



Volunteer Toronto

Advanced

Long-Term Volunteers

Resource Guide & Workbook

Compiled by Engaging Organizations Department

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Using this Resource Guide & Workbook

The Long-Term Volunteers resource guide & workbook has been compiled by Volunteer Toronto to help community groups, non-profits and charitable organizations with the basic tools to effectively engage volunteers for long-term and ongoing roles. Each resource has been selected to give you an idea of the various needs of each step of the process. It is important to remember that these are guidelines informed by best practices; you can adapt them to your situation as needed.

Long-Term Volunteers Resource Guide & Workbook

“Long-term volunteers” could have different meanings based on your organization and your work. In most cases, long-term volunteers have ongoing roles with potentially recurring shifts and may have a commitment of several months or a year. These roles tend to serve ongoing projects and programs and are not always tied to specific timeframes (such as academic year or season). Many long-term volunteers serve or have served in multiple roles in the organization.

This workbook will go in-depth into planning, preparing for and working with long-term volunteer roles. From trends to challenges and time commitments to succession planning, there is a lot to be aware of if you are creating long-term roles or updating and refreshing the roles you already have. This workbook also includes recommendations for working with your longest-serving volunteers while integrating new long-term volunteers and roles. Here are the contents of the workbook:

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What Are Long-Term Volunteers?

Volunteers in a long-term role or long-term commitment are often involved in an ongoing project or program. Many of these programs could have large numbers of volunteers coming and going regularly, while the work continues. Some recurring examples include:

- Weekly daytime, afternoon or evening shift
- Weekend shift, every weekend
- Once monthly shift

Time commitments can be limited to a few months (probationary) to a year or more. These commitments can be tied to a completion reward (reference, party, etc.) or to a communicated and specific need. Check out more on time commitments on page 5.

When creating long-term and ongoing volunteer roles, remember that these roles should be linked to your mission directly and help make an impact on your community. Since the roles are long-term, volunteers are becoming a part of your team and may stay with your organization for a longer time – make sure volunteers have a voice and feel like valued members of your organization's workforce. By planning the role well from the beginning (use our planning chart on page 6), you can help long-term volunteers stay invested and interested while working toward your mission.

There are some consistent challenges for longer-serving volunteers that can produce issues for your organization. Volunteers can become over-invested in their role and their place in the organization, may have trouble managing their time, may need extra care and attention and may be surprised when others (volunteers and staff) don't know who they are. Another challenge for long-term volunteer roles is considering potential volunteers who may offer their services without a role in place – while this is a more common issue for short-term volunteers, it does occur for ongoing programs as well.

Understand the risks – Before you recruit your volunteers, do a risk analysis to determine the potential risks of the role and its activities to the client, volunteer and organization. Acknowledging these risks, you can determine the specific screening requirements for the volunteer.

Example: If the volunteer is working on a weekly basis with vulnerable clients (children, seniors, persons with disabilities), there may be a risk of harm to the client if the volunteer has a negative history with vulnerable individuals; a vulnerable sector police check will be necessary.

Keep volunteers learning – After the initial orientation and training, long-term volunteers may go a long time before they receive further training. It's your responsibility to provide any additional training throughout their involvement to ensure they are doing their role safely and effectively, along with any other training you may want to provide.

Example: Quarterly optional training sessions on a variety of topics that may be relevant to some, but not all, volunteers, such as public speaking, resume writing and social media utilization.

Help volunteers grow – If your organization has leadership roles for volunteers, look from within by engaging with, evaluating and supervising your volunteers to determine a potential growth trajectory within your organization.

Example: After a volunteer has been with your organization for a year, let them know about other volunteer roles, whether with new responsibilities or not, to show them they can change roles and grow within the organization; don't just give them new roles unless you've created a specific role that completely fits their profile (which is not recommended unless the conditions are right).

