❖ Offering services to support a community of nonprofit, volunteer and business leaders, VolunteerMatch welcomes millions of visitors a year and is the preferred online recruiting tool for more than 90,000 nonprofits.

## ❖ Have Questions?

- ❖ [californialibraries\\_support@volunteermatch.org](mailto:californialibraries_support@volunteermatch.org)



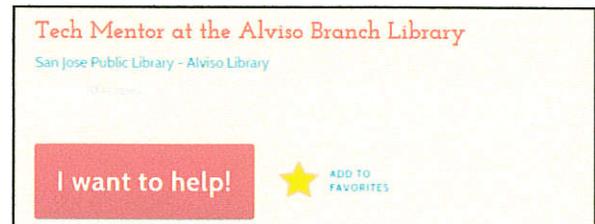
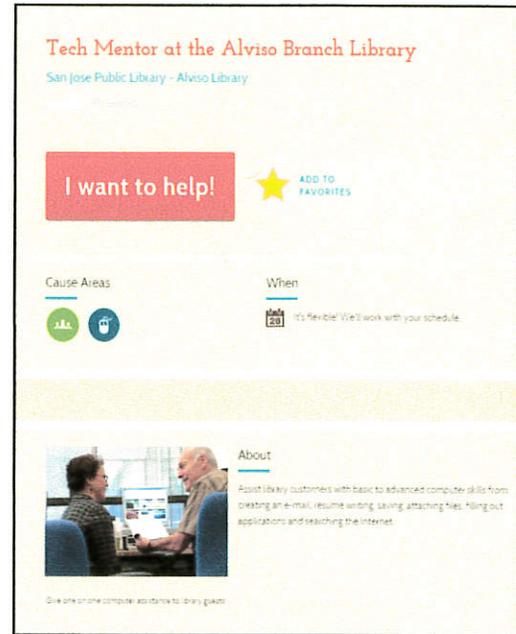
# Best Practices for Recruiting Volunteers Online



*Here are some best practices to keep in mind as you begin posting your projects on VolunteerMatch.*

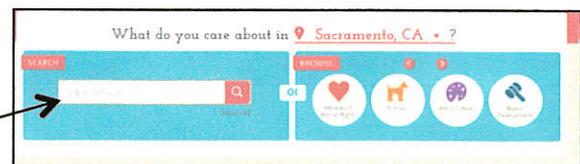
## ❖ 8 Easy Steps for Recruiting Online

- ❖ Make the title work for you – think catchy, fun, and interesting.
- ❖ Keep it brief. One opportunity, 100 words, 3 paragraphs.
- ❖ Word it simply and make it easy to understand. No jargon, no acronyms.
- ❖ Make an impact by including a strong call to action.
- ❖ Provide direction and support. Be sure to outline the time commitment, training and any restrictions.
- ❖ Make it visually appealing by including pictures, or graphics. Be sure to include enough white space.
- ❖ Remember to edit for grammar and spelling.
- ❖ View your listing as a volunteer: use a critical eye and evaluate your listing from their point of view.



## ❖ Best Practices for VolunteerMatch

- ❖ Use a title that stands out with a call to action.
- ❖ Make good use of first sentence since it is visible to prospective volunteers.
- ❖ Brainstorm and use keywords. Think about what kinds of volunteers to you want to find your opportunities.
- ❖ Keep referrals on VolunteerMatch. Reports are only useful if volunteers click 'I Want to Help!'





## VolunteerMatch Premium Tools

Organizations that choose our Premium Service get a full suite of recruiting tools designed specifically to help you recruit more effectively, gain better visibility, and build stronger relationships with volunteers.

The following is a summary of Premium features and benefits



- ✓ **Reposting Privileges**  
Move your listings to the top of search results



- ✓ **Photo Manager**  
Add up to 20 photos, logos, or graphics to your listings

- ✓ **Custom Question Manager**  
Ask volunteers custom questions related to your organization

- ✓ **Greeting Manager**  
Create a personalized welcome message for your volunteers



- ✓ **Document Manager**  
Send volunteers a registration form, questionnaire, or information sheet when they express interest in your opportunity

- ✓ **Listing Duplication**  
Create new listings without retyping your information

- ✓ **Exporting Tools**  
Export your referral history to Excel

- ✓ **Monthly Account Summaries**  
Receive monthly summaries of account activity

- ✓ **15% Discount on Multi-ZIP Listings**  
Recruit volunteers in more than one ZIP at a discounted rate



- ✓ **Syndication Tool**  
Post volunteer opportunity listings on multiple Web sites

## Learn About: The Premium Tool Set

Tour Leader: California History, Art & Architecture

California State Parks

EDIT OPPORTUNITY

Active

Report

Preview

Check out

Share

Save

Facebook

Twitter

LinkedIn

Location

714, 9470101

Seaside, CA 94154

Adm. Date

10/10/2016 10:10:10 AM

10/10/2016 10:10:10 AM

Opportunity Contact

State Homelessness

Info

contact@statehomelessness.org

Attendance

0/100

0/100



### Reposting Privileges

Keep your listings at the top of the list. VolunteerMatch default search results sort opportunities by 'newest' so listings most recently added will appear at the top. We strongly encourage you to take advantage of our Reposting Tool to ensure that your opportunity remains highly visible in search results.

To repost, simply follow these steps:

1. Login to VolunteerMatch
2. Click the 'pencil' icon next to the title of the opportunity you want to repost.
3. Click 'Repost'.

### Photo Manager

Add photos, logos, or graphics to your listings and capture the attention of volunteers. You can upload up to twenty photos to your account, add a photo to each opportunity listing, and each organization detail page. To add a photo to your account, or to edit your photos, please follow the steps below:

1. In your left hand menu, click on 'Photo Manager.'
2. To add a new photo, click 'Add.'
3. Click Browse to select a photo from your hard drive. Double-click the photo you would like to upload or select the photo and click Open.
4. Add a Title and Caption.
5. Click 'Continue.'
6. Review the Photo, Title and Caption. Click 'Edit' to make changes or click 'Continue.'
7. From the Photo Manager, you can Edit, Replace or Delete any of your Photos.

To attach a photo to a listing, go back to your organization dashboard page and select the listing you'd like to edit. Scroll down and click 'Add Photo'. This will allow you to choose an image from your Photo Manager. Click 'Update and Next Steps' to save your selection.

# Learn About: The Premium Tool Set



## Greeting Manager

Give volunteers a personal welcome when they sign up for your opportunity. You can enter, preview and save volunteer greetings for each listing. To add or edit your volunteer greetings, follow the steps below:

1. Login and access your organization account.
2. Click 'Premium' then click 'Greeting Manager'
3. Select 'Add a new greeting'
4. From the Customize page you'll be able to create a custom subject line, change the body text, and create a custom button to direct volunteers to a page of your choosing when clicked.
5. Once you're satisfied with your greeting, choose preview to review and save it to your account.

