

6.5 Learning Contract Project:  
Developing a Volunteer Selection Assessment

Ethan Coleman  
POSC 6593: Seminar in Human Resource Management  
Chocoletta Simpson  
18 June 2022

## CONTENTS

Introduction.....	2
Job Analyses .....	3
Selection Assessment Development .....	13
Conclusion .....	14

PROJECT WEBSITE

[www.hrmproject.net](http://www.hrmproject.net)

## INTRODUCTION

The Shoebox Project (SBP) is a nonprofit organization that collects and distributes essential items and gifts to women facing homelessness. Founded in 2011 to serve a single Toronto women's shelter, it has since expanded into a network of volunteer-led chapters across Canada, the US, and the UK. Four paid staff and many volunteers coordinate the chapters from the Toronto head office. Nine types of volunteer positions exist at the head office, for which candidates must submit an application and complete an interview. Each position has an extensive position description which details its associated duties, responsibilities, qualifications, and other requirements (The Shoebox Project, 2022).

Internally, the selection process for head office volunteer candidates has become increasingly formal. An applicant tracking system is now used to select the most committed and skilled candidates for each position. In addition to making the large volume of received applications easier to manage, this has had the effect of reducing turnover rates.

To further streamline the volunteer selection process, a selection assessment would be of great benefit. A selection assessment would serve as an automated and standardized way to determine the degree to which a candidate is a good fit based on his or her knowledge, skills, and abilities (Fredericksen, et al., 2015, pp. 158-159). Conducting job analyses for the positions to be included on a selection assessment allows the manager to uncover their main functions, duties, and requirements. Having this information allows for the creation of a thorough and position-specific selection assessment.

## JOB ANALYSES

For this project, job analyses have been conducted based on the information contained in nine detailed volunteer position descriptions from SBP. A job analysis form was adapted from a sample form released by SHRM (SHRM, 2020). This section contains job analyses for each position, indicated by the corresponding number in the upper right corner of the form:

1. Curriculum Development Committee Member
2. Social Media Coordinator
3. Board of Directors Member
4. English/French Translator
5. Grant/Proposal Writer
6. Graphic Designer
7. Tax Receipting Assistant
8. Photographer/Videographer
9. Volunteer Recruitment Assistant

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**Position title:** Curriculum Development Committee Member

①

**Basic functions and scope of the position:** Aid SBP in research and development of curriculum to implement in school drive programs.

Duties	Frequency
Create curriculum that supports the mission and educates students about issues facing women impacted by homelessness	All duties combined to about 3 hours per week. Duties are listed in order of descending frequency.
Research other charitable education programs that have been implemented within schools. Gain feedback to help determine best methods of development, structure, and delivery	
Review and recommend educational materials to be used as resources	

<b>Contacts</b>	<b>Frequency</b>	<b>Purpose of contact</b>	<b>Means of contact</b>
<b>Immediate peers</b>	About 1 hour per week	Group problem-solving with project leader and other committee members	Virtual – Email, Google Meet
<b>Manager</b>	30 minutes per week	Weekly meeting with volunteer manager, project leader, and other committee members	Virtual – Google Meet
<b>Executive director</b>	Unscheduled	ED may periodically join weekly meetings	Virtual – Google Meet
<b>Customers</b>	N/A		

**Decision-making authority:** Low

**Supervisory responsibility:** No

**Titles of employees supervised:** N/A

**Physical effort:** N/A

☒ Operates no tools, machines, or equipment. No significant lifting.

**Education and training required:**

<input type="checkbox"/> High school diploma/GED	<input type="checkbox"/> Associate degree
<input type="checkbox"/> Trade or technical school	<input checked="" type="checkbox"/> Bachelor's degree
<input type="checkbox"/> Graduate degree	<input type="checkbox"/> Certification

**Years of experience required:**

<input type="checkbox"/> Less than 1 year	<input checked="" type="checkbox"/> 1 to 2 years
<input type="checkbox"/> 3 to 5 years	<input type="checkbox"/> 5 years or more

**Other requirements:** Computer/laptop required. Technology capabilities including video conferencing and email. Minimum of one year of applied research experience. Strong motivation and interpersonal skills.

