Interviewing, Screening and Placing Volunteers

CAHHS 2018 Volunteer Leadership Conference
Hyatt Regency Newport Beach ~ February 19-21, 2018

Which Measuring Stick?

How do you measure recruiting success?

- Don’t focus only on number of volunteers
- Must focus also on engagement process
  - Getting the right volunteers into the right positions
  - Efficient, systematic, repeatable

What We’ll Cover

Part 1: The importance of a sound process
- How process impacts interviewing, screening and placement

Part 2: Preparing for and conducting interviews
- Preparing to interview: Deciding what, who, how, when and where
- Steps of conducting a successful interview

Part 3: Screening and placing volunteers
- Screening applicants
- References and criminal history checks
- How to turn someone down
- Placing and welcoming the newly-accepted volunteer

A Simple Question

Why interview volunteers at all?

- Before we set up barriers to volunteering...
- We need to understand why barriers are necessary
Why We Interview!

- Active Engagement
- Risk Avoidance
- Good Management

Get to Know the Prospective Volunteer

You get to go beyond the written facts:
- Confidence
- Ability to converse
- Dress, appearance, demeanor
- Gestures, comments, body language
- That all important “fit”

Let the Prospective Volunteer Know You

The applicant can:
- Get to see the environment and people
- Meet the supervisor
- Ask questions
Who Screens Volunteers?

Screening may happen at different levels of the organization:
- Volunteer office
- Person who will supervise

Secondary interviews add another opinion to the acceptance process

The same interviewing principles apply

Get the Most Out of a New Volunteer

Interviews can be the source for new information:

Agency can learn
- New information that helps in placement

Volunteer can learn
- About wider array of volunteer opportunities

Assess a Potential Volunteer’s Suitability

Interviews can help you learn if the volunteer is a good fit for the agency:
- Connection to or belief in mission
- Personal motivation for volunteering
- Needs or interests
- Length of commitment

Principle of Reciprocity

Successful volunteer engagement is based on reciprocity:
- Volunteers want to give and also to get
- Their needs and what you offer must be compatible

What does it mean to deny acceptance?
- You are not judging them as “worthy” or “unworthy”
- You have assessed that their needs don’t align with your available opportunities

Don’t accept volunteers if you cannot use their skills
Why We Interview!

Active Engagement

Risk Avoidance
- A screening mechanism
- The right people in the right positions

Good Management

Some Common Risks

You may opt to screen out volunteers who:
- Are under-qualified
- Are over-qualified
- Cannot commit the time
- May jeopardize your services

Minimizing the Risk of Accepting a Problem Volunteer

Who is a problem volunteer?

Obvious issues:
- Criminal history
- Won’t fit in

Less obvious issues:
- Overssteps boundaries
- Has too much ownership
- Won’t follow organizational guidelines

What Do You Think?

Freddy has the perfect skill set for us.

But he told me in his interview that he thinks “a volunteer should not be forced to follow all the rules.”

Should I accept him, and tell his supervisor to give him extra training about our rules and guidelines?
Dealing With Problem Volunteers

Even though you may need Freddy's skills...

... He’s telling you that he will break your rules.

It’s easier to reject him now than to remove him later!

Non-Negotiable Requirements

Some screening requirements are non-negotiable, even a legal requirement

Interviews are one more step to protecting vulnerable populations, along with:

- Police and other background checks
- Child abuse screening

Reminder:

- These checks should be updated whenever considering someone for a new role
- Applies to existing as well as new volunteers

Why We Interview!

Good Management

- Key responsibility
- Affects retention
- Part of our "brand image"

Screening Is Our Responsibility

Leading volunteers usually includes ensuring sound recruiting processes

Interviewing and screening are an integral part of recruiting

- They allow us to engage the right volunteers to support our agency’s mission
- We create a solid foundation for volunteer success
Who Is the Right Interviewer?
Are you the right person to conduct volunteer interviews?
Should other employees be involved?
How about trained volunteers?

