VOLUNTEER RECRUITMENT POLICY AND PROCEDURES

Volunteer recruitment covered by this policy

This document relates to the recruitment and selection of volunteers for CISV International positions in Committees, Regional Delivery Teams, Working Groups, and any other position where people represent or act on behalf of CISV International. It does not apply to the election of Governing Board Trustees, as that process is addressed in a separate document.

POLICY

CISV International will offer equal volunteer opportunities to all qualified individuals without regard to race, colour, ethnicity, religion, gender, age, national origin, disability, sexual orientation, weight, appearance, or any other basis prohibited by UK law, modelling ourselves on United Nations guidelines.

We are an international organization and we wish to engage with current and future members across all our regions. To reflect our diverse membership and to encourage representation from across our organization, we may give preference to applicants from a specific geographical area.

CISV International is committed to open and fair recruitment processes that encourage applications from people across the organization (and from outside it, where appropriate). We seek to match people's individual competencies and interests with the requirements of the volunteer positions we offer. In support of our commitment, recruitment for all CISV International volunteer positions (as defined above) must follow the procedures set out below.

PROCEDURES

When to openly recruit for a position

- A position becomes vacant (the current volunteer resigned, was asked to leave, moved to a different position, retired, died).
- A new position is developed

There is a significant change in the responsibilities of the position.

Note: Regardless of whether there is already someone who is known and seems like an obvious candidate, the role must be advertised openly. The only exception would be where a person has been specifically appointed as the incoming post-holder.

Recruitment responsibilities

The people responsible for recruitment depend on the position that needs to be filled.

For Committee Members: The process for selecting members of the Standing Committees is led by the Committee Chair, who will convene a selection panel to include the Committee Chair, the

Senior Manager and other(s) from among the Committee members. The decision of the panel must be approved by the Governing Board.

Each Committee will include one Junior Branch member, who will be a member of the IJB Team. The Junior Branch member will be a full Committee member, whose role is to be a point of communication between the IJB Team and the Committee, to ensure cooperation and the sharing of best practice. The IJRs will select members of the IJB Team to join the Committees, according to the skills and knowledge required by the Terms of Reference of each Committee. As a Committee member, an IJB Team member is jointly responsible to the Chair of that Committee and the IJRs but they are ultimately responsible to the IJRs.

For Regional Coordinators: The process for selecting Regional Coordinators is led by the relevant Senior Manager, who will convene a selection panel of 4 individuals, who will include the Senior Manager, a member of the relevant Committee and 2 persons appointed by the Region. Regions will be asked to elect two persons each year at the Regional Meeting. These people will sit on any selection panel required for the year until the next Regional Meeting.

For Regional Delivery Team Members: The process for selecting other Regional Team Members is led by the Regional Coordinator, who will convene a selection panel that includes the Regional Coordinator, the relevant Senior Manager and another member of the relevant standing Committee.

Preparation for publicising a vacant volunteer position

When a position becomes vacant, the people responsible for recruitment of that position should clarify their responsibilities and agree any details of the process:

- Decide how expectations of any 'internal' candidates will be handled (For example, there may be questions from people already in the team who see themselves as an 'obvious' candidate. Be ready to encourage them to apply, explain to them that our policy is that all positions be openly advertised unless someone has been appointed as the incoming post-holder)
- Decide who will review the applications and decide which candidates will move forward in the process
- Decide who will conduct interviews.
- Identify the key competencies and the information that should be identified through the interview process (determine what is essential versus desirable or helpful) and will be included in the role description and advertisement.
- Identify whether preference should be given to applicants from a specific geographical area to create diversity of organizational representation within the relevant team.

- Decide what questions will be asked (It is recommended that the questions cover both expertise/background and behaviour with some situational scenarios specific to the post i.e. “what would you do in this scenario?”; ‘”have you ever had to deal with a situation such as …. If, so how did you handle it?’” Please see additional guidance on interviews at the end of this document).
- Agree on who communicates with candidates and declines unsuccessful candidates at each stage of the process; the relevant Manager must be copied so that they can keep a record centrally.
- Decide on who will be responsible for scheduling interviews.
- Agree who will take up references, what key questions to ask and what type of references should be requested. For example, if the position is one that requires professional experience, then it is important that at least one reference is from someone who has worked professionally with the person in the relevant area. See below under Selection Process for more on References.

