

RECRUITMENT AND ORGANIZATION

II. What Is An Organization 30 Minutes.

Leaders, Members And Organizational Assets :

Say This

This discussion relates to the second column of the strategy chart. Organizational Considerations.

- In an ideal world an organization is a group of like minded people who come together to share in a common enterprise. In reality, an organization is a handful of highly motivated leaders who compete with other interests for the time and energy of a larger number of members. The members, in turn, attempt to mobilize much larger numbers of even less motivated supporters (or constituents) for the purpose of exercising power over reluctant policy makers, both on campus and in government. It is a wonder that this arrangement works at all, but it does.
- People talk about building an organization, but what exactly is meant by that? An organization has specific assets, and building it means increasing and improving them. The main assets are:

Put on board.

of years under the leadership of former students who hang around the campus, but in the long run this is self-defeating.

- For leaders to develop, there need to be places for them in the organizational structure, such as heads of committees, heads of projects, organizers of specific events, etc.

Setting up these structural niches may seem bureaucratic or cumbersome, but without them, the only other way for leaders to arise is by strength of personality. That reduces their numbers, lets out some otherwise good people and often creates conflict with existing leaders. If a new person shows a desire to become part of the leadership, create a place for him or her. Don't wait until the person either leaves or attempts to displace an existing leader.

B) Members:

Most members don't want to be leaders (unfortunately). They want to contribute a limited amount of time without taking a great deal of responsibility. They want to know that their time is being used well and effectively. During the three or four hours a week that most members can give to an organization, they would usually rather be told what needs to be done than spend the time discussing it, and not really have time left to do much. For this reason meetings should be held only when there are major decisions to be made. The rest of

the time have work sessions instead of meetings. Doing work is a way of testing potential leaders. The best leader will do anything that needs to be done, including staying up all night making sandwiches. The person you don't want in the leadership is the one who comes to tell you just what everyone else should do, but never has time to do it unless it is a meeting with a very "important" administrator.

2. Recruit to an activity, not to a meeting.

- The first thing you ask people to come to should be an actual activity, not a planning meeting. Constant recruitment therefore requires constant events. This is a good thing. You want new people to understand that the organization is about doing not talking. This concept is easily grasped in community organizations, but on campus where sitting and talking can be paid work for some, the distinction between talking and doing is often blurred. (If you are talking to 500 people, that counts as doing.)
- Entry level program means that you always have an activity for people to do that doesn't require a lot of experience. An entry level program consists of things that new people can do right away. It includes:
 - Distributing literature
 - Posting things on bulletin boards
 - Keeping lists
 - Making turn- out phone calls
 - Updating the web site.
 - Getting petitions signed or letters written.
 - Helping at information tables
 - Actions, picket lines or demonstrations

Remember, members are people who want a useful activity. If you don't provide it, some other group will.

C) Supporters

There are two kinds of supporters, those whose names you have and those whose names you don't have. Every group should keep a list of several hundred supporters who you can reach by phone, fax, mail and e-mail.

- In addition, there needs to be systems for getting the word out to the others. The goal is to constantly increase the size of the supporters list. Petition drives can accomplish this as well as "send me more information" cards and

E) Skills

Many skills are needed in an organization including:

- leading meetings
- public speaking
- strategy development and planning
- organizing large events
- writing
- fund raising

Of course it is really people, not the organization, who have the skills, but a strong organization will find ways of getting skilled members to teach others, so that the skill is passed along within the organization from year to year. A clear division of labor within the group helps to facilitate this. A committee structure is also helpful, even though people in smaller groups often feel that they don't need one.

F) Staff

Most campus-based organizations have no full time staff which is why activity is so inconsistent over a period of years. National and state student organizations are particularly helpful in this respect. When the institutional memory of an organization can reach back only three years at

A distinction should be made between organizing and mobilizing. Increasingly, on and off campus, mobilizing is being done by e-mail and through the web. People may get e-mail asking them to e-mail the target, or they might get notice of a demonstration from a web site. This is all fine, but electronic mobilization, useful as it is, is not a substitute for actually bringing people together to exchange ideas, debate strategy and form personal relationships. Organizing is about building community as much as it is about mobilizing.

H) Information

Information is what gives your group the edge and ties in coalition par(i)-0.230512(t)TJ 332.14 Td (i)-0.280(e)-0.4029(p)-4(b)-4.

- Meetings that try to work by consensus are fine for people who have lots of time and few other obligations, but it should be clearly understood that many people who would otherwise support the group's issues are excluded by a lengthy process. People with jobs, family or early classes are most inconvenienced by frequent lengthy meetings. Those with a lot of leisure time are best able to operate in the con

III. Motivation of Leaders And Members

How did you get involved?

