

MENTORING

Tactics

This Issue

**How Good Are You
at Finding a Man?**

MENTORING
changing a life forever



HOW GOOD ARE YOU AT FINDING A MAN?

AUTHOR BIOGRAPHIES

ELSY ARÉVALO is an experienced trainer with firsthand knowledge of mentoring and effective mentoring practices. She has held key leadership positions in the mentoring field, including Director of the Friends for Youth Mentoring Institute; Mentoring Project Director at the Center for Applied Research Solutions (CARS); Technical Assistance Manager for The EMT (Evaluation, Management, Training) Group, Inc.; and Board Member of the Silicon Valley Mentoring Coalition. Ms. Arévalo has also worked directly with mentors and mentees through Friends for Youth's Mentoring Services, a San Francisco Bay Area program with over a quarter century of successful mentoring experience. As a Program Coordinator and Recruitment Coordinator, Ms. Arévalo recruited, screened, trained, matched, and counseled mentors and mentees through the challenges of building a lifelong friendship. Ms. Arévalo is the author of key mentoring publications such as *Developing and Implementing a Recruitment Plan*, *Designing and Implementing a Mentor Training*, *Running a Safe and Effective Mentoring Program*, "Mentoring Document Kit," and *SAFE (Screening Applicants For Effectiveness): Guidelines to Prevent Child Molestation in Mentoring and Youth-Serving Organizations*. She currently works as an independent consultant serving as a presenter at mentoring conferences and forums, conducts mentoring research, and develops mentoring curricula and training materials. On a personal level, Ms. Arévalo is committed to volunteerism and is actively involved in her community. She has served as a mentor, worked with youth of all ages, assisted the elderly, supported terminally ill patients, and committed a year to the Jesuit Volunteer Corp.

PURPOSE

This mentoring tactic focuses on ten simple yet critical practices to help organizations find and retain male mentors. These practices reflect a well planned and educated system which, when enacted with consistency and hard work, will help programs attract outstanding men interested in volunteering as mentors.

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I. INTRODUCTION

Finding a good man isn't easy. It is particularly hard when you are looking for someone who will be there during good times and bad times, someone who is not scared by adversity, someone who you know can make a long-term commitment, someone who can give the very best of himself and brings out the best in others. This being said, that man is out there – but how do you find him? How do you attract him? And once you have him, how do you keep him?

If you think you have mistakenly picked up an article for a women's magazine, don't stop reading just yet. We are speaking, of course, of the challenge of finding outstanding men interested in volunteering as mentors for our Nation's youth. Finding a good man is not easy, but it is not impossible. In fact, it is not even that hard. What you need is a system: a well planned and educated system that is enacted with consistency and hard work. In this mentoring tactic, we offer ten simple yet critical recruitment practices that will help organizations find male mentors. We focus specifically on what works and how to do it. As we discuss these recruitment best practices, we invite you to assess your own effectiveness at implementing each of them. To that effect, we provide a 1-to-10 scale. A rating of 1 means your organization is just beginning to consider implementing the best practice, while a rating of 10 means your organization has mastered the recommendation. By adding up the total number of points earned on each of the best practices, you can gauge your skills and the areas you need to address to improve your effectiveness at recruiting male mentors. Revisiting these scales and re-evaluating your implementation of best practices can help you monitor your progress and identify where you might enhance your program's recruitment efforts.

II. WHAT IS RECRUITMENT?

Defining volunteer recruitment is important to implementing an effective recruitment process. Many believe that volunteer recruitment is simply about going out into the community and asking individuals if they are interested in volunteering. While this is certainly a task of recruitment, it is far from what volunteer recruitment is really all about. Yet we find, time and time again, that when people want to read or learn more about recruitment, what they really want is for someone to provide hints on a few more venues where they can do the "ask." For organizations to be successful in their recruitment efforts, they must think of recruitment in a much broader sense.



So, what is volunteer recruitment all about? It is easier to understand what recruitment is in contrast to what it is not.

