

**Member Development and Support:
Tools and Resources
for
Building
Strong Programs**

Program Start-Up Institute

October 10 - 12, 2007

LARGER MEMBER MANAGEMENT QUESTION:

How do I keep my members together for a period of time in my widespread project, so they see themselves as a group of members working together to build something wonderful that is worth staying around for despite the challenges that never go away?

TRAINING OUTCOMES

- Understand the key role of member development and support in retaining high quality members and achieving strong program impacts
- Acquire new resources and strategies for recruiting, orienting, training, supervising, supporting, and evaluating members; and
- Know where to find and leverage tools and support throughout their program year.

GENERAL AGENDA

BUILDING THE LEARNING ENVIRONMENT

- I. **Foundation**
- II. **Opening Activity**
- III. **Agenda and Outcomes**

BEGINNING WITH THE END IN MIND

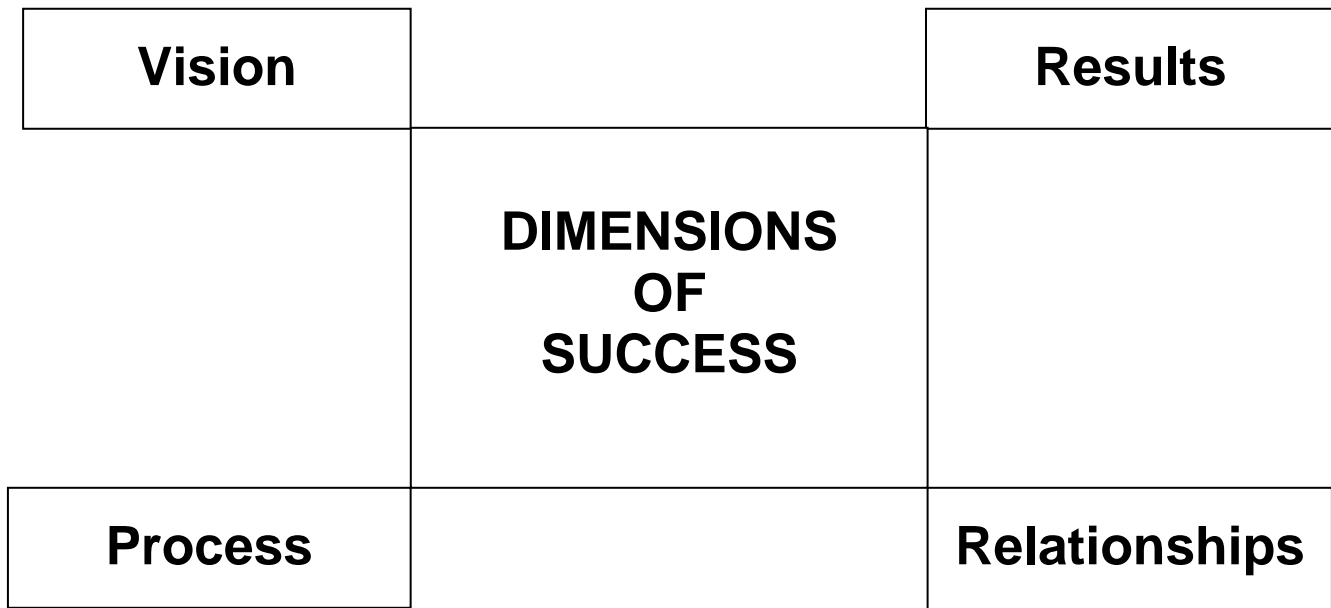
- IV. **Setting the Context**

MEMBER MANAGEMENT

- V. **Cycle**
- VI. **Why Members Leave**
- VII. **Why Members Stay**
- VIII. **High Quality Principles**

TAKING IT HOME

- XI. **Reflection and Action**
- XII. **Close**



Dimension	What it is	Key Questions
Vision	<ul style="list-style-type: none"> ✓ Picture of what you would like to see when the project is complete ✓ Keeping the end in mind ✓ “So What?” question 	<ol style="list-style-type: none"> 1) What do we want to see when our work is complete? 2) Do all my stakeholders, particularly members and sites, have the same picture? 3) Am I communicating the picture clearly to others?
Results	<ul style="list-style-type: none"> ✓ Completion of the task ✓ Achievement of the goal ✓ Outputs, Intermediate Outcomes, and End Outcomes 	<ol style="list-style-type: none"> 1) Are the results high quality? Timely? Desired by all? 2) Do the results match the need? 3) Do members and stakeholders understand the problem you are trying to address?
Process	<ul style="list-style-type: none"> ✓ How the work gets done ✓ How the work is designed and managed ✓ How the work is monitored and evaluated 	<ol style="list-style-type: none"> 1) Is the process clear and logical? Efficient? Appropriate for the task? 2) Is the process developed by all stakeholders?
Relationship	<ul style="list-style-type: none"> ✓ Partnerships and Champions you develop ✓ How people experience each other and relate to the community ✓ How people feel about their involvement and contribution 	<ol style="list-style-type: none"> 1) Do team members/stakeholders feel supported? Trust each other? Feel valued? 2) Are team members recognized for their leadership styles, skills, background, and knowledge?

