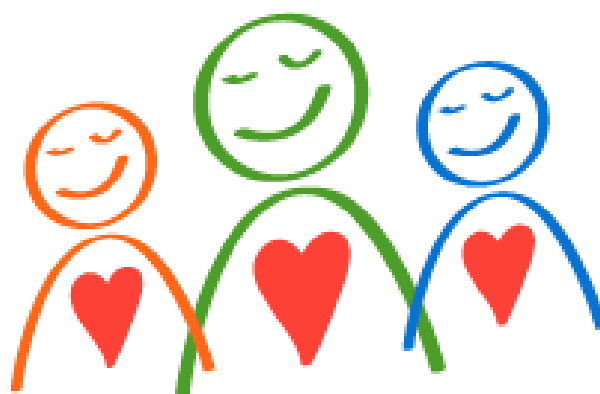


CISV International

Building global friendship



GUIDE TO VOLUNTEER RECRUITMENT AND ENGAGEMENT (1843)



INTRODUCTION

You will find this Guide most useful when you recruit and work with Chapter volunteers. When you recruit people with direct programme responsibility (staff and leaders), you should use the role profiles, procedures, and forms in the Programme Guides. However, the general advice we give in this document is useful when you manage any volunteer recruitment or working relationship.

CISV's Mission

CISV educates and inspire action for a more just and peaceful world.

CISV's Values

- Friendship
- Inclusiveness
- Enthusiasm
- Engagement
- Cooperation

Principles to Guide Volunteer Recruitment in CISV

We seek to offer volunteer work that will reward and benefit both CISV and the person doing the work.

- We know that different people will be attracted to different types of volunteer work and will have different reasons for volunteering.
- We offer equal volunteer opportunities to all individuals with the skills we need, without regard to race, colour, ethnicity, religion, gender, age, national origin, disability, sexual orientation, weight, appearance, modelling ourselves on United Nations guidelines.
- We recruit in a fair and open way.
- We try to match people's individual skills and interests with the volunteer positions we offer.



WHEN TO RECRUIT

You could have one position to recruit for or many, but usually you have to recruit new people because:

- You have a vacant position (the current volunteer left or is no longer available)
- You develop a new position
- You have positions that you need to find new people for every year (it is a good idea to do this recruitment well in advance of when you will need the people to take on the role)



Even if you know of someone who seems like an obvious applicant for the role, it is good practice to publicise the role openly (see page...). This gives other people the opportunity to apply for the role and can help bring new people in to your Chapter or NA.

GET READY TO RECRUIT

Put together a small recruitment team or panel



When you have a vacant position, you will need to decide who is responsible to recruit a new volunteer. You may have rules about how you recruit people, but if not, be clear about who should be doing it.

Usually, as the manager or team leader of the new volunteer you will be the one to recruit them. Preferably, you will do this with at least one other person who is also familiar with the role and what you expect of the volunteer.

Your team will need to decide and agree:

- how you will deal with the expectations of any applicants who see themselves as an 'obvious' choice (Be ready to encourage them to apply, but explain to them that your policy is to recruit in an open way for all positions)
- how you would like people to apply and the deadline for applications
- who will review the applications and decide which applicants to interview
- who will schedule and conduct the interviews
- who communicates with applicants
- who will take up references



Put together a role profile

Before you recruit, you will need to write or update a role profile for the volunteer position. You will need to think about the tasks you will ask the person to do and the time it will take to do them. You should also include the key attitudes, skills and knowledge that someone would need to be successful in the volunteer role.

Other things to include:

- The way the role contributes to CISV's mission
- The length of time you will need the volunteer (is the role a temporary one, such as a Leader, or a long-term one, such as Chapter Treasurer?)
- The attitudes, skills and knowledge that are essential to do the role and those which are helpful
- The team they will join or whether they will need to work quite independently
- The kind of training you will offer
- An explanation if you will need to do a criminal record check
- An explanation that the person will need to join the NA/Chapter if they are not already a member.