**Position title:** Social Media Coordinator

②

**Basic functions and scope of the position:** Plan, implement, and monitor the organization's social media strategy to increase brand awareness, improve marketing, and increase fundraising efforts.

<b>Duties</b>	<b>Frequency</b>
Develop, implement, and manage social media strategy across various platforms	

Collaborate with the Executive Director and Social Media Coordinator on marketing campaigns and strategies	All duties combined to 2-5 hours per week. Duties are listed in order of descending frequency.
Measure the success of every social media campaign	
Keep abreast of the latest social media best practices and technologies	
Monitor SEO and user engagement and suggest content optimization	
Communicate with industry professionals and influencers via social media to create a strong network	

Contacts	Frequency	Purpose of contact	Means of contact
Immediate peers	N/A		
Manager	This position is managed by the Executive Director.		
Executive director	30 minutes per week	Weekly meeting to discuss overall social media marketing strategy	Virtual – Google Meet
Customers	As needed	Replying to questions or comments on various social media platforms	Facebook, Twitter, LinkedIn, Pinterest, Instagram

**Decision-making authority:** Low

**Supervisory responsibility:** No

**Titles of employees supervised:** N/A

**Physical effort:** N/A

☒ Operates no tools, machines, or equipment. No significant lifting.

**Education and training required:** ☒ High school diploma/GED ☐ Associate degree  
☐ Trade or technical school ☐ Bachelor's degree  
☐ Graduate degree ☐ Certification

**Years of experience required:** ☐ Less than 1 year ☒ 1 to 2 years  
☐ 3 to 5 years ☐ 5 years or more

**Other requirements:** Computer/laptop required. Technology capabilities including video conferencing and email. Strong multitasking, critical thinking, and interpersonal skills.

**Position title:** Board of Directors Member

③

**Basic functions and scope of the position:** Ensure adequate resources are in place to fulfill the charity's mission, provide strategic leadership, ensure compliance with relevant legislation and policies, monitor risk and accomplishment of goals.

Duties	Frequency
Based on professional experience, provide leadership and guide the strategic direction of the organization	All duties combined to 5-15 hours per month. Duties are listed in order of descending frequency.
Attend quarterly Board meetings and committee meetings, and work in close collaboration with the Executive Director	

Contacts	Frequency	Purpose of contact	Means of contact
Immediate peers	Ongoing/quarterly	Work together to guide the organization. Attend quarterly meetings.	Virtual via Google Meet and email. In-person quarterly meetings .
Manager	N/A		
Executive director	Ongoing/quarterly	Work together to guide the organization. Attend quarterly meetings.	Virtual via Google Meet and email. In-person quarterly meetings .
Customers	N/A		

**Decision-making authority:** High

**Supervisory responsibility:** No

**Titles of employees supervised:** N/A

**Physical effort:** N/A

☒ Operates no tools, machines, or equipment. No significant lifting.

**Education and training required:** ☒ High school diploma/GED ☐ Associate degree  
☐ Trade or technical school ☐ Bachelor's degree  
☐ Graduate degree ☐ Certification

**Years of experience required:** ☐ Less than 1 year ☒ 1 to 2 years  
☐ 3 to 5 years ☐ 5 years or more

**Other requirements:** Computer/laptop required. Technology capabilities including video conferencing and email. Strong understanding of organizational history, mission, and vision. Strong written and oral communication skills.

**Position title:** English/French Translator

④

**Basic functions and scope of the position:** Assist with document translation and French correspondence for the head office.

