

Member Development and Support: Tools and Resources

Program Start-Up Institute

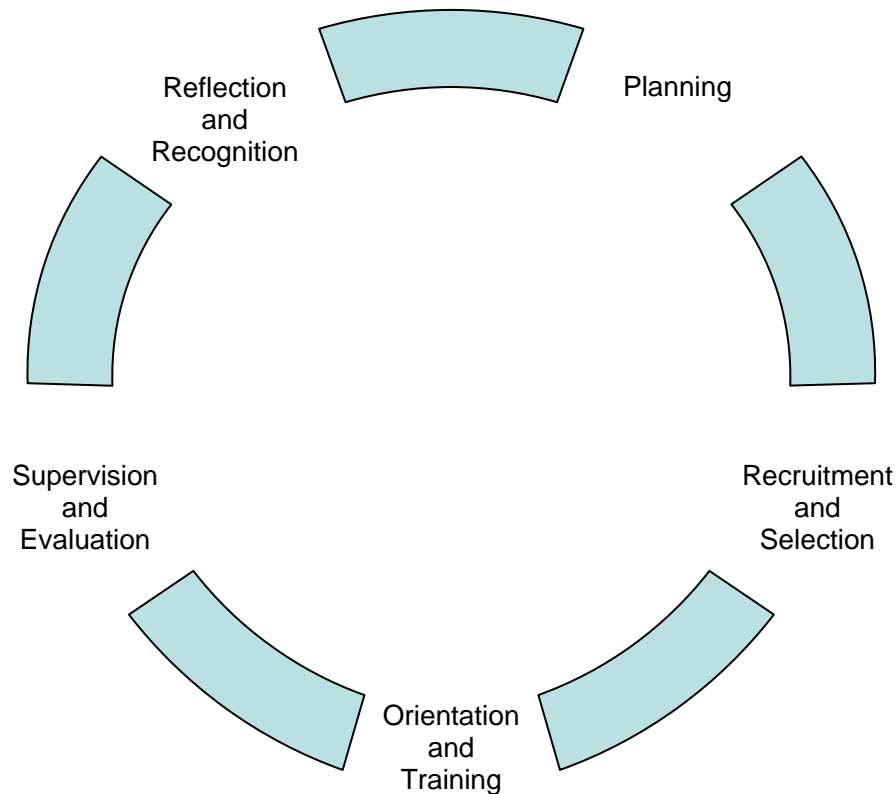
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The overall purpose of this session is to equip new AmeriCorps programs with the tools and resources needed to effectively train, support, and retain members.

Participants will:

- Develop a set of goals for their member training and supervision [for example, keeping members engaged (retention), overall program enhancement, instilling a lasting ethic of service in members, providing context and meaning to service activities (reflection), and post-service skill development]
- Acquire new resources and strategies for recruiting, orienting, training, and supervising members.
- Know where to find additional tools and support through the year.

MEMBER MANAGEMENT CYCLE



PLANNING – essential for the success of any member program and involves:

obtaining buy-in

- designing and writing member position descriptions
- creating application and selection forms
- developing applicable policies and procedures
- educating others in the organization and partners about involving members

RECRUITMENT AND SELECTION – Be creative! Brainstorm the who, why, where, when and how. What would the ideal corps look like? Why would they be interested in your member opportunities? Where and when can you reach these people? What message will encourage potential members to serve in your program?

SUPPORT

- ✓ **Orientation and Training** – General information and specific skills. Orientation and training help your members feel confident and prepared. You also decrease the chances of problems occurring by helping members know what is to be expected.
- ✓ **Supervision and Evaluation** – You and the member need to know that he or she is fulfilling their role effectively. Regular evaluation provides you and the member time to assess and make changes.
- ✓ **Reflection and Recognition** – happens in an informal way every time a “thank you” is said. Formally, members are thanked through celebrations and recognition events planned in their honor. It is important that the thank you fits the member; you need to know your members, so that they can be thanked in a way that leaves them feeling truly recognized.

