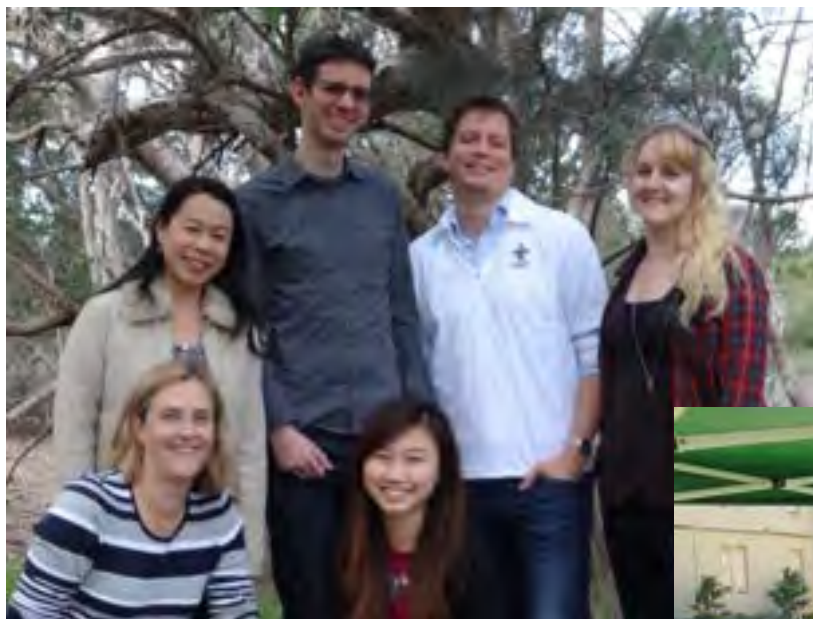




Attracting new Adult Volunteers at Scouts through Targeted Recruitment

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The team



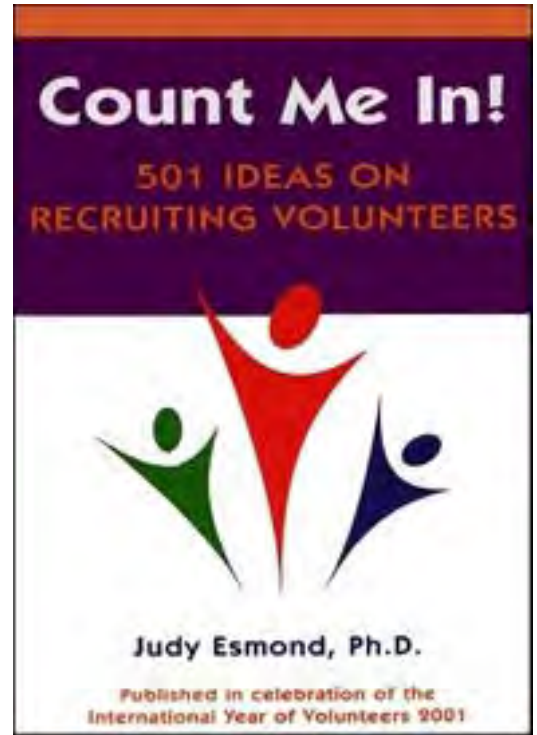
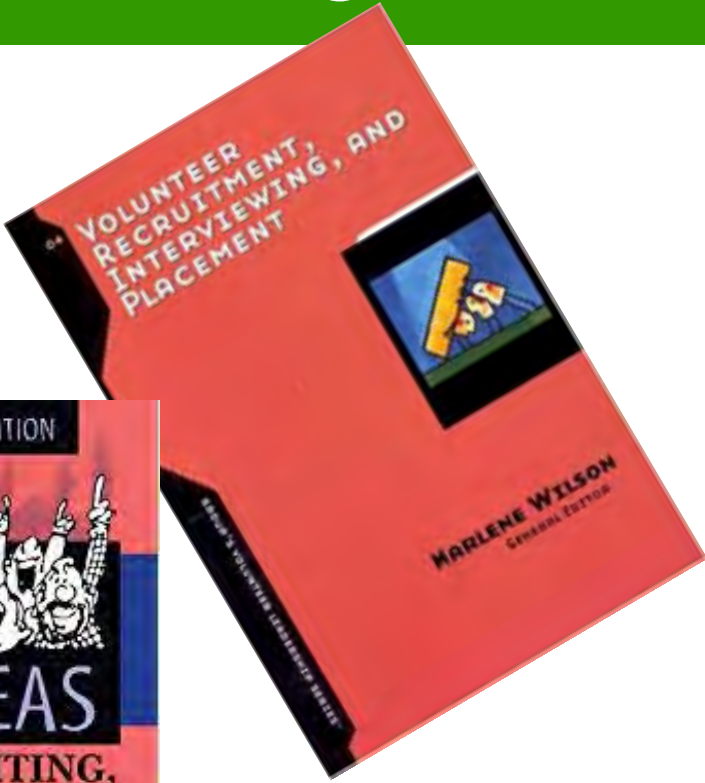
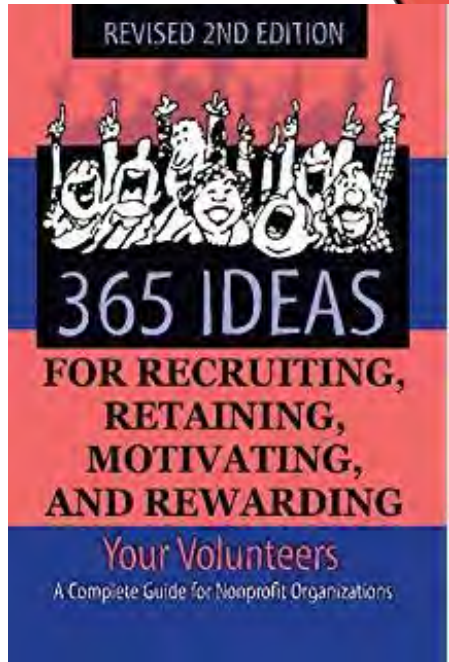
Scouts
AUSTRALIA