Duties	Frequency
Translate a variety of English text and audio materials into French, ensuring original meaning and context is preserved. Ensure grammar, punctuation, and spelling accuracy.	All duties combined to 8-10 hours per month. Duties are listed in order of descending frequency.
Edit translated content to match the original format	
Consult reference materials and colleagues as needed	
Develop and maintain terminology database and files	

Contacts	Frequency	Purpose of contact	Means of contact
Immediate peers	N/A		
Manager	As needed	Training	Virtual via Google Meet or in-person
Executive director	N/A		
Customers	N/A		

**Decision-making authority:** Low

**Supervisory responsibility:** No

**Titles of employees supervised:** N/A

**Physical effort:** N/A

☒ Operates no tools, machines, or equipment. No significant lifting.

**Education and training required:** ☐ High school diploma/GED ☒ Associate degree  
☐ Trade or technical school ☐ Bachelor's degree  
☐ Graduate degree ☐ Certification

**Years of experience required:** ☒ Less than 1 year ☐ 1 to 2 years  
☐ 3 to 5 years ☐ 5 years or more

**Other requirements:** Computer/laptop required. Technology capabilities including video conferencing, email, and office software. Strong multitasking skill and attention to detail.



**Position title:** Grant/Proposal Writer

⑤

**Basic functions and scope of the position:** Research, develop, and write grant proposals to grant-making organizations, persuasively communicating the organization's mission and programs. Research and identify funding opportunities, assemble and submit grant requests, establish and maintain personal contact relationships with grantor contacts. Maintain a calendar of submissions and deadlines.

Duties	Frequency
Write grant proposals to foundations and grant-making organizations	All duties combined to 2-4 hours per week. Duties are listed in order of descending frequency.
Conduct prospect research	
Develop and implement an annual development plan to increase grant income	
Maintain a proposal calendar, ensuring timely submission of materials and following up on submitted proposals	

Contacts	Frequency	Purpose of contact	Means of contact
Immediate peers	N/A		
Manager	This position is managed by the Executive Director.		
Executive director	Ongoing	Report progress in grant research, submission, and outcomes	Virtual via Google Meet
Customers	N/A		

**Decision-making authority:** Low

**Supervisory responsibility:** No

**Titles of employees supervised:** N/A

**Physical effort:**

☒ Operates no tools, machines, or equipment. No significant lifting.

**Education and training required:** ☐ High school diploma/GED ☒ Associate degree  
☐ Trade or technical school ☐ Bachelor's degree  
☐ Graduate degree ☐ Certification

**Years of experience required:** ☒ Less than 1 year ☐ 1 to 2 years  
☐ 3 to 5 years ☐ 5 years or more

**Other requirements:** Computer/laptop required. Technology capabilities including video conferencing, email, and office software. Previous grant writing and academic writing experience. Strong organization, written communication, and interpersonal skills. Strong motivation and attention to detail.

**Position title:** Graphic Designer

⑥

**Basic functions and scope of the position:** Create engaging and on-brand graphics for a variety of platforms.

Duties	Frequency
Develop illustrations, logos and other designs using software or by hand	All duties combined to 10-12 hours per month. Duties are listed in order of descending frequency.
Work with brand guidelines and layouts for each graphic	
Ensure final graphics and layouts are visually appealing and on-brand	
Schedule projects and define budget constraints	

Contacts	Frequency	Purpose of contact	Means of contact
Immediate peers	N/A		
Manager	As needed	Training	Virtual via Google Meet or in-person
Executive director	On submission of final designs	Design feedback/approval	Virtual via email
Customers	N/A		

**Decision-making authority:** Low

**Supervisory responsibility:** No

**Titles of employees supervised:** N/A

**Physical effort:**

☒ Operates no tools, machines, or equipment. No significant lifting.

**Education and training required:** ☐ High school diploma/GED ☐ Associate degree  
☐ Trade or technical school ☒ Bachelor's degree  
☐ Graduate degree ☐ Certification

**Years of experience required:** ☒ Less than 1 year ☐ 1 to 2 years  
☐ 3 to 5 years ☐ 5 years or more

**Other requirements:** Computer/laptop and portfolio required. Technology capabilities including video conferencing, email, and design software. Proven graphic design experience. Strong attention to detail and communication skills.

