**San José Public Library**

**Volunteer Practices**

**From Management to Engagement**

Each of the statements below represents an aspect of volunteer programs. The practices are on a continuum that begins with statements that reflect “**Volunteer Management**” procedures and ends with statements that reflect “**Volunteer Engagement**” procedures. Indicate where you believe SJPL is in relation to these practices on the numbered continuum below. “1” indicates strong volunteer management practices and “6” represents strong volunteer engagement practices.

|  |  |  |
| --- | --- | --- |
| **Volunteer Management** |  | **Volunteer Engagement** |
| **Recruitment**  1. Volunteers are primarily recruited through flyers, events, website listings, and other promotional means for very specific entry level functions that support library operations. | 1 2 3 4 5 6 | **Cultivation**  1. Volunteers are cultivated through relationships and networking. Strategic sources are identified to engage their members. Volunteers are selected based on the match between the interests, expertise and skills and the needs of the library. Opportunities for varied and unique assignments are available. |
| **Placement**  2. Volunteers are offered a limited range of positions that support other jobs and are typically entry level. Responsibilities are explained verbally and seldom vary. Work is done at the library within a set schedule. | 1 2 3 4 5 6 | **Negotiation/ Agreement**  2. Volunteers and staff collaborate on the volunteer’s functions and the position based on expertise, skill and interest as well as the benefit to and needs of the library. Detailed position descriptions are created. Work may be done virtually with flexible scheduling. |
| **Supervision**  3. Volunteer activity is supervised by library staff. Volunteers are shown how to perform their responsibilities as well as what to do. Volunteer functions are ongoing with no apparent point of completion. | 1 2 3 4 5 6 | **Support**  3. Volunteers agree upon a project or aspect of a project with an anticipated timeline and defined outcomes. Staff are colleagues, collaborate with volunteers, and provide support and assistance where needed. |
| **Review**  4. 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. | 1 2 3 4 5 6 | **Measurement**  4. Procedures are implemented to assess the outcomes of volunteer efforts and the impact that they have made on the library and community. |
| **Recognition**  5. Recognition is provided to volunteers through an annual event, pins, certificates, and other items. Recognition is often tied to length of service. | 1 2 3 4 5 6 | **Acknowledgment**  5. Volunteers receive personal 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. |
| **Retention**  6. Volunteers are asked to make long-term commitments or commit with no definitive time frame. The longer a volunteer is retained the better. | 1 2 3 4 5 6 | **Sustainability**  6. Strategic positions are created with outcomes to measure success. Outcomes of volunteer assignments 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. |