Background and theory

Recruiting volunteers: A major problem



Recruiting volunteers: A major problem

“As many people
as we can get!”

“We just need
bums on seats!”

“Anyone who
is interested!”

“I don’t care who
they are; just bring
me more!!!”

“Anyone with a
pulse will do!”



“Actually, forget
that; a pulse is
optional!”

The hidden costs of poor recruiting

- Costs of recruitment errors are high
 - Poor fit, dissatisfaction, turnover
 - Wasted training, induction, materials
 - But worse still, sometimes unhappy volunteers stick around!
- Selection procedures are not appropriate for many volunteering roles
- More targeted strategy could be a solution!
 - Who do we target?
 - How do we target them?



Targeted recruitment

“... , little attention has been given to prehire variables such as attracting the attention of the type of individuals targeted for recruitment.”
(Breugh, 2013)

Personalized Persuasion: Tailoring Persuasive Appeals to Recipients' Personality Traits

Jacob B. Hirsh¹, Sonia K. Kang^{1,2}, and Galen V. Bodenhausen^{3,4}

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Abstract

Persuasive messages are more effective when they are custom-tailored to reflect the interests and concerns of the intended audience. Much of the message-framing literature has focused on the advantages of using either gain or loss frames, depending on the motivational orientation of the target group. In the current study, we extended this research to examine whether

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Theoretical foundation

- We focus on the mechanisms of **needs-supplies** and **demands-abilities** person-role fit (van Vianen, 2018).
 - Volunteers are known to be motivated by functional needs fulfilment (Clary et al., 1998), and we thus expected they will be attuned to need-supplies recruitment signals.
 - Conversely, demands-abilities fit is important to signal to volunteers what is required to perform the role tasks.
- We designed and tested a set of targeted ‘needs-supplies’ and ‘demands-abilities’ messages after consulting conceptual work on the situation-trait interaction/affordances (e.g., Barrick et al., 2013; De Vries et al., 2016; Tett & Burnett, 2003)

Designing targeted recruitment

Scout Adult Volunteers – Leaders of Youth



- **Deliver youth programs**
 - Program and prepare activities using youth program guidelines
 - Managing resources
 - Understanding and upholding Scout values
- **Adhere to a lot of procedures**
 - Administration of finances, insurance/compliance, rosters, equipment
 - Supervision of kids and other adult leaders
- **Deal with kids and parents**
 - How to relate to and interact with children/teenagers to foster their development
 - How to communicate with parents
 - Recruiting new youth members and adult leaders