Note: A person does not have to be a current CISV member in order to be considered for a position, but if they are selected and accept, they must become a member of a Chapter/NA (or of CISV International if there is no NA/Chapter where they live). This must be explained to any external candidate being seriously considered for any position (note that becoming a member of a CISV NA/Chapter does not necessarily mean taking on responsibilities for that NA or Chapter).

Steps for publicising a volunteer position

- The person leading the recruitment process will ensure that any volunteer departure announcement has been made and that if there is a current position -holder, they are clear that they are leaving.
- The Manager or relevant team leader will ensure that the role profile for the position is up-to-date and consistent with others. In the case of a new position, a role profile will be developed.
- Generally, applicants for volunteer posts should be asked to use the Volunteer Application Form. Note that this form requests applicants to submit it to the general recruitment email address which is forwarded to all Senior Managers. So if someone else is leading the recruitment process, they will need to agree with the Manager a system for forwarding applications.
- A brief ‘call for applications’ text must also be prepared with a deadline and any specific requirements, such as set interview dates or times and if a criminal records check will be required..
- The call for applications should include any information about whether the position is a regional one that requires that applicants should be located in a particular region and able to travel within it (e.g. “This post is open only to people living in the Americas Region”)
- The call for applicants should include any information about whether preference will be given to applicants from a specified geographical area (e.g. In order to create fair representation from across our organization on this team, preference will be given to applicants from Southern Europe.)
- Generally deadlines should allow approximately one month from the date the call for applications is made public, though in some circumstances shorter or longer periods may be

needed. Two weeks is the minimum time the position should be publicised and should only be used in a very urgent situation.

- The call for applications text and role profile (or link to it) should be sent to the Communications and Fundraising Manager, who will ensure that it is posted on the CISV International website. Volunteer positions will appear under the "Volunteer" menu item, "International Opportunities".
- The call for applications text should also be sent to the Educational Programmes and Administration Manager, who will ensure that it is included in the IO Update.

Steps for Selection of a Candidate

The following steps should be completed:

- Written application is received (either completed application form or letter of application)
- Send an acknowledgement of all applications and let people know when they can expect to hear more from the recruitment panel.
- Review applications and determine which candidates best fulfill the requirements and should progress to the interview stage.
- Set up interviews and conduct interviews (virtual is fine).
- Following the interviews, determine which candidates are still being considered for the post and should progress to the reference stage.
- Take up two references for those who have been interviewed and are being seriously considered for the post.
  - This can be done in writing or verbally, but if done verbally, the recruiter must document the main points of the conversation (including name, date, relationship to the applicant, main positives and concerns about the applicant).
  - Close family cannot be used as references.
  - Members of the selection panel cannot be used as references.
  - It is recommended that at least one reference is from a colleague or supervisor from the applicant's work/academic career; the second reference can be personal. Where the applicant is a CISVer, one reference **must** be from a person in a position of responsibility in their NA or Chapter.
  - In England and many other countries, a person has a right to request access to personal information held about them. Therefore, when requesting a reference, be sure to advise the referees as follows*:"We will treat your reference response confidentially, but please be aware that, if the applicant requests it, we will have to share this information with them".*
- For some positions criminal record checks will be required. This will be noted in the call for applicants. This should only be requested for a candidate to whom the panel wishes to offer the position.
- Ideally, the recruitment process should be completed within one month from the closing date for applications.
- Throughout the recruitment process, candidates should be given an indication of the steps, timeframe, and when they can expect to hear more. In the event of a major delay, candidates must be informed. This shows respect and will help to manage their expectations

Note that all recruitment information is considered sensitive and confidential and must only be used for other reasons with the person's consent or as required by law.

