21st Century Volunteers: Who Needs Them?
PNLA Pre-Conference by Carla Lehn
clein@califa.org
Spokane – August 7, 2019

California Get Involved Expanded to Idaho, Arizona & Texas
- Get Involved Collaborative: A Multi-State Approach to Increasing Volunteer Engagement
- IMLS Laura Bush 21st Century Library Grant
- 3-year grant ending October 2019
- Participating state library agencies:
  - Arizona, California, Idaho, Texas
- Matrix of levels of support:

Learning Objectives
- Utilizing Skilled Volunteers at the Library
- What Motivates Volunteers & How to Ensure the Right Fit
- Designing Effective Volunteer Job Descriptions & Recruitment Plans
- Tools and Resources Available to You
Today's Volunteers...

Have Different Needs & Interests

Trends First Noticed with Baby Boomer Volunteers

- Offer flexibility and a wide variety of options
- Engage their skills and expertise
- Show them impact on mission - how will their work make a difference?
- Provide clear expectations of time, tasks and training
- Beyond volunteer management - engagement in meaningful ways

Skilled Volunteer Examples

- Job Center Coach
- Event Planner
- Computer Coach
- Graphic Designer
- Photographer
- Adult Literacy Tutor
- Coordinator, After School Programs
- Homework Helper
- Lego Club Leader
- Public Relations Specialist
Why Do People Volunteer?

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

Why Have Written Volunteer Position Descriptions?

- Clarifies Expectations & Co-Worker Roles
- Primary Recruitment and Placement Tool
- Avoids Problems/Basis for Engagement
- Best Planning Tool – What’s needed?
- Is It Volunteer Centered? Utilize Skills?
- How Does It Impact Your Mission/Make a Difference?

Elements of a Volunteer Job Description

- Descriptive Title (not just "Volunteer")
- Position Overview and Impact (does it make a difference?)
- Key Responsibilities
- Qualifications
- Training and Support Provided
- Benefits of Volunteering
- Time & Length of Commitment
- Staff Connection/Collaborator
LEHN PUBLIC LIBRARY

Volunteer Job Description

Public Speaker

Position Overview and Impact: Make presentations about the library to community groups to raise awareness about what the library has to offer, and to attract potential library users, volunteers and supporters.

Key Responsibilities:

1. Attend a 2-hour orientation to the Library and on its public speaking objectives, presentation outline and materials that have been prepared.

2. Respond to requests to speak based on your schedule when Speaker’s Bureau Coordinator contacts you with a speaking engagement.

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

Qualifications:

- Commitment to the Library’s vision and mission
- Successful public speaking experience

Training and Support Provided: Orientation to the Library, and training on public speaking objectives, outline and materials, as well as access to Speaker’s Bureau Coordinator as needed.

Time Commitment: Average 3 - 5 hours per month based on number of speaking engagements offered to you that fit into your schedule.

Length of Commitment: Minimum six month commitment requested

Benefits of Volunteering:

- Assist the Library in spreading the word to attract new users and supporters.
- Utilize skills in public speaking.
- Develop new community contacts.

Collaborator: Speaker’s Bureau Coordinator

Location: Aside from training and other meetings at the library, most of the work for this position will be done at the locations where community groups have requested a presentation.

Contact Person: Carla Lehn, Library Volunteer Coordinator (916) 653-7743/clehn@library.ca.gov

Date Revised: 3/17
LEHN PUBLIC LIBRARY

Volunteer Job Description

Speaker's Bureau Coordinator

Position Overview and Impact: Manage the library project that delivers presentations about the library to community groups to raise awareness about what the library has to offer, and to attract potential library users, volunteers and supporters.

Key Responsibilities:

1. In conjunction with the Library Director, develop speaking engagement objectives and speaker presentation outline and materials.
2. Recruit, train, and schedule and oversee volunteer public speakers.
3. Identify priority community groups to contact for speaking engagements in conjunction with Library Director. Contact the groups and schedule a speaking engagement on their calendar.
4. Contact and schedule a trained volunteer speaker to attend each engagement.
5. Track and report volunteer hours and speaking engagement statistics quarterly.