The Leader Build Research Process

1. Planning

2. Building Content

3. 'Market' Research

4. Material Production

5. Training and Roll-out



1. Determining the procedure and target characteristics

Informal discussions
70+ interviews



3000+ surveys

1. Determining procedure – interviews revealed that ...

- Recruitment is mostly very informal
 - Different groups, different strategies, chaotic
- Parents volunteer to let their children ‘jump the queue’
 - Good fit?
- Uncertainty about who to approach
 - “How do you identify a good volunteer?”
- “Feeling like a salesperson”
- Leaders wanted a “kit” or some standard set of materials

1. Determining target characteristics – Survey results

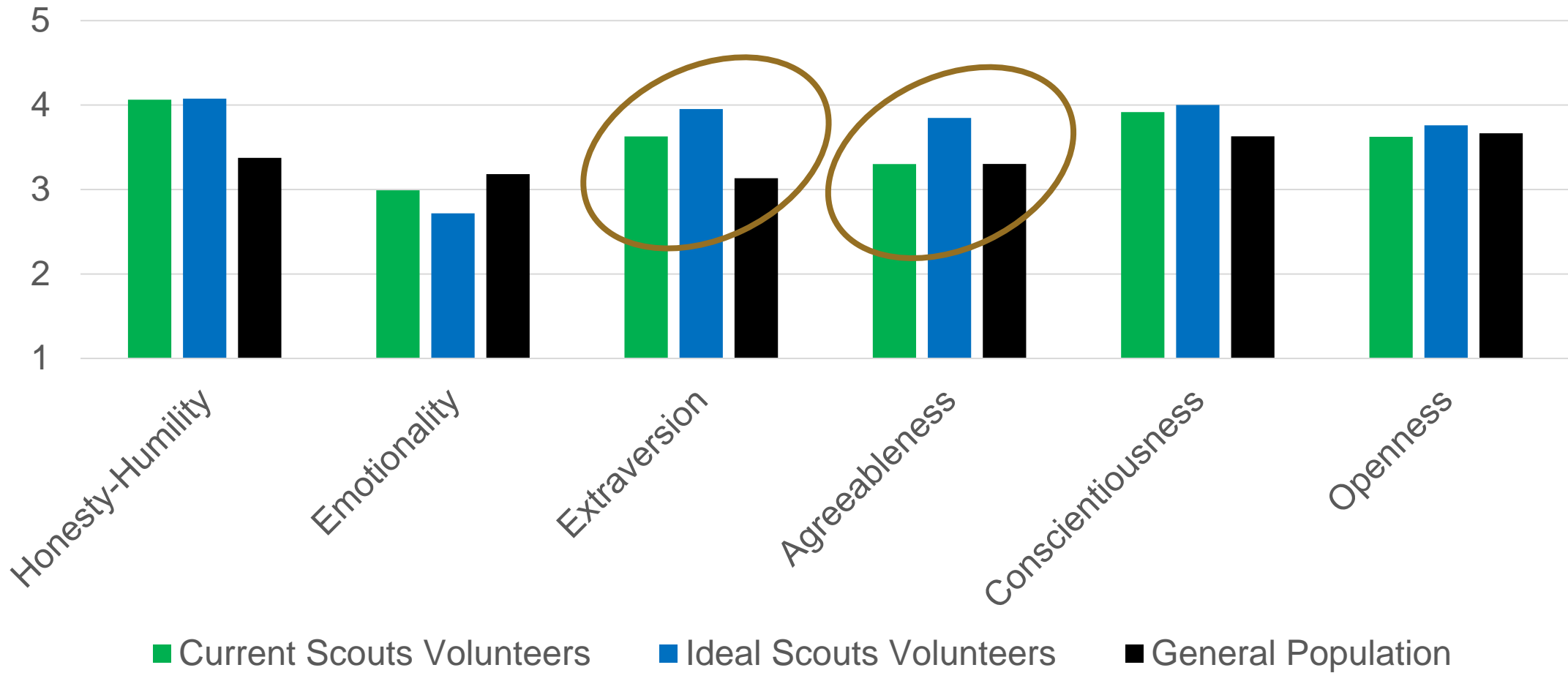
Annual engagement survey ($n = 2,680$)

- Volunteers who were extraverted, agreeable, and conscientious, were significantly more inclined to stay

Survey on the ideal Scouts Leader, i.e. “the volunteer” that Scouts should be interested in keeping ($n = 430$)

- We then compared the profile of the ideal Scouts Leader to the profile of the typical Scouts leader and found ...

