

Recruiting and Retention

Lesson Plan

DURATION: 50 Minutes

TEACHING METHOD: Lecture/Discussion

REFERENCES: Student Guide

TEACHING AIDS/HANDOUTS: Student Guide, slide presentation

READING ASSIGNMENT: Student Guide

Lesson Objective:	Discuss the importance of recruiting and retention to your unit.
Behavioral Objectives: At the end of this segment students will be able to:	<ol style="list-style-type: none">1. Discuss the importance of recruiting.2. Formulate and apply recruiting techniques for cadets and seniors3. Define "retention."4. Discuss the importance of retention in maintaining the quality and continuity of their unit.5. Formulate and apply retention techniques for cadets and seniors.6. Discuss the importance of recruiting their maturing cadet corps into the senior member program.

LESSON STRATEGY:

The Recruiting and Retention segment is designed to get unit commanders thinking about and planning their programs around what is needed to attract and retain members, both cadet and senior.

Emphasis should be placed on the *quality* of plans and programs which the unit commander selects, not just the quantity. It is worthless to have ten things to do at every meeting if the members can only use what's in two of them. Sometimes it's better to only have a few activities if they are pertinent as well as interesting.

This class will discuss the importance of a robust recruiting and retention program, and will cover the techniques of attracting members, retaining them, and making them valuable contributors to the unit.

Recruiting and retention should be given equal weight in the discussion. Turn sub topics into questions and have the participants provide the answers. Along with the "how," have the participants answer "why" they would take such action.

Keep the discussion focused on sub topics, not on "what if" questions, there is time provided in the free-form discussions and case studies for that later.

The teaching outline provides an introduction, outline of the main points, and a conclusion to be adapted as required to meet the needs of a particular wing. The presenter should personalize the lesson to reflect the unique characteristics of the wing.

LESSON OUTLINE

MAIN POINTS:

- I. Effective recruiting
- II. Recruiting techniques
- III. Importance of retention
- IV. Retention techniques
- V. Recruiting cadets to turn senior

Teaching Plan

Lesson Objective:

Discuss the importance of recruiting and retention to your unit.

ATTENTION:

Two major tasks allow you to have the people you need to complete the squadron's mission: recruiting and retention. First, you find and attract good people, then you work to keep them.

MOTIVATION:

Recruiting and retention are living processes. There is no set "time" to recruit or retain, it must be done constantly to ensure that you keep your best people while replenishing the unit when turnover does occur.

OVERVIEW:

This segment will give you a better understanding of the recruiting and retention functions. It will show you why they are important as well as sharpen your skills in these areas.

Transition:

STATE: The **most** important resource you have in your unit is not your material, but your **people!**

MP I. Effective recruiting

- A. Builds a good foundation of people for your unit.
- B. Can broaden the unit's base of knowledge and specialties.
- C. Continually brings new blood into the unit to stimulate creativity.
- D. Alleviates unit turnover.
- E. Counteracts member burnout.

MP II. Recruiting techniques

- A. Develop a unit home page on the World Wide Web.
- B. Hold several open houses annually.
- C. Attend career days at public schools.
- D. Encourage cadets to wear their uniforms to school once a month.
- E. Display recruiting materials at stores, shopping malls, and airports.
- F. Target recruit for members with special skills.
- G. Encourage parents of cadets to join.

MP III. Importance of retention

- A. It reduces the need to constantly recruit new people.
- B. It provides for corporate memory and history.
- A. It counteracts member burnout by keeping more people in staff position (reducing the need to piggy-back).

MP IV. Retention techniques

- A. Make full use of a unit awards and decorations program.
- B. Encourage vigorous but useful training.
- C. Schedule activities away from the squadron.

- D. Encourage effective communication.
- E. Ensure administrative matters are handled effectively.
- F. Make and stick to a schedule.
- G. Encourage members to participate in the process of running the unit.

