



Recruiting & Retention

1 MAY 2020 (PART 2 OF 3)

Presented as part of the Oregon Wing
Professional Development Workshop Series

Welcome



Col Darin Ninness



- NHWG/CC
- CAP Recruiting Manager Emeritus

Maj Michael Moore



- CAP Recruiting Manager
- Former WAWG Recruiting Manager

Lt Col Edward Bos



- ORWG/IG
- Professional recruiting experience

Overview



Week 1

- Beginning with 'Why?'
- The Evolution of CAP Culture
- Moving Onto How
 - CAP Job Description(s)
 - CAP Specialty Track Progression
 - Why Goal-Setting Matters
- Annual Planning Activity for Recruiting
- What Prospecting is, and How to Do it.

Week 2

- What is Cohort Recruiting
 - Steps & Best Practices
 - Tie-Ins with Other Directorates
 - Planning Activity
- What is Year-Round Recruiting
 - Steps and Best Practices
 - Mentoring and Why it's Vital
- Incentivizing Recruiting by Unit Members

Week 3

- Recruiting Skills
 - Sales Training Basics
 - Role Playing Exercise
- Resources for Additional Training
 - Online
 - In-Person
- Starting New Units
 - How it Benefits Existing Units
 - How it Benefits the Wing and the Corporation
 - Tactics, Techniques, and Procedures



Questions so Far?



Cohort Recruiting



What is Cohort Recruiting?

Cohort recruiting is the process of channelizing the new member recruiting, inprocessing or on-boarding and training functions into well defined chunks or “cohorts” of members

**In the Cadet Great Start materials,
this is referred to as “pipeline” recruiting**



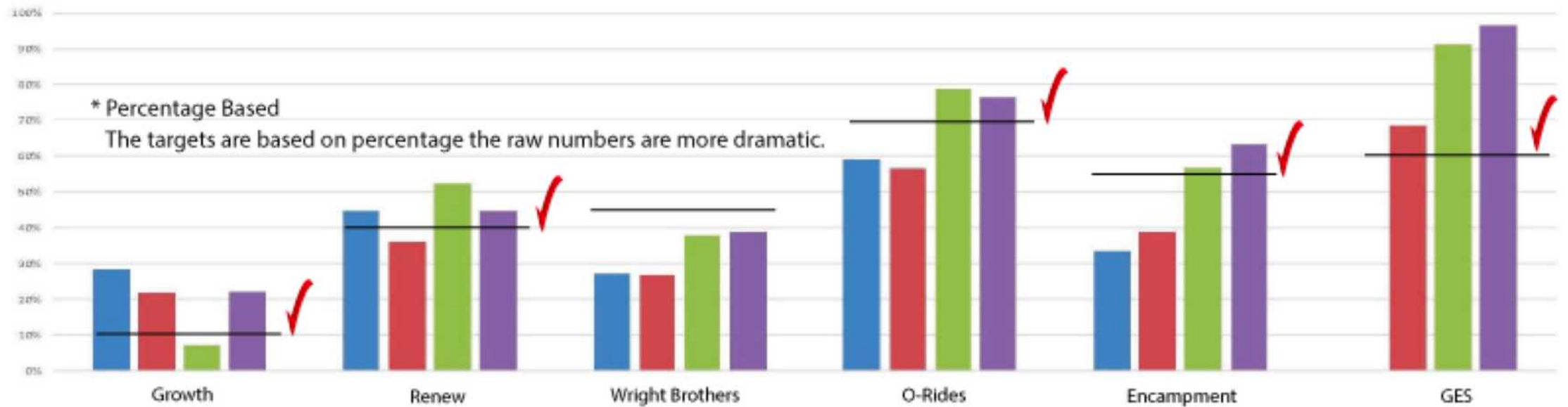
Why Use Cohort Recruiting?

- ▶ Units already have limited resources, use wisely!
 - ▶ Cohort takes advantage of economies of scale
 - ▶ Concentrates new member admin requirements in a smaller period
 - ▶ Concentrates training events and introduction to CAP