- *Recruitment is not about isolated activities.* It is, instead, about investing in the creation and fine-tuning of a recruitment machine. This will likely include "ask" events, but it will do so in an organized and focused fashion.
- *Recruitment is not about asking or, worse yet, about begging someone to help your organization.* It is about designing a comprehensive system of activities that are implemented over a long period of time to create an ongoing and steady flow of volunteer applicants.
- *Recruitment is not about using people for what they can give you.* Rather, it is about building and maintaining beneficial relationships that, over time, can bring about powerful and positive change on both ends. It is about connecting people to activities they love, giving them opportunities to grow and learn, building community, helping individuals find their own sense of meaning and purpose, and creating a better future for everybody.
- *Recruitment cannot take the place of other important steps in volunteer management, such as volunteer training.* Recruitment is the initial step used to entice, attract, or intrigue individuals into wanting to learn more about the organization and, ultimately, volunteering. Too often, organizations talk to their audience about how to handle difficult situations once matched with a mentee ... before these potential volunteers even fully understand whom the program serves or what the role of a mentor is.

The following ten recruitment best practices explain and expand the notion of recruitment. These practices will help you adjust or augment your own definition of volunteer recruitment ... then help you find all the male volunteers you need.

III. TEN RECRUITMENT BEST PRACTICES

1. HAVE A PLAN

Volunteer recruitment involves much more than simply going out and asking individuals to volunteer. Just as you would not expect your fundraising efforts to succeed without a plan or system, the same holds true for effective volunteer recruitment. Unfortunately, due to time constraints and pressure to meet large quotas, very few individuals with the charge of volunteer recruitment have ever been provided such a plan – especially one geared specifically towards recruiting men. Instead, they are forced to develop a system from scratch, starting over without any helpful guidance from their predecessors. When organizations develop a comprehensive system, however, they significantly increase their effectiveness. This plan is particularly important when trying to increase the number of mentors in a specific target group because it allows the agency to form and maintain long-term relationships, stay “on track,” evaluate efforts, and document key knowledge for future team members. An effective plan focused on recruiting male volunteers includes the following steps.

Step 1: Background Work

- *Goal-setting:* Understanding what you want. This step involves clearly identifying how many male mentors you need, by when you need them, activities involved, resources needed to complete the work, and who will do what.
- *Market advantage:* Understanding who you are. This includes identifying, learning to articulate, and documenting what it is about your organization or program that is particularly appealing to men. This involves researching who is doing similar work in your area and identifying how you are similar and different from other successful organizations, then incorporating this information into your recruitment presentations.
- *Market research:* Understanding whom you want. This involves researching the motivations and needs of potential male volunteers. This could include surveying your current male mentors to find out what your organization does particularly well and why they chose to join you.

Step 2: The Tools

- *The pitch:* This step involves developing the various messages you will utilize to attract each of the target groups of men you are trying to recruit. The pitch incorporates your market research and market advantage. It also involves training your organization’s champions on the information you want communicated to potential volunteers.
- *The venues:* This involves identifying all of the specific places or venues where you can find and reach potential male volunteers. It includes thinking about what men in your community read, how they spend their time, what groups they belong to, and what Websites they visit. The more creative and diverse your venue ideas, the better.
- *The materials:* This involves developing the tools you will use to attract male applicants. Your recruitment toolbox should include the flyers, posters, brochures, photo albums, and other materials that you will use to deliver your pitch.

Step 3: Implementing

- *Documentation:* This step involves formally documenting all the various components of your system. For instance, you will want to document to whom you have made recruitment presentations to this year, their contact information, the best times to reach them, when to return to that audience, the number of applicants recruited, and any tips or recommendations for future contacts.
- *Evaluation:* No plan or system is complete without proper evaluation. By analyzing what is working, you can make better use of your time, money, and other resources.

THE PITCH

This step involves developing the various messages you will utilize to attract each of the target groups of men you are trying to recruit. The pitch incorporates your market research and market advantage. It also involves training your organization’s champions on the information you want communicated to potential volunteers.

On a scale of 1 to 10, how well developed is your organization's recruitment system?