Retention Challenge:

- *The **new linkage** has to offer a lot more to each member than what they had without it*
- Members are naturally more drawn to the needs and interests of their local sites than they are to the larger program that only meets once in a while
- People cannot pledge unfaltering allegiance to something vague and remote from their lives
- They would sooner give up then dedicate their time to something that hinders them from something else
- Belonging to the group has to help the members lead better, know more, and achieve more than without it.
- A Truly Visionary AmeriCorps Program = warm and wonderful place that
 - Underscores human potential to create something new and different and important together
 - Serves as a leap forward from where they have been and a leap that everyone wants to make
 - Human piece....not the program requirements
 - Engages creativity and ideas– where people join together and do something extraordinary together for the benefit of people and communities

WHY MEMBERS LEAVE....AND STAY

Did you know?

2 of 3 members stop volunteering because of poor management.

Members have high expectations:

- ✓ *Good customer service*
- ✓ *Meaningful service activities*
- ✓ *Well organized experience*

Good planning and management ensures member retention.

RECRUITMENT

<input type="checkbox"/>	Written description of the qualities of an "ideal corps" based on community served, identified needs, program goals and mission, and service activities.
<input type="checkbox"/>	Written list of tangible and intangible benefits members receive.
<input type="checkbox"/>	Written member position descriptions developed in conjunction with stakeholders that detail essential and marginal functions, time, workload commitment, supervisor, and site.
<input type="checkbox"/>	Written, strategic, innovative year-long recruitment plan, developed with stakeholders - includes various methods, timeline, goals, and staff responsibilities.
<input type="checkbox"/>	Written "elevator speech" for staff, members, and stakeholders to stay on message when meeting potential recruits.
<input type="checkbox"/>	Conducts targeted recruitment based upon desired member demographic.
<input type="checkbox"/>	Has strong publicity, public relations, marketing, and social media campaigns to build a positive image of the program within the community(ies).
<input type="checkbox"/>	Program actively recruits individuals with disabilities.
<input type="checkbox"/>	Provides incentives to members who bring in applicants.
<input type="checkbox"/>	Gathers feedback from members on how they heard about the program and how they think others can learn about the program.

EnCorps Collection Resources:	Start-Up Guide Resources:
<ul style="list-style-type: none"> ✓ Develop a Recruitment Plan ✓ Identify Recruitment Needs ✓ Advertise and Market Your Positions ✓ Recruiting for Retention ✓ Screen and Place New Members ✓ Preparing for New Members 	<ul style="list-style-type: none"> ✓ Creating a Member Recruitment Plan (p. 98-100) ✓ Recruitment Star-up Checklist (p. 106) ✓ Recruitment Ideas (p. 107) ✓ Working with the media (p. 160-163) ✓ Planning your recruitment process (p. 178)

Notes:

SELECTION

<input type="checkbox"/>	Provides opportunities for interested applicants to learn about the program and organization first hand, including information about the living allowance.
<input type="checkbox"/>	Organization is prepared to accept ongoing application and is welcoming and responsive to all prospective applicants.
<input type="checkbox"/>	Selects a diverse pool of members that reflect the communities where they serve and/or have a stake in the program.
<input type="checkbox"/>	Member Application elicits enough information to determine whether the prospective member is appropriate for organization.
<input type="checkbox"/>	Selection process thoroughly assesses volunteer background, skills, accomplishments, motivation, goals, and commitment.
<input type="checkbox"/>	Matches members to appropriate positions and sites.
<input type="checkbox"/>	Ensures reasonable accommodations are provided.
<input type="checkbox"/>	Involves multiple staff, partners and other stakeholders in selection process.