Long-term volunteers may be attracted to your organization based on the cause or the potential use and/or development of skills:

Cause-based long-term volunteering

Examples: youth mentor, environmental advocate, friendly visitor, museum docent, trustee, group leader

Volunteer characteristics: Volunteers support the cause because it resonates with them, and they feel committed to the issue. They might be willing to perform any kind of work to support the cause, often require specialized training for ongoing role, and may feel a loyalty or affinity to a specific organization. They may use personal pronouns (we, our) to talk about the organization and their work.

Volunteer management considerations: Significant time may be needed to devote to volunteers (managing, supervising, socializing). Volunteer managers need to pass on organizational knowledge, use strong interpersonal and organizational skills, provide continuity of leadership (in volunteer management & organizational management roles), build and use a volunteer infrastructure, and ensure that there is an appropriate budget for volunteer program expenses.

Skills-based long-term volunteering

Examples: pro bono legal counsel, teaching/educational programming, volunteer fire fighting, board member, financial adviser

Volunteer characteristics: Volunteers are often but not always committed to the organization's mission. They prefer to contribute their time through leadership or policy roles & roles that utilize and help them further develop existing skills. They sometimes expect management that reflects the norms of their specialty (level of professionalism), and expect staff support and assistance with resources.

Volunteer management considerations: Skilled volunteers may want to be managed by the person in the organization most closely aligned with their skills. Volunteer managers might need to set up infrastructure for skills-based needs, allocate time to work with potential staff to manage volunteer(s), ensure volunteers are kept in the loop on organizational issues and items, and provide meaningful recognition.

Challenges & Realities

The challenges and realities of managing long-term volunteers are many of the same issues that have existed in volunteer management for a long time. While some can be easily solved, use this chart to come up with potential solutions for each challenge and to improve your ongoing volunteer programs.

Challenge	Potential Solution
It's difficult to recruit volunteers because of the minimum commitment we require	
While we have dozens/hundreds/thousands of volunteers, we don't know which are worth developing into leadership/stronger roles	
When volunteers complete their commitment, they tend to finish their engagement and not return	
Ending engagements – or even dismissing – for long-term volunteers is difficult because of the time they've given the organization	
We have so many volunteers at different times, there's no way to possibly recognize and show our appreciation for them all	
Even with commitments and ongoing programs, some volunteers just don't come back	
After many weeks/months/years in the same role, our volunteers find it difficult to stay focused on their roles	
After many weeks/months/years in the same role, our volunteers don't interact well with or respect newer volunteers and expect a different level of respect in the organization	

Time Commitments for Long-Term Volunteers

Many ongoing and long-term volunteer programs request a time commitment from volunteers to guarantee their involvement for a certain amount of time. Volunteers can't sign legally binding contracts for their role, which means their commitment is mostly a promise to stay in the role for the set amount of time. There are a few important considerations when requesting a commitment from a volunteer – or even planning a long-term or ongoing volunteer role that could be demanding of volunteers' time.

Commitment Timeframes

Organizations can offer a reward for completing a commitment timeframe, such as a reference letter, certificate or other physical reward. Some organizations host events honouring volunteers for their time served. While recognition is a useful tool for volunteer commitments, there are other ways to justify timeframes for commitment.

If you want to assign a set time of a few months or a year, consider how your program operates – are you tied to the school year? Do you run January-December for a “cycle” or “session?” Is your program completely ongoing with no gaps or pauses (including holiday breaks)? Using the existing cycle of your program will make it easier to justify the time commitment, as volunteers can be a part of entire cycle of that project or program.

Another justification of time commitments is sharing your program evaluation and impact data on your program. Your volunteers can get a better understanding of the impact of their work and why their commitment is valuable to achieving this impact. For instance, you can show volunteers that by working with the same group of youth all year, you can improve their social skills or school grades – whereas changing volunteers will cause the youth more uncertainty and result in less positive outcomes.