## Document Manager

Documents are attached to project greetings, they are sent out to potential volunteers when they express interest in your project.

You've added 9 of your 20 allowed documents.

Add a new document [Add](#)

Title	Type	Last Updated	Attached to Listings	Action
Tour Scheduler	📄	Oct 27 2014	1 (View)	<a href="#">Replace</a> <a href="#">Download</a> <a href="#">Delete</a>
Japanese American History Organizer	📄	Oct 24 2014	1 (View)	<a href="#">Replace</a> <a href="#">Download</a> <a href="#">Delete</a>
CA History Database Asst	📄	Oct 01 2014	1 (View)	<a href="#">Replace</a> <a href="#">Download</a> <a href="#">Delete</a>
Online Indiana Doc Investigation	📄	Oct 01 2014	1 (View)	<a href="#">Replace</a> <a href="#">Download</a> <a href="#">Delete</a>
Taking Easy Repair	📄	Mar 10 2014	1 (View)	<a href="#">Replace</a> <a href="#">Download</a> <a href="#">Delete</a>
Book Inspector	📄	Mar 10 2014	1 (View)	<a href="#">Replace</a> <a href="#">Download</a> <a href="#">Delete</a>
Law Library Asst	📄	Dec 30 2013	1 (View)	<a href="#">Replace</a> <a href="#">Download</a> <a href="#">Delete</a>
Coastal	📄	Dec 09 2013	1 (View)	<a href="#">Replace</a> <a href="#">Download</a> <a href="#">Delete</a>
Volunteer Application	📄	Jul 17 2014	16 (View)	<a href="#">Replace</a> <a href="#">Download</a> <a href="#">Delete</a>

## Document Manager

With Premium, you can attach up to three documents to accompany all referral confirmation emails that go to prospective volunteers, and you can upload up to five in your account. To add or edit documents in your account, please follow the instructions below:

1. Under Listing Tools, click 'Document Manager' to select or upload a document to attach to your confirmation email.
2. Here you can view the documents currently uploaded to your account, or you can add a document, by clicking 'Add.'
3. Click Browse to select a document from your hard drive. Doubleclick the document you would like to upload or select the document and click Open. (Note: the document should be in Microsoft Word, PDF, Text, Excel or HTML format, and cannot exceed 200k in size.)
4. Enter a Title.
5. Click Continue.
6. From the Document Manager you can Replace, Download, or Delete any of the documents in your account.

# Learn About: The Premium Tool Set



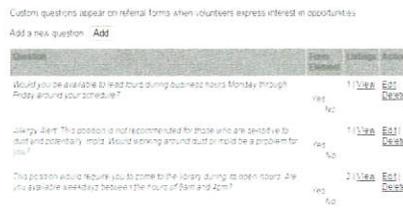
## Listing Duplication

You can easily duplicate and modify your opportunity listings without having to re-type all of the same information. To take advantage of the duplication tool, please follow the steps below:

1. Login to VolunteerMatch
2. Click the 'pencil' icon next to the title of the opportunity you want to duplicate.
3. Click 'Duplicate'

Please note: Posting the same opportunity twice, without modification, will result in a redundant listing that is subject to removal. You will not be able to change the ZIP Code of a duplicated opportunity.

## Custom Question Manager



## Custom Question Manager

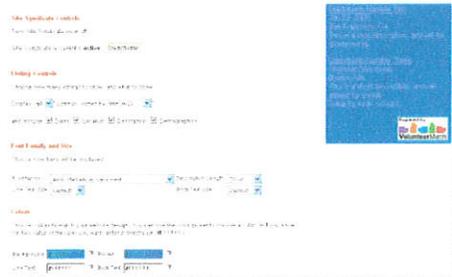
Save time and ask volunteers important information before they contact you. With our new custom question manager, you can include specific questions in your opportunity listings to enable you learn more about your volunteers right from the start. To add custom form questions, please follow the steps below:

1. Login to VolunteerMatch
2. In your left hand menu, click "Premium" and then "Questions Manager"
3. To add a new question, click 'Add.'
4. Select the type of question you would like to add and click 'Continue'.
5. Enter the question and click 'Continue' to save.

## Syndication Tool

The Syndication Tool makes it easy for you to post opportunities on multiple Web sites -- including your own.

Just copy and paste the provided HTML code into your Web site, and every time you update or add listings on VolunteerMatch.org, the widget will reflect the changes -- instantly.



## Learn More

Email: [californialibraries\\_support@volunteermatch.org](mailto:californialibraries_support@volunteermatch.org)

Phone: 415-241-6872



## Interview Tips

- Determines right “fit” for the volunteer
- The “right” volunteer in the job helps avoid staff resistance
- Interview several candidates for a position
- When and how to say “no” to a volunteer
- Background Checks?
- Work with Human Resources to know what to ask/how to handle interviews

## Types of Interview Questions

- settling in
- motivational
- work style
- problem solving
- situational
- experiential
- skills



# Interviewing Volunteers

## Settling In Questions

1. Tell me a little about yourself.  
*Provides a succinct description of their background and experience as it relates to the volunteer position. This also gives you insight into what is important to them.*
2. What brings you to the library to volunteer?  
*Gives insight into the person's interest in and connection to the library.*
3. Have you volunteered before? If so, tell me about your volunteer experiences.  
*Provides the range of volunteer experiences in which the candidate has invested. Describes the type of volunteering that attracts the candidate, their reaction to the volunteer experiences as well as the accomplishments.*
4. What would you like to gain through volunteering at the library?  
*Describes what the candidate wants from the experience and provides insight into what is motivating them to volunteer.*
5. What interests you about this position?  
*Gives you insight into how the position is interpreted and what interests the candidate.*

## Interview Questions

More thorough information is available from the book *Boomer Volunteer Engagement: Collaborate Today, Thrive Tomorrow* by Jill Friedman Fixler and Sandie Eichberg

The goal of interviewing is to determine whether the candidate is motivated to do the work, whether they have the appropriate skill set, if they will fit in to the culture of the community and the work place, and if the library will be able to meet the expectations that they have of the position.

You want to find out appropriate personal information about the candidate, including their skills, passions, interests, and goals for their work; their availability, and what they do not want to do. Ask yourself what you are looking for and include appropriate questions to acquire that information. The ideal candidate will display enthusiasm and creativity, and show the promise of being able to receive the parameters of an opportunity and carry them through without continual supervision or guidance.