EnCorps Collection Resources:	Start-Up Guide Resources:
Screening and Placing New Members <input checked="" type="checkbox"/> Screening Applicants <input checked="" type="checkbox"/> Interviewing Applicants <input checked="" type="checkbox"/> Checking References and Conducting Background Checks <input checked="" type="checkbox"/> Making Decisions	<input checked="" type="checkbox"/> Member interview and selection process (p. 172) <input checked="" type="checkbox"/> Member enrollment process (p. 173) <input checked="" type="checkbox"/> Sample member file checklist (p. 108-111, 179) <input checked="" type="checkbox"/> Sample member service log (p. 112-113) <input checked="" type="checkbox"/> Sample AmeriCorps contract (p. 180-185)

Notes:

ORIENTATION and TRAINING

Planning

<input type="checkbox"/>	Written list of skills and knowledge members need to perform their service.
<input type="checkbox"/>	Conducts training assessments with members and sites to determine training needs and wants.
<input type="checkbox"/>	Has a year-long training and development plan, developed in conjunction with program stakeholders.
<input type="checkbox"/>	Builds partnerships with other national service programs to expand training opportunities and resources.
<input type="checkbox"/>	Develops relationships with alums, area organizations and groups that can provide free and/or reduced trainings.
<input type="checkbox"/>	Assesses training effectiveness and makes modifications as needed.

EnCorps Collection Resources:	Start-Up Guide Resources:
Designing Effective Training	✓ Implementing Pre-Service Orientation (p. 149-150)
Principles of Adult Learning	✓ Implement Pre-Service Training (p. 151-152)
Maximizing Your Training Budget	
Using Reflection Activities	

Notes:

ORIENTATION

Support

<input type="checkbox"/>	Carries out member pre-service orientation, developed in conjunction with stakeholders, to prepare members to carry out their responsibilities.
<input type="checkbox"/>	Builds esprit de corps among members.
<input type="checkbox"/>	Ensures members understand their position descriptions, prohibited activities, and responsibilities (includes forms, documentation, member contract, etc.).
<input type="checkbox"/>	Provides members with an understanding of the larger national service movement and AmeriCorps.
<input type="checkbox"/>	Creates a common understanding of the program vision.
<input type="checkbox"/>	Exposes members to expected outcomes (performance measures).
<input type="checkbox"/>	Trains participants to support successful entry and navigation within organizations and communities.
<input type="checkbox"/>	Provides members with information on overall organization, sites, supervisors, and communities served

EnCorps Collection Resources:	Start-Up Guide Resources:
Elements of an Orientation ✓ Agendas and Checklists ✓ Icebreakers Methods of an Orientation ✓ Wisdom from former members Fundamentals of an Orientation ✓ Member rights and responsibilities ✓ Prohibited activities Orientation Topics ✓ Site orientation ✓ Program orientation ✓ Orientation to community ✓ Risk management	✓ Implementing Pre-Service Orientation (p. 149-150) ✓ Implement Pre-Service Training (p. 151-152) ✓ Pre-Service Training Evaluation (p. 159)

Notes:

TRAINING

Support

<input type="checkbox"/>	Provides ongoing opportunities to train participants throughout the year.
<input type="checkbox"/>	Creates opportunities for members to learn about the service movement and participate in national service days and activities.
<input type="checkbox"/>	Effectively trains members to support the recruitment and management of volunteers, as applicable to program design.
<input type="checkbox"/>	Fosters positive attitudes with members regarding the value of lifelong civic engagement and service for the common good.
<input type="checkbox"/>	Provides training to members that raises their competencies around diversity/cultural competency/inclusion.
<input type="checkbox"/>	Provides year-long training to members around Life After AmeriCorps.
<input type="checkbox"/>	Trains members on topics such as working in teams, leadership, conflict resolution, compassion fatigue, etc.
<input type="checkbox"/>	Training is also seen as an opportunity to pull members together, to provide time for socialization, and to remind them about the larger team and the bigger picture of what they are doing.

