



AmeriCorps
Montana

RECRUITMENT ROUNDUP

A Guide to Recruiting & Retaining Stellar AmeriCorps Members



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**Resources in Appendix 2 are also available as individual downloadable documents in the AmeriCorps Montana Basecamp Platform.*

Introduction

Thank you so much for taking the steps to be part of the Montana AmeriCorps network. AmeriCorps member recruitment is key to successful national service across the 4th largest state, and our country. Since 1964 when VISTA placed people into service in Montana, to 1994 when the first 156 AmeriCorps members served Montana - more than a million people have taken the AmeriCorps Pledge to improve lives and landscapes here and across the US. Many individuals' credit 'word of mouth' to first learning about AmeriCorps service opportunities. Together, we can build from the strengths of relationship, personal motivation, and a sense of adventure that lives in all of us to make sure as many Montana residents and Americans know how they can learn and grow through service to others.

The 21st Century has brought new challenges and opportunities to AmeriCorps in Montana. The needs are great, and simultaneously there has never been more opportunities to serve. While we look to the next 30 years of AmeriCorps, we must thoughtfully strategize on successful AmeriCorps member recruitment. Montana has a real shortage of safe, affordable housing and many other external factors that inspire the Governor's Office of Community Service and the Montana AmeriCorps network to work together in new ways to increase instate awareness of the many diverse service opportunities. AmeriCorps recruitment today and into the future must include Montana residents and national recruits.

Montana has a long legacy of AmeriCorps service and continues to provide endless opportunities for individuals to engage in the larger towns, rural communities, and with Tribal Nations. Montana's AmeriCorps programs meet real needs defined in the State Service Plan and are known for working together on many service activities. Get to know your Commission staff and program colleagues. Share service opportunities and be willing to refer candidates to other programs, then they will do the same. We are a loving community of service-oriented people who take action to get the best fit in AmeriCorps to provide the most impactful service to Montana. When we work together, we truly ServeMontana.

Background

This Guide is the result of multiple efforts. The Governor's Office of Community Service acknowledges and appreciates the AmeriCorps program staff and Alums who worked together to make this Guide a reality.

Additionally, much of this guide was inspired by the 2000 booklet titled "Recruiting AmeriCorps Members: Creating a Strategy and Making it Work." ServeMontana worked to honor the timeless advice provided in the guide, while adding information to meet the recruitment needs of AmeriCorps programs today.

Reach out anytime to share ideas or make suggestions for this Guide. Again, thank you!

Section 1: Take Aim

Successful AmeriCorps recruiting starts with a mindset and a plan.

Start by reading the grant narrative. Consider the specific program design and how your organization said they would recruit individuals to serve in the application.

As you embark on the journey that is AmeriCorps member recruitment, ask yourself:

- what motivates *you* to do the job of AmeriCorps program staff?
- What are you proud of related to your AmeriCorps program?
- Why is it worth it?

Your vibe is the key recruitment tool and can lead to creating trust from the first point of contact with a potential applicant. It can also turn folks off, so be intentional. Same with site supervisors!

The service experience starts at recruitment and extends beyond the member's term of service, into their "Life After" as an Alumni.

Here are five tips to set and keep a good frame of mind when recruiting:

1. Begin with the end in mind, except for it doesn't end....! The recruitment process has a cycle and at times may seem busier, however, the mindset that AmeriCorps is always recruiting is vital. Within the ongoing cycle there are times to adjust in the moment, and opportunities to adjust for the next opportunity. Continuous improvement is up to you.
2. Consider the dual mission: Why are your program's unique service opportunities totally awesome? Whose lives are impacted by the service? What lands are improved? How do your members develop because of their service term? These can be actual certifications or components of professional and personal growth. Write these down and use them.
3. Expectations and reality: the closer these are, the better. Be professional and be real. Be honest about distances to services and amenities, opportunities to learn about the diversity that is rural and tribal cultures, opportunities to experience new things and get out of one's comfort zone and be open about the reality of financial hardship – It's ok to tell candidates this will be a challenging year. AmeriCorps' original intent was for individuals to serve at the poverty level of those they are serving – this has begun to change as a full time AmeriCorps member receives a minimum of \$18,000, well above Montana's poverty level of \$13,590 for a one person household in 2022.
4. Empower candidates to make their own choice using the expectation-setting information you share with them. For example, some people serve well without a vehicle, while others when hearing about how large Montana is, opt out. Give the people the information they need to make a the right decision. Eligibility criteria are not the same as expectations and fit.
5. Focus on the benefits to the member, not your program needs. Discussing the applicant's motivation is key to a good fit and ultimately a successful term of service.

Define your Organizational Mission

Internal Buy-In

What will help kick off your recruitment efforts more than anything? Knowing your organization, knowing why the organization does what it does, and creating buy-in among staff and stakeholders. AmeriCorps stakeholders include service site supervisors and the communities served.

If your organization has a mission statement, use this as a guiding light for recruitment. If you and your colleagues are bought into the mission, others will buy into it as well. There are a few ways to build internal buy-in and ensure colleagues and site supervisors understand the AmeriCorps program – we will focus on developing an effective Elevator Pitch.

Elevator Pitch

Gather some key leaders of your organization to develop an Elevator Pitch for the AmeriCorps program. The name comes from the idea that you could present the pitch over the span of an elevator ride – 3-30 seconds. Elevator pitches are a great reference in developing recruitment materials, messaging, and when hitting the road to spread awareness about the program and what AmeriCorps members can give and gain from participating in the program.

See Appendix 2, Crafting an AmeriCorps Elevator Pitch Worksheet.

Set Recruitment Goals

Who, What, How, & When

AmeriCorps recruiters need goals – the more specific, the better. Before designing a recruitment campaign, read the grant narrative so you are clear on the program goals and design. Then gather the key leaders of your organization and those who will carry out the recruitment campaign and ask yourself:

- How many members do we need?
- When do we need them to start?
- When do our sites need them?
- What other site-based considerations do we need account for?
- What will members do generally, and at each site?
- What special skills or qualifications do they need to be eligible?
- Who are the ideal candidates?
- What sort of schedule or term length might work best for these ideal candidates (summer only term, part time, full time, etc.)?
- Who could be involved in recruiting them (organizational staff, site supervisors, alumni, community connections etc.)?
- Who should be involved in helping select them?
- How do we ensure diversity among members?
- What are our budgeted amounts of time and money for recruiting?

As you begin to think through these goals, it may be wise to develop additional questions. Once goals are mapped out, commit them to writing – nothing too elaborate, just a piece of paper to share with colleagues so everyone is on the same page as the recruitment process starts.