Path to Retention
- Truthful recruitment
- Thoughtful interviewing
- Ongoing management practices
- Happy, long-term volunteers

Statement of Who You Are
What do your interviewing practices say about who you are and how you value volunteers?

What Are They Saying to Their Volunteers?
- Charity A
- Charity B
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Part of the Recruitment Process

1. Outreach
2. Application
3. Interviewing and Screening
   - Conduct interview
   - Conduct reference and background check
4. Placement

Your Interviewing Process Should Tell You...

What?

- What do we want to get out of the interview?
  - What do you want to know?
  - What do you want to show or convey?

Do you need to tailor your answer by type?

- Long-term versus short-term
- Corporate employee volunteers
- Virtual versus remote versus nearby
- Mandated volunteers
**Who?**

Who will do the interviewing?
- Volunteer office?
- Supervisor?
- Trained volunteers?

**Stretch your thinking!**
- Single interviewer
- Multiple interviewers
- Group interviews with multiple interviewees

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**How?**

How will you conduct the interview?
- Match the tone to your real-world environment
  - Formality
  - Bureaucracy

**Stretch your thinking!**
- Match the tone to what you want your real-world environment to become

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**When?**

Scheduling the interview:
- When in the application process?
- On what day and time?

**Stretch your thinking!**
- Interview immediately
- Interview after a group introduction session
- Let applicant view a video to learn the basics, then get acquainted face-to-face
- Interview on your schedule – or theirs?

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**Where?**

Where will you conduct the interview?
- Your office
- Volunteer site

**Stretch your thinking!**
- Hospital Coffee Shop or Cafeteria
- On the phone
- Outside
**Volunteer Interview Plan**

- WHAT
- WHO
- HOW
- WHEN

**Application Forms**

- **Application form**
  - Important tool
  - Tailor it to match the volunteer role
    - One-time tasks
    - Complex tasks
    - Serving vulnerable populations

**Working with the Application**

- A: Applicant fills it out at time of interview
- B: Interviewer fills it out with applicant
- C: Applicant submits completed application before interview
- D: Application completed after volunteer is accepted

**Consider Your Form**

**Questions to ask about your application form:**

- Are all questions relevant?
- Do you have some open-ended questions?
- Are the questions legal and non-discriminatory?
  - Use your paid job application form as a guide
- Do you ask for a signature?
  - Please sign to verify that the information you provided is true and correct
- For an online form, ask them to “click” to indicate agreement before submitting
Finding the Best Place to Talk

Where to conduct an interview
- Ideally, create a dedicated space
- Comfortable, quiet, away from interruptions
- Provide privacy

If you can’t find a good place in your office, go somewhere else

What Impression Are You Making?

Details count!
- Focus on the applicant
- Convey a positive work environment

Each applicant represents:
- Many potential hours of voluntary work
- Skills your organization needs
- Extended network of community contacts

Take the time to sell your program!

Opening the Interview

First moments establish feelings and expectations
- Be on time
- Firm handshake
- Warm welcome and “thanks”
- Offer a beverage and a little small talk

Tell them what to expect in the interview

Remind them of screening requirements

Remember...

1. Maintain a relaxed atmosphere
2. Your questions are merely prompts to help you find out as much as possible about the applicant
3. Every interview will be a little different
**Asking Questions**

**Interviewer:** Can you tell me a little about your skills, hobbies and interests?

**Volunteer:** Sure. I play golf, enjoy fishing and spend a lot of time with my computer.

**Interviewer:** So you enjoy golf? I play a bit myself.

**Volunteer:** Really? Where do you play?

**Interviewer:** Mainly just on public courses.

**Volunteer:** Cool. I am a member of the City Golf Club. My brother is the catering manager there so I get a pretty good deal around the club.