Planning Shift Commitments

Some long-term volunteer programs ask for a commitment of shifts instead of a set timeframe. For instance, this could include requesting 40 3-hour shifts to reach a specific milestone or type of recognition, or even to complete the commitment. While this model can work for some ongoing programs (where the impact doesn't take the same consistent volunteer into account), it can become quite demanding on volunteers' time if the project or program gets busy, or if there's an expectation to complete all the shifts by a certain time.

Additionally, you may ask for a long commitment from your volunteers to work a recurring shift throughout the timeframe – if the shift is not flexible, changes in the volunteer's life and work could make this commitment challenging. Ensure you're prepared for volunteers looking to maintain their role and commitment but looking for some flexibility and opportunities to change roles.

Benefits to Time Commitments

Asking for time commitments can help you focus on engaging and managing your existing volunteers instead of spending energy on recruiting volunteers constantly. Time commitments can also ensure your volunteers get a fuller understanding of the role, the program and the organization – making it easier to work with and develop volunteers into leadership roles.

If you currently require specific time commitments, consider ways to improve how those commitments are communicated and enforced. If you're considering requiring time commitments, remember to communicate impact and tie timeframes into your program timelines.

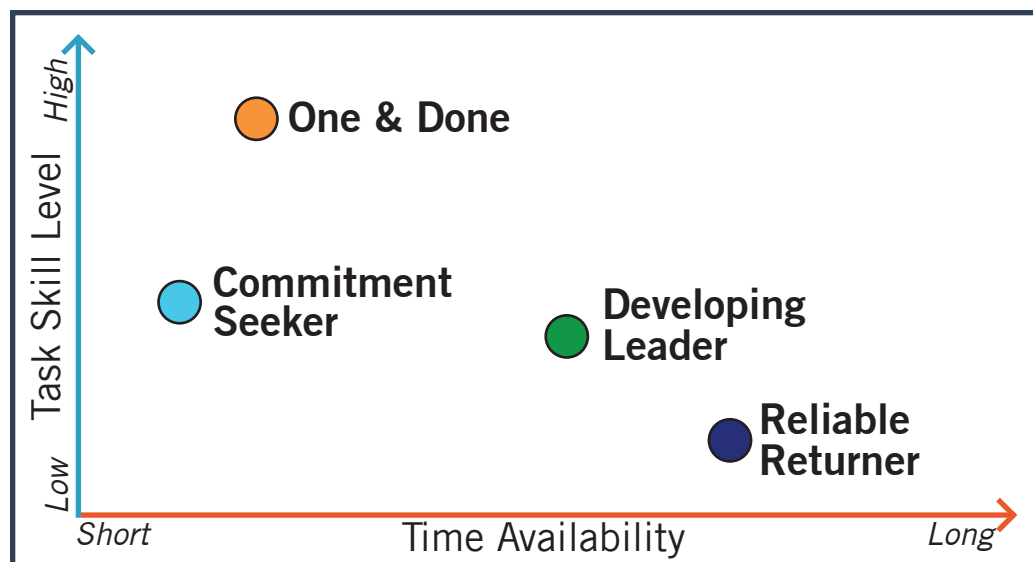
Planning Long Term Volunteer Roles

You can use this process worksheet to help you plan the volunteer needs for your program, the risks associated with the role, the screening requirements, and how to train, supervise and recognize long-term volunteers.



Long-Term Volunteering Trends

Your long-term volunteers may engage with your organization for a variety of reasons and motivations. Take a look at this matrix to see where your ongoing and longer-term volunteers fit:



Reliable Returner

This type of volunteer may be the most common kind of long-term volunteer – organizations may have many “Reliable Returners” who have contributed for decades, or more! “Reliable Returners” may not be volunteering in high-skill roles, but always come back and continuously commit and contribute to the organization. They are usually the reliable volunteer that stays in the same role and is happy with their place in the organization.

One & Done

These are volunteers that agree to a set commitment length – possibly a shorter term such as a few months or a year – with a higher skill level. They are often the type of volunteer who contributes to their role but does not return for another commitment or extend their engagement. These types of volunteers are looking to utilize or develop their skills in a meaningful way, but may want to support multiple organizations or have a lot on the go – they know they can commit for a short time but don’t want to overextend themselves or their skills.

