

Student Assistants and Volunteers ; Hire, Train and Retain



Ben Hogben – April 26, 2012

Volunteers

- About 62.8 million people volunteered through or for an organization at least once between September 2009 and September 2010.

United States Department of Labor - <http://www.bls.gov/news.release/volun.nro.htm>

All of these volunteers have one thing in common.....



Volunteer Recruitment

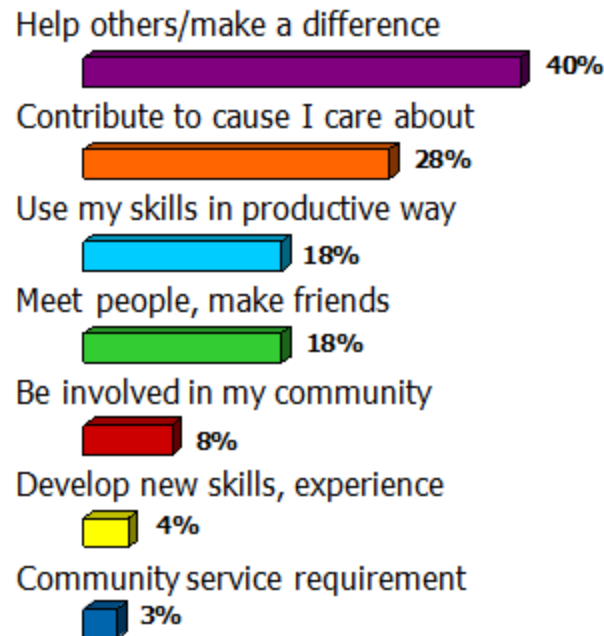
- Number of persons who are not employed
- Aging demographics
 - 40 million people over the age of 65
 - Persons 50+ and older will be 100 million as of 2012
- Community service volunteers

Why do People Volunteer?

“Helping Others/Making A Difference” Is Top Reason for Volunteering

Selected Most Important Reason for Volunteering

Non-Volunteers 55+



Testimonials

- Why do you volunteer?
- Why do you volunteer here?

Want to make a difference in your community? The Public Library is looking for people to carryout its mission to provide Library services to the people of this community.



Collective Wisdom

[Category Index](#)
[Reflections](#)
[Recognition](#)
[Recruitment](#)
[Diversity](#)
[Supervision](#)
[History of Volunteers](#)
[Teaching about Volunteering](#)
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National Volunteer Week Celebrations Recognition

Several countries now have National Volunteer Week celebrations. For general information about these weeks, see our [events](#) page. Also see the official annual information at these sites:

- USA (Points of Light): <http://www.handsonnetwork.org/events/nvw2010>
- Canada: www.volunteer.ca/nvw
- England: <http://www.volunteersweek.org.uk/> -- click from this page to Scotland, Wales and Northern Ireland
- Australia: http://www.volunteeringaustralia.org/html/s02_article/default.asp?nav_top_id=55&nav_cat_id=357

Client-Personalized Cards

During National Volunteer Appreciation Week, I created note cards with inspirational quotes and thoughts. Our clients used them to write "thank-yous" or other comments to their volunteer counselors. The counselors were deeply touched and surprised.

Submitted by Jeri Shumate

Volunteers Rock!

To celebrate National Volunteer Week this year we chose to host a 50's themed *Rockin' Volunteer Bash* luncheon to say "Volunteers, You Rock!" Many of the staff wore 50's style clothing and all guests were encouraged to do the same. As guests arrived, two of our staff rolled around on roller skates with record-style trays full of bazoooka gum and red licorice. Music from the 50's played behind an inflatable juke box. The room which held the food had handmade music notes and records hanging from the ceiling. The seating tables were covered with black and white checkered tablecloths with a centerpiece of a cut-out couple dancing on records.

Sign up for the Volunteer Management Update e-newsletter for a **free recognition tip** each month (and much more!)