1 2 3 4 5 6 7 8 9 10

Just starting

We have a complete system

2. STAND OUT FROM THE CROWD

We live in a world of options. There are a multitude of ways in which people can choose to spend their time. From learning a foreign language to simply taking a much-needed nap, now, more than ever, time has become our most precious commodity. In this world of options where individuals may have time to give but not to waste, it is essential that organizations find a way to stand out from the rest. It is not enough to claim that volunteering with your group will help men "make a difference." In your community alone, there are probably hundreds of ways in which a volunteer can make a positive impact. Not only are there many nonprofit organizations seeking volunteers, but there are also diverse ways to volunteer. From

adopting pets for a day to traveling abroad to share expertise, the options in volunteerism are endless. Out of the multiple opportunities available, how is an individual to decide how to spend his time? When it addresses what makes your program unique or different, your program's messaging can help your volunteer opportunity stand out from the rest. If you want to attract good men, you must stop to consider what it is about your organization that makes it special and why someone should choose to spend his time and resources with your program. In particular, why would the men in your community want to support your organization? Only after carefully considering this question will your organization be able to articulate and entice others to invest their time mentoring with your program.

How well does your organization articulate how it is different from other volunteer opportunities and, specifically, why men in the community should want to get involved?

1 2 3 4 5 6 7 8 9 10

Just starting

We have mastered the task

3. UNDERSTAND NEEDS AND WANTS

In 2003, Leslie Hustix and Fran Lammertyn released a study that "documents the gradual decline of collectivism (concern for community) as a motivational force for volunteering over the past fifty years, with an increased emphasis on egoism (self-focused) as the primary motivational force for volunteering."¹ In other words, applicants want to know what is "in it" for them. Unfortunately, many organizations make the mistake of trying to recruit volunteers from their perspective: that is, they try to appeal to potential volunteers by stating all the reasons why the program needs them. It is important to recognize that individuals will come to your organization not because of something *you* want or need but because of something *they* want or need.

A key recruitment best practice involves understanding the needs and motivations of the populations you are trying to reach. And what do volunteers want? In a review of research on volunteer motivations, Jean Rhodes found that adults are more likely to be mobilized into sustained mentoring relationships when

- They perceive that the experience is addressing their underlying expectations (e.g., they will be trained and supported by staff);
- They are made more aware of the potential benefits mentoring offers to them (particularly enhanced understanding), their mentees, and the community;
- They feel a connection with other volunteers or with the community in which the mentoring will occur; and
- They feel confident that they can master logistics of the mentoring experience and can both find the time and energy to volunteer.²

In researching volunteer motivations, a 2004 National Canadian study found that individuals volunteer for various reasons:

- 95% volunteer because they believe in the cause,
- 81% want to use their skills or experiences,
- 69% are/were personally affected by the cause the organization supports, and
- 57% want to explore their own strengths and abilities.³

- They perceive that the experience is addressing their

According to the Bureau of Labor Statistics (2005), males account for 42% of volunteers.⁴ This means that almost half of all volunteers are men. Yet these numbers do not reflect the numbers of male volunteers found in the majority of mentoring programs. It is interesting to note that, in general, we do not see a shortage of male mentors in volunteer programs such as Habitat for Humanity or sports leagues. What can we learn from those groups about the way they recruit male mentors compared to the approach used in our field? Think, for example, about the most commonly used recruitment slogans used in mentoring programs: “Build a one-on-one relationship with a child in need.” “Make a long-term commitment of a minimum of three hours a week for the length of a year.” “Your caring friendship can change a life.” “Make a difference, be a role model, and be a mentor.” Could there be something ineffective in the way we are trying to recruit men? Is it possible that our recruitment messages emphasize what men fear most about volunteering as mentors, with nothing to highlight what they will enjoy about the experience? Programs must change the way they appeal to men in order to attract good men.