Budgeting

If you are engaging in a recruiting event or activity where you can share information about all Montana's AmeriCorps programs and are collaborating with other AmeriCorps State programs at an event, OCS may cover event registration, and potentially cost of attendance. Email serve@mt.gov to request OCS financial support in advance of the event or activity. OCS can also provide AmeriCorps Montana recruiting materials.

OCS cannot support recruitment activities or events that are solely for your program. However, advertising, tabling, and outreach are allowable activities (2 CFR 200.421(b)(4)) and should be included in the program budget. Cost reimbursement grantees may budget for this out of the federal or grantee shares.

Identify the Ideal AmeriCorps Member Candidate

The next step is to figure out exactly what kind of member you are looking for and where to find them.

Take the time to consider the characteristics of your ideal candidate, and then where to find the people well-suited for your AmeriCorps program. If you're trying to reach everyone, you're likely to reach no one. Cater recruiting messages to each specific audience – ideally, you've already identified an audience as likely to be motivated to serve in AmeriCorps, or as one with access to those who might be motivated to join.

The best way to find your ideal candidate is first to define who they are, what qualities they possess, and where to find them. Answer these questions using the Identify Your Ideal Candidate worksheet.

See Appendix 2, Identify Your Ideal AmeriCorps Member Candidate Worksheet.

Member Motivations

While AmeriCorps members have a variety of reasons to serve, preliminary research on young adult motivation points to the following four categories of motivations to serve:

- *Young Idealists*: recent high school graduates with high public service motivation
- *Wanderers*: 19–20 year-olds with a high school diploma and possibly some college with low public service motivation
- *Gappers*: recent college graduates with low public service motivation
- *Public Servants*: recent college graduates with high public service motivation

To learn more read the dissertation [Getting Things Done for Life: Long-term Impact of AmeriCorps Service for Diverse Groups of Members](#) (2018) by AmeriCorps alum Matthew D. Hudson-Flege.

Additional research on attracting young adults to AmeriCorps service found five interconnected motivations to serve, some of which reflect the findings listed above:

- *Professional*: opportunity to develop professional skills and networks
- *Personal*: fulfillment of personal goals and desires, and typical benefits provided during service
- *Social*: peer to peer influence and recruitment into service; serving a larger community purpose
- *Educational*: Segal Education Award and experiential learning opportunities during service
- *Gap Year*: meaningful avenue to explore personal and professional interests and opportunities

To learn more, read the capstone paper titled [How to Attract Young Adults to AmeriCorps Service](#) (2019) by AmeriCorps alum Rachel Goldstein.

Consider these motivations when recruiting among young adults and people of all ages. While this research does not touch on the motivations of career-changers or older Americans, it's a helpful framework to keep in mind for recruiting from all demographics. The bottom line is, you will gain a lot of information by engaging in conversations with applicants to understand their passions and personal reasons for applying to serve and tailoring your own message to unique motivations.

Outside of the more traditional “young adult” applicant, many AmeriCorps programs successfully recruit career changers and older Americans into service each year. Recruiting these “nontraditional” members can add great value to your program, as these members are coming in with unique motivations and valuable life and professional experiences. They may be high performing from the get-go and need less support than more traditional members who may be used to highly structured environments. They may require an engaged site supervisor with high expectations.

Consider your organization's mission. Where might you find applicants, traditional or nontraditional, who are likely to be bought into this mission? For example, if part of the mission is to serve rural communities, you may find interested applicants in Returned Peace Corps Volunteers, who have already demonstrated both a commitment to service and a desire to integrate themselves into rural communities.

Meet them Where they Are: Sources of Potential Applicants

Where are potential applicants? Keep in mind suitability and eligibility requirements – for example, if a bachelor's degree is required to serve in your program, you would prioritize outreach to 4-year universities and their graduates over 2-year colleges or high schools.

Here are a variety of potential applicant sources:

- Career counselling and planning centers
- Waitlists of other AmeriCorps programs
- Members graduating from other AmeriCorps programs
- College/university departments relevant to your program
- Local social service offices
- Local volunteer clearinghouses and volunteer centers or campus community service centers
- Local nonprofits
- Places of worship – clergy often know a lot about who in their congregation might make a good AmeriCorps member
- High school and college career fairs
- Teachers and guidance counsellors
- Downsizing companies
- Military bases
- Local Peace Corps recruitment offices – returned volunteers, people who are not accepted, or those who ultimately decide against Peace Corps service may find a better fit with AmeriCorps

Set Expectations

Anyone who has served in AmeriCorps or run an AmeriCorps program has probably witnessed someone leaving the program because “it wasn’t what I thought it would be.” It is important to set expectations with potential applicants from the get-go.

There are a few ways to set appropriate expectations. One is to provide comprehensive information about serving in AmeriCorps, whether that is through a website, a social media page, flyers, or connecting applicants with an AmeriCorps alum.

Another helpful tool to set appropriate expectations is to talk about the stages of group development or stages of situational leadership (depending on the program model: individual placement versus team-based service) early in the service term. This will help applicants understand that service is *hard*, but they have the power and potential to push through the discomfort to grow and successfully follow through on the dual commitment: providing services while developing as a contributor. As tempting as it may be to only sell the absolute best parts of AmeriCorps service, it is vitally important you describe the experience truthfully, with honesty, and without overpromising. Training Site Supervisors on the Cycle of Service is also essential in providing comprehensive support to a new and or struggling member.

Learn more about situational leadership and the stages of group development at the links below:

- [Situational Leadership, Make a Dent Leadership](#)
- [Using the Stages of Team Development, Massachusetts Institute of Technology Human Resources](#)
- [Tuckman's Stages of Group Development, West Chester University](#)

Possible Challenges: Smaller Communities

Because smaller rural and tribal communities offer fewer opportunities to find large gatherings of potential applicants, recruitment in these areas requires thoughtful engagement. Think about where you get the most information about your community (local newspapers, bulletin boards, the local grocery store, etc.) and consider the following approaches:

- Take the time to learn about each community you plan to recruit from. Building your own cultural awareness of a community can help you earn the trust and respect of community members
- Build relationships with influential town members to spread awareness of the service opportunities (more on this in Section 4). A great way to start is to find someone in a similar position as you within the community you are entering
- Be patient and consistent. Relationship building is a long-game, and it may take time and thoughtful persistence to meet the right person who will invite you into the community
- When you do make a good connection, ask the person who else they would recommend you visit
- Contact national and regional clubs like teachers' associations, Rotary, 4-H, etc. These can be valuable contacts to reach students and retired groups
- Ask for the opportunity to speak at local meetings to share information about AmeriCorps service. Put notice in local news outlets or social media pages
- Host informational sessions at the local library, town meetings, or local fairs and community events
- Place your marketing materials in locations where the community shares most information, and speak to those staffing these locations about AmeriCorps service
- Contact local news/media outlets and ask to have a story run about your AmeriCorps program

Section 2: Build Your Toolbox

Recruitment Timeline

Timeline & Checklist

Having a simple outline of what to do and when will help you stay on track year after year and serve to guide individuals in your role in the future. The timeline can be simple and straightforward – try starting by listing each set of recruitment tasks for each month, assuming a standard & successful recruitment year. This is the simplest starting point and can be built upon – especially if you have multiple timelines you regularly recruit for, or if you find yourself doing slot conversions and enrolling additional members outside of the typical/ideal timeline. To keep things even simpler, consider structuring the timeline so it is also a checklist to track progress throughout the recruitment cycle.