1. Determining target characteristics – Survey results



2. Building Content

- Scouts Victoria conducted interviews with 12 Leaders of Youth and gave us all the footage.
- Two very important questions:
 1. “What does it take to be an effective Leader of Youth?”
 2. “Why do you like being a Leader of Youth?”



P1050166.mov



06:40:34:03

2. Building Content

- 8 hours of videos → identified 73 *potentially* trait relevant quotes



Trait	Short quote
Agreeableness	Sense of camaraderie, we share lots of ideas
Agreeableness	Scouting is one big family
Agreeableness	I've learned ... to not just tell people off, but actually turn it into a learning situation
Agreeableness	I've learned to really handle my anger a lot better
Agreeableness	I love that it's an inclusive organisation
Agreeableness	A Scout will tell their parents how an awesome time they had, hearing that is so rewarding
Agreeableness	It's rewarding to see fellow leaders and adults progress in their development



Trait	Short quote
Extraversion	Being a leader in Scouting has changed me ... I probably communicate a bit better with a larger range of people
Extraversion	The friendships that you make are pretty solid and can last for lifetimes
Extraversion	The other leaders in your group can become like family
Extraversion	I think being fun, being engaged, being a great communicator is an important part of it



Trait	Short quote
Conscientiousne	One of the unexpected things of getting through the training ... is the sense of achievement
Conscientiousne	A Scout leader is someone who's willing to give it a go, willing to learn, demonstrate that they can organise their time
Conscientiousne	As a Group Leader you are ... uniting the leaders, ...organising group events... and working with the parents
Conscientiousne	Through Scouting, I've learned a lot of organisational skills that allow me to implement programs and events

2. Building Content

- Characteristic-based quote:
“Most Leaders are very open, trusting and friendly”
- Demand-based quotes:
- “I think being fun, being engaged, being a great communicator is an important part of it”
- Opportunities-based quote:
“Through Scouting, I've learned a lot of organisational skills that allow me to implement programs and events”



3. 'Market' Research

- 164 Scouts volunteers rated quote attractiveness and realism
(56% response rate, median 10 years' Scouts experience, 61% male, median age = 45-54)
 - Are the messages attractive?
 - Are they also accurate? 6 quotes were deemed inaccurate/unrealistic ($M \leq 3.50$)
- 174 M-Turkers rated quote attractiveness and completed HEXACO-100
($M_{age} = 35.4$ years, $SD = 10.0$, 54% male)
 - Are the messages attractive?
 - Do the messages target X, A, and C?