So, what do we know about what motivates men to volunteer? In a 2006 regional training presented by the Center for Applied Research Solutions (CARS), several motivations and hindrances were offered.⁵

Primary Motivations to Volunteer as Mentors:

- Have life experiences and skills that they want to pass on
- Want to be part of a group that does fun activities
- Were asked to volunteer by someone close to them
- The opportunity was posed as a challenge
- Are part of a group that is doing it



Potential Fears Around Volunteering as Mentors:

- Societal view of their role as breadwinner: working, not volunteering
- Concern about balancing their workload with their volunteer commitment
- Volunteering with children is seen as a “feminine” activity
- Fear of or lack of confidence in this role
- Fear of abuse allegations

To assist mentoring program staff in their quest to recruit male mentors, CARS developed an online mentor survey: 224 current male mentors from across America responded, sharing what motivated them to become mentors and offering their mentoring program experiences. CARS also conducted male mentor focus groups throughout California to discuss ways for mentoring programs to attract male volunteer candidates. Three primary findings emerged from this research.

- *Men are unsure about how to build relationships.* When deciding on whether they should become a mentor, one of the most alarming aspects for men is the idea of “building a relationship.” According to the research participants, many men are concerned that they do not know how to do this. Instead of “scaring away” potential male volunteers with the “touchy/feely” aspects of mentoring, programs should frame the mentoring relationship differently. Current male mentors suggest that, during the recruitment pitch, staff should inform volunteer candidates that just “hanging out” and having fun with a mentee will allow the pair to get to know each other ... which, in turn, will allow them to build a relationship. The relationship can even be discussed as a secondary gain. If programs appropriately interview, screen, select, and train participants, relationships will happen as long as the mentees and mentors spend time together. The pitch, then, should focus on the positive and appealing aspects of mentoring, as well as

acknowledging its importance to the mentees. Staff can do this by encouraging men to be active with their mentees and have fun together, participating in activities both the mentor and mentee choose.

- *Men like to be active.* It is no secret that most men are interested in sports and staying active. Potential male volunteers are no different. The male respondents noted that encouragement from program staff to be active with mentees (like “shooting hoops,” working out together at the gym, or even building model airplanes) held great allure when they were deciding whether to become a mentor. When creating your recruitment pitch, make sure you inform potential male volunteers that activities such as sports are encouraged and will help them in building that (gulp) relationship with their mentee. Program staff can also develop monthly activities for mentors and mentees to share in with other matches. Miniature golf; outings to see the local sports teams play; and other ACTIVE, FUN activities can be enjoyed by all mentor and mentee matches.
- *Utilize your most precious resource: male mentors!* The males who participated in the online survey and focus groups described how men can be a great asset by promoting the mentoring experience to male family members, friends, and coworkers. One respondent highlighted this opportunity: “I wanted to help my program recruit more males because I saw how few men volunteered to be

mentors. So I invited my buddy to join my mentee and me the next time we met. He had a good time, and I hope that one day he will decide to be a mentor.” Male participants noted that they would have liked to talk to men in the program prior to becoming involved in order to get a male perspective on what it was like to be mentor. A solution to this issue is the inclusion of current male mentors in the recruitment strategy, allowing volunteer applicants to hear about the mentoring experience from the “horse’s mouth.” Designate a few of your male mentors to become advocates for your program, train them, and have them accompany staff when talking to potential male volunteers. Not only will they provide a great male presence for your program, they will have an opportunity to extol the act of mentoring. One caution before enlisting all of your male mentors as advocates: have a clear understanding of the type of applicants you would like to recruit. Your current mentors will likely recruit those like themselves, so be selective in choosing males to spread the word about your program. As you consider ways to appeal to male volunteer applicants, try to address their specific needs and wants. Stay current on the latest volunteer recruitment research or, if possible, conduct focus groups with male volunteers in your specific community. Your understanding of what men want and need will make a huge difference not only in what you say to them but also in how you train them, treat them, support them, and, ultimately, retain them.

How well does your organization understand the specific needs, wants, motivations, and concerns of male volunteer applicants?

1	2	3	4	5	6	7	8	9	10
Not at all									Experts

4. BEING MALE IS NOT ENOUGH

As you consider the specific motivations of men, remember that being “male” is just one of the many descriptors that define a person. The danger of only trying to understand individuals by their gender is that you may run into stereotypes or clichés that do more to alienate men than to attract them. Rather than thinking only about what men want, also consider what males from specific subgroups want. Market segmentation helps you divide the large market of available male candidates into smaller subcategories. From here you can identify the needs of specific groups of potential

volunteers who share common values. In dividing the market of potential male mentors, you can look at

- Geography,
- Ethnicity,
- Religion,
- Age,
- Occupation,
- Values,
- Social class, or
- Level of education.