While a timeline and checklist are great tools to help track where you’ve been, where you are, and where you’re going, remember that **recruitment is a year-round activity**. You are always able to promote service, AmeriCorps, and your program, building awareness and interest as you go. Even when not actively accepting applications, consider what you are doing to improve recruitment materials, increase your program’s online presence (website, social media), or build relationships.

See Appendix 2, Creating a Recruitment Plan Worksheet.

Marketing Strategy

Position Descriptions

One of the major components of a successful position marketing strategy is the Position Description. This is an outline of the duties AmeriCorps members serving in your program will take on. Note that even though they share some elements, a Position Description and the my.americorps.gov Service Opportunity Listing are not the same. The Service Opportunity Listing is very limited in number of characters and content, whereas a Position Description can really sell the service position and provide additional resources to potential applicants. The Position Description is also part of the Member Service Agreement, while the Service Opportunity Listing is not.

For guidance on posting Service Opportunity Listings, see Section 3: [My AmeriCorps Portal](#) in this document.

The Position Description development process will help you, colleagues, and site supervisors determine what specifically each member will do, and the conversation may reveal divergent expectations of members. Discrepancies in expectations are useful to find out in the Position Description development stage of the process, as they can be addressed before you begin recruiting.

Position descriptions should include the following:

- A catchy “one-liner” about the position and what you are looking for
- A sentence or two describing the organization’s mission and goals
- What makes this position unique and impactful (site specific)

- How this position addresses different ideal candidate motivational factors
- A list of duties and responsibilities of the member
- A list of required and preferred qualifications
- A description of benefits available
- A contact name, phone number, and email address to request more information
- A sentence or two about unique opportunities offered (skills trainings, certifications, access to networks, etc.)
- Specific community highlights (landmarks, events, available recreational opportunities, etc.)
- How to apply

A solid position description will ensure that you, site supervisors, and members are on the same page about the role and duties of the AmeriCorps service. Position descriptions are helpful tools to reference throughout the term of service to keep the member on-track and on mission in their role. If the position will continue into the next program year, ask the current member to review and provide input on the update to the position description.

Tip: create a template that includes general language about the program, benefits, qualifications, contact info, and how to apply, while leaving room to include specific language about the unique position or site.

Program Website

Potential applicants are very likely to scour the internet for all information they can find on serving with a program, so it is important to keep your AmeriCorps program online content up to date, whether that is a website, social media page, or something else (blog, etc.). Potential applicants who cannot find web-based information on the program beyond the position description may be deterred from applying.

In partnership with America's Service Commissions (ASC), Aligned Impact developed a [Recruitment Resource Guide](#) that goes into detail about program website design and online recruiting strategies.

Additional Materials

Be creative when developing additional recruitment materials. Include infographics about the collective impact of the program, written or video testimonials from current or past service members, informational packets to help applicants better understand AmeriCorps, the program, service sites, the interview and onboarding process, or anything else.

There are four key parts to address throughout the recruitment messaging to build desire, understanding, and trust with potential applicants:

- Need: the community need the position serve to address
- Position: how serving in this position can address the need; an explanation of why the service is worth doing
- Fears: potential fears applicants may have about AmeriCorps service, and what you are doing to address them. Applicants are often more afraid of the unknown than they are of recognized risk,

so be prepared to respond to fears applicants may express. It may be helpful to write a script to keep communications consistent across applicants

- Benefits: what the applicant stands to gain from serving in the program, and how their motivational needs will be met by committing to service

For visual messaging, try to make graphics and visual aids:

- Informative and inclusive
- Simple
- Eye-catching
- Digestible & concise, using messaging that requires action: “apply here,” “serve with us,” etc.
- Interactive, if appropriate – clickable buttons, links, social media handles

Keep in mind: what does an applicant need to know vs. what can wait? Graphics should focus on the “need to know.”

To brainstorm, develop, and print additional materials can be expensive, both in time and money. Consider your capacity and these costs in your initial planning stage. [Canva](#) is a user-friendly tool for creating materials that can be used to layout and design templates or create from scratch. There is a free version, or a Pro version (more options for graphics, layouts, etc.) for just \$120 per year.

See Appendix 2 for a General AmeriCorps Flyer to use in cross-recruiting.

The Recruiter Mindset

A good recruiter can be hard to find - recruitment takes a lot of planning, time, effort, and enthusiasm. If you have done the work to assess your own motivations for serving as an AmeriCorps program staff person and are dedicated & determined to recruit members, you can develop additional recruitment skills as you move through the process. Here are some key qualities of a good recruiter:

- Effectively communicates the importance of AmeriCorps service, the organization, and program
- Bought into AmeriCorps service, the program, the organization, and the community or communities in which members will serve
- Holds knowledge that not every applicant will be suitable for their program, but might be suitable for AmeriCorps service through another program (cross-program recruiting opportunity)
- Knows how to speak about each position being recruited for, from the positive aspects of the site, community, and experience, to the reality that service is very challenging and takes commitment from the member
- Ability to “put themselves out there” to build relationships and meet applicants where they are
- Persistent, consistent, and responsive throughout the recruiting process and beyond
- Aware that recruitment season is January 1 -December 31, every year

Section 3: Roll Up Your Sleeves

My AmeriCorps Portal (eGrants)

While not the ideal place to begin recruiting, this is an important (and required) step in the member recruitment process. As stated in the AmeriCorps State & National Program-Specific Terms and Conditions, “programs must list all of their member listings/position descriptions by creating Service Opportunity Listings in the My AmeriCorps Portal.”

