



You are well on your way in the process of identifying and implementing the systems necessary to operate your program. A significant component of your program will be the AmeriCorps members you recruit and train to serve your local community.

Recruiting great AmeriCorps members whose personal values reflect the ethic of service can make the difference between a strong, productive service to the community and a program struggling with the challenges of attrition and ineffective service. The results of your recruitment process will directly impact several areas, including morale, motivation, respect, retention, quality of service projects, relationships with service partners and community members, funding, and your ability to focus on the program rather than spend the majority of your time addressing problems. This section and the ones to follow on Member Development and Support will guide you in recruiting and training a strong Corps.

At the end of this section, you will be able to

- Create and implement an AmeriCorps member recruitment plan.
- Register your organization in the WBRS system.
- Establish an annual member training and support plan.
- Access and use a variety of tools and electronic resources to complete all activities in the Tools for Success section.

Member Development & Support



Member Recruitment Plan

What is a Member Recruitment Plan?

A Corps member recruitment plan is a strategic and purposeful roadmap to identify and recruit people best suited for your program.

Why do you need a Member Recruitment Plan? AmeriCorps members are a key component of an effective and successful program. Member recruitment is a very involved process that requires organizational resources, creative ideas, footwork, monitoring, and follow-up. Some recruitment strategies will work, others will not. The more time and effort you put into your recruitment plan, the more likely you are to find and retain great members.

How do you do it?

	<ul style="list-style-type: none"> ✓ Develop a set of recruitment criteria with your service sites. What skills, qualities, attributes, etc. does a person need? When will members start? Where will they be placed?
	<ul style="list-style-type: none"> ✓ Engage your Service Site partners and other stakeholders in recruiting and recommending potential AmeriCorps members.
	<ul style="list-style-type: none"> ✓ Actively involve your Service Site partners in the Corps member interview and selection process.
	<ul style="list-style-type: none"> ✓ In addition to keeping each original signed member enrollment form on file, you must enroll each member in the Corporation's Web-Based Reporting System (WBRS) shortly after they begin service. Identify the person(s) responsible for maintaining and entering all member information. This is particularly important if you do not have a Human Resources department.
	<ul style="list-style-type: none"> ✓ Consider these questions when developing your recruitment plan. Also checkout the Recruitment Start up Checklist. <ul style="list-style-type: none"> • What are the specific activities AmeriCorps members may be doing? • What are the “essential functions” (see Creating an Inclusive Environment at http://www.nationalserviceresources.org/resources/online_pubs/index.php#disability) of each member position? • Why would anyone, regardless of background, (dis)ability, race ethnicity, gender, etc. want to join our AmeriCorps program? (<i>Consider the intangible or experiential benefits of the program. Then consider tangible benefits including stipend, education award, training, and life preparation.</i>) • Where (or at what kinds of events, establishments, institutions, civic and social societies etc.) can we reach out to potential AmeriCorps members to join our program?
	<ul style="list-style-type: none"> ✓ Identify potential recruitment opportunities, activities, and events. See Recruitment Ideas.
	<ul style="list-style-type: none"> ✓ Ensure that your recruitment materials, efforts and activities reflect your fully inclusive program environment. Not only because it is the law but also because as a national service program you are committed to providing opportunities for <i>all</i> Americans to serve, including Americans with disabilities.
	<ul style="list-style-type: none"> ✓ Calculate the budget costs for publications, recruitment events, or other needs.
	<ul style="list-style-type: none"> ✓ Engage your Service Site partners in the process of developing the recruitment plan and assisting or recommending potential AmeriCorps members.
	<ul style="list-style-type: none"> ✓ Actively involve your Service Site partners in the Corps member interview and selection process.