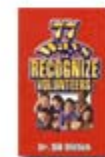
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Volunteer
Recognition
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Recognizing
Volunteers
and Paid
Staff



77 Ways to
Recognize
Volunteers

Over 80 more books...



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Visit our "News in the
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United We Serve

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**NATIONAL &
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**Making A Difference
For Generations**

Senior Corps Week
May 7-11, 2012

FIND OUT MORE 

1 2 3 4 5

Senior Corps Week 2012

Senior Corps Week, May 7-11, 2012, highlights the extraordinary contributions that Foster Grandparents, RSVP, and Senior Companion volunteers make through service in their communities each day.

United We Serve

The President is calling on all Americans to

Serve.gov

Find a Volunteer Opportunity

Your Interests:

Location:

What is the Value of your Volunteers?

- Because of our volunteers,
we are able
to _____

National Volunteer Week, April 21 – 14, 2012

Details... Details...

We are looking for volunteers to shelve books

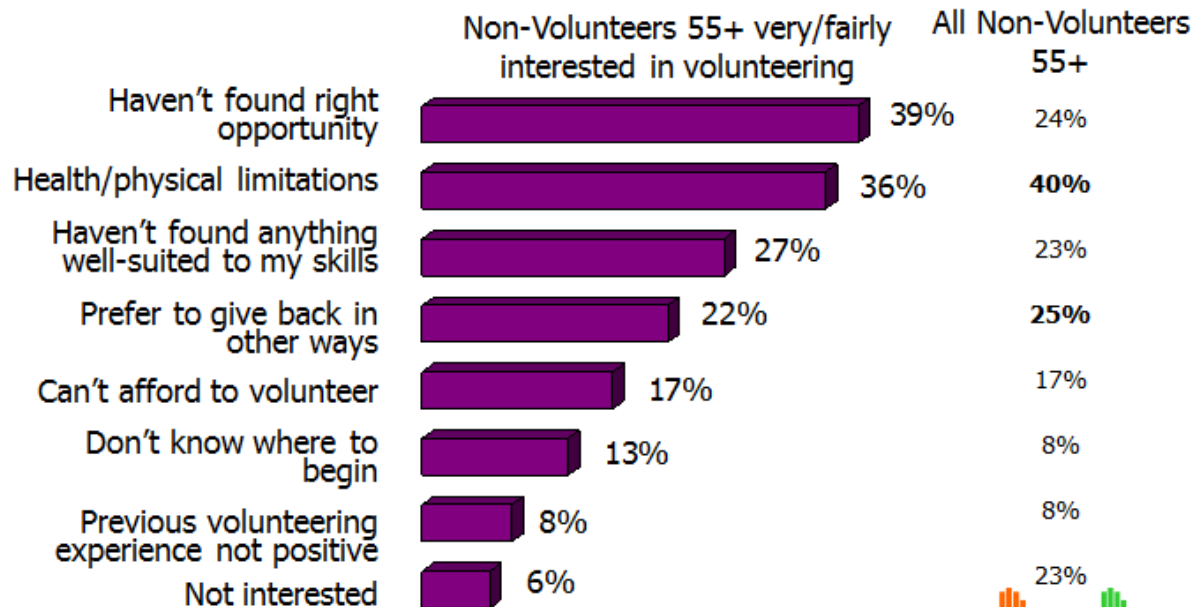
Or...

Are you someone who has a keen eye for detail and enjoys a quiet working environment? Volunteers needed for processing items as they are returned to circulation.

How Come People Don't Volunteer?

Barriers To Volunteering

Besides not enough time, which of these is the most/second-most important reason you don't volunteer?



Our First Conversation – Hiring/Recruiting

- Are you an employer of choice?
 - Do you have 3 job openings and 85 applicants?
- Or, an employer of last resort?

Why would others choose to work or volunteer at your Library?

- What perks are offered with the job?
- How will this job help students/volunteers with employment in the future?
- What skills will they learn?
- What experiences will they gain from working at your Library?