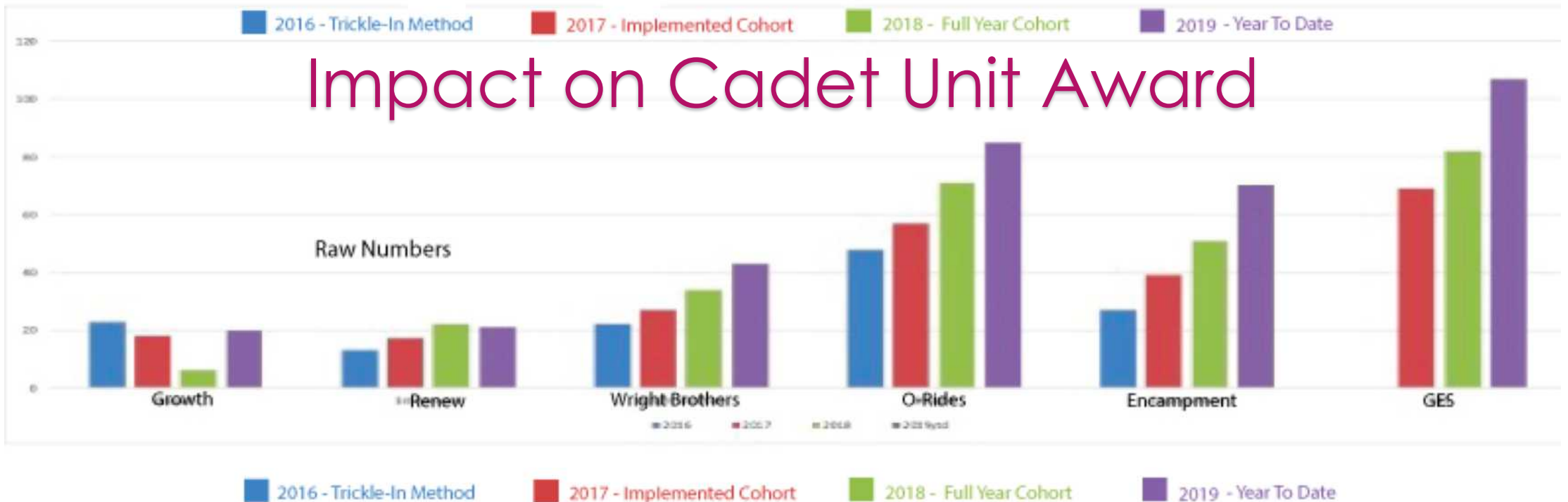
Why Use Cohort Recruiting?



- ▶ Build repeatability and consistency of action
- ▶ Maximizes training value for both new members & trainers
- ▶ Reduces administrative overhead
- ▶ Creates a “New Member Experience”



2018 is FULL Cohort



Other Impacts

You might recognize this photo from the Great Start Guide.

It was taken by a local newspaper during the graduation of our first cohort class after Maj Moore took command of McChord Squadron back in 2003.

All three of the cadets in that photo have gone on to become "dynamic citizens".





Cohort Recruiting Disadvantages

- ▶ **Does not satisfy the “right now” crowd.**
 - ▶ *(This might actually be a “pro”)*
- ▶ **Very different from the norm. Takes some convincing people to buy in.**
 - ▶ *“But we’ve never done it this way before!”*
- ▶ **Potential to lose prospective members due to waiting for your next cohort training.**
 - ▶ Many youth organizations have open enrollment periods, this isn’t unusual



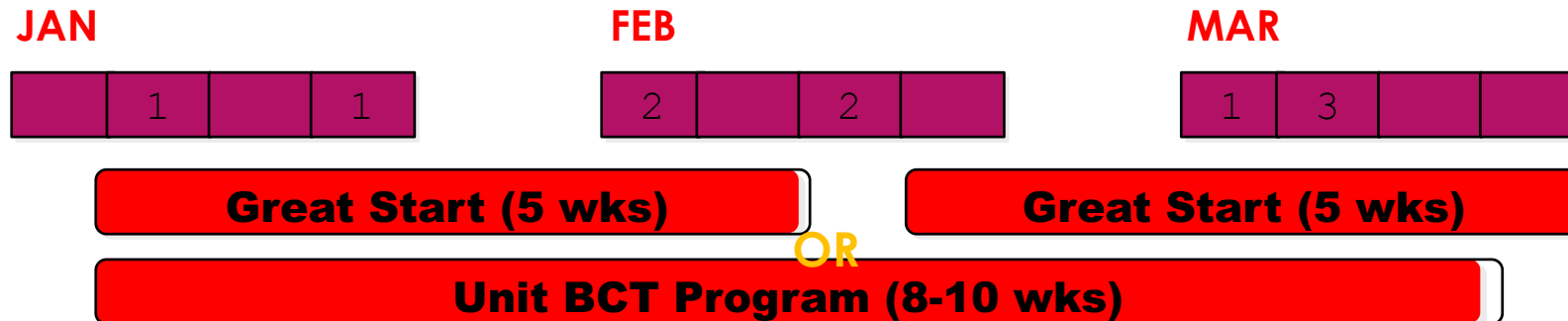
Cohort Recruiting Advantages

- ▶ Repeatable – After 1-2 times, you can do it in your sleep.
- ▶ Builds economies of scale
- ▶ Makes your unit look professional
- ▶ Improves resource use: trainers, administrative overhead
- ▶ Treat new members like new members: train them correctly