My AmeriCorps Portal Service Opportunity Listing Best Practices:

- Review this [brief instructional document](#) from AmeriCorps on how to create and publish Service Opportunity Listings
- Have a Service Opportunity Listing for each specific position in your program
- Keep Service Opportunity Listings current
- Be strategic in creating and updating listings. Remember when you “edit” instead of “view” a listing, it will automatically re-queue the listing to be reviewed by AmeriCorps staff. While it is waiting review, it will not be available to potential candidates to view
- Use phrases like “**you** will serve Montana’s people and places,” instead of “**members** will serve Montana’s people and places.” This helps readers easily imagine themselves as a member in your program

Using eGrants to search for potential applicants:

Some programs have had success directly approaching candidates who have already created a my.americorps.gov account. These individuals have shown an interest in AmeriCorps Service, often addressing one of the motivational factors.

Follow these steps to contact applicants via the eGrants portal:

1. Log into eGrants and select “Portal Home,” then “Search Potential Applicants”. It is recommended to use the Advanced Search function at the bottom of the page to help narrow down search results (*Tip: search for local candidates by filtering for Montana!*).
2. To search listings, you must provide a filter. This can be done by either searching by names (put a single letter in the first or last name field but note you must do this for all letters of the alphabet), education level, skills, or state.
3. Once you have run a filtered search to find the most recent accounts created, double click the “Applicant ID” field on the search results page. The most recent listings will be shown when the arrow is pointing up and the Applicant ID is the largest possible number.
4. Rather than using the autogenerated email function, programs find more success emailing individuals directly from their program emails, with their customized recruitment pitch. If you go this route, include a link back to the my.americorps.gov listing so potential applicants can apply directly to your opportunity.

Face-to-Face Events

Tabling & Informational Sessions

People don't always remember what you say but they do remember how you make them feel. Nothing compares with looking potential applicants in the eye, shaking their hands, and telling them why the opportunity you're offering is something they should not pass up. It is by far the most direct and is generally an effective way to recruit members. While face to face recruiting can be expensive and time consuming, planning ahead and preparing will make the investment worthwhile.

While there are many opportunities to table and give informational sessions at events, try to focus your time and energy on events that are likely to be a good fit. For example, if your program has a public health focus, you might work to connect with public health-related (pre-medical, social work, etc.) departments at colleges and universities. If you know of a specific audience you would like to engage with, connect with someone at an organization or program that regularly interacts with your ideal audience. Once you have made the connection, ask about opportunities to talk with their audience, or offer to give an informational session on your program.

Check out the [MontanaWorks Job Service Calendar](#) and the [Montana College Fair website](#) for upcoming career and college fairs around the state and online.

Materials & setup

- Tablecloth and a banner or sign, to make the space visually appealing
- Flyers and pamphlets, to share information about AmeriCorps and the program
- Position descriptions and applications, to share with interested individuals
- Stickers, pens, any other swag items, to give away and incentivize engagement
- Snacks or candy, to incentivize engagement (*Tip: Jolly Ranchers are a hit among younger crowds*)
- Sign-up sheet, to follow up with potential connections

During the event

- Stand up and be engaged. If sitting or distracted, people will be less likely to approach. Better yet, if tabling, stand in front of the table and talk to everyone passing by. When you are standing in front of the table, you are better positioned to shake hands, hand out materials, etc.
- Actively pursue attendees at a tabling event. Make eye contact and greet people as they approach your table or look your way. You can start the conversation with a question like, "are you familiar with AmeriCorps?" and take it from there.
- Know your audience. No matter how worthwhile your program, if it does not resonate with audience members' values and interests, they won't be interested. Ask them what they care about.
- Bring along a current AmeriCorps member or recent alum – many prospective applicants seek testimonials when deciding whether to apply for a program

Stress Your Strengths

In one-on-one conversations with potential applicants, remember to share the benefits of service:

- Appeal of being part of a national movement
- Opportunity to serve the community
- Chance to meet new people and have a unique experience
- Ability to develop or apply skills and experience to serve communities
- Training in job skills and career networking opportunities
- Education benefits, such as the Segal Education Award and student loan deferment or forbearance

Be sure to advertise the benefits of serving with your program or at particular service sites:

- Additional benefits provided by your program (relocation assistance, housing, etc.)
- Specific professional development opportunities provided (certifications, trainings, etc.)
- Unique aspects of the program, host site, and/or community
- Testimonials from current or past members
- Anything else? Get creative!

How to talk about AmeriCorps

Talking about AmeriCorps can be difficult and confusing. It is such a broad network of programs, that many of us struggle to describe it concisely (and appropriately). How many times have you heard AmeriCorps described as “the domestic Peace Corps”? While this may seem like an easy way to describe AmeriCorps in a sentence, it does not do it justice. Instead try some of the following descriptors, depending on audience and time constraints:

- AmeriCorps is a nationwide network of people & programs dedicated to addressing community needs through service
- Programs engage AmeriCorps members to provide services while developing as leaders and individuals
- AmeriCorps service is not volunteering – it is a commitment to serve for up to one year, but the benefits of service may last a lifetime
- As an AmeriCorps member, you have the opportunity to change lives and landscapes for the better, and uniquely – the life you change may be your own

For examples of how to speak concisely about AmeriCorps, read through the *Joining AmeriCorps* book by Matthew Hudson-Flege and Janna Pennington. These authors do a great job of explaining AmeriCorps broadly to potential applicants. If you do not have a copy of this book and would like to request one, email serve@mt.gov.

Targeted Outreach

A great way to conduct more targeted outreach is to send a form letter to interested parties. Form letters allow you to introduce yourself, your program, service through AmeriCorps, and to open up the

opportunity for further conversation. Form letters let you quickly disseminate service opportunities to a large network of people by using mail merge functions that connect a database and a template letter.

Search YouTube to find video tutorials on how to create form letters in Microsoft, Google, Apple, or other operating systems.

Makings of a good form letter:

- Start by introducing yourself and sharing why you are contacting the recipient
- Personalize the email to the recipient
- Offer a brief description of AmeriCorps and your program
- Focus on benefits of serving. Remember, those you send the letter to want to know why serving with your program will be a good investment for their network, students, etc. (for example, “students from your department who complete a term of service with ServiceCorps will gain real life and professional skills that will give them an edge in the job market, all while making a positive impact in the community”
- Offer a phone/video call or in-person visit, as applicable
- Include a way to find out more information and/or apply (link to website, application, social media page, etc.)

Job Boards

Finding your Fit

There is a job board for just about any field. If you are not sure what boards might exist for your specific field of service, reach out to your network and ask for suggestions. Not sure where to begin? Check out this [Global Job Board Directory](#) (this directory was updated in 2019, but may be a good starting point).