Publicise the vacant position

A note of caution! If someone has been doing the role, make sure that they are clear that they are leaving. You may then want to announce that they are leaving before you publicise the vacancy.



It does not matter how you publicise your vacancy - you can post it on your website, social media, put it in your newsletter, or on posters- but you must have clear information and instructions for people to follow.

Your 'call' or advert should include:

- The role title and a very short explanation of what the role is if the role title does not make it obvious
- How and where to find information about the role and what attitudes, skills and knowledge someone would need to do the role
- Details of how to apply. Do you use a standard volunteer application form? (you can adapt the [CISV International](#) one), or will you ask applicants to send their CV/resume and a cover letter?
- Where to send the application and how to send it
- The deadline for applications. To give as many people as possible the opportunity to apply, you should give a deadline approximately one month from the date you make the call for applications public (you can always extend the deadline if you do not get any applications). You should consider two weeks as the minimum time you publicise the position, if it is a very urgent situation.



Think about setting up a special email address for volunteer enquiries and applications, and put this on your website. Make sure that someone has the task of answering enquiries quickly – you can always use a prepared standard message. Even if you have no current vacancies, you can ask the person if you can keep their details and contact them when you do have an opportunity.



SELECT AN APPLICANT

Once you start to receive applications, you will start the selection process – this should ideally take no longer than one month from the date of the deadline for applications.

Your tasks will include:

- Send an acknowledgement to each applicant and let them know when they can expect to hear more from you
- Review the applications (we hope you get more than one!) and decide which applicants meet your requirements best and who you wish to interview (see below).
- Decide what questions you will ask in the interviews
- Set up and conduct interviews (see more on interviews below)
- Following the interviews, decide which applicants you still want to consider for the post
- Take up references (see more on references below).
- For some positions, you will need to take up criminal record checks. You should only take up a criminal record check for an applicant when you know that you want to offer that person the position
- Throughout the recruitment process, you should let applicants know the steps you will take, the timeframe, and when they can expect to hear more from you. If you have a major delay, you should inform the applicants. This shows respect and will help you to manage their expectations.

Conduct the Interviews

You should have at least two people (the panel) to conduct the interviews. The person leading the interview should:

- Introduce the panel and the applicant and explain a bit about the role that you have advertised, your Chapter or NA
- Explain how the interview will be run
- Ask the questions you prepared, together with the other panellists
- Give the applicant time to ask questions
- Finish the interview by thanking the applicant and give them an idea of the next steps and the timeframe for the process.

See Appendix 2 for ideas on the types of questions to ask and how to ask them.



Take up References



Before you ask for references, decide what key questions you want to ask people who agree to give references and what type of references you want. For example, if the position is one that requires professional experience, then it is important that you get at least one reference from someone who has worked professionally with the applicant in the relevant area.

Once you have interviewed your applicants, take up two references for the ones that you are seriously considering for the post.

- You can take references in writing or verbally, but if you get them verbally, you should document the main points of the conversation for your reference in the future (points you may note down include the date, the name of the reference-giver, their relationship to the applicant, the main positives and concerns they give about the applicant).
- As a matter of good practice, you should not accept references from close family members of the applicant.
- As a matter of good practice, members of the selection panel should not agree to act as reference-givers for applicants.
- We recommend that you take up at least one reference 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 **should** be from a person in a position of responsibility in their Chapter.
- In some countries, a person has a right to request access to personal information you hold about them. In such cases, when you request a reference, you should advise the reference-giver as follows:
"We will treat your response to our request for a reference in confidence but please be aware that, if the applicant requests it, we will have to share this information with them".

See Appendix 3 for examples of letters to request references. When you take up references for applicant programme leaders and staff you can also adapt the international [Reference Form](#)



Communicate your Decision

Once you have completed the interviews, you will need to offer the position to the successful applicant. If you offer the position to the top applicant first, this gives you the opportunity to ask the runner-up if your top applicant does not take up your offer.

You will also have to give some unhappy news to applicants who were not successful. They may wish to know why they were unsuccessful, so it is a good idea to prepare in case they ask this question.