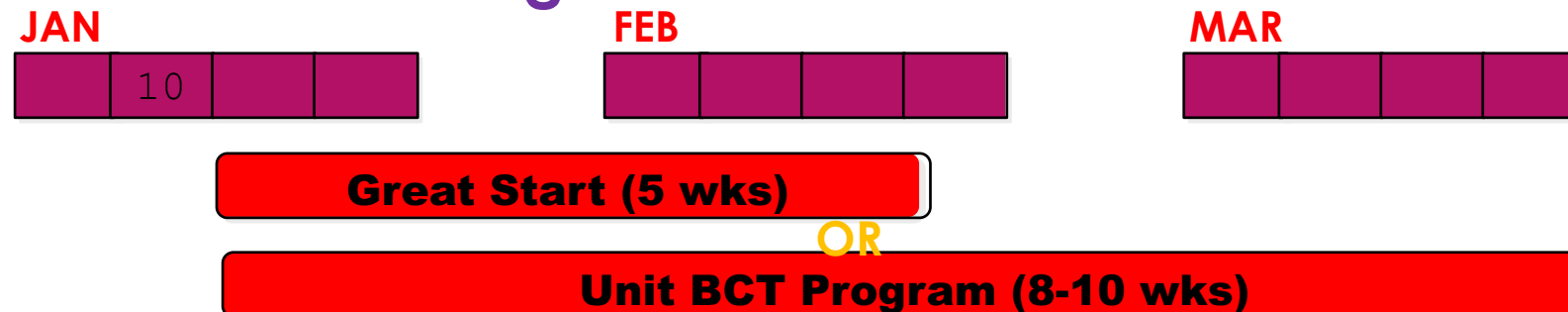


Cohort Effort – Look at the Timelines

With Trickle-In Recruiting



With Cohort Recruiting





Cohort Does Require:

- ▶ **A plan**
 - ▶ A plan to execute a training cohort from start to finish
 - ▶ A plan for *after* the initial training
- ▶ **A unit schedule** (*you do have a schedule, right?*)
- ▶ **Continuous advancement**

People want to be involved things that are organized and “together.”

Cohort requires planning
Cohort requires organization



Building Your Cohort Plan

- ▶ **You should have the date 6-10 weeks in advance**
(for example, know at least “in September” by May or June)
- ▶ **All planning backs up from your unit’s recruiting event**
- ▶ **4+ weeks out, have flyers, advertising**
- ▶ **Make sure everybody in the unit knows the timeline!**
(When recruiting, members will get asked. If the member doesn’t know, it will look unplanned and sloppy)

Build Your Advertising



- ▶ Flyers – Seem to work great. Definitely a 1m item
- ▶ Newspaper – Who reads that anymore?
- ▶ Patch.com – It's the “new” newspaper.
- ▶ Facebook – Yes, please! Pay for \$25 in targeted ads to start. Work your way up
- ▶ Web – You have to have one these day
- ▶ RSVP – Use Eventbrite or a Google Form for RSVPs

Ease Contact

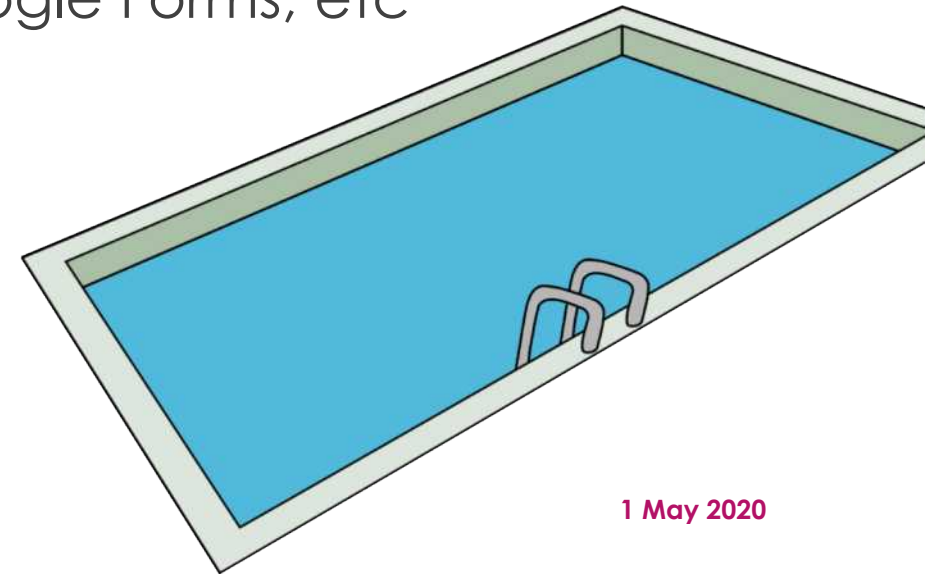


- ▶ Have multiple contact avenues.
- ▶ Use multiple people, not just one. Just one is a single point of failure.
- ▶ Follow up with all interested parties.
- ▶ Have a canned email you can cut/paste easily, saves time.
- ▶ Do it within a few days of initial contact.