Just as there are job boards for most fields, there are a few boards for those in service-oriented fields where you can post open AmeriCorps member positions. Some Montana programs have had success using with the [Returned Peace Corps Volunteer Career Link](#). It is quick, easy, and free to post service opportunities. Many Returned Peace Corps Volunteers may be looking for opportunities to continue serving and may be attracted to rural site placements.

You can also post service opportunities on [Service Year](#). Some Montana programs have found more success with this platform than others, but the benefit is that it is specifically designed to promote service opportunities – not jobs. Note Service Year is not free to post on and programs may need to budget for it if they would like to take advantage of the platform.

All postings should clearly refer to the opportunity as an AmeriCorps service position, not as a job or a volunteer position. If AmeriCorps was volunteering, members would not receive a living allowance or education award and may not be required to serve a specific number of hours. If AmeriCorps was a job, the individual would likely earn a wage and again would not be earning an Education Award. AmeriCorps is a unique service opportunity, be proud and honest about that!

Traditional & Social Media

Press Releases & Advisories

While you may not always turn to traditional media for recruiting needs as a sole strategy it is a great tool. Sharing special events, funding announcements, and any other noteworthy items via traditional media can increase community awareness of your program.

Be encouraged to share member's great stories, impact snapshots, events, and notifications with the media in a couple of ways:

Press Release:

A press release is official news provided to journalists and other media representatives. Press releases are meant to be newsworthy documents that provide the most important details. They are typically 400-500 words and are published within a day or two of a live event. Those reading press releases include press contacts, bureau chiefs, news & radio stations, newspapers, etc.

The goal is to report something new, such as:

- Program launch
- Funding notification
- Live event that will take place, or has already happened

Key elements of a press release include:

- Headline & Subheading
- Opening paragraph
- Images or video
- Quotes
- Contact information so media representatives can follow up and learn more

Press Advisory:

A press advisory is a one-page description of a future event. It's like an invitation but is written in a particular format (See below). Advisories are quick news flashes designed to drum up attendance at a live event and simply reports the facts. They are typically 100-150 words and are published at least 5 days in advance to stimulate attendance and give prospective attendees time to prepare. Those reading press advisories include reporters, editors, and news agencies. *Tip:* focus your efforts on local news outlets/audiences!

Key elements and format of a press advisory include:

- Contact information
- The five W's: Who, What, When, Where, Why

One of the keys to issuing an effective press releases and advisories is to first compile a press list with contacts and email addresses. Double check the email addresses and make updates as needed.

Social Media Best Practices

Social media can be a powerful tool to raise awareness and understanding about your AmeriCorps program. If you have a social media page and a bit of time, keep it updated with current program events, member highlights & testimonials, and other exciting program happenings. If you have a communications staff in your organization, work with them to incorporate AmeriCorps recruitment and service stories into regular external communications.

Encourage members to follow your program social media pages and share posts with their own followers. You can also encourage members to make social media posts about their service and tag the program. If you do this, the best practice is to have a social media policy in place, so members understand what is appropriate to post about your program versus what is inappropriate or even prohibited.

Check out this helpful set of [social media guidelines](#) from the University of California Santa Barbara.

Follow-Up & Seal the Deal

Following up with potential applicants is critical to recruitment success and will help turn your list of “possibles” into “definites”. In today’s service and employment market, things move fast – it is vital you and your site supervisors are diligent in recruitment and follow-up so you don’t lose applicants due to slow response rates. It is very common for potential candidates to apply to multiple service opportunities.

Tips for applicant follow-up:

- Do what you say you will. If telling an applicant you will call them or mail them more information, it’s important to do so promptly to continue building trust and rapport
- Carry business cards and something to write on e-v-e-r-y-w-h-e-r-e you go during recruiting season (grocery store, PTA meetings, community events, etc.). Recruiting requires creativity and sharing about service opportunities through your program with anyone who will listen
- Keep notes on potential applicants you talk to. This may help you remember who-is-who and prioritize applicants, while simultaneously building trust with the applicant
- Invite potential applicants to program events (Days of Service & more as appropriate)
- Personalize follow-up communications as much as possible, whether in an email, phone call, or postcard
- Finally, track efforts and keep notes to make it easier to pick up the pieces during subsequent recruiting seasons and follow up with connections made during previous efforts

Remember, you are asking candidates to commit up to a year of their lives to AmeriCorps service with you. They’ll be reassured they are not just another face in the crowd, and that you are trustworthy and reliable.

Section 4: Recruit for Sustainability

Strategic Partnerships

Strategic partnerships take time and consistency to build trusting relationships – they generally do not happen overnight. While you should tap into existing professional networks (board members, staff, site supervisors, vendors, etc.) for recruiting, you'll also want to build relationships with key individuals and organizations in the communities where the service occurs.

Building strategic partnerships may not immediately lead to AmeriCorps member recruitment, but it will build general awareness of AmeriCorps and of your program, while building trust with community members. So, while you may not recruit your next cohort of AmeriCorps members from one partnership, you may build a program support system and sometimes new service sites.

Identifying Community Leaders

It has been said that Montana is a small town with long roads. The longer you are involved in communities across our state the more you will experience its beautiful connectivity. Most communities have leaders with strong networks. Connectivity is the result of their professional networks and personal relationships. Reach out to these people and ask to meet with them to share information. Community leaders include elected officials, counselors, clergy, youth workers, teachers, career and technical education staff, and others in positions to influence career choices and who want more resources for the people they serve. When communicating with community leaders and members, make sure they understand that services provided by AmeriCorps members benefit the member and the community.

If reaching out to people in high-level leadership positions proves difficult (or, frankly, intimidating), a great place to start is to find someone in the community who is your equal – if you manage a youth-serving program, find other people who are program managers in the youth-serving field and build relationships from there. This can help you enter a community (especially smaller communities) and start to create a network of contacts. When a visit goes well, ask the person who else they recommend you speak with in the local community, or in another town.

Building Relationships

There is no substitute for an in-person meeting to establish a relationship, especially in small and more tightly knit communities. Whether you are dropping in or have a scheduled appointment is dependent upon the organization or individual, and you must carefully perceive the best approach – the goal is to meet people where they are.

Consider *your* cultural competency of the community you are visiting – who are the local tribal, county and city leaders? What is important to the community? What events are celebrated here? What are the community strengths? Once you've done a bit of research, you may more easily find common ground with those you meet.

Remember you represent yourself, your organization, and all of AmeriCorps when you are in the field.