Qualifications:

- Commitment to the Library Literacy Service vision and mission
- Successful public speaking experience and project management skills
- Good community contacts

Training and Support Provided: Orientation to the library and at least quarterly contact with the Library Director to plan activities, monitor progress and provide problem-solving support.

Time Commitment: Average 8 - 10 hours per month from home around your schedule

Length of Commitment: Minimum one year commitment requested

Benefits of Volunteering:

- Assist the Library in spreading the word to attract new users and supporters.
- Utilize skills in program management, and gain skills in volunteer engagement.
- Utilize public speaking skills.
- Utilize current and develop new community contacts.

Staff Collaborator: Library Director

Location: Aside from meetings with the library director for planning purposes, much of this work can be done remotely.

Contact Person: Carla Lehn, Library Volunteer Coordinator (916) 653-7743/clehn@library.ca.gov

Date Revised: 3/17
CALIFORNIA STATE LIBRARY

Volunteer Public Relations Specialist – Literacy 30th 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 30th 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:


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 30th Anniversary team to plan activities, monitor progress and provide data, background information and problem-solving support.

30th anniversary toolkit: http://libraryliteracy.org/staff/resources/30any/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
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 or (408) 808-2181.
Huntington Beach Public Library

Position Description

Volunteer Computer Coach

Position Overview and Impact: Change a Life! Share your computer skills with novice computer users. As the world becomes more wired and the economy demands computer knowledge, many people are learning to use a computer for the first time. Be part of a team that is helping to bridge the digital divide in our community.

Key Responsibilities:

1. Sign up for at least one 2 hour shift per week.
2. Be available to respond to requests from patrons as needed. Assist users one-on-one with such tasks as: logging on to the computers, MS Office, printing, resume formatting, Internet searching and e-mail.
3. Troubleshoot minor computer and printer problems.
4. Identify any additional “Commonly Asked Questions” and share with staff and other coaches. Consult reference librarians as needed.
5. Other projects and assignments according to interest. These may include helping teach computer classes, and designing flyers and other training materials.

Qualifications:

- Working knowledge of PCs, Microsoft Office, Internet, as well as familiarity with the basic functions of saving and printing materials.
- Patience and good communication skills. Ability to work with diverse library users.
- Friendly, courteous and enthusiastic attitude.
- Reliability. Staff members and the public count on coaches! Coaches must be able to fill assigned shifts and should look for substitutes and inform staff when they will miss a shift.

Training and Support Provided: Training provided prior to first shift. Materials include information on the library’s PCs as well as answers to commonly asked questions. Staff always available for consultation. Ongoing updates and training provided as needed.

Time Commitment: 2 – 4 hours per week

Length of Commitment: Minimum of 3 – 6 months requested
Benefits of Volunteering:

- Opportunity to share your computer skills with others. Help bridge the digital divide and change the lives of new computer users.
- Hone your computer, communication, and teaching skills.
- Develop relationships with other computer coaches and library staff.

Contact Person: Monica Miltko, Volunteer Services Coordinator,
monica.miltko@surfcity-hb.org
(714) 375-5114

Date Revised: 7/21/10
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 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 714.375.5114.

Revised: 3/23/2012
California State Library

Assistant Volunteer Coordinator

Volunteer Job Description

Position Overview and Impact: Supports the engagement of volunteers to assist in achieving the state library’s information and cultural heritage mission, and increase the library’s visibility and community connections.

Key Responsibilities:

1. Check the state library’s VolunteerMatch account at least 3 times per week for new volunteers who have expressed interest.

2. Compare new applications with job description to identify qualified candidates. Share qualified candidate applications with appropriate staff member(s), and follow up to determine which, if any, they wish to interview.

3. As time allows, follow up with potential volunteers who did not submit an application to be sure they understood that was the next step.