Developing Leader

This type of volunteer often has some skill and has been with your organization for a longer period, or agreed to longer commitments. They want to develop their skills and perhaps work toward a leadership role within the organization. Often, “Commitment Seekers” may grow into “Developing Leaders” as they continue working with your organization. “Developing Leaders” will make themselves known by agreeing to take the lead on projects, opting for training opportunities, and providing input on the general volunteer program.

Commitment Seeker

With a medium level of skill, this type of volunteer may not initially be available for a long commitment, but are looking to see where they fit in your organization. A “Commitment Seeker” wants to engage for a long time with an organization and contribute to the mission, but may be keen to get a feel of the role first. Since they have some skill, they can have more specific roles that are better suited to them – and you may want to convince them that your organization is a great place to contribute their time, energy and skills.

So where do your volunteers fit? In this matrix, we're looking at skill level against time commitments or length of time with the organization – but this doesn't mean skills don't change, or that commitments are the same for every organization. Plot your volunteers, or the most common long-term volunteers in your organization, on this matrix and answer these questions:

- Am I making the best use of the skills my volunteers have to offer?
- Am I giving my volunteers the opportunity to grow/develop skills?
- Are there ways to encourage “One & Done” or “Commitment Seeker” volunteers to stay with your organization?

There are a number of consistent trends in long-term volunteering that volunteer managers face throughout their engagement with volunteers. Take a look at the trends below to determine how they would affect your volunteers and program and how you would address them:

Trend	How would it affect your program?	How would you address it?
<i>Volunteer Burnout</i> – Volunteers become exhausted with their role and/or the work		
<i>Reliability</i> – Some volunteers are more reliable than others for recurring shifts/work		
<i>Entitlement</i> – A sense of perceived seniority or importance over other volunteers		
<i>Experience</i> – Volunteers gain valuable experience they can use in other roles or at other organizations		

Retention, Recognition & Motivation

Retaining long-term volunteers is a major priority for volunteer programs with ongoing volunteer roles – by focusing on the volunteers you have instead of recruiting new ones, you can develop strong leaders and ambassadors. The key to retention is understanding volunteer motivations, avoiding burnout and providing recognition.

Volunteer Motivations

Take a look at your existing volunteers and rank their motivations from 1 (highest motivation) to 8 (lowest motivation) in the chart below:

Motivation – “Why do you volunteer?”	Rank	Canadian Rank
Because friends volunteer		6
To improve job opportunities		7
Personally affected by the cause		3
To make a contribution to the community		1
Fulfill religious obligations or beliefs		8
To network with others		5
Use skills and experiences		2
Explore personal strengths		4

Want to see what Canadians surveyed in 2013 ranked? Highlight the column “Canadian Rank” to see how they match up.

Understanding your volunteer’s motivations can allow you to assess and better match the volunteer’s role. Perhaps the work they are doing doesn’t align with their motivations, so moving them in a direction that supports their motivations – and will encourage them to continue working with your organization – will help minimize attrition. Finding the right volunteer fit will ensure long-term volunteers maintain a lasting relationship with your organization.

Avoiding Burnout

Think about your existing volunteers and check off if any of the following has happened to them:

Has this happened?	Yes	No
Volunteer becomes exhausted by the role and is unable to continue contributing on the same level.		
Volunteer becomes cynical about the organization and/or volunteer program.		
Volunteer reports feeling inefficient or ineffective in their role.		
Volunteer becomes apathetic about the work/impact.		
Volunteer workloads are broad and not easily manageable in their current shifts.		
Volunteer roles are ambiguous leading to confusion and interpretation.		
Volunteers become fatigued by utilizing their compassion and empathy for clients.		

If you answered yes to any of these, you may be dealing with volunteers burning out!