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**Assessing Skills**

Find out the applicant’s skill level by:

- Asking the applicant
- Asking for samples
- Using a test
- Discussing case studies

Discuss how to put those skills to work in your world:

- Tools
- Training
- Supplies

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**Where Follow-Up Questions Can Lead**

**You may discover:**

- Additional talents and skills that could be used in your program
- New potential sources for donations
- And more!

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**Determining Personality**

**People are different**

- Don’t stereotype based on first impressions

Listen carefully and watch body language for red flags

- Judgmental
- Prejudiced
- Vague or defensive statements

**Follow up, if necessary**
What Do Your Instincts Say?

Don’t ignore your instincts...
- They could be alerting you to something important!

But don’t substitute instinct for:
- Solid interviewing process
- Sound screening

Closing the Initial Interview

Don’t close until you have enough information to make a decision

If you feel positive about the person:
- Discuss potential roles
- Work through the position description
- Introduce the applicant to a supervisor or team members for:
  - Tour
  - “Getting to know you” chat
  - Even a second interview

When to Decide

You DO NOT have to decide on the spot.

You DO NOT have to answer immediately.

But you DO have to explain what happens next.

Graceful Ending

- Thank them for their time
- Ask for any final questions
- Invite them to call
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How Do You Feel?

Certainty   Doubt

Feeling Certain?

Certainty   Doubt

Don't neglect screening checks

Feeling Doubtful?

Certainty   Doubt

Check references before deciding
**Decision-Making Process**

Peer discussion helps to resolve doubts
- Introduce applicant at time of interview
- Follow initial interview with secondary interview
- Ask applicant to come in for a "call-back"

**Screening**

For every applicant!

Goals of volunteer screening:
- Weed out unsuitable people
- Most importantly, get the right person into the right position

**Stages of Screening**

1. Self-screening
2. Interview
3. Referee or reference checks
4. Police, criminal and child abuse checks
**Stages of Screening**

1. Self-screening
2. Interview
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**Reference Checks**

Tailor the level and scope to:
- Job
- Level of risk

References may be written, verbal or both
- Take the lead in deciding what sort of referee is satisfactory

**Talking to the Referee**

Be prepared with specific questions

**Explain yourself**
- Tell them who volunteered, for what position
- Would you be willing to answer questions which would help us place the candidate appropriately?

Be sure they can give relevant feedback
- Verify how the referee knows the applicant

Assure them that all information is confidential

**Talking to the Referee**

Ask questions:
- **Clarifying** questions confirm information
- **Contextual** questions explore how someone would deal with specific situations
- **Concerning** questions ask about issues that were unresolved at the interview
- **Hypothetical** questions explore the referee’s assumptions about the candidate

Document all answers!
Reference Resistance

Some employers restrict reference information to:
- Type of employment
- Dates of employment

If you encounter resistance:
- Get what you can
- Note the problem in your file
- Listen for clues such as tone of voice

Lingering Doubts?

If you are still unsure:
- Get a second opinion from a colleague
- Talk to a referee again
- Ask for additional reference names

Stages of Screening

1 Self-screening
2 Interview
3 Referee or reference checks
4 Police, criminal and child abuse checks

Are Police Checks Effective?

Negatives:
- May be unreliable
- Only tell you if applicant was caught
- Often out of date
- May not be comprehensive

Positives:
- Satisfy legal and agency due diligence
- Deterrent value
Using Criminal-Check Results

Gregory volunteered to drive your agency’s clients to appointments.

You interviewed Gregory and liked him. His referees liked him, too.

However, a police check shows that he was convicted of assault 6 years ago, at age 19.

What do you do?

What’s Your Policy?

Would it matter if...
- Gregory had told you himself in the interview?
- You learn that this happened during a one-time drunken frat party, and Gregory no longer drinks?
- Six years have passed with no further criminal convictions?
- His references gave glowing reports about him?

Should you vary your policy based on each situation?