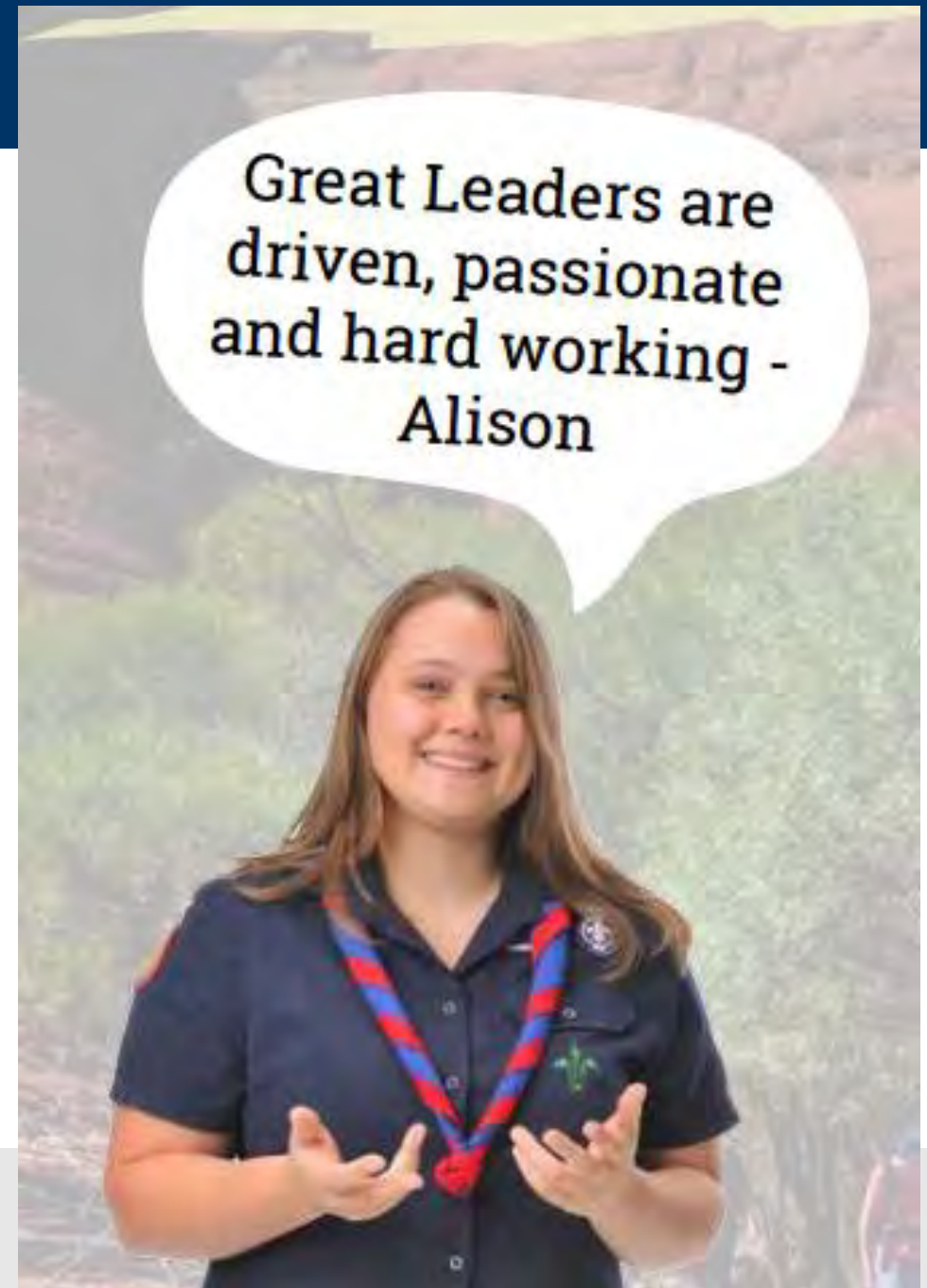


3. Market Research

The final quotes were selected on four criteria:

1. Judged as accurate by the Scouts panel
 2. Liked by the Scouts panel
 3. Liked by the community panel
 4. Resonated most with community panel members who scored high on traits that relate to retention
- Subsequently, we and Scouts Victoria designed videos, brochures, and posters to make the role of Leader of Youth extra appealing to people who have these characteristics

4. Material Production - Posters



4. Material Production - Brochures

Leaders of Youth told us what they enjoy about their experience:

- You get to meet such a diverse group of people through Scouting.
- Scouting teaches a sense of community.
- Just get up and out into nature and fresh air!
- The more energy that you put in, the more you get out of it!
- Scouting is one big family.

What does it take to be a Leader of Youth?

This is how some Leaders describe their colleagues:

- Passionate, motivated, enthusiastic and energetic.
- Someone who's happy to take advice, work with their team and communicate well.
- Being fun, being engaged, being a great communicator is an important part.
- Someone who's willing to give it a go, willing to learn, demonstrate that they can organise their time.

The ideal Leader is dedicated, and willing to help kids grow into the person that they want to be.



Allison - Property manager & Cub Scout Leader

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Allison - Property manager & Cub Scout Leader

Does this sound like you? If so, then join us as a Leader. You won't regret it!

Adults
who build adult teams and support of Youth to deliver programs.

Leaders
of Leaders who provide a broad range of programs and activities.

Open
role for parents to actively support programs.

Open
role for parents who provide support and resources for Youth and Adults.