Volunteer burnout manifests as fatigue or apathy that directly results from work that is stressful, emotionally draining and/or demanding. Often, long-term volunteers staying in the same role may deal with considerable “compassion fatigue” or just lose interest in the work due to repetition or stress. By being aware of burnout causes – like the ones mentioned in the chart above – you can work with your volunteers to identify improvements and provide support. If you can’t change burnout causes or risk factors, provide coaching, support and/or mentorship to help volunteers work through the challenges.

Providing Recognition

Think about the way you provide recognition and appreciation for volunteers. In the chart below, rank how frequently you utilize the following recognition techniques from 1 (most frequent) to 5 (least frequent).

Recognition technique	Frequency ranking	Organizations across Canada	What Volunteers Prefer
Tell volunteers the impact of their work		4	1
Thank volunteers in person, informally		1	2
Informal gatherings/events		5	3
Letters/references		2	4
Formal gatherings/events		3	5

Want to see what Canadian organizations surveyed in 2013 ranked? Highlight the column “Organizations across Canada” to see how they match up. Next, highlight the column “What Volunteers Prefer” to see which recognition techniques were preferred amongst volunteers surveyed.

Providing recognition in some form is the central key to retaining your volunteers – long-term or otherwise. Take a look at the way you provide recognition and see how that matches with volunteer preferences – your goal is to meet the needs and motivations of your volunteers, so don’t worry about what other organizations do. Find ways to provide recognition that is meaningful to your volunteers (like communicating impact) to let them know their work – and their presence – is valued. Recognizing volunteers will lead to greater retention as volunteers will see the effort put into respecting them.

Retention Barriers

There are sometimes barriers to long-term volunteer retention. Even by understanding volunteer motivations, avoiding volunteer burnout and providing meaningful recognition, you may still have volunteers leaving. Here are some common reasons:

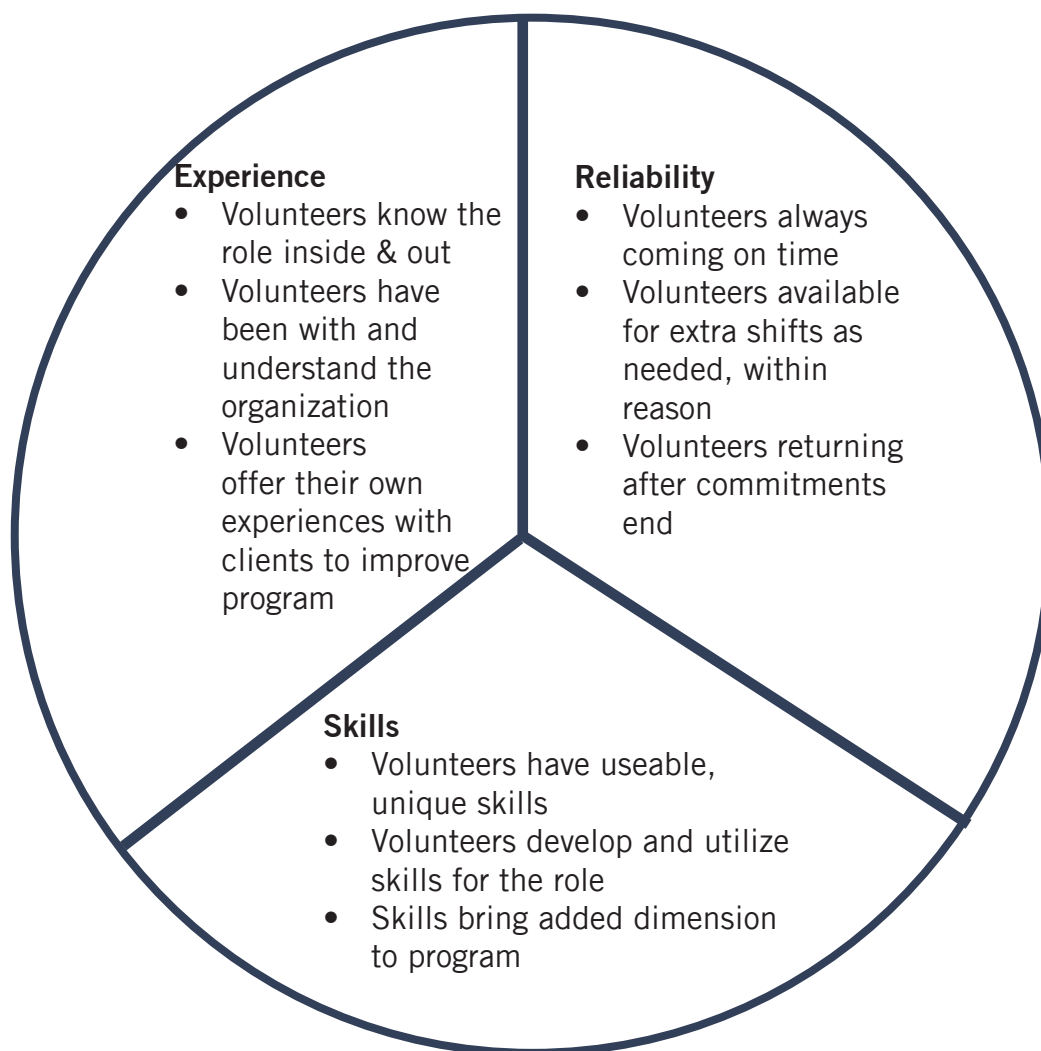
- Volunteers simply moving on – they’re appreciative of their work but are done with the role/organization
- Volunteers finding work – an inevitable result of volunteers using their own time; sometimes they’re looking for a job while volunteering and this pulls them away
- Volunteers using their skills elsewhere – some volunteers may benefit from the skills developed in the role and use those in different roles with different organizations