EnCorps Collection Resources:	Start-Up Guide Resources:
Member Training strand ✓ Why member development matters ✓ Over 16 training modules and resources on topics such as: <ul style="list-style-type: none"> • Leadership development • Active citizenship • Conflict resolution • Fostering teamwork • Member evaluation • Personal development • Member Wellness • Promoting reflection 	✓ Member Training and Support Plan (p. 102-104) ✓ Building Service Ethic & National Service knowledge (p. 225-226) ✓ Building Esprit de Corps (p. 229-230)

Notes:

SUPERVISION, COMMUNICATION, and EVALUATION

Support

<input type="checkbox"/>	Uses a member contract that clearly outlines expectations, agreements, and consequences, signed by member and organization point of contact.
<input type="checkbox"/>	Provides members with an organization point of contact that provides supervision and support.
<input type="checkbox"/>	Written member support and evaluation plan, developed with stakeholders, that includes mid- and end-of-term formal feedback, as well as ongoing informal feedback.
<input type="checkbox"/>	Works with sites to determine the optimal supervision plan that includes on-site and program supported supervision.
<input type="checkbox"/>	Regularly provides both 1-1 and group supervision.
<input type="checkbox"/>	Creates a site-supervisor training that provides the tools needed to support members.
<input type="checkbox"/>	Communicates regularly and equally with all members and sites – not just when something is needed.
<input type="checkbox"/>	Regularly provides opportunities to get to know members and sites to relationships and trust are strengthened over time.
<input type="checkbox"/>	Offers members opportunities to support one another (member support teams, informal brown bag lunches, etc.)
<input type="checkbox"/>	Regularly seeks input and feedback from members on program, sites, etc.

EnCorps Collection Resources:	Start-Up Guide Resources:
Supervisor's Toolkit ✓ Planning and Documentation ✓ Creating Effective Member-Supervisor Relationships ✓ Working with Host Sites ✓ Monitoring and Evaluating Members	✓ Member Support (p. 227-228) ✓ Mid-term Member Evaluation (p. 231) ✓ Life After AmeriCorps (p. 232-233) ✓ Sample member evaluation (p. 235-237)

Notes:

RECOGNITION and RETENTION

<input type="checkbox"/>	Carries out a written plan to formally recognize members for their accomplishments and community impact.
<input type="checkbox"/>	Allows for reflection opportunities to celebrate and document member accomplishments and experiences.
<input type="checkbox"/>	Provides documentation to members that demonstrates the impact on communities served.
<input type="checkbox"/>	Implements informal means to say thank you throughout the year.
<input type="checkbox"/>	Recognizes members on special occasions (birthdays, holidays, etc.)

EnCorps Collection Resources:	Start-Up Guide Resources:
Member Training strand ✓ Recognizing service accomplishments resources (certificate template, tips and ideas, checklist, links to other resources) Beyond the Service Year (Transition) strand ✓ Moving On resources (e.g., exit interviews, helping members stay connected, providing coping strategies)	✓ Site Recognition (p. 249)

Notes:

PLANNING

<input type="checkbox"/>	Stakeholders had a part in the program development.
<input type="checkbox"/>	Stakeholders buy-in to the vision, mission, activities, and goals of the program.
<input type="checkbox"/>	Clear vision for the program and members that is understood by all.
<input type="checkbox"/>	Member projects are in alignment with the legal applicant and site partners' vision, mission, and goals.
<input type="checkbox"/>	Clear leader who is seen as having the responsibility for supporting and managing the program.
<input type="checkbox"/>	Organization budgets money for projects that utilize members.
<input type="checkbox"/>	Top management demonstrates support of AmeriCorps program in tangible ways.
<input type="checkbox"/>	Organization and site staff are knowledgeable about member projects and roles and see members as assets.
<input type="checkbox"/>	Implements strategies to promote positive staff/member relationships.
<input type="checkbox"/>	Offers alternative formats and languages, if applicable, of all program materials representative of the community in which they serve.
<input type="checkbox"/>	Program has clear, firm policy statements about their commitment to inclusiveness, including written statements from program's leadership, which are endorsed by the stakeholders.
<input type="checkbox"/>	Program identifies and removes potential barriers to active involvement of people with disabilities and provides reasonable accommodations as necessary.
<input type="checkbox"/>	Program regularly assesses strengths and gaps/challenges of AmeriCorps program, seeking feedback from members on a yearly basis and using feedback to make programmatic improvements.