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✓	Use the AmeriCorps online Recruitment and Placement System (AC*RPS) to promote your program, identify prospective members, and offer them the opportunity to apply online.
✓	Create a member position description including the, skills, essential functions, duties and responsibilities for the term of service.
✓	Prepare every staff member with a recruitment packet. Encourage staff to be “roving” recruiters. Everyone in your organization should be “on message.” That is everyone should be able to succinctly say what your organization does, how it has been successful, and what members will do to serve their community and articulate your inclusion policy.
✓	Take into consideration the demographics of the community you serve. How will those demographics be represented in your group of Corps members?
✓	Cast your net wide. Think outside the box. Research traditional and nontraditional recruitment resources. Be mindful of where you recruit. Not every recruitment option will gain you the best people for your program.
✓	Consider nontraditional recruitment sources: <i>Fraternalities and sororities, religious institutions, community celebrations, musical events, ethnic festivals, community businesses, small businesses, recreation centers, sporting events, civic organizations (Elks, Masons, Eastern Stars, Junior League, Jaycees), and education and technical institutes</i>
✓	Consider the needs or motivations of potential members. Is your organization prepared to support those needs?

Resources

Resource	Description	Contact
Web Based Reporting System (WBRS)	An internet based database used to input and track information among AmeriCorps sites, programs, State Commissions, National Directs, and the Corporation. <i>**All Corps member paper forms, FSRs, PERs, and Progress Report information are entered into the WBRS.</i>	State Commission CNCS Program Officer
National Service Resource Center	Great source for diverse resources and ideas. Check out the section on Program Management and Recruitment.	http://www.nationalserviceresources.org
AmeriCorps Member Recruitment Manual	Provides hands-on, real-life advice on how to run a successful recruitment campaign.	http://www.americorps.org/pdf/resources/recruitment.pdf
AmeriCorps website	The website contains localizable recruitment ads, AmeriCorps member applications, information on obtaining AmeriCorps	http://www.americorps.org/resources/recruitment.html

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	promotional materials, and other helpful information.	
Catholic Volunteer Services of America	Develop a member recruitment checklist.	http://www.cnvs.org/am-tr3b1.htm
Planning your Recruitment Process	The abbreviated version of this article is included in Tools for Success.	www.nationalservicerresources.org/epicenter/index.php
AmeriCorps online Recruitment and Placement System (AC*RPS)	Allows prospective members to search for AmeriCorps programs nationwide and apply directly online.	https://recruit.cns.gov
AmeriCorps online Recruitment and Placement System Users Manual	A step-by-step manual for getting your program listed and using the online Recruitment and Placement System.	http://www.americorps.org/resources/
Talking about AmeriCorps	Provides information on how to talk about AmeriCorps.	www.americorps.org/p_/resources/talking2.pdf
Creating an Inclusive Environment: A Handbook for the Inclusion of People with Disabilities in National and Community Service Programs	A comprehensive handbook designed to assist national service programs fully and meaningfully include individuals with disabilities.	http://www.nationalservicerresources.org/resources/online_pubs/index.php#disability

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Member Administration Plan

What is a Member Administration Plan?

A Member Administration plan is the systematic preparation for enrolling members and maintaining their individual records. As the recruitment process for AmeriCorps candidates gets underway, your organization needs to implement this plan to accurately enroll members.

Why do you need a Member Administration Plan?

It is all about the paperwork! There is a significant amount of documentation and paperwork needed for each Corps member. Along with the paperwork, the WBRS system (on-line database to track AmeriCorps program information) needs to be updated. Outlining a list of tasks that need to be accomplished, adding a timeline, and identifying responsible persons to complete tasks are necessary elements of your plan.

How do you do it?

	<ul style="list-style-type: none"> ✓ Identify the person(s) responsible for completing and entering all member information. This is particularly important if you do not have a Human Resources department.
	<ul style="list-style-type: none"> ✓ Contact your State Commission or Corporation Program Officer for information on training and WBRS access.
	<ul style="list-style-type: none"> ✓ Ensure that you have sufficient quantities of forms in case of mistakes or misplaced documents.
	<ul style="list-style-type: none"> ✓ Set up individual member file folders. Include all forms needed for each member and a Member File Checklist and Member Timesheet that identifies completed forms and other documents in member's file.