For instance, instead of addressing all potential male volunteers, market segmentation allows you to focus on male Latino college students or male baby boomers retired from the science field. Recruitment events, messaging, and materials should be tailored according to the need of each market segment. The following are sample motivations and needs for various target segments.⁶

Baby Boomers

Primary Motivations to Volunteer as Mentors:

- To utilize valuable life experiences, “complete the circle,” and pass on their legacy
- To develop new relationships by connecting with both mentors and mentees
- To “stay young” by working with young people
- To continue learning and growing as a person
- To become part of the program’s decision-making process

Potential Fears Around Volunteering as Mentors:

- Will not know how to talk or relate to young people
- Young people will not like them
- Fears about safety
- Staff will not provide them with proper support or training
- Staff will not utilize their life experiences
- Staff will not treat them as equals
- The cost of being involved in a match
- Will take away from their travel and “play” time

Faith-Based Communities

Primary Motivations to Volunteer as Mentors:

- Values and sense of moral responsibility
- To share religious beliefs either directly (talking about beliefs) or indirectly (showing how a “believer” lives his life)
- With many faith communities already working with youth, mentoring provides a new avenue to support young people
- In some faith-based organizations, members are predominately from a specific race or culture, so mentoring offers a way to “help their own”



Potential Fears Around Volunteering as Mentors:

- Will be treated as a commodity by mentoring programs which are not faith-based
- Will not be treated as equals
- Will not be included in the planning process
- Will not be able to share their beliefs at all
- Will not know how to share their religious beliefs in an appropriate manner

Corporate Employees

Primary Motivations to Volunteer as Mentors:

- To use their leadership skills and knowledge of “how to be successful”
- To develop a sense of team by making stronger connections with fellow employees or their corporation (and even pleasing management)
- To keep connected to former place of employment (in the case of alumni employees)
- To help the corporation improve the “bottom line”
- To help alleviate future costs for taxpayers (for example, from incarceration)

Potential Fears Around Volunteering as Mentors:

- Will not be treated like skilled professionals
- Will not be included in the decision-making process
- Possibility of a negative impact on the corporation if something goes wrong (i.e., bad publicity)
- Being forced by management to become a mentor

College Students

Primary Motivations to Volunteer as Mentors:

- Sense of social responsibility
- To fulfill coursework requirement
- Links to future vocation
- Fraternity/sorority/on-campus club association with a mentoring program
- Someone they know asked them
- Energetic, compelling recruiter from the program

Potential Fears Around Volunteering as Mentors:

- Concerns about lack of time, lack of program flexibility, or inability to fit activities into their schedules
- Concern about possibility of an unexpected issue which could prevent them from fulfilling their commitment (e.g., financial problems, studies, romance, parties, or a change of school)
- Lack of experience working with youth
- The cost of being involved in a match
- Transportation challenges or having to travel too far to meet with mentees

Each of these groups tends to have their own unique motivations and fears about volunteering. Organizations that invest in researching this type of information to create targeted, personalized messages and materials are more likely to succeed in attracting specific target segments.

How well does your organization perform market segmentation to increase the efficacy of your recruitment efforts?

1 2 3 4 5 6 7 8 9 10

Not at all *Very well*

5. INCLUDE MENTEES

Including mentees in your recruitment strategy serves many purposes. First, it can help ease the anxiety that some men feel about working with youth. By seeing the faces of the mentees and hearing their stories, potential volunteers may feel more comfortable with your youth population. Secondly, including mentees can have a powerful emotional appeal. Candidates are more likely to be moved by hearing a young person share his or her own story than by hearing

it from a third person. Finally, potential mentors can see why they are needed and how they can help. Having said that, we realize that involving mentees can be challenging. However, remember that having youth “live” to share their story is only one way you can involve mentees in the recruitment process. You might involve them by creating a video, including their audio in a PowerPoint presentation, having photos on display, reading letters written by them, or having a video clip on your Website.