Note that while a written application will always be needed, in a situation where a person has been recruited (including interview and references) within the last year for a similar position, it is not necessary to go through all the above steps again. The relevant Manager will advise when this might be the case.

Storing and Destroying Documentation

The following information will be kept securely on the International Office network:

- Completed application forms and letters of application (where used instead of an application form)
- Interview notes
- References
- Date and nature of any communication with the candidate

These must be kept for:

- 1 year for people who are not selected; annually, the information relating to unsuccessful candidates must be deleted.
- Permanently for people who are selected and accepted

Emails relating to the selection must be deleted once the recruitment process is completed. Any panel member who is not a member of the International Office staff should delete this information from their computers/emails.

ADDITIONAL GUIDANCE

How to Short List Resumes

When first reviewing resumes it can be quite overwhelming. Below are a few pointers to help sort through the pile of resumes.

Review the posting and be familiar with the requirements of the role i.e. location, qualifications, experience.

A few quick tips for fast selection:
- Has the candidate referenced the correct volunteer position?
- Are there spelling mistakes?
- Is the candidate's contact information on the resume?
- If there is a preferred location; rule out those not in the region, country, etc first.

Then review qualifications:
- Do they speak the required language(s)?
- Do they have the required education? Or a combination of education and experience.
- Do they have the minimum required experience in the competencies needed? For example, if the position requires 3 years of facilitation experience, do they have it?

If it helps, set up three piles: Nos, Maybes, and Yes!!

You may need to review the resumes in the 'yes' pile to shortlist once more if there are too many resumes in this pile.

If there are not enough resumes in the 'yes' pile review the resumes in the 'maybe' pile to ensure nothing was missed.

If you do not have enough qualified candidates, the posting may need to be extended or the wording of the posting may need to be changed to attract more candidates.

Types of Interview Questions.

The types of questions you ask in an interview help determine the skills, fit, and abilities of the candidate. There are different questions that can be asked: Behavioral, Technical, and Fit.

Behavioral Questions:

Behavioral questions ask a candidate to refer to a specific time when they did something. These types of questions are asked as the best predictor of future behavior is past behavior. If you are interviewing a candidate you have worked with before feel free to ask them specific questions about that position. However, if you have heard things about this person from someone else, then this should not be addressed with the candidate, but without specifics, you can ask referees about the specific skill or behaviour (e.g. have you found this person to be reliable, timely in responding…?)

In getting an answer for behavioral questions it is best to use the **STAR** format.

S – Situation – What was the situation?
T – Task – What task/goal was the person trying to complete/accomplish?
A – Action(s) – What action(s)/step(s) did the person take to accomplish the task/goal?
R – Result – What was the result? Successful? Did not accomplish? If they did not accomplish what did they learn and/or what would they do different?

An example of an answered STAR would be:
Question: Tell me about your customer service experience.
Answer: When I was volunteering at Good Will I answered the phones and helped customers find items of clothing they were looking for. One elderly lady, in particular, was looking for a fancy hat. Nothing on the shelves suited her, but I went through our boxes of hats in the back and found one she liked. The store was really busy, but helping her find what she wanted was important. The customer was very happy, the next time she was in she brought me a thank you card.

S – Good Will, helping customers.
T - Helping customer find hat.
A – Looking for hats in the back, beyond what was on the shelf.
R – Customer happy, brought in thank you card.

If the candidate does not give all the information, it is important to ask clarifying questions. They are not necessarily hiding information, remember they are nervous and may not know exactly what you are trying to get at. It is our job as interviewers to pull that information out of them.

Behavioral questions should always start with, “Tell me about a time…”, “Share with us an experience…”. **These question should be open ended and never closed!**

Some examples:

Tell me about a time you had conflict with a co-worker or a volunteer.
Possible Follow up questions: How did it make you feel? How did you resolve this? How is the relationship now? Is there anything you feel you learned from this, or anything you might do differently next time?

Share with us a time you had to motivate others on a project.
Possible Follow up questions: How did you know how they preferred to be motivated? Did the productivity change? What was the overall impact to the project?