Resources

<i>Resource</i>	<i>Description</i>	<i>Contact</i>
Web Based Reporting System (WBRS)	An internet based database used to input and track information among AmeriCorps sites, programs, State Commissions, National Directs, and the Corporation. <i>**All Corps member paper forms, FSRs, PERs, and Progress Report information are entered into the WBRS.</i>	State Commission CNCS Program Officer
EpiCenter – Effective Practices	Great source for diverse resources and ideas.	http://www.nationalservicerresources.org/epicenter/



Member Training and Support Plan

What is a Member Training and Support Plan?

A member training and support plan is a detailed strategy for how you will orient, train, supervise and contribute to the development of your members throughout the program year.

Why do you need a Member Training and Support Plan?

The three pillars of your AmeriCorps program are community service, community strengthening, and member development. Each of these is equally important. A member training and support plan is instrumental in meeting all of the objectives of your program, developing esprit de corps among members, enhancing the personal development of each member, improving retention, and contributing to the eventual successful outcome of your program year.

How do you do it?

According to Mosaica (www.mosaica.org) -The Center for Non-profit Development and Pluralism's "Planning for a Year of Training and Development" there are seven steps to consider when planning your member training and support plan:

1. **Assess the training needs of your members** – Conduct a needs assessment of your members. Gather information from the members, their service sites, and other programs such as yours. Assess the members' knowledge and skill levels, ask them what they would like to get out of their term of service. Consider questionnaires and surveys, focus groups, and one-on-one interviews that can prove helpful.
2. **Determine desired training outcomes and topics** - Based on your needs assessment results, decide what types of training sessions and other formats would help you achieve the desired outcomes identified for each member and the team as a whole. Include skills building training (general and service specific) and teambuilding and interpersonal skills. Consider group processing skills, consensus building, conflict resolution, and other problem solving strategies. Training related to community relations, disaster response, advocacy, leadership, and citizenship can supplement other post-service skills such as resume writing and job-seeking skills.
3. **Decide the number and frequency of your training sessions** – The make-up of your program will influence the number and frequency of your training session. How often are my members in the same place? What training schedule will least interfere with the needs of the program and the service sites? What training topics make sense at what time of the service year? What additional opportunities and availability will influence the schedule? The care taken in planning and the tone set by program management will go a long way in determining the importance and value that the members hold for your training schedule.
4. **Program your training sessions and outline content** – Decide on the logical order for presenting topics. Are there topics that members will need early in their service? Gain input from key individuals including members, partners, and organization staff when devising content. Assign responsibility for developing training sessions; agree on a process and timeline for preparation and review. Be certain to consider concepts such as individual learning styles, training objectives and outcomes. Plan carefully, but be aware



that you may have to modify your plan at some point.

5. **Identify trainers and presenters and work with them to develop each session-** It is essential to determine whether trainers (internal or external) will be good fits for the topics, the learners, and the outcomes you desire. Involve the trainers in the planning process and provide them with enough background so they are familiar with national service, the audience, and your goals. When seeking trainers consider associates in your agency, existing and former staff, AmeriCorps alumni, your service partners and their agencies, educational institutions, community service organizations, and the business community. Your current corps of members may also have individuals who possess the skills and knowledge needed to address training needs identified in your plan.
6. **Identify needed materials, training facilities, and other resources –** Your program training needs are probably familiar needs that have been previously addressed elsewhere in the national service family. Utilize the already developed resources available to AmeriCorps programs and adapt and modify where needed. Sources for such materials could include other AmeriCorps programs, State Commissions and parent organizations, program partners, information clearing houses dedicated to national service, libraries, the Internet, the Corporation for National and Community Service, and public and private agencies related to your issue areas or training topics. For training facilities consider partner organizations, houses of worship facilities, national and state parks, business partners, local libraries, community centers, non-profit organizations, and other low cost or no cost alternatives. Providing food or snacks for your members can make the training sessions positive experiences. Remember, “An army moves on its stomach!” Build the cost of such expenses into your training plan. In-kind donations from your organization or another organization can be “win-win” for all parties involved. Attention to detail in the area of logistics can pay off in effective training for your members.
7. **Document and evaluate your training efforts -** Evaluate all training sessions immediately after and again, later, when members are able to put a training session in perspective with the entirety of their service experience. Keep careful notes of your planning process and keep files of all materials and pertinent information to help when planning next. Meet with your planning team and provide feedback to them and the trainers you used. This continuous improvement effort will benefit your program.