15 Min.

The trainer asks this question.

"Think of an organization that you once joined, became a leader of, or in which you decided to play a more active role. Tell us why you decided to join and how it came about.

- Push people if need be. If everyone is saying that they just

Say This:

- What usually motivates people to join an organization or take a more active leadership role is self-interest. By self-interest we don't mean being selfish or greedy. The word interest comes from a Latin word meaning between or among. So self-interest means self among others, or how we are aware of our selves and our own needs in the context of our relationships with others.
- As we have just seen, people joined organizations or took more responsibility, not just because it was the right thing to do, not just because they were concerned about the issue, but because

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IV. Recruitment Guidelines

The six step process of recruitment. 15 Min.

Say This:

OK, we have said that the most important organizational asset is active members and we have talked about what motivates people to become members, but is there a system to recruiting members that goes beyond good luck? Well actually there is. Each of you needs to become that person who gets others involved, so here are six steps to successful recruiting. They are useful for getting an individual to join your organization, getting members to take on more responsibility and getting the leaders of other organizations to join your coalition.

List major points on the board as you go.

1) Be Prepared

- Learn as much as you can about the person, issue, organization, or campus involved. Set specific objectives, and have a fall back position.
 - I want this person to come to a forum.
 - I want this person to be the newsletter editor.
 - I want a name on the mailing list and a contribution.
 - I want a signature on this post card to the Governor.

2) Legitimize Yourself

Get a "license to operate". This is a statement you make that establishes the legitimacy of the organization or connects you to the person you are recruiting. It particularly applies to recruiting people who don't know you or your organization.

- I am part of the largest student organization in the country.
- I'm also in Professor Taylor's Social Problems class. Aren't you in the global policy focus group?
- Your friend, Harry, suggested that I talk with you.
- Have an appropriate image.

We would all like to think that appearance and

language don't matter, but



needs to teach someone else.

4) Agitate

The goal is to help the person to see that this is her/his issue as well as your issue. Discuss the issue in a way that makes the person mad at the target.

Examples

"And they won't vote to pass a rent control law. That's because the realtors and developers are giving out thousands of dollars in campaign contributions, just look at this list."

"I saw you picnicking on Miller Green last week. Did you know that every month that grass is sprayed with pesticide and weed killer, and when we asked the Administration how long it took the chemicals to lose their toxicity, they said they didn't know. Our health is less important to them than the appearance of their grass."

- Solution equals organization. Joining the organization offers a solution to the problem.

Give examples of how a similar problem was solved, either here or elsewhere, through organization.
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5) Get a Commitment

Ask, "Will you come?" "Will you do it?" "Will you collect 10 postcards for the campaign by next Friday?"

Clarify next steps.

"I will call you tomorrow with the exact information on when the bus is leaving, and you need to get the \$13.00 in by Tuesday, October 2nd."

6) Follow-Up

- Keep Commitments.
"I'll call to remind you."
- Ask the person for their contact information so that you can continue to update them on events and meetings.
- Help integrate the person into the organization.

V. Recruitment Role Plays

Setting Up The Role Plays

1 hour

Trainer's Note. In order to give more people a chance to do role plays, consider dividing the group among the trainers and holding two or three sessions in different rooms.

- Place two chairs in a spot where everyone can easily see them and hear what is being said.
- There will be ~~three~~ one-on-one role plays. Repeat the sequence if time allows

- Pick a student to be recruited, who matches the description and who has had experience with the issue. (An exact match isn't important. Pick someone who can fake it.)
- Quickly take the student you picked to be recruited out in the hall and say what the issue or organization is going to be. Help the person think up some realistic objections to being recruited - too many courses, working double shift, afraid of losing financial aid, etc.

Then say:

"The goal isn't to be impossible. If the recruiter can find your self-interest, and can describe an activity that is

- Add your own comments on improvements.
- End by saying a couple of other things that Kim did that were good.

Watch for organizational problems.

Often when it is difficult to recruit someone, the reason is that the activity, or the issue, or the organization itself doesn't make sense. In which case say, "I think we have an organizing problem here, not a recruitment problem". Then, offer your advice.

Example: Committee To Save The Pigs

John: "Does this mean that if I join I have to stop eating ham?"

Kim: "Well, yes and no."

Trainer: "I think we have an organizing problem here, not a recruitment problem. It is always difficult to recruit to a morally ambiguous position regarding pork. Several of the world's most dynamic religions absolutely forbid eating pork and have gained many millions of adherents. However, their historical growth was limited in those regions of the earth such as North America, where climate and abundant rainfall made hog raising the most profitable. I suggest, therefore, that the organization either change its goal to saving the souls, not the bodies, of pigs, or else adopt a different species, dogs perhaps, that fewer people wish to eat."