- Let the applicant know they were not successful, but tell that they can apply again in the future (if you would like them to). Wish them the best of luck. You may prefer to do this by phone or by email.
- Do not give specific feedback on the interview unless the applicants ask you; they may not want feedback.
- If the applicant asks you what they need to work on for the future, talk about the skills or experience they need to gain. You should not comment on their age, gender, or any other factor that could be seen as discrimination.

Store and destroy documents

All the information you receive or document as part of the selection process (for example, application forms, references, police checks) is personal and sensitive. You must not use this personal information for any other reasons unless you have the person's consent or as required by law. **See Appendix 1 on how to store and destroy documents.**

How does a recruitment process like this help?

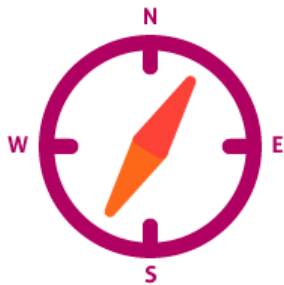
When you recruit in this way, it reflects our values and you help new volunteers to feel engaged or involved with CISV and understand and do the work they agree to do. Here are some ways a good recruitment process can help:

- ✓ It shows that you take the role – and the volunteer doing it - seriously
- ✓ It gives new volunteers a clear idea of CISV and their role
- ✓ It helps to show the new volunteers how they, and the work they do, contributes to our mission
- ✓ It shows that being a volunteer for CISV is a commitment
- ✓ It helps you to match people's skills and interests with the role
- ✓ It opens up opportunities for more interested people.



ORIENTATION: START THE VOLUNTEER RELATIONSHIP

Orientation is a great opportunity to build engagement. You can set mutual expectations and give the volunteer the key knowledge they will need to be successful in the role.



What is Orientation?

Orientation is when you introduce a volunteer into a new role or team – it is to help them find their way. You should do this to help the person understand and be successful in their new role.

Generally, the Team Leader or person responsible for overseeing and supporting the new volunteer in their role should take them through their orientation or introduction. However, you may ask someone else to do it.

Whoever takes the new volunteer through the orientation process, you should try to make sure to do it in the first week or two after the new volunteer starts their role. You should use the orientation process to set out clear mutual expectations for the volunteer role and relationship.

We recommend that you have a Volunteer Agreement and that you go through it with the new volunteer and sign it as part of the orientation process (see Appendix 3 for the text of the CISV International Volunteer Agreement that you can adapt)

In some situations, when you have a lot of new volunteers, you can do a lot of the orientation process with them as a group. This might be as part of the training you give them.

Steps for Orientation

When you take a new volunteer through the orientation process, you should:

- Arrange one or more orientation meeting(s)
- Send the new volunteer a list of key documents and resources for them to read and for their future reference (with a brief explanation of their purpose/relevance of the documents to their role) in advance of the orientation meeting.
- Once you have taken the new volunteer through the orientation process, encourage them to follow this up with their own more in-depth research, for example watch videos, review CISV policies, or guides.



- Review the following topics with the new volunteer. You will go into more details on some topics with some volunteers and less with others – this will depend on their level of knowledge of CISV and their new role:
- ✓ Responsibilities and objectives of role (use the role profile)
- ✓ Mission, vision, and values of CISV
- ✓ History of CISV
- ✓ Your NA/Chapter Structure and links to the CISV International - role and responsibilities of the NA/Chapter Board, Committees, Teams etc.
- ✓ CISV programmes and educational principles
- ✓ The name and contact details of the person the new volunteer will report to and anyone else they should go to with questions
- ✓ The Volunteer Agreement (if you use one)
- ✓ Encourage the new volunteers to ask questions and answer them or find the answer.
- ✓ Arrange a follow up meeting with the new volunteer to see if they have any more questions and to check that they are ‘finding their way’ in their role.
- ✓ Ask the new volunteer if they know of anyone else who would be interested to volunteer for any other vacancies.
- ✓ Send the signed Volunteer Agreement to the Chapter/NA Secretary, or the person who is responsible for storing volunteer information.