Learning Outcomes

What are the learning outcomes for your student assistant/volunteer positions?

- Communication skills
- Customer service skills
- Leadership/supervisory skills
- Technology (e.g. scanning, editing, spreadsheets)

Career Building Skills

“The 2010 census data paints a bleak financial picture for recent graduates, and as the recession lingers, it's clear that many of the students enrolled at your institution will be graduating into a very difficult market.”

September 29, 2011 Daniel Fusch, Academic Impressions

- Provide skills for their career path
- Performance evaluation on a semi-annual, or annual basis
- Assess the effectiveness of your training program with periodic training surveys and exit interviews

BONUS SLIDE!

- What was the most challenging part of your job?
- What was the most rewarding part of your job?
- What services do you think the Library should offer that it doesn't now?
- What qualities should we look for in hiring your replacement ?
- How has this job prepared you for work after graduation?

Advertising for Students/Volunteers

- Work/duties/tasks to be performed
- Hours per week, along with available shifts
- Starting pay, if applicable
- Job qualifications
- Consider including past work experience or references on the application
- Deadline for submitting applications, when applicants can expect to be notified of the search results, and why they didn't get called for an interview

BONUS SLIDE

- Seeking someone who is good with computers, has excellent written and verbal communication, and can work alone or in teams.

Interviewing

- Open ended versus closed ended questions
 - Have you ever worked with a difficult patron?
 - *Tell me about a time when you worked with a difficult patron, and how you resolved the situation.*
 - Describe the ideal training program for you when starting a new job.
 - What did you find useful or innovative about the Library web site?
 - *What questions do you have for us?*

Let's Try a Few Questions...

- Have you ever supervised other volunteers/student assistants?
- Would others describe you as having initiative?
- How familiar are you with Microsoft Office?
- Do you prefer to work alone or in teams?

Questions to Avoid

- Disabilities/health problems
- Marital status
- Past arrests
- Ethnic background
- Age/what is your birth date?
- Religious affiliations
 - Source Weiss, Donald H. Fair, Square, and Legal: A Manager's Guide to Safe Hiring, Managing, and Firing Practices. (2004) AMA.

Our Second Conversation - Training

Tell me, I'll forget...

Show me, I'll remember ...

Involve me, I'll understand

-Chinese Proverb

What is in it for me?

“What if we train them and they leave for another position.”

“What if we don't train them and they stay.”

Learning Styles

- Visual
 - Iconic memory – lasts a brief amount of time
- Auditory
 - Echoic memory – may or may not be retained based on importance
- Kinesthetic
 - Performing a physical activity
 - *Consider including all three into your training programs*

Learning Styles - Continued

- How would we know the learning styles of our student assistants/volunteers?
- When we train, we are competing with primary and secondary memory (i.e. distractions).

What I Mean is...

- Our patrons can check out a book, or simply borrow it for a little while....
- Some libraries charge out books to patrons, even though they don't cost anything to borrow....
- You can get a citation from a Librarian, or possibly a police officer...
- ILLiad has nothing to do with Homer, Ariel and the Odyssey, but actually it does!

BONUS SLIDE

- There is no egg in the eggplant.
- No ham in the hamburger.
- No pine nor apple in the pineapple.
- Quicksand takes you down slowly.
- Boxing rings are square.
- And, a guinea pig is neither from Guinea nor is it a pig.

Accountability and Expectations

- *“A great leader must also be capable of setting performance standards and holding people accountable.”*

What about patrons, student assistants?

Exceptional Service, Exceptional Profit : The Secrets of Building a Five-Star Customer Service Organization.

What Do You Expect Me To Do?

“Clearly setting the expectation that employees should not text or email at work could avoid misunderstandings.”

