

AARP Driver
Safety Program

Selecting the Best Volunteers
Training Handout

Exercise 1: Hidden Costs of Appointing the Wrong Volunteer



Name 2 hidden costs of appointing the wrong volunteer.

1. _____

2. _____

Exercise 2: Why Interviews Fail



Name 3 reasons interviews fail.

1. _____

2. _____

3. _____

Exercise 3: Preparing for the Interview



Name 2 things you do to prepare for an interview.

1. _____

2. _____

Exercise 4: Practice a Behavior-Based Question

DIRECTIONS:

1. Select a learning partner.
2. The person with their birthday closest to today is the interviewer.
3. Interviewer – Pick ONE of the questions below and carefully listen to the answer.
You cannot ask any other questions.

Caring

- Tell me about a time when you helped others learn or grow?
 - Describe a time when you took time to listen to someone's story even though you may have been busy?
 - Give me an example of a time when you went out of your way to do something nice for someone else?
4. Interviewee – Use an actual example from your past.
 5. Did you get a complete behavior answer?



- Situation/Task = The background or context in which the person acted.
- Action = What the person did in the situation. (or what did they NOT do)
- Result = The effects of the person's actions.

Exercise 5: Follow Up Questions & Taking Notes

DIRECTIONS:

1. Switch roles.
2. Select ONE question about communication from the list below.

Communication – Communicates with volunteers, members and the AARP National Driver Safety Program Office.

- How have you encouraged those who work with/for you to communicate with you on a consistent basis?
 - How have you ensured in the past, that the information you received was communicated to your direct reports and coworkers?
 - Information you believe to be untrue or confidential has reached you via the grapevine. What actions have you taken in the past to resolve such situations when communications were out of control?
3. Use follow up questions to get a complete example:
 - Could you briefly summarize the situation/provide background information?
 - So what exactly did you do?
 - How did it turn out?

You can also ask one of the following questions, after you have a complete behavior example. It will provide insight in the applicant's ability to reflect and learn.

- What, if anything would you do differently the next time you are in a similar situation?
 - What did you learn from that situation?
4. Take notes in the box below.
Use key words, short hand, note behaviors

Situation/Task	Action	Result

5. Did you get a complete behavioral example? Are your notes complete?

Exercise 6: Rating Responses

DIRECTIONS:

1. Review the answer above.
2. Rate the answer below by placing a check next to the rating that best represents the response.

Rating: 1. Not Present ___ 2. Some evidence ___ 3. Strong evidence ___ 4. Very strong evidence ___

3. Share the rating with your learning partner.

Exercise 7: Multiple Applicants

DIRECTIONS:

1. Review the following completed rating sheet for multiple candidates.
2. Rank the applicants in the order you would make the offer.
3. Share your results with your learning partner.
4. Come to a consensus with your partner on the rankings.
5. Share your rankings with the other learning partners at your table.
6. Come to a consensus with all the participants at your table.

Interview Rating Sheet For Multiple Applicants

Position Chief Trainer

Interviewer(s) _____

DIRECTIONS:

Transcribe the ratings (i.e. 1, 2, 3, 4) from the Interview Notes pages for each applicant in the table below. Subtotal each category and determine the grand total for each applicant.

	Applicant 1	Applicant 2	Applicant 3	Applicant 4	NOTES
One AARP					
Trustworthy	2	3	2		
Visionary	3	3	3		
Courageous	2	4	3		
Results Oriented	3	3	4		
Caring	4	1	2		
Engaging	3	3	3		
Energetic	3	4	3		
SUBTOTALS	20	21	20		
Foundation					
Collaboration & Teamwork	3	2	4		
Communication	3	3	3		
Diversity & Inclusion	2	3	2		
SUBTOTALS	8	8	9		

Unique for a Position	Applicant 1	Applicant 2	Applicant 3	Applicant 4	NOTES
Data Management					
Leadership	3	3	2		
Management	3	4	4		
Marketing/ Exhibit					
Partnership Building					
People Management	4	2	3		
Program Management					
Project Management					
Training/Training Management	4	4	4		
SUBTOTALS	14	13	13		
GRAND TOTALS	42	42	42		

Rank the applicants in the order you will make the offer:

1. _____
2. _____
3. _____
4. _____

Date of Screening Interview: _____ Date of In-depth Interview _____

Date of Offer to Applicant: _____ Start Date: _____

Exercise 8: Interviewing Skill Practice

DIRECTIONS:

1. Assign roles:

The person that has been involved with AARP the longest – 1st Interviewer

The person who's birthday is the closest to today – Observer/Recorder

Third person - Applicant

2. Play Your Roles:

- **Observer/Recorder –**

- a. Use Appendix 5: Interview Self-Reflection Questions (pg. 14).

