**Gaining Staff Buy-In for Volunteer Engagement**

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| **Reasons For Staff Concerns** | **Steps You Can Take to Avoid Problems** |
| Fear of job replacement | Establish official policy on supplementing, not supplanting staff positions.  Clearly define roles, involve staff in that process.  Engage the union in volunteer engagement planning |
| Fear of decrease in quality or loss of control | Start small – “pilot” volunteer engagement with one or more staff “Champions” – don’t try to implement everywhere all at once.  Involve staff in designing and presenting volunteer training  Train staff to be leaders and mentors. |
| Unclear about volunteer/staff roles | Provide written job descriptions and training for volunteers.  Develop agreements between staff and volunteers |
| Previous bad experience with volunteers | Identify what’s in it for the library.  Show job description format and ask for staff help in writing some.  Train staff in volunteer engagement practices and delegation.  Reassure about careful screening, training, and ability to reassign or terminate volunteers if necessary.  Include staff in volunteer interviews  Offer your support. |
| Resent additional workload | Share stories of staff successes with volunteers.  Redistribute workload if necessary |
| Believe there are things that volunteers shouldn’t do in the library | Engage the library director and union representative in planning for volunteer engagement |
| Fear of change. | Management plays a visible and positive role in explaining the importance to the library.  Create a volunteer engagement team to involve staff at all levels in planning for volunteer engagement.  Identify internal “Champions” to implement some examples – share success stories.  Demonstrate your commitment to the concept by engaging volunteers in your work. |