Interested Parents

Australian Scout Fellowship
Scout Foundation
Scout Victoria



4. Material Production – The kit



5. Training and roll-out



LEADER BUILD

- Scouts designed a script for a one-hour meeting called “Leader Build”
- Scouts Victoria trained all the Group Leaders in using the script
 - 50 training sessions and over 800 people
- The Leader Build meeting (in ~40 minutes)
 - Invite the all people a Group knows for a meeting
 - Talk to these individuals as per the script
 - Show the materials (videos, brochures, posters)
 - Pop the question:
Would you like to be a Scouts Leader for one year?



5. Training and roll-out



Does it work?

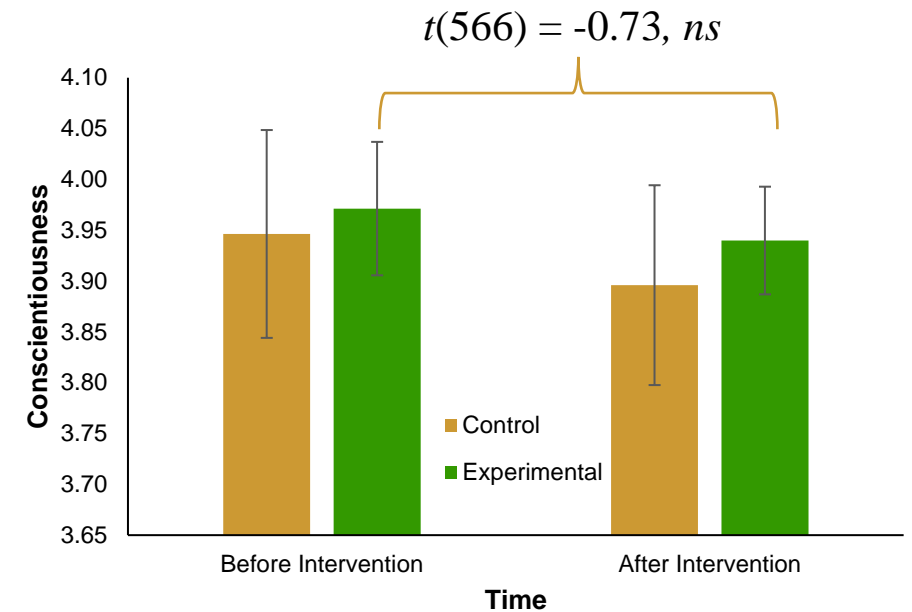
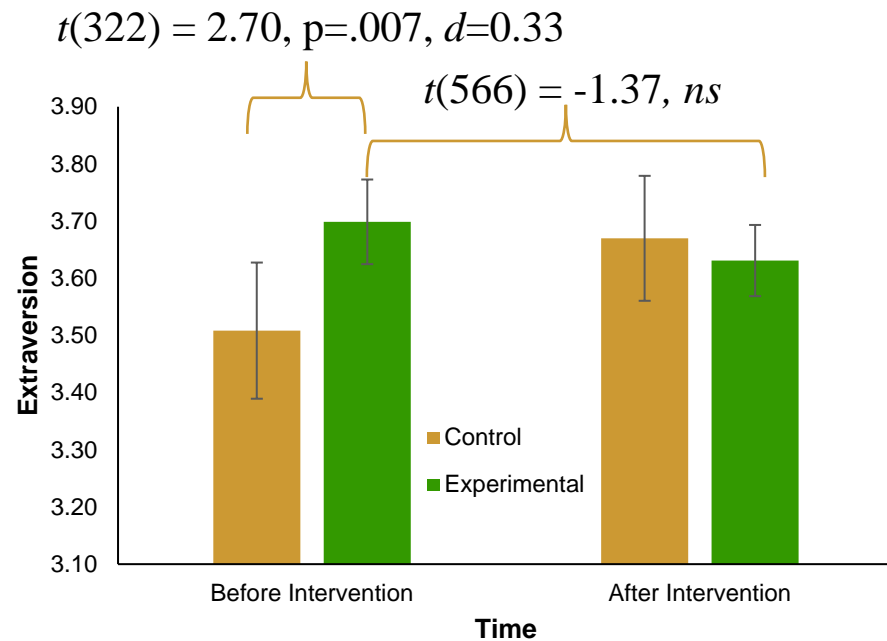
5. Outcomes

