

STEP-BY-STEP GUIDE

STRATEGIC RECRUITMENT PLAN (SRP)

OVERVIEW

The purpose of the SRP is to assist a coalition strategically:

- Determine specific geographic locations (cities or counties) within the MJC or Network to conduct strategies and activities
- Identify priority individuals, within selected geographic locations, who are critical in achieving work plan activities
- Recruit new members and engage them in the implementation of educational and advocacy efforts relating to the coalition work plan objectives

Planning requires active member involvement in the process and includes:

- Discussion and decision-making on strategically selecting geographic areas to target for each priority area
- Engagement of key coalition members and other stakeholders
- Identification of cross-over for potential volunteers who may have influence in more than one area
- Use of the power mapping chart

TECHNICAL ASSISTANCE

• **SRP Materials:**

<http://www.tobwis.org/strategic-recruitment>

• **Questions:**

Consult with your contract administrator if you have questions or need technical assistance.

BEFORE THE POWER MAPPING MEETING

Identify the priority community or communities.

1. Collect input from coalition members during a meeting or through a brief survey to ensure buy-in for implementation.
2. Assess the priority community or communities based on areas that are:
 - Population centers
 - Viewed as leaders
 - Experiencing a high burdenor based on areas where:
 - Your coalition has active members and volunteers
 - Your coalition has, or needs to develop, relationships or support from key stakeholders
3. Gather information about the identified communities for use during the power mapping meeting. Some examples include lists of:
 - Large employers
 - Key community clubs/organizations and their leadership
 - Elected officials
 - Schools and their leadership
 - Media contacts

Determine the date, time and location for the power mapping meeting.

1. The meeting should be less than 3 hours. Meeting options are:
 - Regularly scheduled coalition meetings
 - Executive or steering committee meetings
 - Separate meetings to complete the SRP

Determine how the meeting will be facilitated.

1. Coordinators may facilitate the planning process or use TPCP funding to hire an outside consultant to serve as a facilitator. However, if an outside facilitator is utilized, please consult with your TPCP contract administrator for guidance and direction.

Invite attendees. (A sample invitation is available in the [SRP Materials](#))

1. Invite coalition members and supporters who know the identified community or communities and are committed to actively participate in the SRP process.
2. It is more important to have the RIGHT people in the room, rather than to pack the room. A group larger than 10 people may drag out the process.
3. Orient new coalition members and supporters to the coalition's activities prior to their involvement in the SRP.

DURING THE POWER MAPPING MEETING

Have available the following supplies.

- Flip charts and markers OR laptop, projector and word-fillable, blank power map
- [Completing the Power Map Presentation](#) (if desired)
- [Power Mapping Key Terms Handout](#) (if desired)
- Timer or time keeper
- Sticker dots for voting, if needed
- Previously completed power maps, if appropriate

Review with the meeting participants the following key power mapping terms.

- Focus – who or what you are trying to influence. Ideally, the Focus is a specific person or can be an organization within the identified priority community or communities.
- Influencers – someone who has direct influence over the Focus. Utilize the Key Influencers handout located on the SRP Toolkit that explains the four main categories of Influencers (see #2 below).
- Connectors – someone who can educate or recruit the Influencers.
- Recruits – someone who is an identified Influencer or Connector that is not a current coalition member

Create and complete the Power Mapping Chart Worksheet.

1. Identify your “Focus” and write it on the center of the [Power Mapping Chart Worksheet](#).
2. Identify your “Influencers” and divide them into the four main categories (listed below). The intent is to only identify a few main Influencers.
 - Public Influencers – such as the media, the general public or voters
 - Grasstop Influencers – such as elected officials, businesses or organizations
 - Personal Influencers – such as family, friends, neighbors or faith associations
 - Financial Influencers – such as employers, consumers or other financial groups

Coalition Name: (insert)			Strategic Recruitment Plan (SRP) Power Mapping Chart			Priority area:		
Member	Connector	Influencer	Influencer	Connector	Member			
		4	4					
		3	3					
		2	2					
		1	1					
PUBLIC			Focus location: Focus individual:	VIP/GRASSTOP				
Member	Connector	Influencer	Influencer	Connector	Member			
		1	1					
		2	2					
		3	3					
		4	4					
PERSONAL				FINANCIAL				

3. Once you identify your Influencers, write them in the squares surrounding your focus.
 - To be organized, keep the Influencers numbered.
 - Place a time limit on this activity.
4. If the Influencers are not members or supporters of your coalition, you will need to identify your “Connectors” to recruit these Influencers.
 - Connectors have existing relationships directly with Influencers or they know another person who does. You can have multiple connectors depending on the situation.
 - Place a time limit on this activity.
 - The intent is to identify only a few *main* connectors.

Example: A coalition member has a friend, who is a friend of the Mayor. The mayor knows the district attorney who is the Focus.

Member (Connector) → Member’s Friend (Connector/Recruiter) → Mayor (Influencer) → District Attorney (Focus)

5. Prioritize the “Recruits.” There are often many people identified that could be recruited, but be realistic about your resources.
 - Limit the number of Recruits to a few key individuals.
 - Update your list to include others as individuals are recruited.

Questions to consider when prioritizing Recruits:

- Are there individuals that appear to have a very strong influence over the Focus?
- Are there individuals that can influence more than one Focus or Influencers?
- Are there individuals that have shown an interest in coalition work in the past?

6. Once Recruits are selected, enter their names into the blank [Strategic Recruitment Action Plan Worksheet](#) in the first column. Although there is space for 10 recruits in the action plan, you may have less than this number.

7. Determine the actions Recruits will be asked to take on behalf of the coalition.

- Enter the decisions in column 4 of the blank [Strategic Recruitment Action Plan Worksheet](#).
- Be prepared with multiple actions or asks for Recruits in case they say no to the preferred action.
- Sample actions may include:
 - Educate a specific individual
 - Serve on a planning committee for a major event
 - Write a guest editorial in the local newspaper

Strategic Recruitment Action Plan (SRP)				
Coalition Name:				
Priority Area:				
Focus Location:				
Focus Individual:				
Individual / agency recruit	Who will recruit?	By when? How?	What will the recruit be asked to do?	Comments
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				

8. Determine how you or coalition supporters/members will reach out to Recruits.
 - Document your decisions in columns 2-3 of the blank [Strategic Recruitment Action Plan Worksheet](#).
 - [When Please Doesn’t Work: Strategies to Motivate Action](#) and [The Path to New Partnerships](#) are resources that may help guide a recruitment pitch.

AFTER THE POWER MAPPING MEETING

1. Enter and format the information and decisions you have made into the word-fillable worksheets. It isn't necessary to enter the information electronically.
2. Send thank you emails or cards to individuals for participating in the SRP process and give them an opportunity to review and edit the power map.
3. Keep the SRP documents fresh in the minds of members. Some ideas include:
 - Standing agenda items during coalition meetings
 - Updates in newsletters or blogs for members
 - Recruiting a coalition member as a Recruitment Coordinator to ensure recruitment actions are implemented
4. Thank individuals after taking any recruitment actions in the SRP. Update column 5 of the blank [Strategic Recruitment Action Plan Worksheet](#) with the outcome of the recruitment pitch.
5. Keep members updated on the recruitment process and invite others to get involved as well.
6. Update the power map when major power shifts occur in the community.
7. Submit the completed SRP templates to your contract administrator.