(See the section at the end of the document on how to store and destroy documents)

How does an orientation process help?

When you do orientation in this way, you help new volunteers to feel engaged or involved with CISV and understand and do the work they agree to do.

A good orientation process for new volunteers also reflects our values and the care we take to create a positive and safe learning environment for our programme participants.

Here are some other ways a good orientation process can help:

- ✓ It shows that you take the role – and the volunteer doing it - seriously
- ✓ It gives new volunteers a clear idea of CISV and their role
- ✓ You can set clear mutual expectations
- ✓ It helps to show the new volunteers how they and the work they do contributes to our mission
- ✓ It shows that being a volunteer for CISV is a commitment
- ✓ It sets the volunteer up to be successful



Building Engagement in the Ongoing Volunteer Relationship

We can all show our engagement and excitement about CISV and the work we do. We should all model the behaviour we want to see in others.

Motivate

For all of us, our motivation starts from the commitment we share to CISV's mission - our common goal.

We all work in a team, or in teams. We are each responsible to engage actively with our team and to contribute in a positive way to the team and its work. When we engage in an active way, we are more motivated and help to motivate others in their roles.

As a Team Leader you should make sure that the volunteers in your team understand how the work they do connects to CISV's mission and vision. When you help people to see that their work is meaningful and contributes to CISV's success, you help to build their motivation.

You have a special responsibility as you will have a big impact to set the tone for the team. You need to be engaged in a very noticeable way to be able to encourage your team to be engaged and do the work they need to do.

Recognise

CISV volunteers do a lot of wonderful work that we want to recognise and celebrate. This helps make being a volunteer an enjoyable and rewarding experience that people wish to continue.

As a Team Leader, it is important that you find out how the volunteers on your team like to be recognised: some people prefer a private 'thank you' but others might like a very public celebration.



To recognise your volunteers and their work, you can:

- Welcome volunteers to the team
- Encourage them to share news and mark special events in their lives.
- Wish them well when they take on other roles and leave the team
- If you have a regular newsletter, include short biographies of volunteers in it (with their permission)
- Send a thank you note or card of appreciation to recognise work that someone has done well



- Nominate volunteers on your team for CISV Volunteer awards
- Mark International Volunteer Day with a thank you to your team
- Host a meal or other informal gathering to help people get to know each other

You should also give your team the opportunity to share their success stories and learnings. In this way you can all celebrate and learn from each other.

Team Building



When a new volunteer joins your team, you should introduce them to the rest of the team straight away. It is an important part of your role to help volunteers in your team connect with each other, to help build a team that is engaged. Each volunteer will want to decide how they best fit in with the team; your role is to give them that opportunity.

Where possible, you should ask a team member to buddy with a new volunteer, to help them to get to know other team members and feel part of the team. This can also be a very engaging role for the buddy.

You should take some time in your meetings to give your team the opportunity to share their personal news or stories. This will help you all to get to know each other better, which will help build your team.

Personal Growth and Development

You should work with each team member to see how their volunteer role can also lead to opportunities for their personal growth. When someone takes on a new volunteer role, this is their chance to embrace a new challenge, get involved in a big project, or find a different way of giving back to CISV. It can also benefit them in their personal or professional life.

This is something that you can highlight, not only to attract new people to volunteer for CISV, but also to help motivate people in your NA/Chapter. You can give examples of things that other volunteers have done and gone on to do.



Support and Guidance

Members of your team have a responsibility to contribute in a positive way to the team and help their team-mates when they need it.

As Team Leader, you are responsible to promote a happy and productive team and give your team members regular support and guidance. You can do this by making sure that you:

- Keep the big picture clear for the team; make sure people understand the purpose of what they are doing and how it aligns and contributes to the team work-plan
- Assign work fairly and in line with the abilities and time of the team members, and where possible, their interests. Look to help volunteers work to their strengths and at the same time keep a healthy volunteer work and life balance
- Keep regular contact with team members on an individual or small group basis. This may be a simple email every couple of months to say hello and invite questions, responses etc.
- Commit to have at least one individual one-to-one meeting or call per year with each team member, in line with the evaluation process.