Managing Longer Serving & Newer Volunteers

An ongoing concern for all volunteer managers in ensuring volunteer retention. With long-term volunteer roles, often volunteers will remain in their roles or with the program to ensure more management retention – this means new volunteers coming on in the role and older volunteers staying in the role to ease transitions.

Sometimes, there can be issues in managing longer-serving volunteers alongside new long-term volunteers. Some longer-serving volunteers may be afraid of “being pushed out” by the new volunteers, and newer volunteers may be intimidated by the experience of the older ones. Consider that both kinds of long-term volunteers have a lot to offer your organization – if you have capacity issues, then work with your volunteers to determine how they can continue supporting your organization while new volunteers come into long-term roles.

There are three distinct dimensions to consider when engaging new volunteers and working with existing volunteers to find the best fit for your program: reliability, experience and skill.



Case Studies

St. John the Compassionate Mission

About: St. John the Compassionate Mission provides a meaningful place in a healthy community for all. Many days of the week, the Mission provides a variety of services and engages numerous volunteers for drop-in sessions and meals.

Recruitment	Recruit on the Volunteer Toronto website and their own website. Volunteers from Catholic churches and schools (even beyond Canada), but most live within an 8 kilometre radius of the mission.
Training	Orientation sessions are run for new volunteers every Wednesday at 4:30-5:15pm. Scheduling of shifts is discussed as volunteers let the coordinator know how much time they have and when they are available.
Motivation	Many volunteers seem self-motivated and like giving back and contributing to the community. Volunteers enjoy their experience and receive positive verbal reinforcement from the coordinator. The mission provides volunteers and community members with a place of community – there is always coffee and sometimes donuts available throughout the day, and often lunch and dinner is available. Volunteers return because they get as much out of volunteering as those in the community requiring the mission.
Retention	Volunteers tend to stay about a year, many volunteer for longer. There are a number of returning regular volunteers who have volunteered for a very long time. Long-term volunteers also support short-term events and functions, such as occasional weekend retreats.

Toronto Distress Centres

About: Distress Centres engages more than 600 volunteers and handle 120,000 distress calls a year on their 24-hour hotline across three locations. Volunteers make a 1-year commitment, and are expected to do one 4-hour shift per week, plus an overnight shift once per month.