**Motivational Style Questions** are useful in determining what motivates a candidate to do their job. Common motivators are power, achievement, and affiliation. Sometimes, people are motivated by more than one factor. A person driven by power may enjoy prestige, and the ability to make decisions. Someone who is motivated by achievement

## Interviewing Volunteers

enjoys the feeling of accomplishment in completing a task and overcoming hurdles. An affiliation motivated person may enjoy working with others and being part of a team(s), or directing teams of individuals.

*Examples:*

- *What are your three greatest achievements?*
- *Describe a project you were involved in that really excited you? How long did that feeling last?*
- *Tell me about a time when you willingly volunteered for a task. Also, why were you so interested in this specific task?*
- *Would you regard yourself as a self-starter? Can you give me a recent example where you displayed this quality?*

**Work Style Questions** will show you *how* an individual prefers to work, and may give you insight into how they are motivated as well. For many of us, setting and who we work with may be as important as what we do.

*Examples:*

- *Which do you prefer and why:  
...working with other people or working alone?  
...opportunities with a beginning, middle, and end, or ongoing assignments?  
...being an influential member of a team, or assignments in which you are a leader and a decision-maker?*
- *What is your communication style?*
- *What is your planning and organizational style?*
- *How do you meet your goals and deadlines?*

**Problem Solving Questions** can show you how creatively a person might think. The answer may not be right or wrong (it is a problem, after all), but the interviewer will gain a sense of the scope at which the potential volunteer thinks.

*Examples:*

- *How can the library effectively use social networking to increase its presence both in person, and virtually?*
- *How can literacy volunteers get out into the community and deliver their message to those that need to learn to read, without relying on a print medium to do so?*

**Situational Questions** can show the reality behind all of that broad thinking. These are questions that you want step-by-step answers to, and often include phrases such as “what are the first three things that you would do after x?”. This shows the practical side of big dreams.

*Examples:*

- *Your assignment is to find out how to bring homework help back into the library, without library funding. What would be your first five steps? Whom would you engage and why?*
- *You are planning a big event to recognize other volunteers, but on the big day, one of your key helpers calls in sick, and then another one as well. What would be your first three steps to handling the situation?*

# Interviewing Volunteers

**Experiential Questions** are particularly illuminating. They demonstrate what has actually happened in the interviewee's past, either in a paid or non-paid position. Red flags may pop up here if the candidate blames others for things that did not go well, fails to take responsibility for issues, or berates themselves excessively.

*Examples:*

- *Describe a paid or volunteer work experience in which you were the leader of other people. What went well? What didn't go well? What would you do differently the next time?*
- *Have you ever had a boss or co-worker that you have had a difficult relationship with? What was the main issue? How did you handle it? Knowing what you do now, would you handle things differently?*
- *Illustrate a time in which you had to sell a new idea to someone, either in school, work, or in a volunteer experience. How did you persuade the others to examine your concept, and what was the result? (This question may work well for a candidate with a sales, consultant, communications, or public relations background).*

**Skills Questions** answer simple but important queries about what the candidate knows how to do, what they really like to do, and how they like to do it. It's good to get general information, but once a specific position is in mind, you will want to tailor the questions toward the needs of the position itself. For example, only ask about computer programs if it is pertinent, or about travel if you actually need the candidate to travel.

*Examples:*

- *Why do you think you're a good fit for this position (general)?*
- *Tell us about any experience you have had assembling a team or working with team dynamics (if you are recruiting for a leader of a team).*
- *Tell us about your experience with digital photography/videography (for a photographer/videographer).*

**Additional Questions/Information**--Be sure and ask them if they have any questions or if there is anything else they'd like to add before you end the interview.

Content provided by San Jose Public Library and adapted from *Boomer Volunteer Engagement* by Jill Friedman Fixler and Sandie Eichberg, with Gail Lorenz, CVA.

### Sample Interview Questions for ESL Conversation Club Facilitator

- 1) Spend a few minutes talking about the position and duties, and the minimum required commitment.
- 2) Tell us a little about yourself and what brings you to the library to volunteer?
- 3) What would you like to gain through volunteering at the library?
- 4) Describe a paid or volunteer work experience in which you facilitated a meeting on a recurring basis. What went well? What didn't go well? What would you do differently next time?
- 5) Tell us about any experience you've had teaching or working with non-native English speakers.
- 6) The primary responsibility of this position would be to facilitate an ESL conversation club. There may be a variety of English language skill levels among the participants. How would you address this range of experience?
- 7) Do you have any questions for us about the position or program?
- 8) Review training dates, availability, quarterly meetings, and what's rewarding about being a facilitator!
- 9) What branch (es) are you interested in? Are you willing to consider other locations/more than one branch?
- 10) Thank them for coming and if you are interested in the person, say something like, "Well, why don't we think about it for a couple of days. If you'd like to give me a call next Tuesday we can discuss if we think this is a good fit." (checks the applicant's follow-through)

If you're not interested in the applicant or want time to check references, thank them and say, "I'll get back to you in a few days," and then be sure to follow through.

## Interview Questions

<b>Type of Question:</b> <ul style="list-style-type: none"><li>▪ settling in</li><li>▪ motivational</li><li>▪ work style</li><li>▪ problem solving</li><li>▪ situational</li><li>▪ experiential</li><li>▪ skills</li></ul>	<b>Question</b>
<b>Example:</b> experiential	Describe a paid or volunteer work experience in which you facilitated a meeting on a recurring basis. What went well? What didn't go well? What would you do differently next time?

### **Additional Questions:**

- 1) Do you have any questions for us about the position or program?
- 2)
- 3)

# **A Word About Criminal History Background Checks . . .**

*This document was prepared in November, 2014, by Carla Lehn of the California State Library, with information from two sources -- the Nonprofit Risk Management Center -- [www.nonprofitrisk.org](http://www.nonprofitrisk.org); and the California Attorney General's Office -- [www.ag.ca.gov](http://www.ag.ca.gov).*

## **Introduction**

This paper is not intended to be an exhaustive study on this topic, but rather is intended to raise issues for you to discuss with your City, County or District's Risk Management Department and/or legal counsel. Policies and procedures on this topic must be developed for your program, based on what roles volunteers play. If there is a broader volunteer program in your City or County, these questions may have already been addressed and procedures established, and a conversation with that volunteer program coordinator would also be a good place to start.

## **Excerpts from "Checking Criminal Histories: Considerations Before You Begin"**

[www.nonprofitrisk.org/library/articles/employment05001998.shtml](http://www.nonprofitrisk.org/library/articles/employment05001998.shtml)

Organizations are responsible for taking reasonable measures to protect service recipients from harm. While not a panacea, careful screening of the staff and volunteers who work with vulnerable populations is an important risk management strategy. Checking criminal history records of applicants for paid or volunteer positions who will work with vulnerable service recipients is a valuable tool in a comprehensive screening process.