Resources

<i>Resource</i>	<i>Description</i>	<i>Contact</i>
Training Briefs	A series of briefs on a variety of topics related to the design and delivery of training for members.	www.nationalservicerresources.org/
The Resource Connection, Vol. 5, No. 3, Fall 2001	A newsletter that focuses on training of members.	www.nationalservicerresources.org/
Starting Strong: A Guide to Pre-Service Training	A detailed guide of information regarding the design and delivery of training for members with actual training modules.	www.nationalservicerresources.org/

TOOLS
for
SUCCESS



Recruitment Start-up Checklist

- ✓ Consider how much time you have before you need AmeriCorps members in place.
 - Do you need members in 6 weeks, or 6 months?
 - Your plan needs to reflect your timeline.
- ✓ Who is available to work on your recruitment campaign with you?
- ✓ How much is your recruitment budget?
- ✓ How many positions are you recruiting for?
- ✓ What are the positions?
 - Do you have job descriptions?
- ✓ What materials do you have to use for recruitment?
 - Do you need to develop new materials?
 - Do you need them in different languages and formats?
- ✓ What is your target number of applications that you will need to fill your positions?
 - Many programs need at least 2 completed applications for each position.
- ✓ Is a support framework in place for members, including a supervisor and member policies?
- ✓ Does your staff understand the role of your members?
 - Do they understand their role in relation to the members?
- ✓ Do you have adequate space and resources for your members?
- ✓ Do you have an orientation and training plan in place for your members?

Source: Catholic Volunteer Services www.cnvs.org/am-tr3b1.htm

Recruitment Ideas

Include pictures of members doing community service activities in your recruitment brochures. If possible, make a video that shows members in service; these videos can be shown at local churches and educational institutions.

1. Network your program - when you speak to a group or attend meetings, mention your program, if appropriate, and share publicity and recruitment materials with individuals. Be sure to follow up with interested individuals within ten days.
2. Publicity can be beneficial - identify businesses/organizations that buy ad space and ask them to help promote your cause.
3. Always provide a job description. By doing this, both you and potential applicants are more likely to understand an assignment.
4. Utilize your web site to full advantage. Provide information about becoming a member in your program; advertise the benefits and rewards of serving in your program; promote the benefits to the community.
5. Contact the local newspaper to see if they will donate space in the classifieds for member positions. If necessary, pay for an advertisement in the Help Wanted section, built around enhancing professional skills and providing employment contacts and networks.
6. Sponsor a Volunteer Opportunity Fair with other groups- possible locations for a fair include schools, churches, community centers, shopping malls.
7. Contact your local TV/Cable stations to get airtime to present on your services.
8. When giving a presentation to a large group, include AmeriCorps members. Hearing members talk about their experiences can be exciting and inspirational. Also, members are a great source of information for interested individuals.
9. Talk to personnel directors of large corporations, explaining member opportunities and ask if they can refer retirees and current employees to you.
10. Speak their language - what do you do that is of interest to prospective members? Highlight this in your presentation.
11. Level with potential members - tell them what they will do, how long they will be expected to do it, and who will benefit.
12. When trying to increase the diversity of members, reach out to leaders of different ethnic and racial groups to request their assistance with recruitment.
13. Remember to involve other community groups with your recruitment. Reach out to groups such as the Toastmasters Club, the Lions Club, the Rotary Club, and the Kiwanis Club for help with special service events.
14. Do not use guilt when trying to recruit.
15. Be honest and direct with people when recruiting. Do not minimize the work or the time needed.
16. Do not settle - avoid the concept of "a warm body through the door will do"; if you cannot get the right person, do not take just anyone.
17. Illustrate with diagrams or pictures where people fit into the overall structure of your organization. An organizational chart helps people to visualize their role in relation to others and will create a better understanding of how AmeriCorps members function in your organization.