Motivating Millennials: Improving Practices in Recruiting, Retaining, and Motivating Younger Library Staff : by Sara D. Smith and Quinn Galbraith

Generational Differences

- The Veterans 1922-1943
- The Boomers 1946-1964
- Gen Xer's 1961-1980
- Millennials 1980-1995
- Generation Z 1995-2012
- Generations at work, Executive Update, February 2001,
<http://www.asaecenter.org/Resources/articledetail.cfm?ItemNumber=13053>

Veterans

- Were born before and during two of the defining events of the century: the Great Depression and World War II.
- Are the generation whose vision and hard work created the United States as we know it today. They are the classic “keepers of the grail,” an irreplaceable repository of lore and wisdom.
- Grew up in difficult times. Many of their parents lost their jobs during the Great Depression, and the entire family experienced hardships.
- Worked on teams under strong leaders who told them exactly what to do, how, and when. They learned to conform to the needs of large efforts as soldiers, citizens, and factory workers.
- Don’t take jobs for granted – are grateful for them and view a job as something to have over the long haul.

Generations at work, Executive Update, February 2001,

<http://www.asaecenter.org/Resources/articledetail.cfm?ItemNumber=13053>

Boomers

- 60 hour work week
- Spirit in the workplace
- Create a fair and level playing field
- Meetings may seem pointless to others

Generation X

- Latchkey – autonomy
- Feedback and flexibility
- Comfortable with change
- Loyal to themselves, friends and family

Millennials

- Upbeat & healthy self-esteem
- Highly motivated
- Committed
- “Education is cool”
- Socially conscious
- Family values

Managing the Generation Clash in your Workplace: Margie Arnold, Ithaca College, Ithaca, NY

Bill Hendricks, Cal Poly, San Luis Obispo, CA, Nancy Kaiser, East Bay Regional Park District, Oakland, CA

“Millennials believe they can change the world, and they want a job where they feel like they are doing so.”

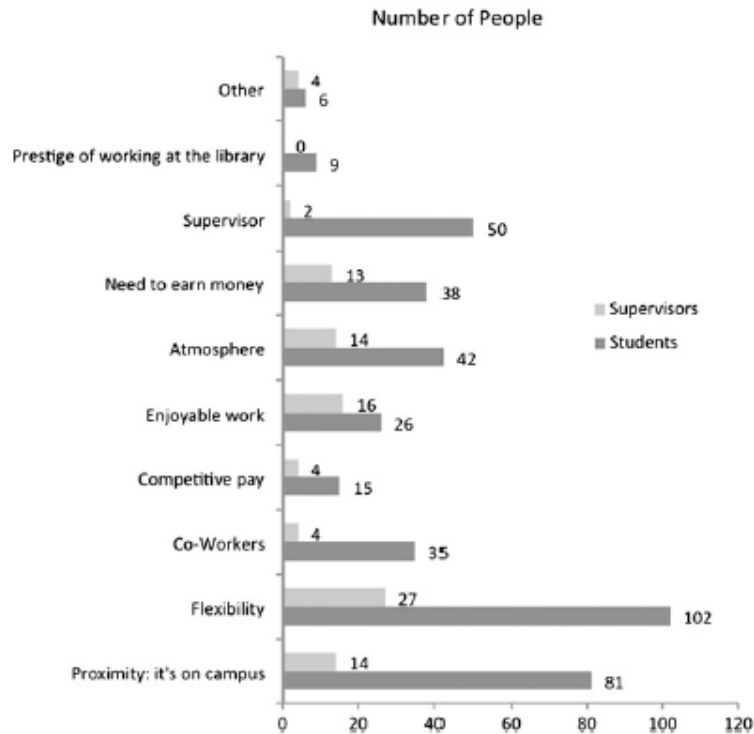
Motivating Millennials: Improving Practices in Recruiting, Retaining, and Motivating Younger Library Staff : by Sara D. Smith and Quinn Galbraith

Millennials, continued...

- “Millennials, even after graduation, maintain strong ties to their hovering “helicopter parents,” which... could translate to the workplace.”