A criminal history record check is part of a screening process -- not a selection criterion. Before incorporating criminal history record checks into their screening processes, organizations should establish screening criteria -- clear guidelines stating which offenses are relevant; what offenses will disqualify an applicant; what other factors will be considered; and how the rights of the applicant will be preserved.

Applicants have the right to be treated fairly and to have their privacy respected. Organizations are responsible for protecting these rights and therefore may need to establish and implement policies that achieve these objectives. Offenses considered must be relevant to the volunteer position applied for. Screening criteria must be based on convictions not arrest information.

Criminal history databases are not perfect and sometimes a records check will falsely identify a person as having committed a crime. For this reason, applicants should be given a chance to challenge the accuracy of the information you receive. It's best to let the applicant resolve any disputes with the criminal justice agency from which the information was received.

## **LiveScan**

The Department of Justice (DOJ) provides an automated service for criminal history background checks in California. Applicants go to a LiveScan site in your community to be fingerprinted.

Usually local Sheriff or Police Departments have the LiveScan equipment, but other organizations such as Social Services Departments or County Offices of Education may also have it available.

(LiveScan terminal locations in California are available at [www.ag.ca.gov](http://www.ag.ca.gov).) Some libraries have agreements with local law enforcement for no or reduced fees for this service.

Agencies must not divulge or share criminal record history information, including responses that no criminal record history exists unless expressly authorized. Information received must be kept in a secure and confidential file with access restricted to a designated Records Custodian and/or person responsible for confirming the character and fitness of an applicant.

Release of information to unauthorized individuals can result in civil fines and criminal penalties.

## **Conclusion**

Although criminal history record checks have limitations, one value they appear to have is to discourage individuals who have disqualifying criminal history records from applying for positions when organizations publicize the fact that they conduct criminal history record checks. They also identify many individuals who have been convicted of offenses and attempt to gain access to potential victims through volunteer or paid positions.

While criminal history record checks can be a valuable risk management tool, they are not a complete answer. Additional aggressive steps to be taken to ensure the safety of those you serve should include thorough screening, including reference checks, as well as adequate training and supervision. Supervision practices should permit close monitoring of volunteers and staff relationships with children and other vulnerable service recipients.

Another good resource is the Nonprofit Risk Management Center's "No Surprises" Volunteer Risk Management tutorial: [www.nonprofitrisk.org/tools/volunteer/volunteer.shtml](http://www.nonprofitrisk.org/tools/volunteer/volunteer.shtml)

## Liability, Insurance and Risk Management Issues for Volunteer Programs

(Carla Lehn, August 2011)

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, outlined below.

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

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

### WHAT IS THE LAW?

In 1997, President Clinton signed the Volunteer Protection Act which provides broad protection from personal liability for all volunteers serving with nonprofits and governmental entities. In the briefest of nutshells, the law protects volunteers from liability if the volunteer committed 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.

Every state in the United States has a law that pertains specifically to the legal liability of some volunteers, and they differ in every state. For example, California Corporations Code Section 5047.5 protects officers and directors of nonprofit corporations who serve without compensation from liability for negligent acts or omissions only if the organization maintains specified levels of general liability insurance.

Various Washington State codes protect a member of a board of directors or an officer of a non-profit from being individually liable for an official discretionary act. A Good Samaritan is not liable for emergency care rendered. A volunteer for a state agency may request legal representation for a suit brought in connection with volunteer duties. Government entities are liable in damages for the tortious conduct of volunteers. Volunteers for a dispute resolution center, an at-risk-children's program, or a community corrections program are not liable for civil damages, and architects and engineers who provide voluntary services during an emergency are exempt from civil damages.

Unfortunately, the fact that a federal law exists on this subject has contributed to a false impression that volunteers and organizations are immune from suit. To the contrary, many volunteers remain fully liable for any harm they cause, and all volunteers remain liable for some actions. No law protects your volunteers if they are guilty of gross negligence, recklessness, or willful and wanton misconduct. And, no law provides 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 organization 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 and staff.

First, note that the laws only provide protection for volunteers who are “acting within the scope of their responsibilities.” This means that having up-to-date volunteer job descriptions, and ensuring that volunteers are carefully screened and well trained becomes even more important.

Risk management is the process of identifying potential risks and developing policies and procedures to prevent problems. Implementing preventative techniques can go a long way toward controlling the risks of injury to or by your volunteers. Manage your risk by identifying potential problem areas and work with the risk manager in your jurisdiction to develop prevention policies and procedures. Then, be sure volunteers and staff are trained on procedures they are expected to follow.

## **INSURANCE**

Finally, remember that the law and internal policies are not a replacement for complete insurance coverage. Remember the requirement in the California law above? Check to ensure that appropriate levels of insurance are carried, and that the policies specifically include coverage for volunteers.

## **SUMMARY**

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

## **BIBLIOGRAPHY**

McCurley, Steve, Volunteer Management Policies (Downers Grove, IL: Heritage Arts Publishing, 1990).

\_\_\_\_\_, No Surprises: Harmonizing Risk and Reward in Volunteer Management – 3<sup>rd</sup> Edition (Washington D.C.: The Nonprofit Risk Management Center, 2004).

Nonprofit Risk Management Center, State Liability Laws for Charitable Organizations and Volunteers, 4<sup>th</sup> Edition, December 2009. [www.nonprofitrisk.org/store/pub\\_detail.asp?id=5](http://www.nonprofitrisk.org/store/pub_detail.asp?id=5)

# Volunteer Agreements



- What is it?
- Why it's important
- Developing it
- Tips for the conversation

## Agreement Overview Concepts

### What is an Agreement

- The agreement conversation is a time to define the project goals/outcomes, benchmarks, what is needed to be successful, and defines what everyone is responsible for – the volunteer as well as the staff.
- It is about setting the project and the volunteer up for success
- The agreement can look different than what you go in thinking it will be
- Each agreement is unique as it is based on the project and the people involved in the project.

### Why it's important to have an agreement

- Ensures everyone has the same expectations/ everyone is on the same page
- Defines everyone's roles
  - What can we expect from each other
- The agreement is what's used to measure project progress and outcomes
- Documenting the agreement is important as you can refer back to it if there are questions, or to make adjustments when needed
- It also creates documentation that can be used to keep consistency in a collaboration, if there are staff changes.