AREAS TO THINK ABOUT

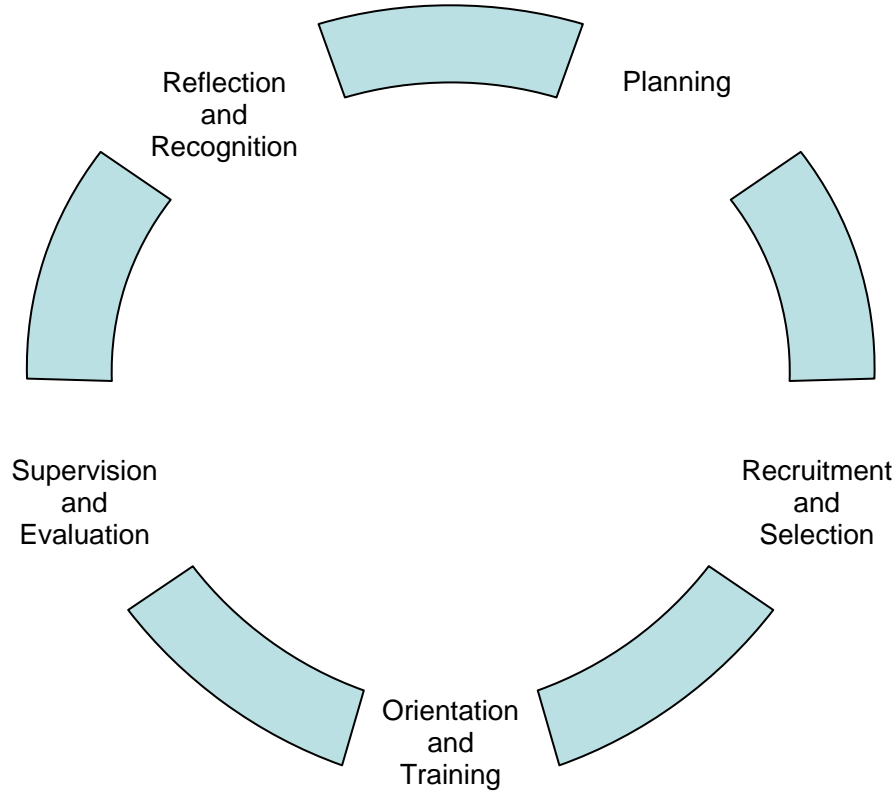
1. Get Things Done

2. Strengthen Communities

3. Develop and Support Participants

- **Encouraging Responsibility**
- **Expanding Opportunity**

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

When you take care of these planning items, a solid foundation exists to support your member program.

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** – give general information about your organization, national service, position specific skills, and the information about the member position, provide year long training around position specific, leadership, diversity, citizenship, and life after AmeriCorps. 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 the placement and any needed changes that could improve the member's satisfaction or performance.
- ✓ **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 than 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.

Think about a time when you joined a team or project where your commitment was strong and you stayed until the end of the time commitment –

What happened...what made it a success?

What did you not value about the commitment/team/project?

What were the specific characteristics of this program and commitment that made it so successful?

RECRUITMENT

<input type="checkbox"/>	Written description of the qualities of an "ideal corps" based on community served, identified needs, program goals, and program activities.
<input type="checkbox"/>	Written list of benefits members receive as a part of volunteering within organization.
<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 (including the national service database), timeline, numeric goals, and staff responsibilities.
<input type="checkbox"/>	Enlists champions who can support program with recruitment.
<input type="checkbox"/>	Conducts targeted recruitment and marketing based upon "type" of member desired.
<input type="checkbox"/>	Has strong publicity, public relations, and marketing 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"/>	Gets 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"> ✓ 6-Month Timeline ✓ Sample recruitment process ✓ Writing position descriptions ✓ Sample placement requirements ✓ Outreach and recruitment strategies and resources ✓ Tips for using AC*RPS (online recruiting system) 	<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.
<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 in which they serve.
<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"/>	Selection process involves a diversity of participants that have a stake in the program.
<input type="checkbox"/>	Matches members to appropriate positions and sites, ensuring reasonable accommodations are adhered to.
<input type="checkbox"/>	Gets feedback from partners and other stakeholders on effectiveness of selection process.