Evaluation

We recommend that you do a performance evaluation or review every year for each volunteer on your team. There are many ways to do this, but at a minimum, you should set up a meeting with each team member to discuss their achievements or concerns over the last year and plan for the next year.

To prepare for this conversation, ask each volunteer to look back on their own performance over the year and think about how well things went. This is an important opportunity for team members to give you specific feedback; they can explain the things they need to help them do their best work.

Overdependence and Burnout

We believe we need to treat our volunteers fairly to help protect their well-being. You should help make sure that volunteers in your team work within the scope of their role and within the hours they have agreed to dedicate to CISV. When you depend, or over-depend, on specific volunteers, this can lead to them feeling 'burnout' or that you treat them unfairly. This can particularly happen if there are members of the team who seem to contribute a lot less.

When volunteers feel burnout or exhausted, or feel that you treat them unfairly, they may become demotivated. This may lead them to make less of a contribution, leave CISV, or file a complaint. To help make sure things do not get to this point you must respect, value, and celebrate your volunteers.



Accountability: Responsibility as Part of Engagement

We are all responsible for doing the things we say we will do, in the time we say we will do it. To succeed as an organization, we must be able to rely on and trust each other.

Each volunteer in your team has a personal responsibility to ask you questions if they are uncertain about, or need help to understand, what you expect of them. Volunteers should also inform you if there is anything that will prevent them from being successful in their role – for example, a busy time in their professional life or family commitments. You are responsible for checking in on the volunteer, but they are responsible for letting you know if they are having any problems. Make sure your team members know and understand this.

We hope that all volunteer relationships will work out well. However, some relationships need a bit of help along the way and some may not succeed. You need to be ready to deal with any problems in a fair and effective way.



The steps below give you a structure to deal with issues that affect a volunteer's ability to work successfully in their role (this may be under-performance, their attitude, or something else that gives you cause for concern).

Please share the information below with your team members so that they know what do with if they have a concern or are involved in one.

1. Procedure for Addressing Concerns

You can use this process to address a problem with a working relationship, whether that problem is an interpersonal conflict, a performance issue, or other concern. You may identify the issues, or someone else may notice them and report them to you. This process gives you steps to address issues in fair and effective ways. It is a support for you, as you will have to manage any such process. It is also helpful for the volunteer who has the issues to know what they can expect.

You will need to use your judgement about how and when to start and manage this process. However, we encourage you to follow the steps below as far as possible. The steps are informal at first, but become more formal if the issue is, or becomes, serious or is not resolved.



Step 1: Informal and Direct Approach

When a volunteer first has a concern or conflict with another person, or is the subject of a concern or conflict, your first step is to schedule a meeting with the people who are involved. The meeting will give you all the opportunity to discuss how you feel, why it is important, and how can you work towards a resolution.

You can and should address and resolve most issues in this informal way. However, if you have a very serious concern about someone, you should not wait; you should move immediately to Step 2.

Step 2: Involve the Team Leader

If you are unable to resolve the situation or find a positive way forward through Step 1, the next step is to involve the volunteer's Team Leader. Explain your concern and provide them with specific information.

If you are a Team Leader and you receive a concern or complaint in writing, you must look into it in a timely manner. You may form an investigation team to look into the concern. When you investigate, you must make sure that you listen to each person and treat them all with respect and sensitivity in the process. Unless this is a very serious issue, you can still handle the process quite informally.

We want to promote a safe environment in CISV, where individuals can come forward with their concerns or complaints in good faith, without fear of repercussions. You should be ready to listen to and act upon any concern or complaint that someone makes in good faith.

We also want to protect people from gossip and speculation, in line with our values. If someone makes a complaint to you about another volunteer without concrete information, you should not do anything to investigate the complaint.