### When and how do you develop an agreement?

- The agreement conversation is held after the volunteer accepts the position
- Allow an hour for the meeting
- Meet someplace where you can focus on the conversation and have minimal interruptions

### Tips for the Conversation

- Use questions, not directives
- Stay balanced; follow statements of what you need by asking what s/he needs
- Come to agreements rather than dictating
- Listen
- Avoid telling her/him how to do it – this is a collaborative conversation
- Make conversation engaging – for this individual and for future volunteers this person will engage:
- Respectful
- Feel like they are colleagues, not subordinates
- Some things are not negotiable passed on policy, procedures

**VOLUNTEER POSITION AGREEMENT**  
**San Jose Public Library**

**Position:** \_\_\_\_\_

**GOALS/BENCHMARKS**

Activity: \_\_\_\_\_

Description of Activity \_\_\_\_\_

Goals for Activity: (e.g., attendance, participant outcomes, product, etc.) \_\_\_\_\_

Duration of activity (beginning date/end date) \_\_\_\_\_

When and how often will activity occur? (e.g., every Monday from 4-5pm, or first Friday of the month from 3-4pm) \_\_\_\_\_

**RESOURCES & GUIDELINES**

(Explain and note who will provide)

Space (for what and where?) \_\_\_\_\_

Supplies \_\_\_\_\_

Equipment \_\_\_\_\_

How does the volunteer access supplies and equipment? \_\_\_\_\_

Curriculum for program \_\_\_\_\_

Teaching materials \_\_\_\_\_

Ongoing support from library staff: Which staff members will be involved? \_\_\_\_\_

Orientation/training \_\_\_\_\_

City and Library policies & guidelines that may impact the project (e.g., flyer template) \_\_\_\_\_

Additional volunteers \_\_\_\_\_

Promotion of activity \_\_\_\_\_

Other resources/information \_\_\_\_\_

Set-up room and return to original condition \_\_\_\_\_

**COMMUNICATION & COLLABORATION**

Library and/or volunteer will begin program promotion on \_\_\_\_\_

Specific next steps and deadlines \_\_\_\_\_

Library contact name: \_\_\_\_\_ email: \_\_\_\_\_ phone: \_\_\_\_\_

Alternate Library contact: \_\_\_\_\_ email: \_\_\_\_\_ phone: \_\_\_\_\_

Volunteer email: \_\_\_\_\_ phone: \_\_\_\_\_

Best way to communicate:  email  phone

How frequently will we meet to review/evaluate program? \_\_\_\_\_

Date and time of next meeting \_\_\_\_\_

Both the Library and volunteer will try to provide at least one month's notice if this activity/position needs to end/change.

Scheduling conflicts known at this time \_\_\_\_\_

Procedures to follow if volunteer is ill or needs to cancel with short notice

**Volunteer Name** \_\_\_\_\_

**Volunteer Signature** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Library Staff Name** \_\_\_\_\_

**Library Staff Signature:** \_\_\_\_\_

**Date** \_\_\_\_\_

Note: This agreement is to be filled out collaboratively by the library contact and the volunteer.

**VOLUNTEER POSITION AGREEMENT**  
**San Jose Public Library**

**Position:** Chess Class Leader

**GOALS/BENCHMARKS**

Activity: Beginning Chess Class

Description of Activity Weekly class for youth (ages 10-17)

Goals for Activity: (e.g., attendance, participant outcomes, product, etc.) Desired attendance of 8-20 participants, learning basic chess.

Duration of activity (beginning date/end date) Eight weeks (June 10-July 29, 2014)

When and how often will activity occur? (e.g., every Monday from 4-5pm, or first Friday of the month from 3-4pm) Every Tuesday from 3:00 - 5:00 pm

**RESOURCES & GUIDELINES**

(Explain and note who will provide)

Space (for what and where?) Community Room

Supplies (L) 10 chess sets, (V) Chess Tokens for giveaways to students

Equipment Tables and chairs

How does the volunteer access supplies and equipment? Volunteer has access to closet in the Community Room

Curriculum for program volunteer will provide

Teaching materials \_\_\_\_\_

Ongoing support from library staff: Which staff members will be involved?

Kary, Michele

Orientation/training Michele to provide on June 10, 2014

City and Library policies & guidelines that may impact the project (e.g., flyer template) standard flyer template will be used for promotion

Additional volunteers \_\_\_\_\_

Promotion of activity Events calendar, LCD screen, flyers

Other resources/information \_\_\_\_\_

Set-up room and return to original condition Volunteer will do

## COMMUNICATION & COLLABORATION

Library and/or volunteer will begin program promotion on 5/15/14

Specific next steps and deadlines Joan to contact schools/newsletters by May 15. Library to promote online and at branch by May 15.

Library contact name: Michelle Rowic email: michele.rowic@sjlibrary.org phone: 408-765-4321

Alternate Library contact: Kary Bloom email: kary.bloom@sjlibrary.org phone: \_\_\_\_\_

Volunteer email: xxx.123@xyz.com phone: 408-765-4321

Best way to communicate:  email  phone

How frequently will we meet to review/evaluate program? once a month

Date and time of next meeting July 1, 5:15 pm

Both the Library and volunteer will try to provide at least one month's notice if this activity/position needs to end/change.

Scheduling conflicts known at this time None

Procedures to follow if volunteer is ill or needs to cancel with short notice Volunteer will phone branch contact to advise. Branch will cancel class and post signage.

**Volunteer Name** Joan Young

**Volunteer Signature** \_\_\_\_\_

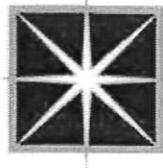
**Date:** \_\_\_\_\_

**Library Staff Name** Michelle Rowic

**Library Staff Signature:** \_\_\_\_\_

**Date** \_\_\_\_\_

Note: This agreement is to be filled out collaboratively by the library contact and the volunteer.



**VOLUNTEER SERVICE AGREEMENT**  
(Must be signed by Volunteer and Supervisor)

Name: \_\_\_\_\_

Start Date: \_\_\_\_\_

- I agree to perform volunteer services as described for the California State Library (CSL). I understand that I will begin service on a reciprocal trial basis. I agree to participate in orientation and training. I am authorizing the State Library to contact my references.
- I understand my volunteer schedule and realize the library is depending on my services. If, for a serious reason, I cannot keep my commitments, I will notify my Staff Volunteer Contact and/or supervisor in advance.

I agree and understand that any work I perform within the scope of this agreement will be provided on a voluntary basis and that I do not expect payment or other compensation for performing such work. I also understand that a volunteer position does not constitute an employee-employer relationship with CSL and that I serve at the discretion of CSL or designee.