EnCorps Collection Resources:	Start-Up Guide Resources:
Screening and Placing New Members <input checked="" type="checkbox"/> Screening applications (forms and tip sheets) <input checked="" type="checkbox"/> Interviewing (sample questions, guides, tips and how-to's, checklist) <input checked="" type="checkbox"/> Checking References (sample forms, questions, how to conduct background checks) <input checked="" type="checkbox"/> Making Decisions (Tips and how-to's, sample letters, checklist, welcome packet, sample contract)	<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 do 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:
Member Orientation strand ✓ AmeriCorps Orientation 101 (factors to consider, interview of an experienced staff coordinator) ✓ Agendas and Checklists ✓ Listing with resources of CNCS required elements, including history of national service ✓ Samples of Member Handbooks ✓ Other topics (e.g., warm-up activities/ice breakers, site orientation, running effective meetings/trainings, plus tips) ✓ Designing Effective Trainings—Principles of Adult Learning	✓ Implementing Pre-Service Orientation (p. 149-150) ✓ Implement Pre-Service Training (p. 151-152)

Notes:

ORIENTATION

Support

<input type="checkbox"/>	Carries out member pre-service orientation, developed in conjunction with stakeholders, which prepares members for the beginning of their service and to carry out their responsibilities.
<input type="checkbox"/>	Builds teams 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 the results expected i.e. 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:
Member Orientation strand ✓ Listing with resources of CNCS required elements, including history of national service ✓ Service preparedness, site orientation, running effective meetings/trainings, plus tips ✓ Team building activities	✓ 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 National Service movement and participate in national service days and activities with others streams of service programs, if available.
<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 • 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"/>	Has a member agreement that clearly outlines expectations, agreements, and consequences, signed by member and organization point of contact.
<input type="checkbox"/>	Provides each member 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 on-site supervisors 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 i.e. 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:
Member Training strand ✓ Member Evaluation resources ✓ Personal Development resources ✓ Member wellness resources Member Supervision strand (<i>coming in late November</i>) ✓ Nuts & Bolts ✓ Creating Effective Relationships ✓ 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 internally and externally recognize members for their accomplishments and community impact.
<input type="checkbox"/>	Allows for reflection opportunities to celebrate and document member accomplishments and experiences and to examine the larger impact of their service.
<input type="checkbox"/>	Provides documentation to members that demonstrate their 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 i.e. birthdays, holidays, etc.

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

Notes:

PLANNING

<input type="checkbox"/>	Stakeholders had a part in the program and grant development and 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, Getting Started planning resources ✓ Orientation, Required Elements resources ✓ Member Training main page ✓ 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.nationalserviceresources.org/>

National Service Resource Center

<http://www.nationalserviceresources.org>

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

http://www.nationalserviceresources.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 Jocylyn 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.nationalservicerresources.org/initiatives/citizenship/active_citizens.php?search&search_term=Active%20Citizens%20101&m=all
<http://www.crf-usa.org/cetta/lessons.htm>

Roadmap to Civic Engagement

This publication focuses primarily on cultivating an understanding of the behaviors, attitudes and actions that reflect concerned and active membership in a community and will engage participants in real-life opportunities to apply that knowledge, both locally and globally. Through participation in an active service-learning process participants will examine a variety of community settings, learn to identify a community's assets and needs, and gain an understanding of how to develop strategies for meeting genuine community needs utilizing academic and community resources.

http://servicelearning.org/lib_svcs/lib_cat/index.php?library_id=6311

Building Towards Justice Reading and Discussion Series

Reading and discussion series that gives participants and staff an opportunity to reflect on their chosen form of civic engagement: what is the meaning and content of their commitment to public service; what does it mean to choose to serve; what or whom are we serving and why; and what is social justice and what is the character of its call. Discussions and readings are centered around specific themes such as injustice, compassion and duty, why choose to serve, and others.

http://epicenter.nationalservicerresources.org/index.taf?function=abstract&Layout_0_uid1=33594

A Guide to Effective Citizenship through AmeriCorps

A handbook divided into ten two-hour modules based on four elements essential to active citizenship: knowledge, skills, attitudes, and action. Each module has two sessions: a content session provides activities to help participants delve into the knowledge, skills, and attitudes of effective citizenship; an action session that guides participants through a service project in their community.

http://www.nationalservicerresources.org/initiatives/citizenship/section_three.php

A Facilitator's Guide for By the People

The lessons and activities introduce citizenship skills and concepts that AmeriCorps participants can apply to their own projects in the field. Follow-up sessions will provide opportunity for reflection and evaluation as participants report on how they applied citizenship concepts and skills they learned in the classroom.

http://www.nationalservicerresources.org/initiatives/citizenship/section_three.php

Resource Guide to Civic Engagement

This guide was created by the Citizen Academy, with the support of the UPS Foundation and the Surdna Foundation. The handbook is organized into four sections and includes readings, websites, and guides related to civic engagement and social capital. The four sections are as follows: The Framers' Intent; Civic Renewal and Community Action; Leadership and Attitudes in Service; and A Tribute to the Courageous Ones.

http://epicenter.nationalservicerresources.org/index.taf?function=abstract&Layout_0_uid1=33064

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>

Career Development Resources

<http://search.nationalserviceresources.org/index.php?q=career%2520development>

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

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