- To evaluate the intervention, we collected HEXACO-60 data in five Scouts branches



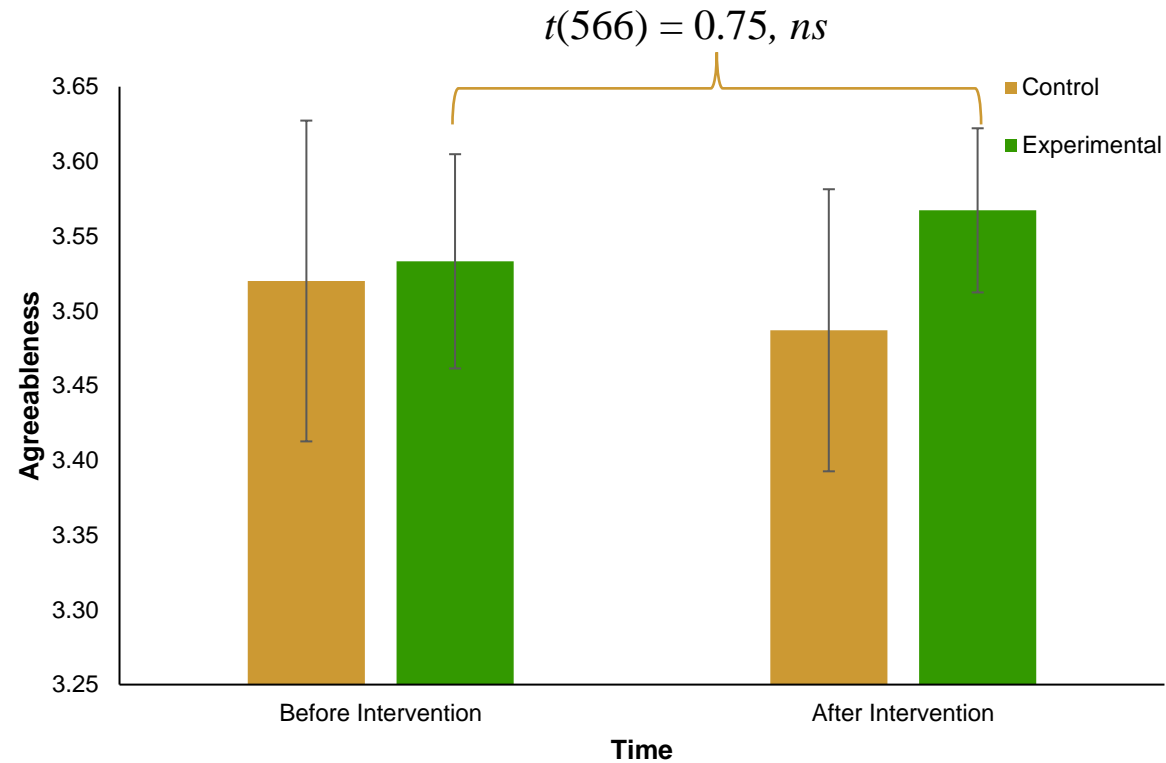
5. Outcomes

- Data were analyzed with a 2×2 between-subjects ANOVA
- Only the interaction (condition*time) for Extraversion ($F(1, 782) = 5.87, p = .016$) was significant, but not as expected.



5. Outcomes

- Data were analyzed with a 2×2 between-subjects ANOVA



However, ...

This is all exciting and wonderful, I cannot wait to continue our collaboration with you guys as a team. The LeaderBuild success for Scouts Victoria is amazing! Quite simply we have never had the result ever before.

...

The research methodology and research proposal has had a totally amazing result which has seen more than 600 additional adults recruited in 12 months. That is changing! Wow! Can I please ask you for the one page overview that we can use (with credit being given to [Curtin University] and your team) so that we can share this story with our middle managers.

Regards

Brendan J Watson

Chief Commissioner Scouts Victoria

And many more messages just like this (or even more enthusiastic)



Reflections

Reflections

- Problematic difference in Extraversion between branches at baseline
- Campaign was successful, maybe the attractiveness overpowered the targeting?
 - Scouts also included other messages, such as safety (Emotionality) and adventure (Openness)
- This was a rare real-world opportunity and amazing experience