- I agree not to divulge any information regarding persons who are receiving services or other assistance from CSL or who are otherwise involved in my volunteer services. I recognize that unauthorized release of confidential information may make me subject to a criminal action.
- I understand that I am fully responsible for maintaining my own personal records of time volunteered to CSL for the purposes of internships, community service, etc, subject to my supervisor's verification. At the end of my volunteer service I can have my supervisor sign a letter documenting hours donated, and I understand that CSL will maintain no permanent record of this time. I understand that I will be required to sign in and out.
- I understand that I am covered under the CSL Workers' Compensation insurance in the event of an injury from rendering a volunteer service. I will report any injury or incident to my supervisor immediately.
- I understand that the CSL has a zero-tolerance policy against any type of violence, threat or intimidation, implied or actual, in the workplace. I agree to comply with this policy, and recognize that I will also be protected by it.
- I understand that CSL has a zero-tolerance policy against any use of, or being under the influence of, illegal drugs or alcohol in the workplace. I agree to comply with this policy.
- I understand that CSL has a policy against harassment in the workplace which includes verbal, physical, visual and sexual harassment. I agree to comply with this policy.
- I understand that CSL is not responsible for loss or damage to personal belongings.
- I understand and agree that all rights, title and interest, including copyright, in and to any materials created by me as a volunteer during the term of this agreement shall belong to CSL upon creation and shall continue in the CSL's exclusive ownership upon termination of this agreement.

Such materials shall be a work for hire within the meaning of the Copyright Act of 1976, as amended. If and to the extent that any portion of the materials created by me pursuant to this agreement are determined not to be a work for hire, I assign to CSL all rights, title and interest in such portion of the materials, including all related copyrights and other proprietary rights. I agree that the provisions of this paragraph shall be effective unless otherwise agreed to in writing. I agree to cooperate with CSL and to execute any document reasonably necessary to give these provisions full force and effect, even if this agreement has been terminated.

I understand that this agreement remains in effect only so long as it is mutually agreeable to both CSL and me, and that either I or CSL may terminate this agreement at any time, with or without cause, and with or without advance notice.

I commit to the following days and/or hours provided below:

Days available: **M**\_\_ **T**\_\_ **W**\_\_ **Th**\_\_ **F**\_\_

Times available: Mornings\_\_\_Afternoons\_\_\_Evenings\_\_\_

Length of Assignment Desired: 3 months      6months      6-12 months

Special Projects\_\_\_ On-call      Over a year \_\_\_

Volunteer Approval: I hereby volunteer to perform the duties described in the job description attached and to the time commitment that I have provided to the CSL.

Volunteer Signature:

Date:

\_\_\_\_\_

\_\_\_\_\_

Section Supervisor Signature:

Date:

\_\_\_\_\_

\_\_\_\_\_

Location of Volunteer Assignment:

Start Date:

\_\_\_\_\_

\_\_\_\_\_

Volunteer Coordinator Signature:

Date:

\_\_\_\_\_

\_\_\_\_\_



## Huntington Beach Public Library Volunteer Agreement

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Last Name

First Name

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Department Assignment

Volunteer Position

**The Huntington Beach Public Library agrees to provide:**

1. A clearly defined job description.
2. Orientation to the library and library volunteer policies.
3. Training and support by library staff.
4. Respect and recognition of the value and contributions of volunteers.
5. Cooperative working relationship between staff and volunteers.
6. Feedback on volunteer's performance.
7. Updates on changes that affect you and/or your assignment.

**As a volunteer, I agree to:**

1. Fulfill the duties outlined in the job description in a professional manner.
2. Be reliable, punctual and ready to work.
3. Keep a record of my hours by signing in at the designated location.
4. Notify my supervisor/team leader as soon as possible if delayed, sick or unable to work.
5. Maintain confidentiality of all proprietary or privileged information whether this information involves an individual staff member, volunteer, library user, or involves library business.
6. Be a team player. I will make suggestions and ask the staff when I have questions.
7. Refrain from soliciting personal business to generate income or business relations.
8. Abide by all of the policies and procedures set by the Huntington Beach Public Library and the City of Huntington Beach. I understand that I may be terminated for not complying with these guidelines.

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Volunteer Signature

Date

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Volunteer Coordinator/Supervisor

## Make Volunteers Feel Welcome

- Introduce to staff and volunteers
- Name badge
- Place to leave their things
- Clear understanding of their role and how it differs from other staff/volunteers
- Policies/Procedures
- Orientation & Training – Need both

## Getting Staff Buy-In

- Welcoming is a 2-way Street: Staff must feel comfortable too
- Can't feel like they're just having someone "unloaded" on them
- Start a "pilot program" with "Champions" and share success stories
- Why staff resist and solutions on Handout



# Community Connections Coordinator

- Position Overview:** Help enhance the community's perception of the library as an essential and vibrant community asset through increased community connections. The person in this exciting take-charge position will oversee and implement strategies that involve the library in key community initiatives, while engaging community members in the library.
- Responsibilities:**
- Select, develop, and lead a multi-talented team to enhance the library's public image.
  - Increase the community's involvement in library services, programs and use of resources.
  - Increase the library's connections to key community organizations.
- Benefits:**
- Satisfaction that you have changed lives and brought people to the library that otherwise may not have access to these resources and services.
  - Knowledge that you enhanced the library's position as an essential community agency.
  - Opportunity to learn new skills.
  - Social and professional networking with diverse groups of people.
- Training/Support Available:**
- A volunteer agreement will be completed between the library and the volunteer outlining goals and plans for the program
  - Assistance from a staff liaison to develop the initial team and set initial goals and objectives
  - Training and support from staff about the library, programs and services.
  - Ongoing support from designated staff liaison as needed
  - Library materials, data, and technology.
- Qualifications:**
- Age 21 or older
  - Knowledge & experience in community outreach, marketing, public relations or related field
  - High degree of initiative and creativity
  - Excellent oral and written communication skills
  - Ability to use Microsoft Office (Word, Excel), Internet and e-mail
  - Ability to develop and work with a team.
  - Ability to create a plan and strategies for community connections
  - Excellent leadership skills
  - Ability to organize projects and work
  - Good person-to-person skills
  - Community connections a plus
- Commitment:**
- 12 month commitment.
  - Negotiated amount of time determined to meet goals and objectives.
  - Location of volunteer assignment at **branch/unit** as well as virtual.
  - Travel required throughout the service area to meet with community representatives.
- Contact:** Enter your contact info here (name, email address, phone number), and/or provide the link to the electronic listing.