**Position title:** Tax Receipting Assistant

⑦

**Basic functions and scope of the position:** Assist the organization with issuing tax receipts to online donors, primarily during the November-January holiday drive season.

Duties	Frequency
Email tax receipts using a pre-existing macro setup on Google Sheets	All duties combined to approximately 5 hours per week. Duties are listed in order of descending frequency.
Respond to donor email inquiries	
Correspond with Local Coordinators regarding their tax receipting needs	

Contacts	Frequency	Purpose of contact	Means of contact
Immediate peers	As needed	Receive or share information about updates to the tax receipting process	Virtual via Google Meet or email
Manager			
Executive director	N/A		
Customers	Ongoing	Respond to donor inquiries	Virtual via email

**Decision-making authority:** Low

**Supervisory responsibility:** No

**Titles of employees supervised:** N/A

**Physical effort:**

☒ Operates no tools, machines, or equipment. No significant lifting.

**Education and training required:** ☒ High school diploma/GED ☐ Associate degree  
☐ Trade or technical school ☐ Bachelor's degree  
☐ Graduate degree ☐ Certification

**Years of experience required:** ☒ Less than 1 year ☐ 1 to 2 years  
☐ 3 to 5 years ☐ 5 years or more

**Other requirements:** Computer/laptop required. Technology capabilities including video conferencing, email, and office software. Previous administrative experience in a similar role. Strong written and verbal communication skills. Strong attention to detail.

**Position title:** Photographer/Videographer

⑧

**Basic functions and scope of the position:** Create an engaging and on-brand portfolio for a variety of media platforms. Plan, shoot, edit, and produce photos and videos for social media, marketing materials, and advertising.

Duties	Frequency
Plan, shoot, edit, and produce photos and videos	All duties combined to approximately 8-10 hours per month. Duties are listed in order of descending frequency.
Curate and contribute to the organization's digital asset library	
Collaborate with other creative staff	

Contacts	Frequency	Purpose of contact	Means of contact
Immediate peers	Ongoing	Collaborate and coordinate with other creative staff	Virtual via Google Meet
Manager	As needed	Receive assignments	Virtual via Google Meet or in-person
Executive director			
Customers	N/A		

**Decision-making authority:** Low

**Supervisory responsibility:** No

**Titles of employees supervised:** N/A

**Physical effort:** Position potentially includes walking, standing, or sitting in outdoor conditions of heat or noise.

☐ Operates no tools, machines, or equipment. No significant lifting.

**Education and training required:** ☒ High school diploma/GED ☐ Associate degree  
☐ Trade or technical school ☐ Bachelor's degree  
☐ Graduate degree ☐ Certification

**Years of experience required:** ☒ Less than 1 year ☐ 1 to 2 years  
☐ 3 to 5 years ☐ 5 years or more

**Other requirements:** Computer/laptop, camera, lenses, and portfolio required. Technology capabilities including video conferencing and email. Strong creativity and interpersonal skills. Strong communication and organizational skills.

**Position title:** Volunteer Recruitment Assistant

⑨

**Basic functions and scope of the position:** Aid the Volunteer Manager in administrative tasks related to recruitment, screening, onboarding, and applicant tracking.

Duties	Frequency
Update and maintain centralized database tracking system	All duties combined to approximately 5-8 hours per week. Duties are listed in order of descending frequency.
Coordinate online recruitment postings on various platforms	
Conduct recruitment research internally and externally	
Assist with volunteer screening and onboarding	
Track success of recruitment efforts and make suggestions for improvement	
Update/edit volunteer position descriptions	

Contacts	Frequency	Purpose of contact	Means of contact
Immediate peers	N/A		
Manager	Ongoing	Receiving assignments, training	Virtual via Google Meet and email or in-person
Executive director	As needed		
Customers	N/A		

**Decision-making authority:** Low

**Supervisory responsibility:** No

**Titles of employees supervised:** N/A

**Physical effort:**

☒ Operates no tools, machines, or equipment. No significant lifting.