How to Say No

Tell the applicant promptly
- Position it in terms of their skills not matching your needs
- Encourage them to find other volunteer work
- Phone or letter both work

Making a Placement Decision

Placement should be based on the answers to:
- Which available positions match their skills?
- Which work can be done when the volunteer is available?
- How long do you need the volunteer to serve?
- Are they skilled enough already?
- If not, are they willing to be trained?
- Will they fit into the area’s culture and make-up?
Saying Yes

Congratulations and welcome call
- Confirm placement and work schedule
- Discuss operational issues
- Explain the value of a “trial period”
- Agree on first-day logistics
- Answer questions

Confirm in writing
- Send a copy to the person they will be reporting to

Get the First Shift Right!

- Schedule it
- Remind other team leaders
- Have paperwork ready
- Prepare the Volunteer Handbook
- Have meaningful work ready
- Introduce the volunteer
- Show where to sign in, etc.
- Place a notice on the bulletin board
- Consider assigning a “buddy”

Getting Feedback

Get immediate feedback after first shift
- Reinforce that your agency values the volunteer
- Allows you to answer questions
- Opportunity to adjust the placement

Do formal follow-up after probationary period
- Make it a milestone event!

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### Legal Guidelines

The following is a quick reference detailing legal and potentially discriminating interviewing questions.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Discriminatory Questions (You can’t ask this in an interview)</th>
<th>Legal Questions (Or How you can find out…)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Family Status</strong></td>
<td>Are you married? What is your spouse’s name? What is your maiden name? Do you have any children? Are you pregnant? What are your childcare arrangements? Do you plan on starting a family soon?</td>
<td>If hired, are there any conditions or responsibilities that could make regular attendance difficult? If asked, must be asked of all applicants; don’t single-out applicants that you suspect may have potential problems.</td>
</tr>
<tr>
<td><strong>Race</strong></td>
<td>What is your race, nationality, ancestry, national origin, etc.? Do you speak any languages other than English?</td>
<td>None.</td>
</tr>
<tr>
<td><strong>Religion</strong></td>
<td>What is your religion? What church do you attend? What are your religious holidays? This position requires (or may require) weekend shifts. Will this present any problems for you?</td>
<td>None.</td>
</tr>
<tr>
<td><strong>Residence</strong></td>
<td>Do you own or rent your home? Who resides with you? See application to determine address.</td>
<td>None.</td>
</tr>
<tr>
<td><strong>Sex</strong></td>
<td>Are you male or female?</td>
<td>None.</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td>How old are you? What is your birth date? What days did you attend school? If hired, can you offer proof that you are at least 18 years of age? If hired, can you submit a work permit if under 18 years of age? (Only for positions where age 18 is not required)</td>
<td>None.</td>
</tr>
<tr>
<td><strong>Arrests or Convictions of a Crime</strong></td>
<td>Have you ever been arrested? Did you have trouble with the police as a youth? Review application Note: Conviction will be considered only as it relates to fitness to perform the job being sought.</td>
<td>None.</td>
</tr>
<tr>
<td><strong>Citizenship or Nationality</strong></td>
<td>Are you a U.S. citizen? Where were you born? Do you have the legal right to remain permanently in the United States? See application. Do you speak any languages other than English?</td>
<td>None.</td>
</tr>
<tr>
<td><strong>Disability</strong></td>
<td>Are you disabled? What is the nature or severity of your disability? Are you able to perform the essential functions of this job with or without reasonable accommodation? Show the applicant the position description so he or she can give an informed answer.</td>
<td>None.</td>
</tr>
<tr>
<td><strong>Affiliations</strong></td>
<td>Do you or have you ever belonged to a union? What is your opinion of unions? You may ask about wages and salary increases at the applicant’s previous job and how they were determined. You may ask if the previous employer had a merit system or if increases were given across the board.</td>
<td>None.</td>
</tr>
</tbody>
</table>
Conducting Panel Interviews

In some cases, you may prefer to have candidates interviewed by more than one person at a time, known as a panel interview. You may request that other employees or even volunteers participate in the interview and selection process. It’s important to remember the following guidelines:

❖ Someone you have trained should always be present during a panel interview to insure adherence to hospital policy and applicable laws.
❖ The interview should be conducted in a pleasant room; open the interview with an introduction to each panel member.
❖ Consider assigning one person the task of taking notes.
❖ Panels of three, four or five are preferred. Odd numbers reduce the possibility of a split decision. More than five people on a panel can be confusing and increases the likelihood of intimidating the interviewee.
❖ Each panel member should be familiar with the job duties, responsibilities and requirements of volunteers.
❖ Each panel member should have a copy of the candidate’s application.
❖ The panel should prepare for the interview to insure:
   ◆ All panelist participate
   ◆ Questions are not duplicated
   ◆ There is a good mixture of technical and values based questions
❖ In addition to traditional questions about experience, consider asking the candidate to role-play a specific realistic job interaction with a pre-selected panel member. Remember to keep these scenarios volunteer-related.
❖ A follow up meeting to discuss the candidate(s) should be scheduled as soon as possible following the interviews. A method of rating or ranking a candidate should be determined in advance.

Possible Problems with Panel Interviews

❖ Failure to forewarn candidates that a panel interview will be conducted can cause unnecessary anxiety and can impact the results.
❖ Changes in the panel composition during the course of a search can cause comparison discrepancies.
❖ Failure to promptly evaluate candidates due to individual time constraints.
❖ Lack of commitment by management to accept the panel’s input.
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### Volunteer Interview Plan

<table>
<thead>
<tr>
<th>INTERVIEW CATEGORIES</th>
<th>What we are doing right now</th>
<th>Ways I'd like us to do things differently</th>
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<tbody>
<tr>
<td>WHAT</td>
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</table>
Reasons to Interview Potential Volunteers

**Reason One: Active Engagement**
- To get to know prospective volunteers better
- To assure we get the most out of a new volunteer
- To assess a volunteer's suitability to perform the work and collaborate with other volunteers and/or employees.

**Reason Two: Risk Avoidance**
- To ensure potential volunteers are not *over* qualified
- To ensure potential volunteers are not *under* qualified
- To be certain volunteers can commit to what you expect of them
- To minimize the risk of recruiting a problem volunteer
- Legal responsibilities

**Reason Three: Good Management**
- It is the responsibility of an effective volunteer manager
- Because good recruitment is the first step in successful retention
- To create a positive impression about our agency within the community and help spread positive messages about the value of volunteering with our agency
- To develop some “buy in” with potential new volunteers
The Four Stages of Screening

Stage One: Self Screening

Self-screening can best be described as the information which we put before volunteers that help them to decide whether or not they are a “fit” for your agency. Self-screening materials include the promotion of information about things such as:

- Our expectations about police and referee checks
- The minimum number of hours per week we expect volunteers to contribute
- Other time expectations of projects and volunteer roles
- Available vacancies
- Minimal levels of training that we expect volunteers to possess or undertake
- Information about requirements for volunteers, such as using their own vehicles

Stage Two: The Interview

A sound interview process allows an organisation to meet with potential volunteers and assess their suitability to work within the agency.

Interviews can occur:

- Face-to-face, individually
- In groups
- Over the phone
- Via the Internet using a webcam on a service such as Skype™

Stage Three: Referee or Reference Checks

The purpose of conducting reference checks is to gain additional information about potential new volunteers from a third party who may have worked with them previously. It is recommended that referees not be family members or friends.

Some ways you can conduct reference checks:

- Call a past employer, the person’s previous volunteer manager or another person in a position of authority such as a Minister of Religion or President of a club
- Volunteers may provide written references about their previous involvement with other agencies
- Potential volunteers may also be able to provide you with a portfolio of some of their previous work. This may be particularly relevant where your volunteer is going to be producing material for your agency such as brochures, websites, policies or design projects.
Stage Four: Police Records, Criminal and Child Abuse History Checks

The final stage of the screening process involves an agency formally seeking official records of a potential volunteer’s past indiscretions.