How actively does your organization involve mentees?

1 2 3 4 5 6 7 8 9 10

Not at all *Very well*

6. CALL THEM BY NAME

It is generally accepted that as many as 80% of volunteers come through word-of-mouth. And those who are recruited in this way are more likely to follow through every step of the application and screening process. What this means is that agencies should be proactive at generating opportunities for word-of-mouth recruitment.

For instance, instead of simply going to a church to make a presentation, consider how you can incorporate a word-of-mouth strategy to increase your chances of recruiting more volunteers through that venue. You may want to ask the rabbi, priest, or pastor to recommend five men that he or she believes would make great mentors. Then, instead of “cold calling” those individuals, let them know that they were recommended to be mentors by their pastor and invite

them to learn more about your organization. Not only will they be more likely to listen to you, but they will be flattered to be considered a good potential mentor. This strategy is an example of how you can turn a generic “ask” into a more personalized call.

Another example is to provide your current mentors with recruitment tools. You could give each of your volunteers a packet of program information to place on his desk at work, including a photo of the match and agency brochures. This will serve as a conversation-starter and provide the mentor with an opportunity to talk about his mentoring experience with co-workers. Overall, your recruitment activities should incorporate word-of-mouth strategies on a regular and ongoing basis.

How well does your organization incorporate word-of-mouth strategies into its recruitment activities on a regular and consistent basis?

1	2	3	4	5	6	7	8	9	10
<i>Not at all</i>									<i>Very well</i>

7. TREAT THEM WELL

One way an organization can “stand out from the crowd” is by providing excellent customer service. Effective volunteer recruitment requires that organizations treat potential mentors with the highest level of professionalism, courtesy, and attention. In this area, much can be learned from customer service-oriented businesses. Starbucks, for example, attributes their success to doing more than simply selling coffee; instead, they sell a “coffee experience.” Ask yourself, “What volunteer experience is my organization offering?” Incorporating a 24-hour call-back policy is an example of a basic but important customer service activ-

ity that can improve a volunteer applicant’s experience. Unfortunately, this simple recommendation is often overlooked. In 1999, Charles Hobson and Kathryn Malec conducted a study of 500 non-profit organizations in the greater Chicago area.⁷ Students were recruited to call the organizations and express an interest in volunteering. They found that the “potential volunteers” were asked for their name and phone number only 48.7% of the time ... and only 30% actually received call-backs. Other important customer service activities include sending thank-you cards, having a Website that is easy to navigate, and building a strong and personal relationship with each volunteer applicant.

How well does your organization provide excellent customer service to its potential volunteers?

1	2	3	4	5	6	7	8	9	10
<i>Not at all</i>									<i>Very well</i>

8. BE CLEAR ABOUT WHAT YOU WANT

Every effective plan begins with clarity of vision. How many mentors do you need and by when? Goal-setting will help to keep you focused and anchored on that vision. It can serve as a blueprint to follow, and it will allow you to determine how aggressive you need to be in your recruitment efforts. Goal-setting is particularly important if you have multiple commitments to fulfill. The process of setting goals will help you get organized and channel your energy in the right direction. It will help you define what you want to achieve, set priorities, and then guide you as you move step-by-step towards the achievement of those goals.

One of the most common mistakes that organizations make in recruiting male mentors or other special populations is not focusing their energies on what they really want. By focusing on the types of mentors you really want, you will maximize your time and resources, and, ultimately, you will

get the results you want. To stay focused, begin by clearly defining how many male volunteers you need and by when, then break down your target number into monthly or even weekly activities.

Goal-setting involves these basic steps:

- Define how many male mentors you need and by when.
- Identify your inquiry-to-mentor ratio: how many inquiries from male applicants does it take your organization (on average) to get one male mentor?
- Break down the overall number of desired inquiries into monthly or weekly goals.
- Schedule as many activities each month or each week as are necessary to generate the desired number of inquiries from male mentor applicants.

Goal-setting will help you dedicate an appropriate percentage of your time towards recruitment activities focused on the specific types of mentors you need.

How clearly defined are your organization's recruitment goals, activities, and tasks?