4. If schedule permits, serve as a member of the internal volunteer engagement team (monthly).

Qualifications:

- Commitment to volunteerism and interest in learning about volunteer engagement practices.
- Good organizational skills and high level of comfort with online communication.
- Good written and oral communication skills.
- Ability to maintain confidentiality.
- Human Resources experience helpful, but not required.

Staff Volunteer Contact: Carla Lehn, Library Development Services

Training and Support Provided: Training on how to use VolunteerMatch and state library volunteer policies and procedures. Meetings with staff as needed for coordination and problem-solving.

Time Commitment: 4 – 6 Hours per Week

Length of Commitment: Minimum 6-month commitment requested

Benefits of Volunteering:

- Assist with extending the state library’s reach into the community, and increase services to library users.
- Opportunity to learn about volunteer engagement practices.
- Work could be done at the library or virtually (from volunteer’s computer and phone).
- State library card.

Contact Person: Carla Lehn, elehn@library.ca.gov/916-555-1234  Date Revised: 3/2015
50 Project Ideas for Skilled Volunteers That Build Your Capacity

Adapted from https://volpro.net/50-project-ideas-for-skilled-volunteers-that-build-your-capacity/?inf_contact_key=65a0e0e60679d837578df0f5e5826a9f8ebd4f88f4b697f6530fb6865

“Skilled volunteers” may be a bit of a misnomer. After all, all volunteers have skills. That said, targeted professional services and expertise can have a deep impact on your organization’s ability to meet its mission and strengthen its capacity for future sustainability.

50 Projects for Skilled Volunteers

1. Reviewing your volunteer manual to ensure it meets legal requirements
2. Optimizing your organization’s current IT structures and databases
3. Developing a volunteer recruitment strategy to boost inquiries
4. Increasing the usability of your website to enhance engagement
5. Conducting audience research to identify donor needs and key talking points
6. Converting a paper-based volunteer tracking system to digital one
7. Preparing a financial analysis of the organization to create a sustainable plan
8. Creating a search engine optimization (SEO) plan so your website is found
9. Conducting a volunteer survey and focus groups to improve satisfaction
10. Renovating an outdated volunteer orientation training for better learning
11. Developing an automated email marketing campaign to engage newcomers
12. Redesigning a logo and a brand standards guide to increase consistency
13. Presenting leadership training to paid employees and volunteers
14. Conducting a service beneficiary survey to improve satisfaction and results
15. Reviewing the organization’s employee fringe benefits structure to improve it
16. Developing a social media strategy that is realistic and achievable
17. Reviewing the organization’s client intake process to find greater efficiencies
18. Crashing your organization’s website for a quick weekend renovation
19. Copywriting key content for your next fundraising campaign
20. A/B testing your website’s calls to action and landing pages
21. Reaching out to reporters to generate free, earned media for your cause
22. Writing a communications messaging platform for your organization
23. Developing a document retention policy and plan for the organization
24. Recommending a learning management system for your volunteers
25. Conducting a job analysis to determine if staff workloads are realistic
26. Leading an agency strategic planning session with employees and volunteers
27. Reviewing your program outcome data for insights for decision making
28. Setting up an accounting system that is accurate and reliable
29. Developing a digital media tracking process, metrics, and template
30. Translating agency materials into multiple foreign languages
31. Developing a code of ethics for the organization
32. Leading a youth or adult employability fair for service beneficiaries
33. Transcribing handwritten or recorded comments into a digital document
34. Designing an online dashboard to publicly report the agency’s progress
35. Training staff and volunteer spokespeople to present to the press effectively
36. Developing professional-looking presentation slide and handout templates
37. Evaluating the outcomes of an initiative in an objective, unbiased way
38. Forming a knitting or quilt club to create warm items for those you serve
39. Investigating the core causes of volunteer retention and turnover
40. Proofreading and edits grant applications and reports
41. Designing and maintaining a low-maintenance landscape at your agency
42. Compiling a list of community events and creating an outreach plan
43. Improving the sales operations of the organization’s retail-based business
44. Re-design the organization’s data collection forms for improved usability
45. Lead staff-volunteer team building activities to increase trust and morale
46. Create a change management strategy to introduce a major change in policy
47. Review ways the agency can increase accessibility for people with disabilities
48. Fixing or upgrading facilities like plumbing or electrical fixtures
49. Shooting and editing a volunteer appreciation or welcome video
50. Monitoring, curating, and amplifying social media messages