- b. Record notes for questions 1 – 6.

- **Applicant –**

- a. Review the application – Appendix 1: Volunteer Leadership Application (pg. 10).

- b. You may “act” like someone or just be yourself.

- **Interviewer –**

- Prepare for the interview

- a. Review the position description – Appendix 2: Chief Trainer (pg. 11).

- b. Select 2 questions that you will use from Appendix 3: Interview Questions (pg. 12).

- c. Review the application – Appendix 1: Volunteer Leadership Application (pg. 10).

- d. Identify specific areas on the application where you will focus the questions.

- Open the interview

- a. Build rapport

- b. Introduce yourself to the “applicant”.

- c. Provide background information on AARP and DSP.

- d. Review the position description with the applicant.

- e. Confirm their qualifications for the position.

- f. Review expectations of a volunteer.

- g. Explain that you will be taking notes.

- h. Let them know that you will be asking questions that relate to the position and you want them to provide an example of when they may have been involved in a similar situation in their past.

- i. Work experience, activities, hobbies, volunteer work, family life can be used.

- Take notes using Appendix 4: Interview Notes – Use key words, short hand, note behaviors (pg. 13).

- Don't forget to press for specifics and ask follow up questions!

- a. Could you briefly summarize the situation/provide background information?

- b. So what exactly did you do?

- c. How did it turn out?

3. After the interview:

- d. Interviewer rates the answers

- e. Observer/Recorder shares notes

- f. All participants discuss Appendix 5: Interview Self-Reflection questions 7 & 8

4. Rotate roles

- Observer/Recorder becomes the interviewer

- Applicant becomes the Observer/Recorder

- Interviewer becomes the Applicant

Appendix 1: Volunteer Application (excerpts)



AARP Driver Safety Program VOLUNTEER LEADERSHIP APPLICATION

PLEASE PRINT

Consideration for Position (Please check appropriate box): Deputy State Coordinator

List any previous volunteer or AARP experience and positions, including present affiliations, committees and special projects:

DSP Instructor

EDUCATION

School/College, area of study, highest level obtained, year(s) of degree or attendance:

The Ohio State University, BS Business Administration, Major Computer Science

Cleveland State University, Masters of Adult Learning and Development

QUALIFICATIONS: List your most recent civic/volunteer experience and work experience

Organization	Position/Title	Dates (From/To)
<u>May Company</u>	Retail Sales_____	1976-1979_____
<u>Applied Data Research</u>	Technical Training_____	1979 - 1983_____
<u>Educational Horizons</u>	Training Consultant_____	1983 - 1993_____
<u>Porter Henry</u>	Marketing Manager_____	1993 - 2003_____
<u>iSOLVit</u>	Management Consultant_____	2003 - 2010_____

RECOGNITION: Honors, Awards, Certificates, Organizations

Innovation of the Year Award 2008_____

Presidents Award 2009_____

SPECIAL SKILLS: In the position for which I am applying I believe my experience and background will enable me to: (Please briefly describe)

Lead and manage people, technology and change

Evaluate and improve programming

Recruit, coach, and retain volunteers

Manage and deliver training

Appendix 2: Chief Trainer (excerpts)

Position Function

The Volunteer Chief Trainer has Volunteer Instructor training responsibility, as determined by the State Coordinator. This includes scheduling of Instructor training sessions, issuing invitations to candidates, conducting training and making recommendations concerning appointments of Instructors. The Volunteer Chief Trainer has direct supervisory and operational responsibility for program Volunteer Trainers.