Source: Catholic Volunteers Services of America <http://www.cnvs.org/am-tr3b4.htm>

Sample Member File Checklist

*Adapted From
Mid-Atlantic Network of Youth and Family Services
MANYCorps Site Visit*

Program Name/Location:	_____
Member Name:	_____
Grant #:	_____
Program Year:	_____
Service Hours Term:	_____
Date Enrolled:	_____
Date Exited:	_____

Are the following items in the member's file?	Yes	No
Member application	___	___
*Member enrollment form	___	___
Is the member enrollment form signed and dated by the member?	___	___
➤ Approved by site supervisor via WBRs	___	___
➤ WBRs will check if the form was submitted within 30 days	___	___
Proof of age	___	___
High School or GED Diploma	___	___
Parental consent form (if member is under the age of 18)	___	___
Member contract that stipulates the following:		
• minimum number of service hours and other requirements (as developed by the program) necessary to successfully complete the term of service and to be eligible for the educational award;	___	___
• acceptable conduct;	___	___
• prohibited activities;	___	___
• requirements under the Drug-Free Workplace Act;	___	___
• suspension and termination rules;	___	___
• the specific circumstances under which a member may be released for cause;	___	___
• the position description;	___	___
• grievance procedures;	___	___
• other requirements as established by the program;	___	___
• is the contract signed and dated by the member?	___	___
Criminal background check if the member works with children or other vulnerable population.	___	___

Are the following items in the member's file? Yes No

***Time sheets:**

- are they signed by both the member and the site supervisor in a timely manner? ___ ___
- are they up to date? ___ ___
- do the time sheets segregate/track separately hours for service v. hours for training? ___ ___

WBRS checks the following:

- is the addition on each sheet correct? ___ ___
- do the total hours from each time sheet add up to the number of hours claimed on the exit form? ___ ___

Documentation of citizenship/naturalization/resident alien status

Primary documentation of status as a US citizen or national: one of the following forms of documentation is acceptable:

- a birth certificate showing that the individual was born in the one of the 50 states, the District of Columbia, Puerto Rico, Guam, the US Virgin Islands, American Samoa, or the Northern Mariana Islands
- a United States passport
- a report of birth abroad of a US Citizen (FS-240) issued by the State Dept.
- a certificate of birth-foreign service (FS-545) issued by the State Dept.
- a certificate of naturalization (Form N-550 or N-570) issued by the INS
- a certificate of citizenship (Form N-560 or N-561) issued by the INS

-OR-

Primary documentation of status as a lawful permanent resident of the US: one of the following forms of documentation is acceptable:

- Permanent resident card, INS form I-551
- Alien Registration Receipt Card, INS form I-551
- A passport indicating that the INS has approved it as temporary evidence of lawful admission for permanent residence.

Is one of the ten types of documentation listed available? ___ ___

If no, has the program obtained written approval from the Corporation that the other documentation is sufficient to demonstrate the individual's status as US citizen, US national, or lawful permanent resident alien? ___ ___

Are the following items in the member's file? Yes No

Documentation of Health Care Enrollment (if eligible) _____ _____

- Who's eligible?
- All full-time members (except Promise Fellows and EAO members) are eligible for health benefits.
 - Part-time members serving in a full-time capacity (except Promise Fellows and EAO).
 - If there are any questions on healthcare coverage, please check the provisions.

Documentation of Child-care Enrollment (if eligible) _____ _____

- Who's eligible?
 - member is the parent/legal guardian (or acting in loco parentis) for a child under the age of 13 who resides with the member;
 - member has a family income that does not exceed the state's income eligibility guidelines for a family of the same size. At a maximum, family income can be no more than 75% of the state's median income; and
 - at the time of acceptance into the program, member is not receiving childcare from another available source.
 - Part-time members serving in a full-time capacity who meet the above requirements may be eligible for child-care benefits.