Fig. 1
Retention

Students: What most motivates you to stay at your current job? (n = 121)
Supervisors: What do you think most motivates your student employees to stay at their jobs? (n = 49)
Both were asked to pick top two responses. Responses are represented as percentages.



Motivating Millennials: Improving Practices in Recruiting, Retaining, and Motivating Younger Library Staff: by Sara D. Smith and Quinn Galbraith (in press)

Free Training Resources – Wiki

<http://www.wikispaces.com/>



wiki

calendar

forms

ITHACA COLLEGE
LIBRARY INTRANET

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Admin

Archives

Multimedia

Music

Reference

Tech Services

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view source

history

New Student Training

New student assistants will train at both Circ stations on the following topics:

- Charge discharge, recall
- [Reserves/E-reserves](#)
- [Traces](#)
- [Laptops and laptop cabinet](#)
- [Copier/Printer information](#)
- [Gate alarms](#)
- [ILL Web Circ and renewals](#)
- [Guidelines for IC Affiliates](#)
- [Paying fines](#)
- Give them a handout with [key terms](#)
- Who does what, Timecards, Library forms, Student page, FAQ, subs, Taking gate stats as a daily duty
- Coaching groups

Returning student assistants will train on the following topics:

- [Policy revisions](#)
- [Staff changes](#)
- Coaching groups
- New OPAC and website



Blogs - <http://wordpress.com/>

circulationstaff

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Search

Search

RSS



RSS - Posts

Recent Entries

- [Sub needed for Wednesday
19 October](#)

Category Archives: *Circulation News*

Circulation announcements

OCTOBER 4, 2011

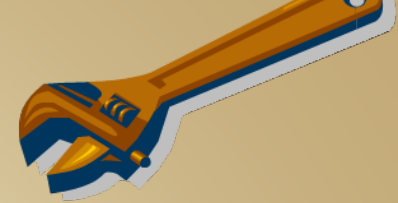
Sub needed for Wednesday 19 October

Categories

- [Circ Staff of the Week](#)
- [Circulation News](#)
- [Circulation News – Last Semester](#)
- [Sub Requests](#)

Follow

And Finally, Jing - <http://www.techsmith.com/Jing>



- <https://ithaca.illiad.oclc.org/illiad/renew%20ILL.swf>

The screenshot shows the Ithaca College Library website interface. At the top, the logo "ITHACA COLLEGE LIBRARY" is on the left, and "HOURS: OPEN THURSDAY 7:30 AM - 12 AM" and a search icon are on the right. A navigation bar contains links for "Research Guides", "Books", "Articles", "Reserves", "Music", "Film", "Writing & Citing", and "Services". Below this, a secondary navigation bar includes "Catalog", "Journals", "Databases", "FAQs", and "Login".

The main content area features a search box with the text "Find books, ebooks, scores, dvds and more". The search input field contains the word "Keyword" and a "Go" button. Below the search box are links for "Advanced Search" and "JVs", "Musicals", "New Titles", and "New Fiction".

A central video player overlay is present, showing a "HELLO my name is" name tag for "Laura Kuo". The video player has a large white play button in the center.

On the right side of the page, there is a "Hello, Laura Kuo" message box. The text inside reads: "The Library is pleased to welcome our new Health Sciences Librarian, Laura Kuo. Stop by her office or the main floor of the Library and say 'Hi!'". Below this message is a pagination control showing "1", "2", "4", "5", and "all".

At the bottom left, there is a "Research by Subject" section with a "Research by Class" link and a "more..." link. It features a small profile picture of a woman and the text "Not sure where to start? See what your subject librarian recommends". Below this is a search input field with "Health Promotion & Physical Ed..." and a "Go" button.

At the bottom right, there is a "Question? Ask Us!" button and an "Opinion? Tell Us!" button. Below these is a "Recent Opinions" section with the text: "Would it be possible to get all of Star Trek: The Original Series on DVD? When you go to renew DVD's on-line it doesn't give you a time that they are due back. This..."