MP V. Recruiting cadets to turn senior

- A. Good for the cadet and unit because:
It takes advantage of the cadets existing skills.
- B. Cadets need to be *recruited* for senior membership because:
 1. Cadets are not introduced to the senior program in the present cadet program.
 2. The senior program is different in structure and learning environment.

Questions and Answers

Student Guide Questions:

List three reasons why retention is vital to your unit?

It can reduce the need to constantly train new people.

It provides for corporate memory and history, so members know why something has taken place, not just what.

It counteracts member burnout.

How can turnover be HEALTHY for a squadron?

It brings in fresh motivation and ideas.

Why would encouraging one of your cadets to turn senior be good for your unit?

Cadets already know about CAP and the local program and have much expertise to contribute.

Use the suggested questions to facilitate the discussion, and field any other questions the students may have.

Conclusion

SUMMARY:

The ability to attract and keep members is vital to the success of your unit. You must effectively mix star performers and new blood in order to have a good unit.

CLOSURE:

You need people to make a unit successful, but you also need money. To quote a cliché, “money talks.” In the next segment, we’ll talk a little about the squadron budget, how to identify assets and needs, and some general techniques for raising funds.

Suggested Questions

1. What is recruiting?

Answer: To replenish or refresh with new members; to enlist new members.

2. What does your unit support?

Answer: The three missions of Civil Air Patrol, the Community, the Air Force.

3. Why is recruiting important to your unit?

Answer: Take the answers as they come, good possibilities are:

- a. It maintains a good foundation of people.
- b. The unit can broaden its base of knowledge and specialties.
- c. It brings in new members to stimulate creativity.
- d. It replaces unit turnover.
- e. It counteracts member burnout.

4. What are some good recruiting techniques?

Answer: Take the answers as they come, good possibilities are:

- a. Begin a unit home page on the World Wide Web (WWW).
- b. Hold an open house at the unit or a local airport several times per year.
- c. Attend career days at local schools.
- d. Encourage the cadets to wear their uniforms once a month at school.
- e. Display recruiting materials at shopping malls, stores, and airports.
- f. Target recruiting for members with special skills such as firefighters, police officers, teachers, EMTs, and chaplains.
- g. Encourage parents to join.

5. What is retention?

Answer: To keep and maintain a solid foundation of people. To maintain the majority of members.

6. Why is retention important for your unit? ALTERNATE: Why is retention good for your unit?

Answer: Take the answers as they come, good possibilities are:

- a. It can reduce the need to constantly train new people, thereby allowing advanced training to take place, meeting the specialized needs of the unit.
- b. It provides for corporate memory and history, so members know the what and why something took place.
- c. It also counteracts member burnout by providing enough qualified people so members won't have to piggyback positions.

7. What happens when a unit doesn't have a good retention program?

Answer: Take the answers as they come, good possibilities are:

- a. The unit enters a downward spiral, because in losing some members, the ones remaining must share more of the work load. They become frustrated and leave.
- b. The efficiency of the unit is diminished, trying to maintain tempo with fewer people.
- c. More people must be recruited and trained. Continual training takes time and diminishes efficiency.

8. What are some good retention techniques?

Answer: Take answers as they come, good possibilities are:

- a. Make full use of a unit awards and decoration program.
- b. Encourage vigorous but useful training.
- c. Schedule occasional activities away from the squadron.
- d. Be sure you communicate effectively with your people. Make sure they know what's going on and that they can talk to you.
- e. Ensure routine administrative matters are handled efficiently, to make events run smoothly.
- f. Make and stick to a schedule.
- g. Encourage people to participate in the process of running the unit.

9. Why should a unit recruit its cadet members into the senior member program?

Answer: Cadets who transition to senior membership already know a good deal about CAP and the program. They have been exposed to and know what to do, how to do it, and why. Though they may not be totally familiar with the inner workings of the senior program, they offer so many other resources in their individual specialties that it doesn't make sense NOT to have them.