General relationship building on behalf of your program has a few key benefits:

- Raises awareness of your program and of AmeriCorps as a resource
- Builds rapport and eventual trust with individuals who may be good partners now or in the future, whether as host sites, member recruiters, or program advocates
- Builds rapport and eventual trust in the community generally

Remember – if you’ve seen one rural or tribal community in Montana, you’ve seen *one* rural or tribal community in Montana. Each community is unique and diverse in its own way.

Cross-Program and Cross-Stream Recruitment

When recruiting AmeriCorps members, finding the right fit is key - for the individual seeking to engage in AmeriCorps service, for your program, and for the position and the community where the service occurs.

If an applicant is seeking a job where they can make and save money or is not motivated to serve people or places, they will likely not be a good fit for AmeriCorps service. If an applicant is a good fit for AmeriCorps service but is not a good fit for your program, refer them to another program or position. AmeriCorps in Montana is always recruiting! For example, they are a high school graduate who is exploring next steps, wants to travel, and may not be prepared to secure their own housing – AmeriCorps NCCC may be a better fit.

Keep in mind the different streams of AmeriCorps service that offer unique services and experiences:

- [AmeriCorps State & National](#) – address a community need with direct service
- [AmeriCorps VISTA](#) – build capacity at organizations through indirect service to fight poverty
- [AmeriCorps NCCC](#)- serve in consecutive short-term direct service projects across a region of the U.S. Ages 18-26, housing provided.
- [AmeriCorps Seniors](#) – eligible volunteers age 55 or older who want to serve their community in roles of Foster Grandparent, Senior Companions, or Retired Volunteer Service Program (RSVP)

A Bird in Hand: Member Retention

Member Orientation

While you are tone-setting with candidates throughout the application process, orientation is one of the most important opportunities to tone-set with candidates at the start of their term of service. A positive orientation ensures they know what needs to happen in service, from timesheets to the position description, provides opportunity to make sure their questions are answered, and to identify any concerns around physical and mental health.

Whether your orientation is 2 days or one week, it should consist of a few key components to set members up for the most successful term of service possible. For details and a list of core components of member orientations, review the [AmeriCorps Terms & Conditions](#), and Chapter 4: Member Management in the [AmeriCorps Montana Program Director’s Guide](#).

Knowing what Works

Do you know how applicants found your program? How about current members? If you don't know, it's time to start asking. A great time to ask is during the application process. Try working a question into your application that asks applicants to specify how they found your program – the more detail you can get, the better. Over a few recruitment cycles, this information will help you track which recruitment efforts are really working, and which ones may be falling flat.

Knowing your Members

Knowing your applicants and understanding their motivations to apply will help you effectively recruit them into service and retain them as members who complete service successfully. Keep their motivations for serving at the front of your mind and theirs and use this knowledge to ensure they are having the experience they need to serve well. It will be a rewarding challenge. This, in turn, will motivate them to share their service stories with others, contributing to increased word-of-mouth recruitment.

Current members are some of your greatest assets in recruiting. For much of the history of AmeriCorps, word of mouth recruitment has ranked as one of the top reasons people join AmeriCorps. Ensure members can speak intelligently about AmeriCorps, your program, and their service experience by incorporating elevator pitch sessions into your orientation (to help them speak about the program and their service) and close of service events (to help them reflect on and explain the program and their service to friends, family, future employers, etc.).

Try working direct recruitment into member mid-service or end of service trainings by having each member send a postcard, letter, email, or some other communication to someone they think should consider a term of AmeriCorps service. If your program has active social media accounts, encourage members to follow and share posts.

Civic Reflection

In 2021, OCS renewed our commitment to AmeriCorps member development through Civic Reflection. Each AmeriCorps Montana program is required to facilitate three civic reflections for members throughout the program year. According to the Project on Civic Reflection, the benefits of facilitating civic reflections for AmeriCorps members include:

- Higher rates of satisfaction among members, resulting in higher member retention rates
- Increased commitment to service
- Improved relationships among and between members and staff
- Improved ability to engage in civil discourse in and after service

If you would like support in planning and facilitating civic reflections, contact any OCS staff. We will help you plan or will come and facilitate a reflection for you. To prepare for facilitating a reflection yourself, review civic reflection resources on the AmeriCorps Montana Basecamp platform, and at the ServeMontana [Training Resources page](#), under Civic Reflection.

Host Sites & Supervisors as Recruiters

Creating a Community of Service Site Supervisors

Site Supervisors make or break the service impact and experience. Set up the member to succeed at the service project while learning and growing professionally and personally in the process. Members will persevere with the right supervisors and program staff. Make sure service locations are branded with “AmeriCorps Serving Here” and be clear on when members should wear their service gear, not just when they should not. Make it fun!

Annual or semiannual Site Supervisor trainings are a great way to create a community of Site Supervisors. Bringing site supervisors together to learn about the nuances of supervising AmeriCorps members (what is AmeriCorps, role of AmeriCorps members, prohibited activities, coaching, disciplinary procedures, etc.) fosters connections among supervisors. Incorporate networking and collaboration into supervisor trainings, and explicitly encourage them to use one another as resources. If you have site supervisor turnover in the middle of a service term, once you’ve identified a new supervisor is best practice is to train them as soon as possible – you might even connect them with a more seasoned supervisor who they could turn to with questions as appropriate and needed.

An annual site supervisor training is the perfect opportunity to equip site supervisors with elevator pitches, preparing them to speak intelligently and truthfully about the great service members provide through your AmeriCorps program. See [Section 1: Take Aim](#) in this guide for a brief overview on Elevator Pitches.

Strategies for Host Sites as Recruiters

If service sites do not have time to recruit and interview applicants, they likely do not have time to supervise and support an AmeriCorps member. Their time engaging in the recruitment and interview process is an investment into their site, their projects, their community, and ultimately the member.

Get site supervisors involved in the recruitment process with one or more of these strategies:

- Ask them to contribute to position descriptions for members serving at their site. This will keep you, the site, and prospective members on the same page about member roles and responsibilities
- Require their involvement in spreading the word about the AmeriCorps member position at their site and in the local community by including it in the service site Memorandum of Understanding. Service site staff and supervisors are likely more connected within the local community than you are and likely have a different outreach network they can leverage in recruiting
- Engage them in the interview process, whether they are part of an initial screening, on the interview panel, or if you implement a separate interview for prospective members with sites they might fit best with. This way, you can ensure the prospective member and site/supervisor are a good fit for one another

Members & Alumni as Recruiters

Building Recruitment into the Member Position

Once you've done all the work required to recruit a diverse group of AmeriCorps members, make sure they have an experience that makes them want to stay. That means creating a positive, responsive, and supportive environment, one where members have ample opportunities to learn and grow while contributing impactful service. Do everything reasonable to let them know they're an important part of your organization and have a respected and valued role.