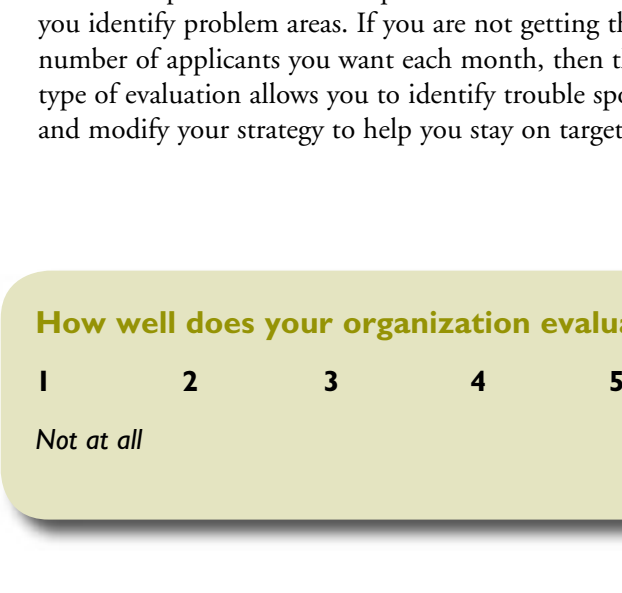
1 2 3 4 5 6 7 8 9 10

Not clearly defined

Very well defined

Every effective plan begins with clarity of vision.
How many mentors do you need and by when?





Evaluation can help you track whether or not you are meeting your goals and the extent to which you are meeting the day-to-day functions of your recruitment plan.

9. EVALUATE YOUR EFFORTS

Investing time in evaluation will allow you to take a closer look at your efforts, note what is working, and determine which activities are worth your time and resources. Evaluation can help you track whether or not you are meeting your goals and the extent to which you are meeting the day-to-day functions of your recruitment plan. For instance, did you get the number of inquiries you wanted this month? Did you conduct the desired number of presentations this quarter? Evaluation can help you identify problem areas. If you are not getting the number of applicants you want each month, then this type of evaluation allows you to identify trouble spots and modify your strategy to help you stay on target.

Important areas to evaluate related to your recruitment plan include the

- Number of monthly inquiries,
- Inquiry sources,
- Number of inquiries generated by each source,
- Time or money spent on each source,
- Percentage of volunteer inquiries that actually became matched mentors,
- Reasons individuals declined to continue with the application process,
- Reasons individuals chose to become mentors, and
- Quality of presentations or orientations.

How well does your organization evaluate the effectiveness of its recruitment system?

1 2 3 4 5 6 7 8 9 10

Not at all

Very well

10. ONCE YOU GET HIM, MAKE SURE YOU KEEP HIM!

No matter how strong your recruitment system is, it will not be effective if a larger mentoring system is not in place to support your efforts. The recommended mentoring Best Practices,⁸ if implemented well, will increase the chances that you will retain the long-term volunteers you worked so hard to recruit. Here are the mentoring Best Practices that specifically address volunteer management and how they support the recruitment process:

- *Initial Pitch:* Used to get a potential volunteer's attention, it focuses on the expectations and needs of applicants and highlights the most enticing characteristics about your agency. The initial pitch should leave the applicant wanting to find out more.
- *Orientation:* Attendance at an orientation does not guarantee a potential volunteer's commitment to become a mentor. Participation simply means that an individual is interested in finding out more. Therefore, the orientation should continue to inspire and "sell" your services while providing the candidate with details about the steps involved in becoming a mentor. The primary goals of the orientation are to further connect the applicant with the mission of the organization, clarify the role of a mentor, and succinctly define "next steps."

- *Screening:* Along with the safety for your mentees (which always comes first), the screening process helps program staff understand the motivations of the volunteer applicant, aids in making a good match, and identifies areas where future support will be needed by the candidate.
- *Volunteer Training:* This step allows you to continue to build rapport with the volunteer candidate, increase his commitment, and establish staff's role as mentor to the mentor. If done well, volunteer training will not be seen as a roadblock to volunteering. Rather, it will show the candidate that being a part of your program will increase his skills and help transform him into a successful mentor.
- *Mentor Support:* All the work of recruitment will fall to the wayside if proper ongoing support is not provided. Proper mentor support can include ongoing and regular contact, social activities, mentor support groups, learning opportunities, recognition events, resources for activities, and other tools that help the volunteer succeed in his role as a mentor.

