



UNIVERSITY OF TORONTO
FACULTY OF APPLIED SCIENCE & ENGINEERING
Institute for Leadership Education in Engineering

Recruitment



Handbook for Student Leaders

Vision, Mission & Strategy
Motivation & Delegation
Personal Development & Mastery
Team Development
— **Recruitment**
Reflection & Awareness
Transition & Succession
External Relations
Leadership Styles
Purposeful Leadership

What attracts people to the organization? How do they get engaged? What retains them for the long term? What are the relationships and processes?

ABCD: Approach, Belonging, Cast Net Wide, Direct Asks

This is a framework for thinking about recruitment from an organization called “Idealist on Campus.”¹

Approach

How many people do you need to recruit?
What calibre of people do you need to recruit?

Belonging

Why do people get involved?
Affiliation, Achievement of goals, Power, Activity,
Ownership, Competence, Recognition, Meaning.

Cast Net Wide

Run ads through open, at-large channels.
Create a buzz. Establish legitimacy. Be inclusive.

Direct Asks

Go directly to people you know in personal networks and ask them directly if they will join your organization.

Recruitment is all about matching the ‘wants’ of new members with the ‘needs’ of your organization—it will look different depending on the nature of your group.

AER: Attract, Engage, Retain

Attract

What's the big attraction of your group? What picture would come to someone's mind when they hear your group's name? Do you have a motto or tagline that is catchy and descriptive? During the mayhem of frosh week and the beginning of the school year, being able to differentiate yourself with a powerful image is important for recognition.

Engage

What do people DO when they join? How soon do they move from learning into action? How well does this align with what attracted them in the first place? Finding small tasks, projects and roles that new members can jump into immediately will reconfirm for them their reasons for being there. A good test is to see how quickly new people identify as "we" when it comes to talking about the group. Learning is crucial to effective action, but it can be demotivating for people to spend months and months just learning before they can actually contribute. Having open-ended opportunities for people to contribute in a meaningful way with some guidance, feedback and praise quickly builds commitment and ownership.

Retain

How do people move/progress from members to execs? How are new roles created, and what's the support system for new leaders? Is there a set timeline for this? Most groups elect their core executive at the end of the academic year in March or April, but this means there is potentially a long "incubation" period between people joining a group and having a solidified official role. Flexibility, creativity and a second-layer of executive roles (directors, team leads, project leads) can be a major boost to people's confidence.

After people have shown the interest and commitment to stick around for more than just a few weeks, you have the opportunity to better understand their deeper motivations for being involved.

Using some of the questions from the chapter on Motivation & Delegation section of the Handbook for Student Leaders can help them to find a role that matches their skills and passions best, and consequently, strengthen your organization.

¹Idealist on Campus – "Recruiting Volunteers: A Total Approach" <http://www.idealists.org/ioc/learn/curriculum/index.html>