Technical Questions:

Technical Questions are used to verify the credentials and level of experience. Through these questions the interviewer verifies the education and technical expertise.

Some examples:

Tell us about your professional Finance experience.
Possible Follow up questions: Take me through your role during month end reconciliation/how you created your budget for the year/how you dealt with debtors?

Share with us your tasks and projects as a Business Analyst or community development coordinator…?
Possible Follow up questions: What was your role in project xyz? What were you goals? How would you describe the project's impact?

Questions for Fit:

While the candidate may have the experience, the education, and the willingness to work, it is important to ensure they will fit in the organization. Ensuring the candidate has similar values to the organization is very important. For example, someone who dislikes harming the environment is not suited for mining or oil and gas companies.

Asking questions around fit can be difficult. Asking, "do you like kids?" is not appropriate. Instead indirect questions are asked.

Some examples:

Why do you want to work/volunteer here? What are
you looking to get out of this?
What do you value in a job or volunteer role?
What did you enjoy the most about your last work or volunteer position? If you could change one thing about your last position what would it be?

While this might be a bit more technical, particularly for volunteer roles it is also important to make sure the person has the time to fulfill the role. The role profile should have given the person an idea of the time commitment the role would require. You might just want to ask a few questions like:

- What time of the day /day of the week do you think would be when you would usually try to do…?
- We usually have conference call meetings one Sunday a month in the afternoon, would you generally be available then?

Documenting Answers:

When taking notes write down facts, not feelings! Facts hold merit. It does not matter if you did not like the candidate's shirt or hair.

Take notes such as:

- Candidate was late vs. Candidate must have been out late the night before that is why they are late.
- Candidate could not answer question vs. Since the candidate did not dress appropriately it was clear they would struggle with the questions.
- Do not write yes or no anywhere on the page
- If communication is a concern do not write, "Cannot speak English", instead note down that communication is a concern. Questions had to be rephrased and repeated, answers did not correspond to questions. Communication concerns are hopefully caught in the pre-screen, and not at the interview stage to save time.
- Also do not write, "Accent too strong." This can be seen as not the candidate's problem, but the interviewer's. Again stick with communication is a concern or communication barrier.

Take notes in the same format as **STAR:**
S – Situation – What was the situation?
T – Task – What task/goal was the person trying to complete/accomplish?
A – Action(s) – What action(s)/step(s) did the person take to accomplish the task/goal?
R – Result – What was the result? Successful? Did not accomplish? If they did not accomplish what did they learn and/or what would they do different?

How to Decline an Unsuccessful Candidate

After completing an interview you will need to present the offer of the position to the successful candidate. With the happy news also comes the unfortunate news for those other candidates. Offering the position to the top candidate first gives you the opportunity to ask the runner up if the top candidate declines.

Only when the successful candidate has accepted, which is confidential until an announcement has been made, should the other candidates be notified that they have been unsuccessful.

- Review the interview notes as to why they were not successful. Was it due to experience? Communication?
- For those that were interviewed a phone call is the best way to decline. Emails can also be misinterpreted.
- Let the candidate know they were not successful, but they can apply again in the future. Wish them best of luck.
- Document the decline!! Very important. For legal purposes and in case a candidate says they never received a follow up call, it can be referenced.
- Do not give specifics unless asked to do so. The candidate may not want feedback and it will not be welcomed.
- If the candidate asks what they need to work on, reference the competency or experience they need to get more of. Stay away from age, gender, or any other factors that can be discriminating.

Sample wording for unsuccessful candidates

You will want to write to people directly if they have taken the time to apply and/or be interviewed, but not been successful. Here are some messages you may wish to use.

Thank you again for your application for the position of (...). We have now completed our review of the application documents and will be interviewing several candidates. While we were very impressed with your application, the response to the advertisement was very high and there are a number of very qualified applicants. As a result, we will not be inviting you to an interview at this time. We hope that you will not be too disappointed and that you will continue to explore opportunities within CISV. Wishing you all the best...

This can be adapted for people who were granted an interview.