**Education and training required:** ☒ High school diploma/GED ☐ Associate degree  
☐ Trade or technical school ☐ Bachelor's degree  
☐ Graduate degree ☐ Certification

**Years of experience required:** ☒ Less than 1 year ☐ 1 to 2 years  
☐ 3 to 5 years ☐ 5 years or more

**Other requirements:** Computer/laptop required. Technology capabilities including video conferencing, email, and office software. Previous administrative and recruitment experience required. Strong communication and organizational skills. Strong attention to detail.

## SELECTION ASSESSMENT DEVELOPMENT

Each position's job analysis highlights its requirements, duties, and functions in detail. On the form used, functions and duties relate directly to a candidate's experience and skills. A few positions require specific educational qualities, such as a certain degree level, degree field, or academic writing and research experience. Throughout the position descriptions, and thus reflected in the job analyses conducted, ideal personal and professional qualities such as communication skills and the ability to multitask are referenced. Similarly, a majority of the positions are remote and emphasize collaborative work. Most require similar technology capabilities such as the ability to use video conferencing, email, and office software.

Further examining the job analyses, a clear format for a selection assessment can be derived. Each position's requirements can fit into a total of four categories, corresponding to the four sections of the selection assessment. The first section contains questions to determine the candidate's level of experience, knowledge, skills, and abilities related to the position. The second section contains questions about the candidate's education, including degrees earned, position-relevant courses taken, and academic research or writing experience. The third section evaluates the position-specific professional and personal qualities of the applicant, such as creativity or interpersonal skills. The fourth section covers technology capabilities related to the position, such as familiarity with certain software and virtual and remote work.

Using this categorical template, a selection assessment of around 20 questions was created for each of the nine volunteer positions. Each of the assessments varies considerably from the others due to the variety of positions represented, though there are a couple of common questions. Each of the four sections on each assessment represents between 10 percent and 35 percent of the total assessment score, with questions weighted equally within each section. The

weight of each section varies between different positions – this is mainly due to each position placing different levels of emphasis on education and requiring varying levels of technical skills.

The selection assessments are available on the project website, [www.hrmpproject.net](http://www.hrmpproject.net).

Note that while a name and email address form field is shown at the beginning of each position's selection assessment, these are not required and only serve to add realism to this demonstration.

Navigation between sections is done using the “back” and “next” buttons. After submitting the assessment, the candidate can view his or her total score, which would also be reported to the organization within the response dashboard. The maximum score on each assessment is 100 points, creating a convenient way for the organization to quickly compare candidates.

## CONCLUSION

A selection assessment is a useful candidate screening tool that can be developed based on a given position's job analysis. Selection assessments are particularly helpful in filtering out candidates with very low scores in a high-volume setting. Written tests such as the ones developed in this project have the advantage of being less expensive to administer than demonstration tests, though they are seen as being less accurate overall. Managers who create selection tests must be careful to measure only those KSAs related to job performance. By carefully constructing written selection tests, managers ensure that they remain content-valid and as accurate as possible (Fredericksen, et al., pp. 158-159).

## References

Fredericksen, E. D., Witt, S. L., Patton, W. D., & Lovrich, N. P. (2015). *Human resource management: The public service perspective* (2nd ed.). Routledge.

The Shoebox Project. (2022, May 25). *Volunteer at head office*. Retrieved June 5, 2022, from <https://www.shoeboxproject.ca/volunteer/hq>

Society for Human Resource Management (SHRM). (2020, February 28). *Job analysis template*. <https://www.shrm.org/resourcesandtools/tools-and-samples/hr-forms/pages/jobanalysisform.aspx>