Responsibilities

- Recommends to the Volunteer State Coordinator an appropriate number of Volunteer Trainers, if any, for the state.
- Recruits, appoints, trains, supervises and re-appoints authorized Volunteer Trainers.
- Conducts training workshops for candidate Volunteer Instructors, except those delegated to Volunteer Trainers: evaluates trained candidates and makes recommendations on appointment as Instructors.
- Monitors Volunteer Trainer's training workshops, at least once a year, providing feedback to the Volunteer Trainer and State Coordinator.
- Involves diverse populations in program activities.
- Promotes the Association's priorities and goals.

Qualifications

- Eligible for membership in AARP.
- Served as a volunteer instructor or trainer for at least 1 year.
- Ability to provide leadership to Instructor training and development throughout the state.
- Commitment to the goals and priorities of AARP.
- Ability to work well with diverse populations.

Travel Required

Regional, state and local travel as necessary.

Appendix 3: Interview Questions (excerpts)

Chief Trainer

Leadership – Strategic thinking and planning.

1. Give me an example when you motivated others. How did you do it? How did it turn out?
2. Describe a time when you anticipated potential problems and developed preventive measures. What was the problem? What actions did you take? What was the outcome?
3. Give me an example of a time when you played a leadership role in an event, an activity, a department, etc. Describe how you led the efforts. How did others respond to your efforts.

Management – Manage geographic area; implements program goals/objectives; provides over site to program operations; identifies and implements improvements.

4. Describe a time when you were not in full agreement with a common goal, priority or policy? What did you do? How did it turn out?
5. Give me an example of a time when you set a goal and were able to meet or achieve it.
6. Have you ever made a mistake? How did you handle it? What did you learn?

People Management – Recruits, appoints, trains and supervises.

7. Describe a time when you had to train or coach someone for a new role? What techniques did you use? What happened?
8. Describe a situation when you were able to have a positive influence on the actions of others?
9. One of the responsibilities of a manager is to assess and critique performance. Tell me how you have done these things in the past. Describe how you delivered feedback.

Training/Training Management – Conducts training workshops, evaluates and provides feedback to trainers; monitors workshops.

10. You will be responsible for teaching workshops periodically. Tell me about a time when you had to teach a workshop for which you had little time to prepare? What did you do? How did it turn out?
11. As you know, teaching adults can be challenging. Tell me about a time when you had a difficult participant. What made them challenging? How did you handle the situation? What was the result?
12. This position will require you to provide feedback to other trainers. Tell me a time when you had to observe someone who was having challenges. How did you approach the individual? How did you provide feedback? How was the feedback accepted? Did the situation improve or worsen?

Appendix 4: Interview Notes

Question #: _____

Situation/Task	Action	Result

Rating: 1. Not Present ___ 2. Some evidence ___ 3. Strong evidence ___ 4. Very strong evidence ___

Question #: _____

Situation/Task	Action	Result

Rating: 1. Not Present ___ 2. Some evidence ___ 3. Strong evidence ___ 4. Very strong evidence ___

Question #: _____

Situation/Task	Action	Result

Rating: 1. Not Present ___ 2. Some evidence ___ 3. Strong evidence ___ 4. Very strong evidence ___

Question #: _____

Situation/Task	Action	Result

Rating: 1. Not Present ___ 2. Some evidence ___ 3. Strong evidence ___ 4. Very strong evidence ___

Appendix 5: Interview Self-reflection Questions

DIRECTIONS:

It is important to take time after the interview to reflect on how the interview went and determine what, if anything, you will do differently the next time. For team interviews, this reflection process can be done together. It provides everyone the opportunity to give each other feedback on how to improve.

1. Were you able to build rapport with the applicant? Why or Why not?
2. Did you provide the applicant a copy of the position description and review the qualifications and responsibilities of the position?
3. Were you able to identify specific areas on the application/resume to focus the behavioral questions?
4. Were you able to keep the interview focused on the position and not stray to topics that were not relevant or possibly illegal?
5. Were you able to easily use follow up questions to ensure a good behavior example?
6. Were you able to take notes easy using the Interview Notes
7. Do you feel the applicant left the interview with a positive feeling about AARP and the Driver Safety Program?

Conclusion:

8. What, if anything, will you do differently next time to improve?