These are only a few ideas. The sky really is the limit. Consider the core needs of your organization and decide how you want to engage skilled volunteers in helping you grow and sustain your mission.
Library

(Title)

Volunteer Job 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:
Volunteer Job 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:
Job Description Tips

- Don't sit alone in your office
- Be sure what you've written is realistic
- Include enough information to get the right person
- Think strategically: what do you need?
- Consider program management jobs for volunteers
- Delegate part of the volunteer engagement duties

Success Factors for Volunteer Engagement Programs

- Meaningful written job descriptions
- Targeted recruitment
- Careful screening
- Orientation/Training
- Supportive climate
- Requires staff buy-in
- Feedback/collaboration/support
- Recognition/acknowledgment
- Sustainability strategies

Targeted Recruitment

- Not every warm body fits every position
- Assess skills/interests and make a good fit
- Don't be limited to those you know - work together
- Better to have vacancy than naming a volunteer
# TARGETED RECRUITMENT PLAN

Volunteer Position:

## From the Volunteer Position Description:

<table>
<thead>
<tr>
<th>What qualifications must this person have?</th>
<th>What benefits will the volunteer receive?</th>
</tr>
</thead>
<tbody>
<tr>
<td>(skills, attitudes, experience, time required)</td>
<td>(Share skills, meet people, gain skills/experience)</td>
</tr>
</tbody>
</table>

## How Could We Locate Them?

<table>
<thead>
<tr>
<th>Who has these qualifications?</th>
<th>Do people like these congregate anywhere?</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a particular profession, age range, educational level, etc.)</td>
<td>(professional association, service club, corporate volunteer program, faith community?)</td>
</tr>
</tbody>
</table>

## Personal Connections

<table>
<thead>
<tr>
<th>Who do we know who knows people like this? Who is the best person to ask?</th>
<th>Local Recruitment Options What local volunteer recruitment options do we have?</th>
<th>Online Recruitment Resource What online recruitment options do we have?</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Board member, current volunteer, professional in the field, spouse?)</td>
<td>(Volunteer Center; Hands On Network; United Way, local newspaper, Penny Saver?)</td>
<td>(Volunteermatch.org; Serve.gov; idealist.org, etc.)</td>
</tr>
</tbody>
</table>
Types of Interview Questions

- Background
- Interest in the Position
- Problem-Solving Ability
- Experience with a Critical Task
- Skills
- Handling Difficult Situations

Background Checks

- When to do a background check
- Do background checks turn volunteers off?
- How does it pay for background checks?

Feedback

- How's it going?
- Re-Train, Mentor, Coach
- Re-Assign if Necessary
- Don’t Embarrass by Not Intervening
# Types of Interview Questions

<table>
<thead>
<tr>
<th>What You’re Looking For</th>
<th>Sample Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Background</strong></td>
<td>Tell me a little about yourself. Do you have any previous volunteer experiences? Tell me about them.</td>
</tr>
<tr>
<td><strong>Interest in the position</strong></td>
<td>What interests you about this position? What do you hope to gain for yourself by volunteering at the library?</td>
</tr>
<tr>
<td><strong>Problem-solving ability</strong></td>
<td>What ideas do you have for helping the library reach more people who would benefit from our home delivery program?</td>
</tr>
<tr>
<td><strong>Experience with a critical task</strong></td>
<td>Describe a time where you were tasked with leading a team. What went well? What didn’t? What might you do differently next time?</td>
</tr>
<tr>
<td><strong>Skills</strong></td>
<td>Tell us about your experience managing social media accounts. What have been your greatest successes? (For this job or others such as writing, photography, brochure or web design, etc., ask the volunteer in advance to be ready to show samples of their work in the interview.)</td>
</tr>
<tr>
<td><strong>Handling difficult situations</strong></td>
<td>You are in charge of a large event, and two hours before it’s to begin, you learn that two key volunteers won’t be able to make it. What steps would you take to resolve this situation?</td>
</tr>
</tbody>
</table>
Skilled Volunteers:
From Supervision to Collaboration & Support