Providing members with a positive, meaningful experience is excellent for retention and recruitment. Happy members serving will spread good news about your AmeriCorps program and help recruit members for additional positions in the future.

From the Get-go: Here are some tips for getting off on the right foot with new members:

- Before selected individuals arrive, send them an orientation packet including maps, information about the area, and introduction to your organization and program. Recommend what they need to bring (winter clothes!), and information about other members they will serve with (as applicable)
- Arrange for an existing member or recent alumni to call the selected candidate a few days before they start service to welcome them and answer any questions they might be shy about asking
- Make sure staff in your organization know what AmeriCorps is, how to speak about it, and understand the member's unique position within the organization and the community
- Plan a solid on-site orientation and include a social event to welcome them to your organization
- Facilitate civic reflection, team-building exercises, and build experiential learning into the orientation
- Regularly ask selected candidates what questions they have. This allows them to become comfortable and ensures they understand the mass amount of new information they are receiving
- Work with peers and site supervisors to support them finding housing, especially when coming from out of town, even if it is just a temporary place for the member to stay while they find something more permanent

In partnership with AmeriCorps Montana programs, ServeMontana is developing a housing guide for prospective AmeriCorps members.

- If the individual is coming from out of town, offer to meet them upon their arrival
- Connect individuals with other members who will serve in the same community, or who will complete similar projects. Include members from other programs by emailing program staff colleagues and asking for names and contact information of those nearby who might be interested in connecting with other AmeriCorps members
- Agree on expectations for AmeriCorps members and for the term. Refer to these when assessing progress throughout the term

As the Term Progresses: Tips for keeping members supported and engaged throughout the service term:

- Hold regular meetings with members to discuss achievements, challenges, and needs
- Provide solid ongoing training throughout the term of service, as fits with the program model
- Provide consistent, quality supervision to your members – and employ a process to ensure site supervisors are doing the same
- Develop teamwork among the member cohort, between members and staff, between members and their community, and with other members or volunteer groups in their community. You can do this by incorporating team building activities, service projects, and other service-learning opportunities at gatherings and trainings throughout the term
- Schedule regular check-ins. If your program has a Team Leader be sure they are providing member support regularly. Periodically review agreed upon expectations and encourage accountability
- Treat members with professionalism
- Encourage and empower members to make contacts with local community leaders, which is beneficial to them both during their service and after
- Help members develop portfolios of their service term, including projects and writing samples they can reference later
- Publicize member placement with local news outlets so the community knows who they are and what they are doing. This is especially encouraged in smaller rural and tribal communities
- Facilitate publication of the member's service projects and events in local newspapers by supporting them in writing and sending press releases and advisories
- Address issues directly as they arise. It may help to refer to the grievance procedure outlined in the Member Service Agreement and as laid out by your organizational policies and procedures

Remember, most members join AmeriCorps seeking the kind of unique experience that only AmeriCorps service can offer. Make sure you find regular ways to reinforce members' pride in their AmeriCorps service, in your program, and in their overall commitment to community and service.

Maintaining a meaningful Alumni Network

OCS is re-establishing a sustainable way to stay connected to the AmeriCorps Montana alumni network. In the meantime, we rely on programs to maintain contact with their alumni, whether through social media, email newsletters, or some other mechanism.

Keeping alumni engaged with your program is a great way to expand your network and spread the word about programmatic news, events, or recruitment happenings. Alumni may be willing to share service opportunities with individuals and groups who may be inspired to serve, or they might be willing to speak to a prospective member about the service experience.

The OCS monthly newsletter is a great way to share program stories and opportunities with the network of over 2,000 subscribers who support AmeriCorps and service in Montana. Encourage all AmeriCorps Alums to sign up for the newsletter at serve.mt.gov or by emailing serve@mt.gov with a request to be

added. Send your program service opportunities, service spotlights and other great ideas to the OCS Communications Specialist by the 20th of each month for inclusion.

Some stories and successes might be best shared directly with the AmeriCorps Montana network via the state [Basecamp platform](#) or email. Peer sharing offers those operating a well-oiled service machine to share best practices, lessons learned, and innovations, while allowing those who are still getting their feet under them to learn and gain a deeper understanding of successful AmeriCorps program management.

A Final Thought

Recruitment is truly never ending. Much like caring for a garden, recruiting AmeriCorps members is a cyclical process of planting and nurturing seeds, watering them as they grow, harvesting the fruits of your labor, and continuing the cycle by planting new seeds.

There is nuance in this process - planting a bunch of lettuce seeds? You'll be eating lettuce in a few weeks. Planting an apple tree? It will take years and the right conditions to produce the first fruit, but then it becomes a self-sustaining bountiful investment in time, space, and care. Be heartened – while recruiting can be difficult and while you are sure to face unexpected challenging seasons, with time and effort, you will have a thriving garden of connections and alumni - the direct result of continuous effort and dedication to the process.

Thank you for taking the time to read this guide. We hope you found it useful, whether you are new to AmeriCorps recruitment or an old hand. OCS is committed to continuous improvement – if you have constructive feedback to provide on the contents of this guide, be sure to share it with us by emailing serve@mt.gov.

Appendix 1: Additional Resources

The AmeriCorps Montana network – reach out to peers and engage with one another for resource sharing, thought partnership, and general support and encouragement

[AmeriCorps Montana Basecamp Platform](#)

[Community Tool Box, Chapter 11: Recruiting & Training Volunteers, Section 2: Recruiting Volunteers](#)

[Recruiting AmeriCorps Members: Creating a Strategy and Making it Work](#)

Appendix 2: Tools

See AmeriCorps Montana Basecamp for downloadable files

Crafting an Elevator Pitch

What is an Elevator Pitch?

An elevator speech/pitch is a brief summary that succinctly defines a product, service, or organization and its value. The name comes from the idea that this summary should be delivered in the time span of a typical elevator ride – approximately 30 seconds to 3 minutes.

Components & Tips

Elevator pitches can vary a lot depending on the goal, audience, and circumstances but they should all contain the following elements.

