



## 2012 Strategic Recruitment Plan (SRP) Step-by-Step Guide Multi-Jurisdictional Coalitions (MJC) and WHEALTH

### Before the power map meeting:

1. Review the SRP materials posted at <http://tobwis.org/strategic-recruitment>. Consult with [Lynn Hrabik](#), Tobacco Control Resource Center, if you have questions.
2. Decide how your MJC/Network will complete the SRP process, either during (1) regularly scheduled meetings, (2) executive or steering committee meetings or (3) scheduling separate meetings to address only the SRP.

Strategic planning is an intensive process. Although it may be difficult to get members together, you will likely make more progress if you limit the planning to no more than 3 hours. The use of distance technology, such as Live Meeting, may be utilized for the SRP process. However, members may feel more engaged if they are sitting face-to-face without other interruptions.

3. Identify priority communities with input from your members using the following criteria:
  - Areas that are population centers
  - Areas that are viewed as leaders
  - Areas where your MJC/Network has, or needs to develop, relationships with key stakeholders
  - Areas where your MJC/Network has active members and volunteers
  - Areas experiencing a high burden

The TPCP has identified 2 priority areas for the SRP process: Program sustainability (program funding) and OTP education (statewide policy). The requirement is to complete a minimum of 2 power maps. These 2 maps should have different focus locations.

4. Determine an appropriate location for the power map meeting(s). A place with easy parking, natural lighting, an internet connection, and limited distractions is ideal.
5. Invite key members and supporters who know the identified communities well and are committed to actively participate in the SRP process. Samples are available at <http://tobwis.org/strategic-recruitment>. If invitees are new to the MJC/Network and its activities, orientate them to the MJC/Network and activities before they attend the SRP power map meeting.
6. Gather information about the communities to use during the power map meeting. Examples of helpful information may include a listing of large employers, leadership of key community clubs/organizations, elected officials, PTO leaders, major political donors, media contacts, etc.

7. Gather supplies that will be needed for the power map meeting(s):
  - Power maps completed in 2010, if appropriate
  - Large pieces of paper or flip charts and various colored markers or a laptop with LCD projector and a word-fillable blank power map chart
  - SRP powerpoint presentation or videos, if desired
  - Timer or time keeper
  - Sticker dots or other decision-making tool if voting is needed to prioritize recruits

**During the power map meeting:**

1. Identify your “focus” – who or what you are trying to influence. Ideally, your focus is a specific individual. Once you identify your focus, write it on the center of the page.
2. Identify your “influencers” - who has direct influence over the focus. Dividing your influencers into 4 categories may help you to think more broadly. These 4 categories include:
  - Public influencers – such as media, the general public, or voters
  - Grasstop influencers – such as elected officials, important businesses or organizations
  - Personal influencers – such as family, friends, neighbors or faith associations
  - Financial influencers – such as campaign contributors, employers, consumers

*Note:* A SRP Key Influences handout is available at <http://tobwis.org/strategic-recruitment>.

Once you identify your influencers, write them in the squares surrounding your focus. In order to help organize and discuss your power map, it is helpful to number influencers in each of the 4 categories. (The template includes numbers in the text boxes for this purpose.)

Place a time limit on this activity. You could spend an entire afternoon on each focus but the intent is to only identify a few main influencers.

3. Identify your “connectors” – who can educate or recruit the influencers. The purpose is to help identify easier ways to access the focus by tapping into existing relationships between people who are members or supporters of your MJC/Network.

When an influencer is already a MJC/Network member or supporter, it is not necessary to identify a connector. However, if there are no members or supporters with a direct relationship with an influencer, you may need to identify 2 to 3 connectors, who may know someone who has a connection (i.e. *I have a friend, who is friends with the Mayor.*) Encourage people to be creative in thinking about how they may be connected to the focus or influencers.

Again, place a time limit on this activity. You could spend hours on each influencer, but the intent is to only identify a few main connectors.



4. Prioritize the “recruits” – the connectors or influencers that you want to recruit. There are often many people identified that a group wants to recruit, but you need to be realistic about your resources. *Limit the number of recruits to a few key individuals.* Once you have approached each of them, you can always update your list to include others in the future.
  - Are there individuals that appear to have a very strong influence over the focus?
  - Are there individuals that can influence more than one focus or influencers?
  - Are there individuals that have shown an interest in Network/MJC work in the past?

Once you have selected the recruits, enter their names into the Strategic Recruitment Action Plan in column 1. Although there is space for 10 recruits in the action plan, you may have less than this number.

5. Determine actions you want the potential recruits to take, such as the following.
  - Educate a specific individual
  - Be on a planning committee for a major event
  - Write a guest editorial in the local paper

Document your decisions in column 4 of the Strategic Recruitment Action Plan.

6. Determine the specific methods of how you will reach out to recruits. [“The Path to New Partnerships”](#) and [“When Please Doesn’t Work: Strategies to motivate action”](#) are resources that may help guide the recruitment pitch. Document your decisions in columns 2-3 of the Strategic Recruitment Action Plan.

#### **After the power map meeting:**

1. Enter and format the information and decisions you have made into the word-fillable power map charts. It is not necessary to enter the information electronically into the power map charts. Hand written copies are acceptable.
2. Thank individuals for participating in the SRP process and give them an opportunity to review and edit the power map.
3. Keep the SRP documents fresh in the minds of members. Some ideas include:
  - Standing agenda item during meetings
  - Updates in newsletters or blogs for members
  - Assign a Recruitment Coordinator who will ensure recruitment actions are implemented
4. Thank individuals after taking any recruitment actions in the SRP recruitment action plan. Update column 5 of the recruitment action plan with the outcome of the recruitment pitch.
5. Keep members updated on the recruitment process and invite others to get involved as well.
6. Update the power map when major power shifts occur in the community.
7. Submit the completed SRP templates to your contract administrator.