Recruitment	Recruit on Volunteer Toronto website, and mostly through word of mouth (friends of volunteers). A majority of volunteers are students – Distress Centres have partnerships with universities and colleges in the GTA with social worker courses.
Training	Volunteers receive 40 hours of training total to begin their role. After their training, they are welcome to talk to supervisors any time about difficult calls or any other issue.
Motivation	Volunteers like the work environment, and feel safe and part of a family. Other than supervisors, the organization is not hierarchal (in terms of seniority of volunteers). Growth and leadership opportunities are available through other services, including Crisis Link and Survivor Support. Food is a consistent motivator for volunteers.
Retention	Some volunteers have been with Distress Centres for more than 20 years, and a couple even longer. Retention is very good within the organization. As part of recognition, Distress Centres hosts an annual holiday party (and honour years of service) and provide recognition through small gifts, treats and other means during National Volunteer Week.

StepStones for Youth

About: Engaging 60-70 volunteers, StepStones for Youth matches volunteer mentors with youth in the foster care system. A 2-3 year commitment is required with about 6 hours per month of volunteer work.

Recruitment	Most volunteers recruited from professional community and organizations involved with StepStones. Mentors are required to have some experience in the workplace. Due to a long screening, orientation & training process, only 20% of those who apply become a volunteer.
Training	An initial 10-12 hours of training is provided for volunteer mentors, followed by a meet & greet with mentees to determine if there is a good fit (this is done to ensure training resources aren't put into a volunteer that doesn't match with a youth). Additional workshops and training provided based on their mentor relationship – 2-3 months of training and ongoing support is provided through shadowed activities and other training.
Motivation	Volunteers develop lasting relationships with their matched youth that can help inform their further growth outside of and beyond the StepStones program (when the youth no longer requires a Social Worker).
Retention	Since such a small number of applicants make it to the matching stage as a volunteer mentor, most volunteers stay with their commitment and assigned mentee. StepStones hosts an annual barbecue and acknowledges birthdays as part of recognition. They also have Mentor Nights to discuss experiences, invite peers to support mentors and help mentors understand their impact.

Young Street Mission

About: YSM offers a variety of programs and services and therefore has many volunteer opportunities in multiple terms. Volunteers include healthcare professionals providing care, along with Food Bank volunteers and mentorship volunteers. Commitments vary based on the program and scope of the work.

Recruitment	All opportunities are on the YSM website with short versions of position descriptions. Commitments are made very clear with all roles. Screening includes one-on-one interviews to ensure best fit and securing commitment.
Training	Training varies based on program – the mentorship program includes 2.5 hours of training in a group session before beginning the relationship.
Motivation	Many volunteers consider YSM their “volunteering home.” With the right match they find it’s exactly what they’re looking for and they can be part of the team. Volunteers develop a sense of ownership and a service mindset – they enjoy giving back.
Retention	Volunteers are nominated for an Ontario Volunteer Service Award. Appreciation events are held, including a Fun Fair, tea, dinner and prepared lunch for food bank volunteers. Mentor circles are held twice per year to invite guest speakers to help volunteers develop skills and talk about success stories.

West Park Healthcare Centre

About: West Park Healthcare Centre has more than 200 volunteers to help them deliver the services they offer, focusing on rehabilitation, complex and long-term care.

Recruitment	List opportunities on Volunteer Toronto website - looking for year-long commitment but ask for 6 months. Potential volunteers looking to gain experience (nurses, new Canadians), and include those who have received service from West Park.
Training	After screening process (following Public Hospitals Act), volunteers can shadow and observe positions. Ideally, all volunteers would shadow existing volunteers due to the complex care provided and to help volunteers feel comfortable with their duties. Lunch & Learns & online resources to increase knowledge.
Motivation	Volunteers are drawn to give back if they've received care before. Volunteers also use the role to help them decide if they want to pursue a career in healthcare.
Retention	Longer-serving volunteer photos on Wall of Recognition and given pins. Opportunities for volunteers to take on more responsibilities (such as guiding orientation). Some volunteers receive certification (for complex care cases). Volunteer Plus Certificate for long-serving volunteers that have also completed online training.