Volunteer recruitment is just one step in the larger mentoring system. Its success depends on the implementation of the steps necessary to attract volunteer applicants, as well as to retain them.

How well implemented is your organization's monitoring system?

1
2
3
4
5
6
7
8
9
10

Not at all Excellent

IV. CLOSING

The job of volunteer recruitment begins well before the first "ask" is made. In order to find the right type of volunteers and effectively welcome them into a mentoring agency, a significant amount of prior planning needs to take place. The reviewed recruitment best practices, though seemingly simple, are key to success in the recruitment of male mentors. Recruiting male mentors cannot happen

without a significant amount of hard work, resources, and dedication. And although it can be challenging to recruit male mentors, this challenge is not impossible to overcome. These tools can help guide your efforts to recruit more male volunteers and, ultimately, help you achieve your mission of reaching more youth in your community.

V. RESOURCES

Recruiting and Retaining Quality Mentors

www.carsmentoring.org

Provided by the Center for Applied Research Solutions, this Website features a wide range of recruitment resources, including information on key steps in the development of a recruitment and retention plan.

“A Friend for Life”

www.friendsforyouth.org

(click Mentoring Institute, Services, Products)
This recruitment video, created by Friends for Youth’s Mentoring Institute, features vignettes of actual matches.

National Mentoring Center Bulletin

<http://www.nwrel.org/mentoring/pdf/v2n2.pdf>

Provided by the Northwest Regional Educational Laboratory (NWREL), this newsletter includes articles which look at why men may not be flocking to mentoring and what programs can do about it. The Bulletin also includes an in-depth interview with male recruitment expert Richard Rowe.

NWREL Lending Library

<http://www.nwrel.org/resource/ProcessSearch.asp?strCriteria=Volunteer+recruitment&subjectOnly=yes>

Hosted by the Northwest Regional Educational Laboratory (NWREL), this site offers an extensive library of resources available through the National Mentoring Center (NMC).

Mentor Recruitment Postcard

<http://www.nwrel.org/mentoring/postcard.html>

To assist local programs in their recruitment efforts, the National Mentoring Center (NMC) has designed a mentor recruitment postcard which can help programs tap into their best recruitment resource: the friends, family, and coworkers of their current mentors.

Recruiting Male Volunteers: A Guide Based on Exploratory Research

www.energizeinc.com/download/blackman.pdf

Based on a yearlong Corporation for National Service study, this “how-to” guide provides strategies for recruiting male volunteers.

Energize, Inc.

www.energizeinc.com

This volunteer recruitment and management Website includes essays on topics such as recruitment.

VI. SOURCES

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771 Oak Avenue Parkway, Suite 2
Folsom, CA 95630

MENTORING *Tactics*

Mentoring is an effective and increasingly popular approach for creating positive change in young people's lives. Early results from mentoring programs are promising, suggesting that positive, consistent attention from an adult, even a non-relative, can create change.

The Mentoring Technical Assistance Project provides free technical assistance and training to new and existing community and school-based programs that work with youth. The project also provides free Mentoring Plus workshops and regional trainings. Please contact CARS for more information.

To receive free mentoring consultation services please complete the online application at: www.carsmentoring.org/TA/index.php and fax to CARS at 916.983.5738. Contact Erika Urbani, eurbani@cars-rp.org for further details at 916.983.9506.

LET'S HEAR FROM YOU!

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Fax us at 916.983.5738

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Additional copies of this publication are available upon request or online at: www.cars-rp.org

Mentoring Tactics is published periodically by CARS under its Mentoring Project contract with the California Department of Alcohol and Drug Programs. The purpose of this publication is to help agencies, coalitions, communities and programs in the mentoring field stay abreast of best practices emerging from current research and to provide practical tools and resources for implementing proven strategies.

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Authors: Elsy Arévalo

Designer: Studio C