## **Volunteer Orientation and Training Outline**

*(from Lehn, C., "Volunteer Involvement in California Libraries: Best Practices," 1999)*

Volunteers should receive BOTH orientation to the organization, and specific skills training for their assignment. Orientation and Training can be done one-on-one or in a group, but both must be done. Sufficient, but not overwhelming, written materials should be provided and referred to during these sessions, 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 structure, 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 understanding 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 job fits with others.
- What to do in an emergency.

## Getting Staff Buy-In Avoiding Poor Volunteer & Staff Relations

<i>Reasons For</i>	<i>Solutions To</i>
Fear of job replacement	<p>Develop official policy on supplementing, not supplanting staff</p> <p>Clearly define roles and desired outcomes</p>
Fear of decrease in quality and/or loss of confidentiality	<p>Involve staff in writing volunteer job descriptions and training</p> <p>Train staff to be leaders and mentors</p> <p>Establish volunteer evaluation process</p>
Unclear about volunteer/staff roles	<p>Create written job descriptions</p> <p>Develop agreements between staff and volunteers</p> <p>Offer training for both staff and volunteers</p>
Previous bad experience	<p>Reassure about careful selection, training, supervision and right to reassign or terminate volunteers</p> <p>Train staff in volunteer engagement practices and offer ongoing support</p> <p>Showcase a successful volunteer program, involve the champions.</p>
Resents additional workload, takes too much time to train volunteers	<p>Identify what's in it for them</p> <p>Emphasize how volunteers enhance service</p> <p>Redistribute workload when necessary</p> <p>Streamline the process of implementing the program, create steps</p>
Fear of change	<p>Management plays a visible and positive role, explaining the importance for the organization</p> <p>Involve hesitant staff in planning and implementation</p> <p>Share success stories</p>

Fear of loss of control	Remind how service can be enhanced with additional help  Train in delegation, supervision and management skills  Allow staff to have input  Begin small, expand as staff feels comfortable
Doesn't see importance – Why are we wasting so much time on this?	Management explains why volunteerism is important to the organization  Showcase a success story  Include volunteer management in job descriptions and in evaluations

### Success & Sustainability Factors for Volunteer Programs



- Commitment from Leadership
- Designated staff
- Strategic Plan
- Staff/Union "Buy-In"
- Budget
- Staff Development
- Diverse Internal Team

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### Sustainability – Not “Retention” of Volunteers

- Fewer 20 year pins
- Match volunteers' skills/interests with the right position
- Provide training & advancement opportunities
- Be strategic so that work continues when a volunteer moves on



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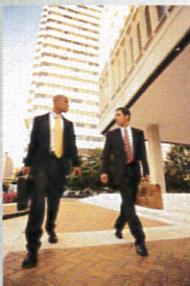
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### Sustainability Strategies



- Substitute Positions
- Break assignments into smaller pieces
- Team Assignments
- Job Share
- Consultant Positions
- Virtual Volunteers
- Seasonal Positions
- Two Deep Leadership

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*"Promoting civic engagement through California public libraries"*

## ***State Library Resources to Assist California Library Volunteer Engagement Efforts***

### **For Help Recruiting Volunteers on VolunteerMatch.org**

Either finding out if your library is participating in our free upgraded account program, OR, for help in how to use VolunteerMatch most effectively: Carla Lehn, [carla.lehn@library.ca.gov](mailto:carla.lehn@library.ca.gov)

### **To be Added to the Statewide Get Involved/Library VolunteerMatch Listserv:**

This list has over 500 people on it, but is fairly quiet. This is where you will learn about upcoming regional training and networking events and statewide webinars, or where you can ask for help with a specific volunteer engagement issue. Contact: [carla.lehn@library.ca.gov](mailto:carla.lehn@library.ca.gov)

### **Get Involved Searchable Database of Library Volunteer Engagement Resources:**

Here you'll find *Management Tools* like sample volunteer policies and applications you can download and adapt to your library's situation, as well as examples of skilled *Volunteer Position Descriptions*, *Training Materials* and *Photos* you can use. Materials are added monthly in "What's New," and regional events are posted: [www.getinvolvedca.org](http://www.getinvolvedca.org)

### **To Help You Get Started with Skilled Volunteer Engagement and/or VolunteerMatch:** <http://www.library.ca.gov/lds/getinvolved/gettingstarted.html#webinar>

### **For Informtion on "Hot Topics":**

- Skilled Volunteers: [http://www.library.ca.gov/lds/getinvolved/skilled\\_vol.html](http://www.library.ca.gov/lds/getinvolved/skilled_vol.html)
- Getting Staff Buy-In: <http://www.library.ca.gov/lds/getinvolved/staffbuyin.html>
- Union Issues: <http://www.library.ca.gov/lds/getinvolved/unionissues.html>

### **To Get Connected with Your Get Involved Regional Network:**

Contact Carla Lehn, [carla.lehn@library.ca.gov](mailto:carla.lehn@library.ca.gov)

## ANNOTATED VOLUNTEERISM BIBLIOGRAPHY

(Developed by Carla Lehn -- Revised May, 2015)

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.*

Ellis, Susan, From the Top Down: The Executive Role in Volunteer Program Success, Third Edition (Philadelphia: Energize, Inc., March, 2010).

*This book is written for the top level decision-maker -- executive director, Library Director, etc. Focuses on key aspects for ensuring success -- from staffing, budgeting and legal issues, determining dollar value of volunteers and evaluating impact.*

Ellis, Susan and Katherine Noyes Campbell, Proof Positive: Developing Significant Volunteer Record-Keeping Systems, 21<sup>st</sup> Century Edition (Philadelphia: Energize Inc., 2003).

*This book will help you create your own forms from many samples; collect and communicate volunteer information in easy and effective ways; write reports that get your executive's attention.*

Fixler, Jill Friedman, et. al. Boomer Volunteer Engagement: Collaborate Today, Thrive Tomorrow, (Bloomington IN: AuthorHouse, 2008). [www.boomervolunteerengagement.org](http://www.boomervolunteerengagement.org)

*This guidebook presents a step-by-step process for creating a culture for Boomer volunteers to thrive in your organization.*

Graff, Linda, Better Safe: Risk Management in Volunteer Programs and Community Service, (Canada: Graff and Associates, 2003).

*A definitive work on a sensitive but vital subject. Screening volunteers (and employees) has always been an important part of the volunteer coordinator's job, but in today's climate of risk and liability, the stakes have risen considerably.*

Kelly, Colleen, and Lynda Gerty, The Abundant Not-for-Profit: How Talent (not money) Will Transform Your Organization. (Canada: Vantage Point [www.abundantnotforprofit.ca](http://www.abundantnotforprofit.ca), 2013)

*Inspiration and practical ideas to help you think beyond scarcity, and step up to the challenge of engaging educated, experienced and talented people in the work of your organization.*

Lee, Jarene Frances with Julia M. Catagnus, What We Learned (the Hard Way) About Supervising Volunteers, (Philadelphia: Energize, Inc., 1999).