In some places these types of checks will be mandated by law. Elsewhere this will be an optional level of screening and will be dependent upon:

- the type of volunteer work being undertaken
- the size and scope of the organisation
- existing work practices

Remember, these types of volunteer screening records only give us information about what volunteers’ criminal convictions and should not be used in isolation.

Short term vs. long term engagement

The four stages listed above are ideally suited to agencies where volunteers are signing up for engagements which will occur over many weeks, months or years. It is important to note that where volunteering occurs in a more episodic or spontaneous fashion (such as single days of service or in emergency situations) that it may not always be possible to follow all of these steps comprehensively.

This however does not negate the responsibility of the volunteer manager to ensure that some level of screening and coordinated placement takes place.

If your agency is likely to be involved in these types of volunteering activity, you are encouraged to take some time prior to volunteer effort of this kind arising to consider exactly what your process will be in these situations.

Reference Checking Guidelines

Remember that speaking to referees or checking references in other ways is an important extension of the interview process which can give you additional important information about your volunteer candidate. Volunteers may choose to give the following types of reference material:

- Written letters of endorsement from previous employers of people who know the person in a professional context
- Certificates of achievement which illustrate (and confirm) what skills the potential volunteers brings
- The name and contact information for people with whom you can speak about the potential volunteer

Tips for Reference Checking

- Always ask for more than one referee. Two or three is an ideal number and demonstrates that the person has a number of people who can vouch for them.
Reference Checking Guidelines (continued)

Tips for Reference Checking (continued)

- Insist that referees not be related to the potential volunteer – ideally they should be as independent as possible.

- Ask that referees be people in a position of some level of authority.

- Make suggestions in any literature you might distribute in the lead-up to the interview. Mention clergy, school teachers, past employers or the volunteer manager at their previous volunteer agency.

- Request that referees be relatively current, that is, they have known or worked with the person over the last two years or less.

- Take and file photocopies or digital copies of any letters of endorsement of certificates that the volunteer produces.

- Some potential volunteers may not readily be able to give you a long list of references. Discuss the reasons for this with them and flesh out the best possible candidates you can from the people they can offer.

- If you think someone is being evasive and has something to hide, remember you are well within your rights to tell them you cannot proceed with the application until you have some satisfactory references.

Preparation for Contacting a Referee:

- Have a list of pre-prepared questions for referees you contact by phone.

- Clearly introduce yourself and why you are calling.

- Reassure the referee that the conversation will be kept confidential.

- Make clear notes for yourself of any conversations that you have, noting in particular any points you may need to follow up with your volunteer candidate.

Types of Questions to Ask a Referee

- **Clarifying** questions help to confirm how the person you are speaking to knows the potential volunteer (e.g., “I understand that you were a University lecturer of John's. Can you tell me what he studied and how he was as a student?”).

- **Contextual** questions help to determine how the volunteer might have reacted in certain circumstances in the past (e.g., “How does Lee deal with conflict?”).

- **Concerning** questions clarify issues which your interview process was not able to fully satisfy for you (e.g., “When I interviewed Lee he was not able to give me any clear examples of how he had dealt with conflict in his previous role, and I am wondering if you can think of any examples which might help me better understand how he would deal with these situations.”). Don't be afraid to seek these answers.

- **Hypothetical** questions push the referee outside of the strict boundaries by which they know the potential volunteer and demonstrate their assumptions of how the candidate might behave (e.g., “We often operate during an emergency or crisis. How would you expect Jordan to deal with that sort of pressure?”).
Sample Volunteer Rejection Letter

It is important to communicate your decision clearly with an applicant that you are turning down, but also to convey appreciation for their time and interest. Here is a basic rejection letter that you can use as starter text for your own letter. Note that it is predicated on the assumption that you told the applicant before and during the interview that you were conducting a recruitment process to find volunteers who best matched your needs and that only some would be accepted.