Filling the Tank



- ▶ You're always "filling the tank", building your prospects pool
 - ▶ Use a spreadsheet, text file, database? You decide. Its your pool!
 - ▶ Name, address, phone, email, status, contact dates, etc.
 - ▶ Automate it if you can using Mail Chimp, Google Forms, etc
 - ▶ *Have more than 1 member doing this.*
 - ▶ Get back to inquiries IMMEDIATELY.
Don't wait!



Filling the Tank

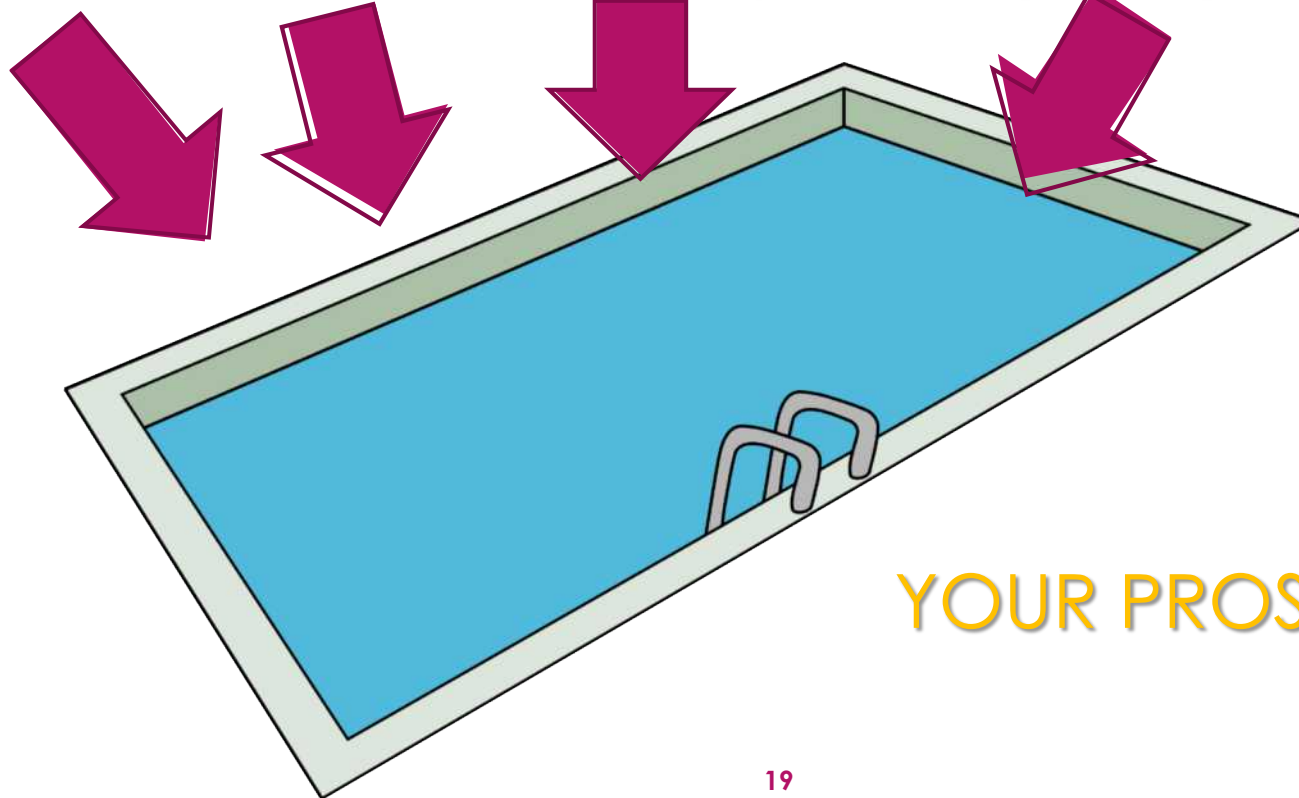