If an individual comes forward with a concern out of ill intent, you may consider making them the subject of performance management; up to and including the ending of their own volunteer relationship with CISV.



Step 3: Formal Performance Management

If it has not been possible for you to resolve the matter through informal Steps 1 and 2, as Team Leader you should take a more formal approach.

You should meet with the volunteer to find out why they cannot do the things or behave in the ways that are expected of them in their role.

You should offer coaching to the volunteer.

In the event of a very serious misconduct, you may decide not to give coaching and/or a warning and may end the volunteer relationship immediately. Except in extreme cases, your goal will always be for the volunteer to work with you to do things or behave in the way that you expect.

Coaching

This is a process where you help a person to learn, develop, and improve their performance. In a coaching session, you will review what you expect of the volunteer, as well as the skills the volunteer needs to achieve your expectations. It is important for you to be clear on what changes or progress you expect to see and what the person can expect if those changes do not happen. You may discuss with the volunteer how they can develop new or existing skills and put in place an action plan to help them develop. You can do this verbally, but it is always helpful if you follow up with a written note of the action plan. You should let the person know that if they do not make the progress you want, then there will be another meeting and this may result in you giving them a warning.

If this does not achieve the results you want, you may take further performance management measures. Usually, the next stage would be for you to give the volunteer a written warning.

Warning

You will only use this level of warning to bring attention to a volunteer's ongoing lack of performance or repeated misconduct. You would also use it where a serious incident has taken place. In this warning, you will outline the seriousness of the situation and make clear that the volunteer must take immediate action to correct things. You must document the warning in a formal letter to the volunteer and keep a copy of this letter for one year.

If the matter is still not resolved, you will need to consider ending the volunteer relationship.



Ending a Volunteer Relationship

Sometimes, it may be the right thing to decide to end a volunteer relationship and you may decide to act in a number of ways.

In the case of an extremely serious incident, or where the volunteer has broken the trust placed in them and you cannot restore the relationship, you may end a volunteer relationship immediately. Some examples of a serious incident are theft, fraud, or sexual misconduct.

In some cases, the person may move to a different role or step down (for a short time or permanently) by mutual agreement with you.

Following a performance management process, you may end the volunteer relationship or the volunteer may decide to leave.

If you or a volunteer decides to end the volunteer relationship, you should put this decision in writing. A volunteer should always communicate their decision to step down in writing, even if it is just a simple email to you. If you decide to end the volunteer relationship, you should write this in a letter to the former volunteer.

2. Confidentiality

Everyone involved in any of the steps above, formal and informal, must keep the matter completely confidential.

Anyone who is the subject of a complaint has the right to know the details of the complaint against them (except where the information may cause real harm to them or others) so they can respond in a fair way. These details may include the name of the individual or individuals that came forward with concerns. You, and any investigation team, must not share the information (beyond the people making the complaint and the person they have complained about) unless you need to take or recommend further action. We expect that each individual involved in this process will understand the importance of confidentiality.

If, in the course of a complaints process, a volunteer tells you about personal matters, such as medical, issues or the death of a family member, you must keep these matters confidential.

However, if you get information that leads you to believe a law has been broken you should immediately consult the International Risk Manager. We may need to release information to officials or local authorities as we believe is necessary or as the law requires us to do.



3. Planning for Departures

Encourage volunteers to give at least 2 weeks' notice if they decide to leave their role. Where possible, we recommend that that you and the outgoing volunteer begin discussions 3 months before the proposed end date (for example if there is a specific term or end date to the role). This gives you the time you need to recruit a new volunteer and arrange for them to receive training and a proper handover from the outgoing volunteer before they take over the role.



APPENDIX 1 HOW TO STORE AND DESTROY DOCUMENTS

Keep it safe, keep it secret!

Any documents and information that you collect when you recruit a new volunteer are confidential. You must not use the information for any other reasons unless you have the person's consent or as required by law. When you are responsible for selecting a volunteer (either on your own or in a selection team), you must not share the information and documents you collect about them with anyone else.

