**Roles in Volunteer Engagement**

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| **Responsibilities** | **Library Director** | **Board of**  **Trustees** | **Volunteer Engagement Coordinator** | **Staff** |
| **Planning for Volunteer Engagement** | * Ensure development of a mission statement for Volunteer Engagement. (Or implement existing policy) * Communicate to staff the importance of volunteer engagement, and the intent to supplement, not supplant, staff roles. * Participate on the volunteer engagement team or appoint a senior manager. * Ensure sufficient staff, space and budget are designated. * Provide time for staff to be involved in planning and get the training they need. * Involve volunteer engagement coordinator in the Strategic Planning process. | * Actively participate in the planning process when asked. * Embrace the mission or philosophy for volunteer engagement. * Understand that volunteers supplement, but do not supplant staff. | * With the involvement of the library director, key staff, Board, Friends, union rep. and volunteers, develop a mission statement for volunteer engagement. (Or implement existing policy) * Based on the mission statement, the library’s strategic plan, and resources available, develop volunteer engagement goals and objectives, monitor progress, and make periodic reports to management and staff. * Ensure that sufficient written policies and procedures are in place, and that they are in concert with any city or county jurisdiction policies, including risk management. | * Actively participate in the planning process when asked. * Express your concerns so they can be addressed. * Maintain an open mind. * If selected as a member of the volunteer engagement team, accept research or task force assignments periodically. |
| **Volunteer Job Descriptions** | * Insist on having volunteer job descriptions in writing. * Ensure volunteer roles are developed to assist in reach-ing strategic plan goals. |  | * Work with staff to identify and develop a variety of meaningful volunteer jobs. * Develop volunteer roles that assist in reaching the library’s strategic plan goals. | Identify meaningful jobs for volunteers, and ask for help to develop good job descriptions. |
| **Recruitment** | * Include volunteer opportunities and accomplishments in reports made to the board and funders, as well as in the library’s annual report. * In presentations to decision-makers and community groups, include volunteer opportunities and success stories. * Utilize your board and community contacts to assist with recruitment of specific individuals or skills. * Invite the volunteer engagement coordinator to accompany you to meetings or events where recruitment might be possible. | * Showcase volunteer opportunities and success stories at board meetings. * Utilize your community contacts to assist with recruitment of specific individuals or skills. | * Use written job descriptions as the basis for recruitment. * Maintain a targeted recruit-ment program, utilizing several recruitment methods. * Keep the library director, board, staff and volunteers informed of success stories and recruitment needs so they can assist. * Learn to use at least one online recruitment site; post opportunities and use tools effectively. * Train appropriate staff or volunteers in online recruitment best practices. * Maintain relationships with local volunteer center and/or other such organizations that can assist your efforts. | * Keep eyes open inside the library for potential volunteers. * Use your community contacts to assist with recruitment of specific individuals or skills. |
| **Screening** | * Make Human Resources staff available to the volunteer engagement coordinator. * If properly documented, support decisions made to not accept a volunteer, or to re-assign or terminate one. * Provide resources for background checks if the library or its local government jurisdiction requires them for volunteers. |  | * With the involvement of the library director and human resources, design and implement a screening program for volunteers that includes job descriptions, interview guidelines, problem-solving, and background checks when required. * Include key staff on interview teams for volunteers they will be working with. | * When asked, serve on the interview team for volunteers you will be working with. |
| **Orientation & Training** | * Be visible at volunteer orientation events, where possible, and always at in-service events about an emergency, or negative publicity about the library. * Make time available for staff to be trained in volunteer engagement. * Provide opportunities for professional development in volunteer engagement for the volunteer engagement coordinator and other key staff. | * When asked, be visible at volunteer orientation events, and at in-service events about a library emergency, or negative publicity about the library. | * Develop and oversee delivery of both orientation to the library, and training for volunteers that will help them be successful in their roles. * Look for ways to engage staff in designing and/or presenting volunteer training to assist with their ownership of volunteer engagement. * Consider ways to engage skilled trainer volunteers in designing and/or presenting orientation and training. * Make time for your own professional development. | * Be willing to help design and/or present volunteer training in your areas of expertise. |
| **Supportive Climate/ Staff Buy In** | * Communicate importance of volunteer engagement. * Make sure department heads understand their role in ensuring volunteer engagement success. * Provide staff time to engage volunteers. Don’t just add it to already full workloads. * Provide staff training in delegation, supervision, and volunteer engagement. * Share volunteer engagement success stories with staff, board, local decision-makers and funders. * Consider including volunteer engagement in staff job descriptions, new employee orientations, and performance evaluations. * Set an example by having volunteers directly assigned to you. | * Share volunteer engagement success stories at board meetings. | * Develop and oversee delivery of training and consultation efforts for staff to ensure understanding and acceptance of volunteer engagement, and to develop skills staff need to successfully carry out their critical role. * Share volunteer success stories with director, board and staff. * Set an example by having volunteers directly assigned to you. | * Help volunteers feel welcome, appreciated, and part of the team. * Share volunteer success stories with staff. * Participate in training to enhance your skills in volunteer engagement. * Ask for help with specific volunteer issues or problems. * Ask for additional training as needed. |
| **Feedback/**  **Collaboration & Support** |  |  | * Encourage staff to keep you informed of volunteer performance. * Be sure that clear, written agreements are made about a skilled volunteer assignment, including tasks, timeline and resources or constraints. * Be sure staff are aware that you are available to assist when problems arise. * Maintain a relationship with Human Resources for guidance & problem-solving. | * Monitor volunteer performance and coach when needed. * Seek help from the volunteer engagement coordinator when problems arise. |
| **Recognition/ Acknowledgement** | * Be visible at volunteer recognition events. * Meet with volunteers who require your input to complete their assignment. * Where possible, make special opportunities such as invitations to high level meetings or community events available as a form of recognition for a volunteer working on a related project. | * When asked, be visible at volunteer recognition events. | * Be sure volunteers are apprised of the impact made by their efforts on participants and the community. * Develop a plan for recognition that ensures all volunteers are thanked and is based on what’s meaningful to the volunteer. Determine that by survey, interviews or focus groups with volunteers. * Look for ways to provide promotional opportunities or a career path for some volunteer positions. * Don’t rely solely on events for recognition, but identify additional special opportunities for volunteer recognition. | * Assist with recognition activities when asked. * Encourage volunteers with whom you work to attend or take advantage of volunteer recognition opportunities. |
| **Sustainability** | * Keep decision-makers and funders informed of volunteer engagement success stories, accomplishments, and resource needs. * Ensure adequate on-going staff and financial support for volunteer engagement, and provide increases to both when warranted. | * Ensure adequate on-going staff and financial support for volunteer engagement. | * Keep director, board and staff informed of volunteer engagement success stories, accomplishments, and resource needs. | * Encourage co-workers to participate in volunteer engagement efforts by sharing your experiences and success stories. |