*Advice, wisdom, and experience from over 85 real-life, on-the-job supervisors of volunteers. A good analysis of what works and what doesn't in supervision.*

Lehn, Carla Campbell, Volunteer Involvement in California Libraries: Best Practices (Sacramento: California State Library, 1999). <http://www.library.ca.gov/lds/getinvolved/docs/F-resources/VolunteerInvolvementInCaliforniaLibraries-BestPractices.pdf>

*Based on the experiences of the author's work with library volunteer programs, this book describes the critical elements for volunteer program success and provides sample materials that can be used to further develop a library volunteer program.*

McCurley, Steve and Sue Vineyard, Handling Problem Volunteers: Real Solutions (Heritage Arts Publishing: 1998)

*Insightful and humorous guide to dealing with a wide range of problem behaviors exhibited by some volunteers, from irritating to seriously dysfunctional.*

Rosenthal, Robert, Ed., Volunteer Engagement 2.0: Ideas and Insights Changing the World (Jossey-Bass, 2015).

*Explores the innovative volunteer engagement approaches that are reshaping nonprofits and their communities, and shows how you can bring these approaches to your own organization. The chapter on "Leading Big Volunteer Operations" is a case study of the California State Library's own "Get Involved: Powered by Your Library" statewide initiative.*

Stallings, Betty, with Susan Ellis, Leading the Way to Successful Volunteer Involvement: Practical Tools for Busy Executives (Philadelphia: Energize, Inc., 2010).

*Central to this book is the belief that the key factor in volunteer success is the attention of an organization's top decision makers. Each section sequentially moves through a strategic volunteer engagement planning process. From budgeting for volunteer engagement, through ensuring legal compliance and managing risk, the book provides insights and tools to help.*

Volunteer Centre Dacorum, A Toolkit for Volunteer Speed Matching: (Philadelphia: Energize, Inc., 2005)

*A clever volunteer center in London created a "Volunteer Speed Matching" event with all the characteristics of speed dating including score sheets, a stop watch, and "daters" moving from table to table on 3 minute whistle sounds! They produced this Toolkit with event planning tips, templates for score sheets and other basic materials, sample press releases, etc.*

Wall, Milan, and Vicki Luther, Ph.D., 10 Ideas for Recruiting New Leaders (Lincoln, NE: Heartland Center for Leadership Development, (800) 927-1115, 2000.)

*Ten excellent ideas based on actions of community leaders dealing with the very real problem of developing new leadership.*

Wilson, Marlene, Visionary Leadership in Volunteer Programs: Insights (Philadelphia: Energize, Inc., 2008)

*A collection of favorite and most-requested presentations from Marlene Wilson, volunteer management pioneer and leader in the field.*

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, No Surprises: Harmonizing Risk and Reward in Volunteer Management – 5th Edition  
(Washington D.C.: The Nonprofit Risk Management Center, 2009).

*Clear, easy-to-read book that demystifies risk management and explains this responsibility for directors of volunteers in any setting. Learn how to limit risk at each step of managing a volunteer program.*

**Volunteerism Weblibliography**  
(Developed by Carla Lehn -- Revised May, 2015)

- Association of Leaders in Volunteer Engagement [www.volunteeralive.org](http://www.volunteeralive.org)
- BoardSource (resources for boards) [www.boardsource.org](http://www.boardsource.org)
- California State Library – Get Involved: Powered by Your Library <http://getinvolved.library.ca.gov>
- California Volunteers [www.californiavolunteers.org](http://www.californiavolunteers.org)
- Consumer Guide to Volunteer Management Systems [www.idealware.org/volunteer\\_management](http://www.idealware.org/volunteer_management)
- Council for Certification in Volunteer Administration (CVA) [www.cvacert.org](http://www.cvacert.org)
- Professional Ethics in Volunteer Administration <http://cvacert.org/?s=Ethics&x=0&y=0>
- Corporation for National Service [www.cns.gov](http://www.cns.gov)
- Baby Boomers and Volunteering: Research Findings [http://www.nationalservice.gov/pdf/07\\_0307\\_boomer\\_research.pdf](http://www.nationalservice.gov/pdf/07_0307_boomer_research.pdf)
  - Keeping Baby Boomers Volunteering: Volunteer Retention and Turnover [www.cns.gov/pdf/07\\_0307\\_boomer\\_report.pdf](http://www.cns.gov/pdf/07_0307_boomer_report.pdf)
  - Volunteering & Civic Life In America [www.volunteeringinamerica.gov](http://www.volunteeringinamerica.gov)
- Dollar Value of Volunteer Time
- Independent Sector [www.independentsector.org/programs/research/volunteer\\_time.html](http://www.independentsector.org/programs/research/volunteer_time.html)
  - HandsOn Network [www.handsonnetwork.org/tools/volunteercalculator](http://www.handsonnetwork.org/tools/volunteercalculator)
- DOVIA (Directors of Volunteers in Agencies by State) [www.energizeinc.com/prof/dovia.html](http://www.energizeinc.com/prof/dovia.html)
- Hands On Network [www.handsonnetwork.org](http://www.handsonnetwork.org)
- Harvard School of Public Health
- Reinventing Aging: Baby Boomers & Civic Engagement (2004) [http://assets.aarp.org/rgcenter/general/boomers\\_engagement.pdf](http://assets.aarp.org/rgcenter/general/boomers_engagement.pdf)
- The Millennial Impact Report [www.themillennialimpact.com/](http://www.themillennialimpact.com/)
- National Association of Volunteer Programs in Local Government [www.navplg.org](http://www.navplg.org)
- Nonprofit Risk Management Center [www.nonprofitrisk.org](http://www.nonprofitrisk.org)
- State Liability Laws for Charitable Organizations & Volunteers [www.nonprofitrisk.org/store/pub\\_detail.asp?id=5](http://www.nonprofitrisk.org/store/pub_detail.asp?id=5)
- Our Shared Resources [www.oursharedresources.com](http://www.oursharedresources.com)
- Points of Light Foundation [www.pointsoflight.org](http://www.pointsoflight.org)
- Virtual Volunteering Project [www.serviceleader.org/virtual](http://www.serviceleader.org/virtual)
- VolunteerMatch (volunteer recruitment site) [www.volunteermatch.org](http://www.volunteermatch.org)
- Youth and Family Volunteering Sites:
- GenerationOn [www.generationon.org](http://www.generationon.org)
  - Doing Good Together <http://www.doinggoodtogether.org/>