WEB

EMAIL

VISITS

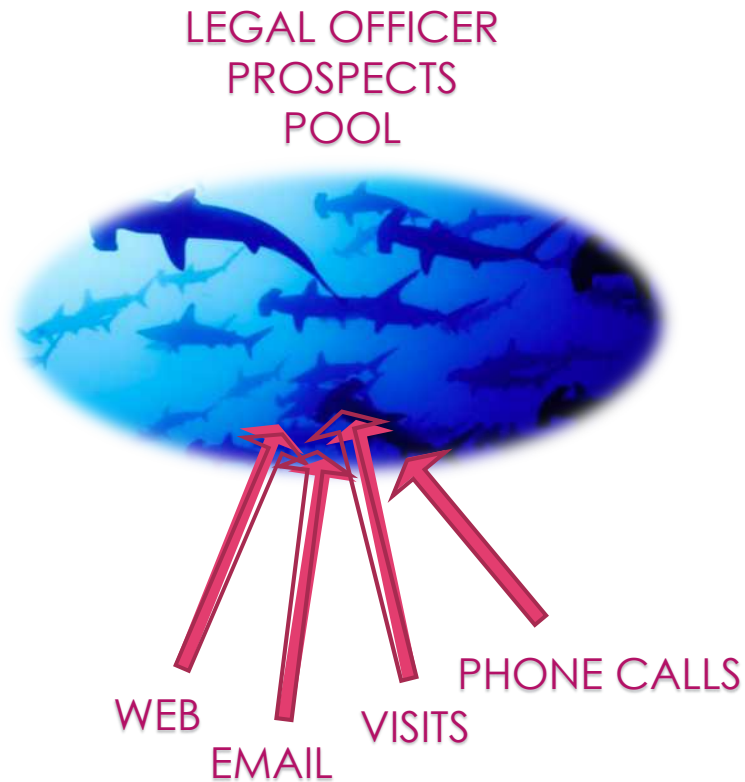
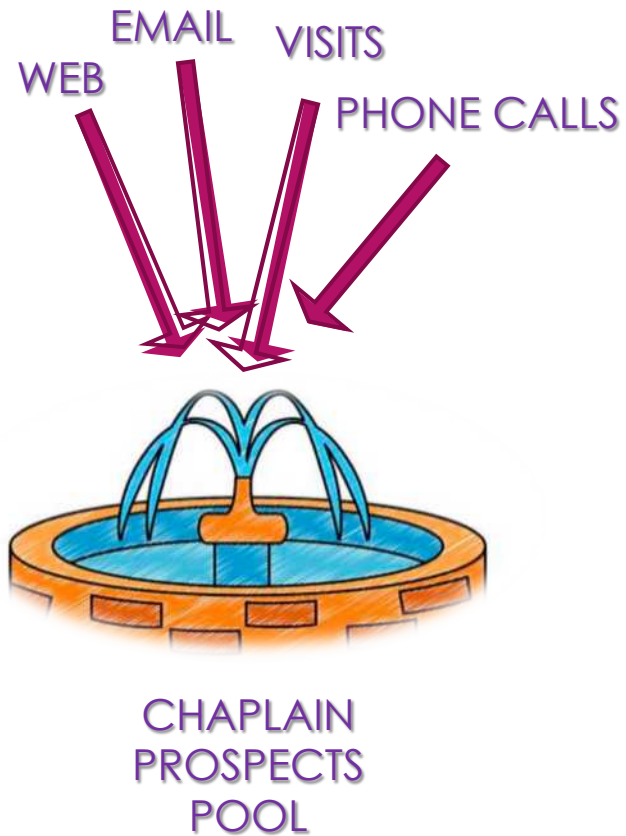
PHONE CALLS



YOUR PROSPECTS POOL



Need a Different Pool?



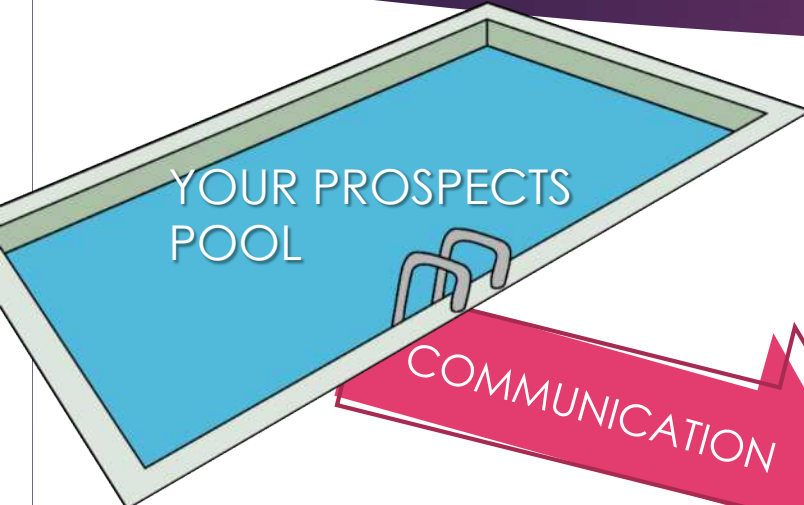
Filling the Tank



- ▶ Contacts & follow-ups are key.
 - ▶ They need the personal touch.
- ▶ Be able to tell them *when* to come to your unit.
- ▶ Stay up with the prospects in your pool. Send follow ups and notifications