- **Pertinent Facts** –Who, What, When, Where, Why, & How
 - **Sparkle** – What makes your organization/service/product compelling or unique
 - **Impact** – Statistics and stories that show results
 - **Simplicity** – Jargon-free language that anyone can understand
 - **Passion** – Show that you care about what you're pitching
 - **Flexibility** – Use a framework but adjust your speech to your audience
 - **Preparation** – Practice your speech and ask for feedback
-

Crafting the Pitch

Answering the following questions will help you craft your own speech:

1. What are you trying to achieve? (i.e. recruit volunteers/clients, build new partnerships, inform others about your organization)
2. Who is your audience? (i.e. potential volunteers/clients, area schools/businesses, community members)
3. What is your position and your organization?
4. Why does your organization do what it does? (i.e. what need does it fill and why is this important to your audience?)
5. Where is your organization located? What population does it serve?
6. What does your organization do?
7. What makes your organization unique? What benefit do you deliver?
8. How does your organization do what it does?

9. Why are you passionate about what you do and what your organization does?
 10. What is your “ask”? (i.e. How can people get involved or what could you do with additional support?)
-

3-30-3 Exercise

We can usually find plenty of things to say about what we do or who we work for. The hard part can be editing down our speeches, which is where the 3-30-3 exercise comes in. This exercise asks you to craft a three-minute speech, a thirty second speech, and a three second speech. Give it a try!

- 1. Say it in three minutes**

Provides a more thorough explanation and includes impact stories

- 2. Say it in thirty seconds**

Provides a succinct overview with a hook to spur further conversation

- 3. Say it in three seconds**

An interesting phrase or short sentence that captures what you do

Resources

<https://www.youtube.com/watch?v=Tn3bUudrYFE>

<https://waservicecorps.files.wordpress.com/2016/11/wrc-elevator-pitch.pdf>

<http://www.nonprofitcms.org/building-a-good-elevator-pitch-for-your-nonprofit/>

<https://www.forbes.com/sites/ryanrobinson/2017/09/05/elevator-pitch-tips-making-impression/?sh=1c273b687234>

<http://www.buzzuka.com>

<https://americorps.gov/members-volunteers/alumni/find-a-job>

Worksheet: Identifying your Ideal AmeriCorps Member Candidate

To find ideal candidates, consider the following questions for each type of member position in your program:

1. What are the roles and duties of this specific member position?
2. What skills, abilities, or experience does the person in this position *need* to be successful? *Remember, many service skills can be taught through a strong member training plan.*
3. Who is most likely to have these skills, abilities, or experiences (relevant educational background, level of education, volunteer engagements, hobbies, etc.)?
4. Where can you find these candidates (work setting, educational programs, community organizations and events, etc.)?
5. Who already has access to these types of candidates (department heads at colleges, volunteer coordinators/managers at related nonprofits, career center/job services staff, etc.)?
6. What are the likely motivations for candidates (passion for addressing specified need, gain job skills, certifications, career exploration, leadership experience, give back to the community, etc.)?
7. How did your current/past members learn about your program, and what motivated them to apply and accept the position?

Worksheet: Creating a Recruitment Plan

This worksheet is intended as a helpful tool and should be used alongside information and best practices shared in the AmeriCorps Montana Recruitment Guide.

Components of a Successful AmeriCorps Member Recruitment Plan

How? What are the incremental steps and tasks that make up the larger strategy? Each phase of recruitment has different requirements, and it is important to consider the tasks necessary to ensure recruitment is successful. What resources (time, money, skills, staff) are needed to successfully recruit applicants?

Who? Clearly delineate who has responsibility for each recruitment task and make sure they have the skills to do the job. "Who" may also mean, who are you reaching out to and connecting with to share information and opportunities with?

When? Timelines are important. Start by outlining an annual calendar for your program, complete with member start/end dates, important enrollment and exit process dates, orientation, training, and close of service dates, and any other annually recurring dates that may inform the recruitment process.

Where? Recruitment often means getting out into the community and sharing information at strategic physical and online locations, as well as posting on social media.

A review and revision process: The plan should set goals and benchmarks to track your progress against. Review the overall strategy annually or as needed. Remember, once the plan is complete, it's not set in stone. You may find some of your approaches work better than others, and the plan should be revised accordingly. Remember to formally schedule these reviews the way you would any other important program task.

Recruitment Plan Worksheet:

Use this worksheet to outline steps needed to get your recruitment plan off the ground. Add rows under each phase as necessary. Remember that recruitment does not end once you have selected and made an offer to a candidate. It is just as important to keep the individual engaged after making an offer to help them prepare and ensure they are ready to serve on the start date.

Drafting an AmeriCorps Member Recruitment Plan

Annual Calendar Outline:

For each month of the year, list important activities that need to be completed within that month. This will help you and your organization to track efforts and \ ensure a successful recruitment process for the year.

Examples of activities you might include are:

- Member trainings (Orientation, ServeMontana Symposium, Close of Service)
- Site supervisor trainings
- Host site application/selection process
- Member onboarding & enrollment activities (pre-enrollment, NSCHC, enrollment form, etc.)
- Posting Service Opportunity Listings on eGrants (My.AmeriCorps portal)
- Posting Position Descriptions to other recruiting sites (program website, job boards, Service Year, etc.)
- Site visits & program outreach – maximize by conducting outreach while on site visits
- Anything else??

Recruitment Activities Outline:

If you are new to recruiting or are not sure what the important activities are for each month, try using the tables below to organize. Each phase is labelled to reflect the sections listed in the AmeriCorps Montana Recruitment Guide. Use the guide to help inform activities you might fill in below.

Recruitment Phase: Take Aim (*Mission, recruitment goals, ideal candidates*)

Activity	Resources needed (people, \$, time, etc.)	Completion Date

Recruitment Phase: Build Your Toolbox (*Timeline, marketing strategy*)

Activity	Resources needed (people, \$, time, etc.)	Completion Date

Recruitment Phase: Roll Up Your Sleeves (*Active recruiting online & in-person, communicating with candidates, outreach*)

Activity	Resources needed (people, \$, time, etc.)	Completion Date

Recruitment Phase: Recruit for Sustainability (*Developing & maintaining partnerships, member retention, training members & host site supervisors*)

Activity	Resources needed (people, \$, time, etc.)	Completion Date

What is AmeriCorps?!

AmeriCorps is a network of people meeting community needs across the country.

As an AmeriCorps member you can serve in schools, support nonprofits, make trails, build houses, or anything in between. No matter your interest, there's an AmeriCorps opportunity for you.

As an AmeriCorps member, you will *Get Things Done* through meaningful service.



Be the Greater Good

Make a positive impact on your community

Discover Your Passion

Explore what inspires you while engaging in meaningful service



Earn Money* for Education

Earn an award to pursue your educational dreams or pay off qualified student loans

Cover the Costs

Full-time members receive a modest stipend and health benefits



Build Your Resume

Gain skills and hands-on experiences while building your professional network

Life-long Impact

Develop life-long friendships and values of civic engagement



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