EnCorps Collection Resources:	Start-Up Guide Resources:
<ul style="list-style-type: none"> ✓ Recruitment and Placement ✓ Member Orientation ✓ Member Supervision ✓ Member Training and Development ✓ Beyond the Service Year (Transition) strand 	<ul style="list-style-type: none"> ✓ Member contract and benefits (p. 174-176) ✓ See also, the sections on Program Development and Management.

Notes:

Taking it Home...

3....2....1...

List **3 resources** you will follow-up with when you get back to your office:

1)

2)

3)

List **2 principles** you need to devote your time on improving first:

1)

2)

List the **1st step** you are going to take when you get home:

First Step.....

EFFECTIVE PRACTICES AND AVAILABLE RESOURCES

I. GENERAL RESOURCES

EnCorps- Resources to support recruitment and development

<http://encorps.nationalservicerresources.org/>

National Service Resource Center

<http://www.nationalservicerresources.org>

National Service Resource Center - Resource Library (the resources on training are amazing!)

http://www.nationalservicerresources.org/publications/search_library/index.php

Bonner Foundation Training Modules (series of easy to use training modules that can support your year long plan)

http://www.bonner.org/resources/modules/trainingmodules_descr.html

Hands on Network

www.behandson.org

Verizon Foundation – Thinkfinity (free online courses)

www.thinkfinity.org

Virtual Leadership by Jocelyn Kostner

AmeriCorps Alums

www.lifetimeofservice.org

Project on Civic Reflection

<http://civicreflection.org/>

II. PURPOSELY REFLECT ON SERVICE AND CIVIC ENGAGEMENT

The Civically Engaged Reader

A diverse collection of short provocative readings on civic activity. Readings fall under the following four areas: Associating; Serving; Giving; and Leading. Each reading comes with a discussion guide and questions. For more information, visit the Project on Civic reflection at www.civicreflection.org

Active Citizens 101

Most recent curriculum (still only in draft form) developed in partnership with CNCS and Constitutional Rights Foundation (CRF). 101 Guide for those programs with time constraints that aims to broaden participants' vision of citizenship through selected readings, group study, directed discussions, brainstorming, and a civic action project in the community. The curriculum also includes an evaluation tool to distribute to participants.

<http://www.crf-usa.org/cetta/lessons.htm>

III. DEVELOP BOTH PERSONALLY AND PROFESSIONALLY

What's Next: An online Tutorial for Members

What's Next walks members through activities and resources they can use throughout their year of service. The activities and resources help members to clarify their thinking about going to college, starting a career, and continuing to serve. By reflecting on their post-AmeriCorps or VISTA plans, members focus on the meaning of their service. This resource replaces the print resource "Next Steps: Life After AmeriCorps."

<http://encorps.nationalserviceresources.org/whatsnext/index.shtml>

IV. ENGAGE IN OPPORTUNITIES AND TRAININGS THAT EXPAND THE LENS IN WHICH THEY LOOK AT THE WORLD

Have participants ***read articles, books, or watch videos*** on certain subjects that they then have to write reports about or meet with others to discuss and reflect how it relates to their service and/or community.

Community Resource Mentor – Public Allies, Inc

Each participant is matched with a local community or civic leader who is involved with fields or issue areas of interest to our participants. The mentors commit to meet with the participant at least three times during the year to discuss their career goals and interests, attend their mentees' graduation, and serve as a resource and reference during their service.

Presentations of Learning

Have participants pick a topic that relates to their service or something they learned from previous experiences. Participants then create a presentation that they provide to others.

Leadership Compass (provides participants a tool for understanding how they approach work and how it can differ from how others approach work)

http://encorps.nationalserviceresources.org/resources/leadership/leadership_compass.php

Leadership Training Resources

http://encorps.nationalserviceresources.org/mt_leadership.php