Have a responsible person

You must keep all personal information in a confidential and secure way. We recommend that you designate one person in your Chapter to be responsible for keeping personal information/documents in a secure location. This could be a filing cabinet that they keep locked. (Anyone else must delete information, including emails that relate to a volunteer's selection, once the recruitment process is complete.)

The designated person will also be responsible for making sure that the information/documents are ultimately destroyed, in accordance with your local or national laws. We offer the following guidelines based on legal advice on English laws and practice (your local laws may be different and you should check them):

- Destroy police check information after recruitment or as you are required by national law
- If a person applies and you do not select them, you should destroy all the information you collected about them within 6 months
- If you select an applicant, then you may want to keep a permanent record of their name, role and the dates they volunteer for you. However, you must only keep any information about their application and performance (other than police checks) for 6 years after they stop being a volunteer, when you must destroy the information.

You should take particular care when you destroy and dispose of people's personal information. You must do this in a secure way, which means that no one else must be able to read the information or retrieve it (if you hold it on a computer) or identify the person.



APPENDIX 2

INTERVIEW QUESTIONS

The types of questions you ask an applicant in an interview will help you to understand their skills and abilities and how well they will 'fit in'. There are different questions that you can ask: Behavioural, Technical, and Fit.

Behavioural Questions:

A behavioural question is when you ask a candidate to refer to a specific time when they did something. You should ask this type of question as the best predictor of how someone will behave in the future behaviour is the way they have behaved in the past.



We recommend the STAR format when you ask behavioural questions:

S – Situation – What was the situation?

T – Task – What task/goal were you trying to complete/accomplish?

A – Action(s) – What action(s)/step(s) did you take to accomplish the task/goal?

R – Result – What was the result? If you did not accomplish the task what did you learn and/or what would you do differently?

If the applicant does not give you all the information you hope to get, it is important to ask follow-up questions. They are not necessarily hiding information; they are probably nervous and may not know exactly what information you want to know. It is our job as interviewers to help the applicant feel comfortable, ask clear questions, and encourage the applicant to give the information we need.

You should always ask behavioural questions in an open-ended way. Some examples:

- Keeping it anonymous, 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 other people on a project.
- Possible follow up questions: How did you know the best way to motivate them? Did they become more productive? What was the overall impact to the project?



Technical Questions

You should ask technical questions to verify the credentials, education, and level of experience of the applicant.

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 the tasks and projects you did as a Business Analyst or community development coordinator?
- Possible follow up questions: What was your role in project xyz? What were your goals? How would you describe the impact of the project?

Questions for Fit

The applicant may have the experience, the education, and the willingness to work that you are looking for, but it is also important to find out if they will 'fit in' with CISV. You want to make sure that the applicant shares our values.

You may find it difficult to ask questions around fit. You cannot ask, "Do you like children? Instead, you can ask some indirect questions.

Some examples:

- Why do you want to volunteer with CISV? What appeals to you most about CISV? What skills or experience do you hope to get from CISV?
- What do you most 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 for you to make sure that the applicant has the time to do the role. You should have given an idea of the time commitment in the role profile, but you might want to ask a few questions to confirm that they have understood:

- What time of the day /day of the week do you think 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?



Document Answers

When you take notes in an interview, write down facts, not your feelings. Take notes such as:

- The applicant was late NOT the applicant must have been out late the night before that is why they are late.
- The applicant could not answer the questions NOT since the applicant did not dress appropriately it was clear they would struggle with the questions.



APPENDIX 3: TAKING UP REFERENCES: SAMPLE TEXT AND QUESTIONS:

You can send this by email and adapt it as you need. For example:

- Fill in the name of the reference and the applicant
- If the reference is a CISVer you do not have to include the section “About CISV”.
- In the table of skills, remove those not relevant to the specific position
- Attach the questions on a separate word document
- Attach the role profile
- Provide a date by which you would like to receive the response.