Preparing For The Event



Hold Your Recruiting Event (Kickoff)



- ▶ **Purpose:**
To get people inside your 1m recruiting zone.
- ▶ **Open House, Recruiting Night, STEM Fair.**
 - ▶ Whatever you want to call it: **HAVE ONE**



Hold Your Recruiting Event (Kickoff)

- ▶ KISS principle
 - ▶ Brief on the organization. Show people what we do
 - ▶ Talk about “How to Join.” Explain the process. Tell them how to show up next week.
 - ▶ “Call to join” by your C/CC
 - ▶ Hands-on activities (2-3), led by Cadets. Get prospects engaged!
 - ▶ Takeaways: Put something in their hand to look over at home. Like a member packet!
 - ▶ Food. Seriously, food.
- ▶ Let your members recruit: Cadets recruit cadets, adults recruit adults.
- ▶ Sell the CAP you have, not some other CAP





Now You Have Them!



YOUR
EVENT!!



TRAIN 'EM!

GREAT START OR BCT PROGRAM

GO!!²⁷

Now, Train the Cohort



- ▶ Have a definitive start & end of training (whether you use Great Start or your own Basic Cadet Training)
- ▶ Have a plan, put them into the mix immediately (the following week)
- ▶ Put them together, and train them together

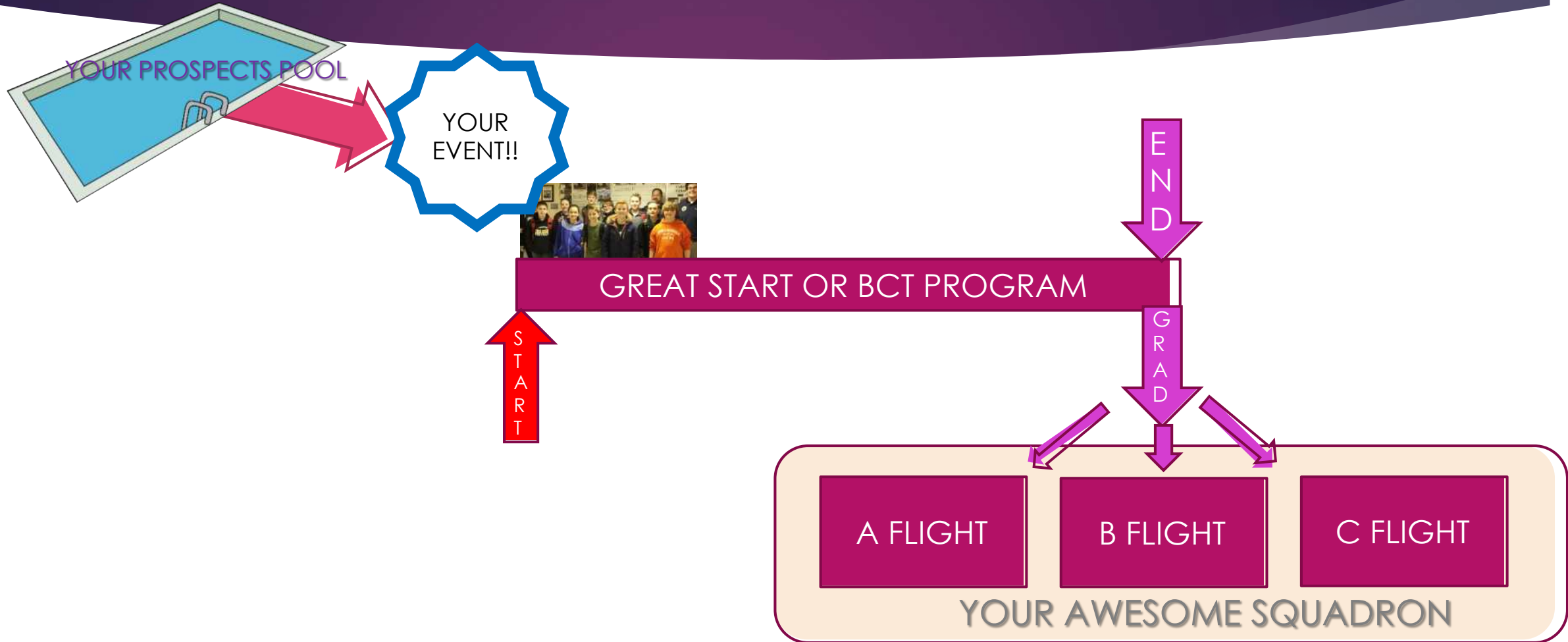


Integrate The Cohort To the Unit

- ▶ Complete your training on time
- ▶ Invite moms and dads, make a big deal out of the graduation
- ▶ Promote cadets who have completed their Curry (perhaps not all will)
- ▶ Assign cadets to your flights, hand them over to your cadet NCOs for follow on training



Now You Have Them!



Tie-Ins with Other Directorates



- ▶ Command Team
 - ▶ Guidance
 - ▶ Approval
- ▶ Personnel
 - ▶ Identify Needs
 - ▶ Membership Review Boards
 - ▶ Process New Membership
 - ▶ Create Personnel Files
- ▶ Professional Development
 - ▶ Planning 'Cohort' Training for Adults

- ▶ Finance
 - ▶ Printing
 - ▶ Events
 - ▶ Incentives
- ▶ Cadet Programs
 - ▶ ID New Sources
 - ▶ Planning Cohort Training
 - ▶ Support for Events
 - ▶ Recruiting Force Multiplier
 - ▶ Planning Follow-On Training for Rest of Unit

- ▶ Aerospace Education