Mentorship & Role Growth

Helping long-term volunteers grow is an important aspect of their continued commitment to your organization. While some volunteers may want to keep the same role, others might be looking for leadership opportunities or other ways to utilize and develop skills.

To help inform volunteer transitions, encourage volunteers to recommend their own growth opportunities. Consider the following pathways to responsibility:

- Volunteers apply to leadership or other roles within the organization
- Volunteers recommend creation of new roles to better serve program (for themselves and/or others)
- Volunteers determine ways to expand their role to create better impact
- Volunteers identify responsibilities that can be merged to create more meaningful and effective roles

When volunteers recognize the opportunities for growth, they can take the reins of their own development – professionally and personally.

A great way to help volunteers learn, grow and develop is to create mentorship relationships. For long-term volunteers, this creates a meaningful leadership role (for mentors) and gives newer volunteers (mentees) the opportunity to learn from seasoned volunteers. In order to have great mentor-mentee relationships, you need to find and develop the right mentors among your volunteers.

Take a look at the chart below to determine things to look for in a potential mentor and mentee, and add in your own:

Looking for in a Mentor	Looking for in a Mentee
Leadership experience	Matching motivations
“Senior” volunteer (longer serving)	Want to grow in role/into new role
Master of a role/type of role	Looking for training/development
Looking for leadership opportunity	Eager to learn
Supportive	Want to make a greater impact

Succession Planning

Succession planning is preparing for potential gaps in your volunteer programs for when long-term volunteers leave. It's also preparing strategies to be ready for those volunteers leaving by identifying weaknesses in resources, preparing training and mentorship for volunteers, and eliminating barriers to volunteer growth. When planning for long-term volunteers leaving your organization or program, have systems in place to make sure knowledge is passed to the next volunteer in the role – you should also honour your outgoing volunteer in a meaningful way to show all volunteers the value of their work in your organization.

Take a look at each of the succession planning tools below and determine how this might be a useful for planning succession of your volunteers:

Tool	Description	How would this be useful for your program?
Staggered Recruitment	By overlapping commitment end-times and recruiting volunteers throughout the program, you can ensure consistent coverage	
Strategic Planning	Working with volunteers, staff and community, you can develop a long-term strategic plan with places for everyone and opportunities for growth	
Position Descriptions	Every volunteer role should have a position description – to explain expectations, requirements, boundaries, tasks and skills. A written position description is a great explanation of the role's work	
Knowledge Transfers	Informal conversations, meetings, training sessions or any opportunity for individuals to share their specific knowledge about their role and the work they do	
Skills Development	Training opportunities for your volunteers can go beyond specific role training – identify skills & abilities volunteers might need/want in the future (for personal and professional growth)	
Role Goals	Maintaining the goals of the individual program stream or even volunteer role can showcase the direction and purpose for that position	
Mentorship	Get new volunteers together with leadership volunteers and/or staff as mentors that can help them learn more about their work and impact	



Volunteer Toronto

Long-Term Volunteers Resource Guide & Workbook

Next Steps

To continue your volunteer management journey, there are a number of other workbooks created by Volunteer Toronto to assist you every step of the way:

Basic

- Planning, Recruiting & Selecting
- Training, Supervising & Supporting
- Evaluating, Retaining & Developing
- Engaging Group Volunteers
- Professional Development for Managers of Volunteers

Intermediate

- Planning for Volunteer Involvement
- Volunteer Recruitment
- Volunteer Selection
- Training & Orientation
- Volunteer Retention & Recognition

Advanced

- Accessibility and the AODA
- Giving Volunteers Feedback
- Short Term Volunteers

Check out our **Online Learning Centre** for a variety of courses to further enhance your learning and improve your practice - go to volunteertoronto.ca/?page=OnlineLearning

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