Dear ***,

Reference request

Your name has been given to us as a reference by ****, who has applied for the role of *** with CISV [Name of NA/Chapter]. Your opinion is very important to us and will help us make our selection.

About CISV

CISV is a non-profit organization, present in 70 countries. Our mission is to education and inspire action for a more just and peaceful world. We offer a unique range of intercultural camp-based and community programmes, for children and youth. We depend on dedicated volunteers and their enthusiasm and expertise, to run our programmes and our organization.

About your Reference

Please give your reference on the attached Reference Request Form; if you cannot answer a particular question because it does not apply, please state that. Please send us your reference by ***** and let us know as soon as possible if you are not able to provide a reference.

We will keep this reference confidential. However, if the applicant requests to see the information you have given us, we will be obliged to share it with them.

About the Role

You can find the details of the role ***** has applied for in the attached role profile.

Thank you for your time and help with this very important part of our selection process.

Yours sincerely etc



Sample Reference Request Form (You can adapt it for your own use and put it on your letterhead)

Name of applicant: *****

Position they have applied for: *****

How do you know the applicant?
How long have you known the applicant?
In your opinion, what are the applicant's main strengths?
In your opinion, what are the applicant's main areas for improvement? Did the applicant work to improve in these areas?
Did you have any serious performance concerns with the applicant?
Would you be happy to work with the applicant again? If not, why not?
Is there anything else we should know about the applicant that would stop them being successful in the position?
Based on the attached role profile, would you recommend the applicant for the position?

Please give your assessment of the applicant's attitudes/skills/knowledge in the table below by scoring 1 to 5 (1= poor; 2 = low; 3 = satisfactory; 4 = good; 5 = Excellent) and provide any comments you think would be helpful for the selection panel:

Attitudes/skills/knowledge	Score (1-5)	Comments
Works effectively in a group		
Understands CISV's programmes and content		
Reliable in meeting deadlines and completing work		
Reliable in attending meetings		
Willing to "go beyond" or take on additional responsibilities		
Planning and leading team meetings		
Assigns work to team members and monitors progress		
Supports colleagues		



APPENDIX 4

SAMPLE VOLUNTEER AGREEMENT (ADAPTED FROM THE CISV INTERNATIONAL AGREEMENT)

You can adapt this further and put it on your letterhead.

CISV [NAME OF NA] VOLUNTEER AGREEMENT

Welcome [Name of new volunteer]. Thank you for taking on the role of [Name of Role] beginning on [start date].

As a volunteer organization we value and rely on people like you in our programmes, our Chapters and our National Associations. Whatever role we have in CISV, we all contribute to **educating and inspiring action for a more just and peaceful world**.

CISV [name of NA/Chapter] agrees that we will:

- Provide a role profile or other similar document that outlines your responsibilities
- Prepare you with orientation to introduce you to CISV, your role and CISV standards
- Make clear to whom you should report ; this is the person who will work most closely with you and discuss your role with you, including any successes and challenges
- Provide appropriate insurance coverage while you are doing approved work, including travel insurance when you request it for travel on behalf of CISV [name of NA/Chapter]
- Repay any approved expenses you incur in fulfilling your responsibilities, in line with our expenses procedures
- Try to resolve fairly any problems, complaints and difficulties you may have or that someone may have with you
- Do our best to support you and help you develop in your volunteer role with us

You, the volunteer, agree that you will:

- Familiarize yourself with any role profile or Terms of Reference that relate to your position
- Participate in any training we ask you to attend
- Perform your volunteer role to the best of your ability, with honesty and integrity
- Follow CISV policies and procedures
- Ask questions or ask for help if you need it
- Respect and be supportive of your colleagues
- Respect any sensitive or confidential information
- Meet agreed time commitments and, when this is not possible, give reasonable notice so that other arrangements can be made

This agreement is binding in honour only; it is not a legally binding contract and does not create an employment relationship between us. It is designed to outline our volunteer relationship.

Thank you.

Signed	(Volunteer)	Date	
Signed for CISV (Chapter name)		Date	
Name		Role	