Tax documents

- Is there a W-4 form to document tax withholdings? _____ _____
- If the program year is over, is there a W2 form? _____ _____

Loan Forbearance request form (if applicable) _____ _____

Publicity release form

- If member is under 18, is the form signed by the parent/guardian? _____ _____

Member discipline documentation _____ _____

Mid-term performance evaluation _____ _____

End-of-term performance evaluation _____ _____

Are the following items in the member's file? Yes No

***Member End-of-Term/Exit Form** (if member has exited) _____ _____

Is the form signed by the member in the two places indicated? _____ _____

WBRS checks the following:

- Is the form approved by the site supervisor? _____ _____
- Is the supervisor signature concurrent with or after the member's? _____ _____
- Was the form submitted within 15 days? _____ _____
- Was the member's term in compliance with the program requirements explained in section 9a? (This can be ascertained by looking at the enrollment and exit dates and comparing the number of months served to the type of service term. If the member was suspended that should also be taken into consideration.) _____ _____
- Is the date on the exit form concurrent with or after the date the member exited? _____ _____
- Do enrollment form and exit form for each individual reflect the same term of service? If no, go to change of status section? _____ _____

***Documentation of Compelling Personal Circumstances** (if applicable) _____

- If the member received a pro-rated ed-award (check the exit form), is there documentation of compelling personal circumstances that falls within the parameters identified in the AmeriCorps provisions for the relevant program year? _____

Change of Status Form (if applicable) _____

- Do enrollment form and exit form for each individual reflect the same term of service? _____
- If not, is there an approved change of status form in the file that reflects the appropriate conversion? _____
- Was the conversion made within the first three months of the member's term? If not, is there evidence of grantee and CNS approval? _____
- Was the form submitted to the Corporation within 30 days? (Needs to be verified at CNS) _____

*Items with asterisk are files for which WBRS is the document of record. You should still keep paper copies of these items as a primary source. However, since WBRS automatically makes corrections, you should recognize that there might be some discrepancies between the paper and WBRS copy. This is acceptable since WBRS is the official record.

This checklist is based on the '99-'00 provisions. Be aware when you are looking at files from other program years that there are differences in the provisions from year to year. This checklist should not be construed as a substitute for either the provisions or common sense.

Signature of MANYCorps Staff member: _____

Signature of Site Supervisor: _____

Date of Site Visit: _____

Member Timesheet



NetDay AmeriCorps Bridge
Member Service Log

For program administration use only

Entered into WRRS on _____

Name _____

Service for the week of _____

Date	School	Activity Code (see service log instructions for codes)/Location	Morning Hours			Afternoon Hours			Total Hours	Activity Hours	
	Site Supervisor Initials		Time In	Time Out	# of Hours	Time In	Time Out	# of Hours		Direct Service	Training & Other
M											
T											
W											
Th											
F											
S											
Su											
Total Hours											

Member Signature _____ Date _____

Project Coordinator Signature _____ Date _____

Service Log Instructions:

1. Complete service log daily using the activity codes below.

Acceptable NetDay AmeriCorps Bridge Activity Codes

- | | |
|---|--|
| 1 = Refurbishing computers in classroom and computer labs | 7 = Member Training/Meetings |
| 2 = Troubleshooting software problems, installing hardware and software | 8 = Service Project |
| 3 = Technology Instruction with teachers | 9 = Community Outreach (volunteer recruitment, newsletters, presentations, distribution of literacy materials) |
| 4 = Technology Instruction with students | |
| 5 = Assisting students, teaching skills, and other responsibilities in PowerUp labs | |
| 6 = Service project planning, service preparation, additional service activities (as approved by Project Coordinator) | |

2. Use the fractions below for tracking hours:

15 minutes = .25 45 minutes = .75
30 minutes = .50 on the hour = .00

3. Lunch breaks should not count as service hours so complete the form accordingly.
4. Add your morning hours and afternoon hours and place the total in the total hours column.
5. Divide your total hours according to the activities you performed (direct service or training). Record these activity hours in the appropriate columns. **Please note that adding the hours listed in the activity columns should equal the number in the total hours column.**

Direct Service: activity codes 1 – 6 and 8

Training & Other: activity codes 7 and 9

***Training includes all activities that pertain to your individual development as an AmeriCorps member.

6. Check math to make sure hours are added properly.
7. All service logs must be signed and dated by member and site supervisor. Your service log will be sent back to you for completion if this information is missing.
8. Each site can enter information here, as to when and where members should complete and return service logs. (Be sure to give schedule to National Director of AmeriCorps Programs and Director of Finance and Administration.)