- Job Description
- Agree on Scope of Work & Timeline
- Create Volunteer Agreement Together
- If Responsibility/Give Authority
- Define What's Not Negotiable

Volunteer Recognition Preferences
2013 Volunteer Recognition Study - Volunteer Canada

Most Favorite
- Hear How Their Work Made a Difference
- On-Going In Person Thanks

Least Favorite
- Banquets or Formal Gatherings
- Public Acknowledgement

Recognition/Acknowledgement

- Is Everyone Acknowledged
- Based on Motivation
- "Career Path"
- Special Effort or Opportunities
- Meaningful to the Recipient
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

Sustainability Strategies

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

Support for Your Success

- Get Involved Clearinghouse – www.getinvolvedclearinghouse.org
- Free Webinars – Watch for announcements on the Clearinghouse
  - August 29 – “Making the Wait: Engage Volunteers in Your Volunteer Engagement”
  - October 24 – “Creative & Innovative Recognition Strategies for Today’s Volunteers”
- Bibliography
- Questions?:
  - Carla Linn, clinn@sprite.org
ANOTATED VOLUNTEERISM BIBLIOGRAPHY
(Developed by Carla Lehn -- Revised June, 2018)


This book describes an alternative to the traditional metrics of reporting volunteer service – “by the numbers” – to help reflect the true value of volunteers to your organization. Those familiar with the balanced scorecard measurement tool first developed by Kaplan and Norton in the 1990’s will recognize the concepts adapted uniquely for volunteer involvement.


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.


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.


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.


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


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.


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.


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.

Traditional library volunteer programs must re-tool for today’s volunteer. Libraries can and should be using volunteer service as a strategy for community engagement. When successfully engaged, many volunteers naturally become library supporters and advocates. Practical hands-on techniques, skills and tools for achieving success are identified and included.


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.


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.


This collection of 30 new essays (including 3 by Carla Campbell Lehn) brings together the experiences of numerous individuals across the US, providing ideas, projects and best practices in five sections: recruitment and retention; policies and process; mentoring and empowering; placement programs and responsibilities; and outreach.


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.


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.


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

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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 Webography
(Developed by Carla Lehn -- Revised July, 2019)

Association of Leaders in Volunteer Engagement

BoardSource (resources for boards)

Building Inclusive Bridges: A Guide to Facilitating Inclusive Referrals

Consumer Guide to Volunteer Management Systems
https://www.techsoup.org/support/articles-and-how-tos/consumers-guide-to-software-volunteer-management

Council for Certification in Volunteer Administration (CVA)
- Professional Ethics in Volunteer Administration
  http://cvacert.org/resources-and-media/professional-ethics/

Corporation for National Service
- Volunteering & Civic Life in America
  www.nationalservice.gov

Doing Good Together (Youth and Family Volunteering)

DOVIA (Directors of Volunteers in Agencies by State)

Energize A-Z Volunteer Management Library

Get Involved: Powered by Your Library Resource Clearinghouse
www.getinvolvedclearinghouse.org

Inclusive Volunteering: Recommendations for Volunteer Coordinators on How to Develop A More Inclusive Volunteer Programme

The Millennial Impact Report

National Association of Volunteer Programs in Local Government

Nonprofit Risk Management Center

Online Communities for Volunteer Administrators
https://www.energizeinc.com/directory/onlinee/discussion

Points of Light Foundation

Value of Volunteer Time
- Independent Sector (Dollar Value Average)
  https://www.independentsector.org/volunteer_time

- Return on Investment
  http://tobijohnson.typepad.com/tobisblog/2012/01/roi-for-volunteer-programs.html

- ROI Calculator
  http://verifiedvolunteers.com/resources/return-on-volunteer-investment-calculator

VolunteerMatch (volunteer recruitment site)
www.volunteermatch.org