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Password

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Facebook helps you connect and share with the people in your life.



Ithaca College Library

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Library · Ithaca, New York



Wall

Wall

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About

We're wireless! Check out one of our laptops, or bring your own.

883

like this

4

talking about this

15

were here



Ithaca College Library added 8 new photos to the album Digital Media Lab Dedication, Fall Splash, October 15th, 2011.



Like · Comment · 36 minutes ago ·



Ithaca College Library

Alumni, here for Fall Splash? We hope to see you at the Class of 2011 Digital Media

Evaluating Performance

Student Name: _____ Evaluation Period: _____

Rating Definitions: 1=unsatisfactory 2=improvement required 3=competent 4=exceptional 5=outstanding

Skills		Rating			
Productivity	Job Knowledge <i>Understands department procedures, policies & responsibilities</i>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
	Quality of work <i>Completes work accurately, neatly, & according to specifications</i>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
	Judgment <i>Takes appropriate actions when questions & problems arise</i>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
	Initiative <i>Exhibits positive attitude; takes on new tasks with enthusiasm and energy</i>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
	Quantity <i>Consistently produces services or output quickly & efficiently</i>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4

Our Third Conversation - Retention

- *"The most important relationship employees have is with their manager. Studies show that even when work conditions are less than ideal, employees stay with an organization if they have a good relationship with the manager."*

Payne, V. (2007), p. 109

Organizations are built on:

1. Communication
2. Respect
3. Trust

What are the Top 5?

1. Personally congratulating employees who do a good job
2. Writing personal notes about good performance
3. Using performance as the basis for promotion
4. Publicly recognizing employees for good performance
5. Holding morale-building meetings to celebrate successes.

Graham, Gerald H. *Understanding Human Relations: The Individual, Organization, and Management*. SRA Publishing Company. May 1982.

Every agency should have in writing the behaviors that will simply not be tolerated under any circumstance.

Sarah Jane Rehnborg, Ph.D.

The traditional model:

- Verbal warning and review progress with volunteer
- Written warning and review progress with volunteer
- Suspension
- Dismissal

What is the disciplinary procedure for staff?



Disciplinary Problems

- What do you have, in writing, to support your concern?
- What documentation did the student/volunteer sign when they started employment/volunteering?



Student Assistant Code of Conduct

1. The Ithaca College Library is a service organization, and each patron should receive our best efforts. At all times be courteous to patrons and co-workers. Patron needs must receive top priority – no one should be turned away without requested information or a referral to someone who can help. Never hesitate to refer a question or concern to a supervisor.
2. You are expected to be at work when scheduled. Work hours are based on the needs of the department. If you are ill, or otherwise detained, it is your responsibility to notify your supervisor as soon as possible before you are scheduled to work. Your unit may require you to arrange for a qualified substitute.

Terminating a Volunteer

- *“You would do this with the same resolve, the same process and with the same care and handling as you would (and should) with a paid associate, staff or team member.”*
 - **John Carroll is President/CEO of Unlimited Performance**
 - <http://www.uperform.com/articles/art-fire-volunteer.htm>

The Difficult Conversation

- Listen - allow them to "clear" (vent)
- Empathy – “I understand your situation”
- Rephrase - Restate the situation and summarize
- Depersonalize - Do not accuse
- Closure - What are the next steps? Here is what you can do. Here is what we can do (if applicable).

Here is an Example of One to Try:

If you are working on homework at the desk and library staff sees that there are books in the book drop waiting to be discharged, you will receive a written warning.

If homework is being done at the desk and library staff sees that there are books in the book drop waiting to be discharged, a written warning will be issued.

Firing/Terminating a Student Assistant or Volunteer

- What concern, if any , is there with this statement?

I need to fire/terminate staff/a volunteer, so I will need to create a file of their workplace problems.



Supervisor and Coach

Is a performance challenge due to:

- Skill set?
- Tools?
- Attitude?