 - ▶ Support for Events
 - ▶ Recruiting Force Multiplier
- ▶ Emergency Services
 - ▶ Support for Events
 - ▶ Recruiting Force Multiplier
- ▶ Public Affairs
 - ▶ Marketing
- ▶ Diversity
 - ▶ ID New Sources

Common Mistakes



- ▶ No well communicated and planned out event
- ▶ No advertising/publicizing online.
- ▶ No fliers.



Common Mistakes

- ▶ Uninteresting event. Too long event. *Zzzzzzzzz*
- ▶ No food. Feed people!
- ▶ No plan for what happens AFTER training.
- ▶ No follow up with prospects or contacts beforehand.
- ▶ No follow on training / progression
- ▶ Selling the wrong things
- ▶ Not repeatable

Maintain Your Cohort



- ▶ Follow up at intervals after joining
 - ▶ With the cohort, its easier for fellow members to notice when someone is missing
 - ▶ It becomes self-encouraging
- ▶ Watch for those who lag behind their cohort peers – it will be obvious.
 - ▶ 10 C/TSgts and 1 C/SrA. That guy needs help.



Maintain Your Cohort

- ▶ Follow up with members not showing up
(this applies w/o cohort, BTW)
 - ▶ Get them before they lose interest
 - ▶ Cadets, especially those doing sports, school plays, etc, are easily “out of the loop,” so work to re-engage these members.
- ▶ Communicate to your membership regularly



Get it?!

Time for a break.



Year-Round Recruiting

Why Use It?



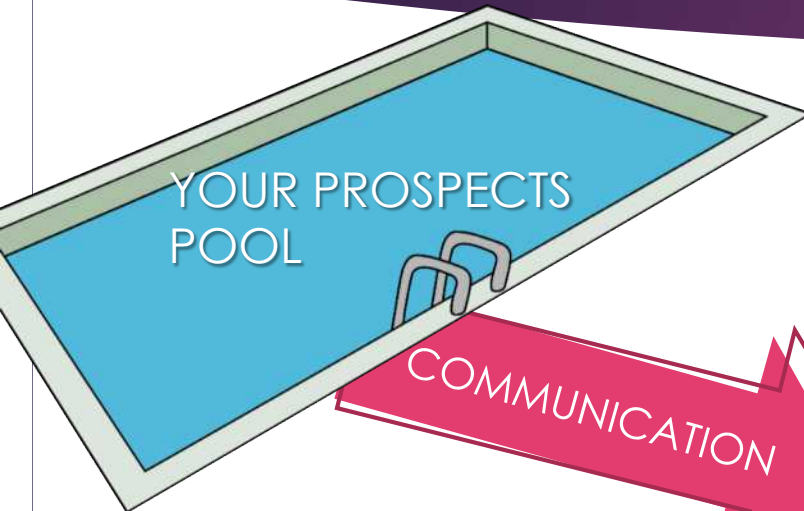
- ▶ Not used the same way as cohort recruiting:
 - ▶ General Senior Member Recruiting
 - ▶ Recruiting for specific skills (e.g., Chaplain or Pilot)
- ▶ Sometimes Cohort Recruiting Doesn't Fit
 - ▶ But to be fair, it really should

Steps



- ▶ Consistent Advertising
 - ▶ Unit Website (!!!!!)
 - ▶ Unit Social Media
 - ▶ Facebook, Instagram, LinkedIn, Twitter, NextDoor
 - ▶ Avoid potential pitfalls (e.g., TikTok, SnapChat, etc)
 - ▶ Traditional media outlets (print, radio, TV)
 - ▶ Professional organizations (bar association newsletter for recruiting legal officers)
 - ▶ Public Presentations & Events (Rotary Club, or local airshow)

Advertise!