Dear

We thank you sincerely for applying to volunteer with us and giving your time by interviewing. Community support of [your cause, organization, or goals] is vital and appreciated.

As we explained, we have been interviewing a range of candidates and have filled our available positions with people whose skills best matched our needs.

Therefore, at this point in time, we regretfully cannot accept you as a volunteer. However, we strongly encourage you to continue seeking another community agency where you will be their best match!

To that end, we wish you all the best.

Sincerely,
Resources for Further Learning on Interviewing, Screening, and Placing Volunteers

Other Relevant *Everyone Ready* Resources

Depending on the *Everyone Ready* membership level of your organization, you may have access to some or all of the following topics. To access, just go to the “All Topics” section of your Main Page (located on the right in the orange sidebar) and use the search/sort functions to get to a topic.

- *New Approaches to Volunteer Recruitment.* Online Seminar by Susan J. Ellis

On the Energize Web Site

- Interviewing section of the free Online Volunteer Management Resource Library: [https://www.energizeinc.com/how_tos_volunteer_management/interviewing](https://www.energizeinc.com/how_tos_volunteer_management/interviewing)
- Screening section of the free Online Volunteer Management Resource Library: [https://energizeinc.com/how_tos_volunteer_management/screening](https://energizeinc.com/how_tos_volunteer_management/screening)

On the OzVPM Web Site

Hot Topics by Andy Fryar related to Interviewing, Screening, and Placing Volunteers

- Beware the Complacent VPM! [http://www.ozvpm.com/2006/05/01/beware-the-complacent-vpm/](http://www.ozvpm.com/2006/05/01/beware-the-complacent-vpm/)

Books

*Can be purchased using your Everyone Ready discount code in the Energize, Inc. online bookstore. Your discount code, which you will need to enter upon checkout, can be found on your Everyone Ready Main Page*

Australia's leading volunteer management guide book which is just as applicable in North America and other parts of the world. Book features several chapters on the topic of interviewing, screening, and placing volunteers.
Books (continued)

Fryar, Andy, Rob Jackson and Fraser Dyer. *Turn Your Organization into a Volunteer Magnet, 2nd ed.* (free e-book)

https://www.energizeinc.com/sites/default/files/VolunteerMagnet2nded_0.pdf
A collection of articles by volunteer leaders from around the world, sharing their own practical insights about all aspects of managing volunteer programs.

Graff, Linda. *Best of All: The quick reference guide to effective volunteer management*
A concise compendium of best practices in volunteer program management.

Graff, Linda. *Beyond Police Checks*
Definitive guide for screening volunteers and employees, explaining why and how to assure everyone’s protection.


How to enhance volunteer retention and motivation, avoid volunteer burnout, get beyond short-term commitments, and more – subjects of critical interest to every volunteer program manager.

McCurley, Steve and Rick Lynch. *Volunteer Management: Mobilizing All the Resources of the Community, 3rd edition*
The most widely utilized text in the world on the theory and practice of managing a volunteer program, now updated and expanded.

Stallings, Betty. *Training Module 3 in the 55-Minute Training Series: Interviewing Volunteers*
Designed to examine the need for interviewing and screening volunteers and to share the basic process and skills necessary to do it effectively.

**e-Volunteerism Articles**

*Access these articles through your Everyone Ready Main Page.*


Graff, Linda. "*It's Never Over: Ongoing Screening of Volunteers and Paid Staff.*" Volume I, Issue 1, Fall 2000.


Lynch, Rick. "*Volunteer retention and Feelings of Connection.*" Volume I, Issue 1, Fall 2000.


e-Volunteerism Articles (continued)


Other Web Resources

- “6 Powerful Communication Tips from some of the world’s best interviewers.” Buffer Social. https://blog.bufferapp.com/6-powerful-communication-tricks-from-some-of-the-worlds-best-interviewers