Flat tire example

Coaching Skills

- Active listening
- Listen for repeated words or phrases
- Reframing
- Ask the volunteer/student to look for alternatives
- Talk about possibilities
- Create an action plan
- Follow up

BONUS SLIDE – Effective Listening/ Active Listening

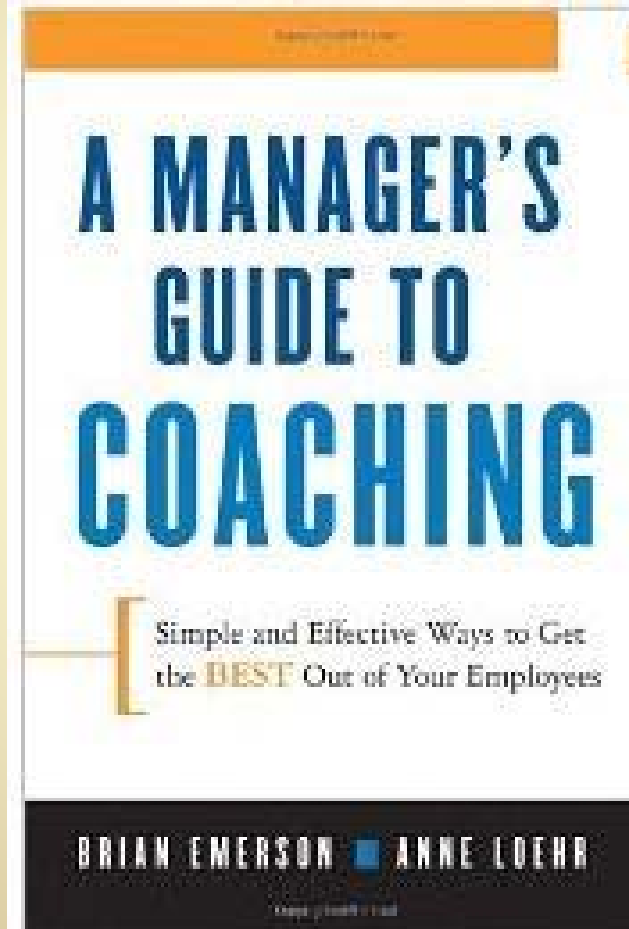
- Devote 100% of our attention to what our client is saying
- Sit directly in front of the client
- Provide verbal and non-verbal feedback during the discussion – make eye contact with your client as they are talking ***if it is culturally acceptable to do so***
- Use verbal responses to validate the client's feelings
- Use effective pauses/silence when there is a strong emotion
- Listen objectively and not subjectively
- Suspend our emotions at the time
- Be aware of body language
- Listening for emotion and the reason for the emotion
- Listen for the phrases that are repeated
- Use “I” statements such as “I am hearing you say” or “Do you mean that”

A Manager's Guide to Coaching: Simple and Effective Ways to Get the Best From Your Employees

Paperback: 240 pages

Publisher: AMACOM (April 2, 2008)

Language: English ISBN-10: 0814409822





<http://bhogben.wordpress.com/>

Bhogben's Blog



September 23, 2011

Do you know what I mean?

Filed under: [Coaching Insights](#) — bhogben @ 7:29 pm

Often, in a conversation, someone might stop mid-sentence and say:

"Do you know what I mean?"

Even though they didn't finish their sentence, there is information that is implied.

I recently attended a meeting with other supervisors, and afterward, it was interesting to hear how they interpreted information discussed at the meeting.

Some felt we discussed and agreed on certain topics, while others felt that the meeting was just to share information.

If staff have limited information, they may "fill in the blanks" with their own information, or interpretation of an event.

Part of the emotional intelligence model talks about "listen well, seek mutual understanding, and welcome sharing of information fully."

After a meeting with supervisors or staff, it may be helpful to do a "check-in" to see how others interpreted the information.

Do you know what I mean?

Be well,

Ben

The Beginning

Time for questions and dialogue

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