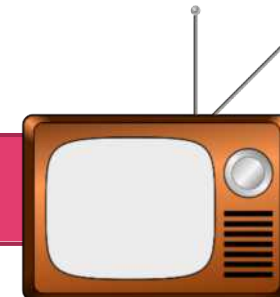


FACEBOOK +
OTHER SOCIAL
MEDIA

COMMUNICATION

YOUR
ONGOING
AWESOME
MEETINGS &
EVENTS

TV



FLYERS

NEWSPAPER



Mentoring & Why It's Vital



- ▶ Your prospect walks in the door, for a regular senior member, that's 75% of the sale
 - ▶ We don't need to pressure them
- ▶ We **need** to **answer their questions** and **provide guidance**
 - ▶ Step 1 – Friendly welcome and greeting
 - ▶ Step 2 – Get introduced to the commander (if able)
 - ▶ Step 3 – Get assigned a mentor, a wingman, a battle-buddy, a conjoined Airman who will answer questions and show the ropes
 - ▶ Step 4 – Invite them to Join

Mentoring & Why It's Vital



- ▶ A prospective member will have questions
- ▶ Choose mentors who
 - ▶ Can answer questions
 - ▶ Can be friendly and professional
 - ▶ Won't go out of their way to alienate the potential new member
 - ▶ Won't walk away and leave the new member alone without handing off
- ▶ Prospective members (and newly-joined members!) frequently get left to fend for themselves and don't come back



Incentivizing Recruiting

What is a Spiff?



- ▶ It's an immediate award for making a sale, an incentive program.
- ▶ How does this apply to us?
- ▶ What we have Organization-Wide:
 - ▶ **Ribbons**
 - ▶ **Specialty Track Progression**
 - ▶ **Recognition & Advancement**

Unit Incentives



- ▶ What we can do locally:
 - ▶ National Incentives
 - ▶ Ribbons, Recognition, Advancement
 - ▶ Local Prize Box
 - ▶ The patches, t-shirts, commemorative mugs, & “stuff” otherwise taking up space in the unit filing cabinets
 - ▶ Big Incentives
 - ▶ E.g., If you recruiting 12 new Cadets, you get Encampment Fees Waived
 - ▶ Keep it legal, in good taste, and approved by the Finance Committee

Your Incentive Plan



- ▶ Track Recruiting Reports
- ▶ Submit Form 2A for Recruiter Ribbons
- ▶ Prompt Unit Commander to Award Ribbons Publicly
- ▶ Remind Members to Recruit
- ▶ Develop Local Incentives
 - ▶ From incentives as big as you can manage, to incentives as small as are effective

Incentive Pitfalls



- ▶ Don't just chase numbers, they're important but not everything
 - ▶ A unit with "100 members" but only 3 active folks can't do the mission
 - ▶ And next year your recruiting goal becomes 150, but you only have 5 renewals...
- ▶ Don't forget the important of Membership Boards
 - ▶ Square pegs don't fit in propeller-shaped holes
- ▶ Don't forget to have an amazing and engaging program
 - ▶ Cadets
 - ▶ Seniors



Questions so Far?

Exercise Begin



JOIN NIGHT INFORMATION PACKETS

- 10 Minutes
- In Small Groups Answer:
 - What goes into Cadet Packets?
 - What does into Senior Member Packets?
 - Do pilots or chaplains get different information?

Exercise Debrief



JOIN NIGHT INFORMATION PACKETS

- Anyone want to report?
- Col Ninness Sample

In Summary



- ▶ Cohort Recruiting
 - ▶ Year-Round Recruiting
 - ▶ Incentivizing Recruiting
 - ▶ Join Night Packets Exercise
-
- ▶ Part 3 continues on 8 May 2020
 - ▶ 2100 - 2230 hrs EDT
 - ▶ 1800 - 1930 hrs PDT
 - ▶ 0100 - 0230 hrs UTC (2 May 2020)
-
- ▶ Until then, if you have further questions:
 - ▶ mmoore@cap.gov
 - ▶ dninness@cap.gov
 - ▶ edward.bos@orwgcap.org