
RECRUITING: “Getting People to Show”



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Determining Who to Recruit

- The success of recruiting depends on who you need to achieve your goals
- What are your goals?
 - Identifying and addressing some problem or problems that create distrust
 - Ultimately, to improve trust in the courts among these community segments
- Who do you need and how many to achieve these goals?

Determining Who to Recruit

- Potentially important recruit characteristics
 - Representativeness: Particularly a random sample
 - An even small representative group can capture the attitudes of a community
 - Can be predictive
 - Can confer legitimacy: democratic consultation
 - Diversity of views / inputs
 - Representative group reflects diversity of views in the public
 - Non-representative participants may be 'same old faces'
 - Sometimes diversity requires getting input from particular subgroups

Determining Who to Recruit

- Potentially important recruit characteristics
 - Problem Identification / Problem Solving
 - Stakeholders may have strong ideas about what are the key problems and how they might be solved
 - Can bring a depth of knowledge
 - However, may have known, fixed views
 - Diversity of viewpoints, should help for creative problem identification / solution
 - Influence to help bring about a problem solution / change community trust
 - Stakeholders are likely to have more organized influence than ordinary citizens
 - On the other hand, ordinary citizens bring to bear democratic legitimacy

Determining Who to Recruit

- Maybe a good option regarding who to recruit, if resources allow, are both a representative group of citizens and various community stakeholders
 - Separate discussion, but then bring together
- The best option for you depends, however, on:
 - What you are trying to achieve
 - The nature of stakeholders in your area and their views
 - What resources you have to engage stakeholders and ordinary citizens

How to Recruit: Some Possibilities

- Typically, to get a representative sample of citizens, go to sampling / polling firms
- Your interest may be in people who have had contact with the justice system
 - That may mean that you already have a list of people you could randomly sample and invite
 - Could perhaps ‘snowball’ the sample to get a broader set of affected people
 - Respondent-driven sampling
- Tricky question of which stakeholders to invite:
 - May want influence holders
 - Stakeholders who have an interest / special knowledge but don’t have fixed views
 - May need to attend meetings, talk w/ stakeholders

Recruitment Strategies

- Random Sampling
- Recruitment Surveys
 - Cons: Time / effort
 - Pros:
 - Get people interested in the issue
 - Learn about who does not participate and their attitudes
- Random selection from list of court users (if permissible)
 - Cheap; representative of this population
 - Desirability depends on target participants needed to make your project work
 - May not want just court users

Recruitment Strategies

- Incentives
 - Money works, but gets expensive (suggest \$50 for 4 hours, etc.)
 - Gifts: invokes social exchange
 - Social incentives: recruit through people who know the participant
 - Social incentives: Broad Publicity
 - Could be non-representative
- Single vs. multiple events
 - Multiple events: keeps costs lower for participants if events are shorter
 - BUT: Good chance of drop out between events

Hearing From Your Projects, Re: Recruiting

- Who do you need to have come to achieve your project objectives?
 - Demographics? Types of people / organizations?
 - Your publics?
 - Trusted gatekeepers?
 - Relevant community groups / places / activities?
 - Are there people in power (PIPs) that may need to buy in? Obtain how?
- What incentives / recruitment strategies are you contemplating? Work for you?
- Venues for participation: What might that look like for you?
- Would alternative modes of participation work for you?
 - E.g. Teledemocracy, democratic community

Potential Goals to Seek when Recruiting

- **Relevance to the problem and/or solution:** People, institutions and organizations are involved who are affected by the problem/solution, and/or could be key to solving the problem. Their expertise, experience, skills, and/or social networks are relevant and important resources.
- **Representativeness:** The people who come to the engagement have the characteristics of the broader group(s) who “should” be involved (are impacted by the problem, are involved in the solutions). No one is “missing.”
 - Racial, ethnic, cultural representativeness
 - Age, SES, education
 - Geographic representativeness
 - Attitudinal representativeness (e.g., pro/con perspectives, strong/moderate strength)
- **Diversity of views:** The people involved in the engagement cover a wide range of interests and perspectives, as well as experience. Without them, you may miss a fuller understanding.
- **Diversity of influence:** Influencers can also help with the problem/solution by virtue of their social networks. Influencers need not be civic leaders and activists, they can be teachers, hairdressers, bartenders, social or traditional media stars, etc.

Groups to Consider when Recruiting

- Those who can help with understanding the problem:
 - People affected by the problem directly
 - People affected by the problem indirectly
 - People with unique experiences of the problem or viewpoints upon it
 - People who may be seen as “part of” the problem
- Those who can help with thinking creatively about solutions:
 - People with special expertise related to the problem or potential solutions
 - People who have grappled successfully with the problem or a similar problem
- Those who can assist with choosing/weigh solutions and with implementation:
 - All those above, as well as...
 - People in roles of influence related to the problem, or with special resources
 - Gatekeepers to various populations
- Across categories above:
 - Cultural, ethnic, racial groups
 - Demographic groups: Age, socioeconomic status,
 - Institutions as well as organizations
 - Civic, religious, neighborhood, community, club groups
 - Activists, advocates, special interests
 - Oppositional groups

Potential Methods and Strategies for Recruiting

Method	Description/Options	Pros	Cons
Random sampling	Have a polling company reach out to a random sample or random sample yourself from an existing list	<ul style="list-style-type: none"> • Likely to achieve representativeness • Views will likely generalize • Has “legitimacy” in some circles 	<ul style="list-style-type: none"> • Not all target groups are on lists (e.g., hidden populations) • Can be expensive • May not ensure influencers attend
“Snowball” or Respondent driven sampling	Certain relevant people in the population recruit or recommend others to participate	<ul style="list-style-type: none"> • Likely to achieve relevance • Helps find “hidden populations” and may help you find influencers within those 	<ul style="list-style-type: none"> • Incentives can be costly • May not be representative • May or may not be fully diverse
Recruitment surveys	Use a large scale survey to get initial views and then engage a subset in greater depth.	<ul style="list-style-type: none"> • Could be a representative or volunteer sample • Can target diversity within the larger sample • May use survey to identify questions that need discussion 	<ul style="list-style-type: none"> • Extra effort and cost required to create and implement a survey • Different people may be willing to do a survey vs. engage in other ways.
Provide incentives	Monetary, social, gift or influence incentives may increase participation	<ul style="list-style-type: none"> • May make it possible for low-SES to participate • May evoke a sense of appreciation, belonging, social exchange 	<ul style="list-style-type: none"> • Some express concern non-relevant persons will attend for wrong reasons • Can be expensive
Volunteer sample	Publicize broadly and hope people show up	<ul style="list-style-type: none"> • It is inclusive and open to everyone • Fits legitimately in history of “open” meetings 	<ul style="list-style-type: none"> • The “same faces” may come each time • Not representative may not be relevant
Convenience sample	Go to an existing group and involve them. E.g., a school or community group with whom you have a pre-existing relationship	<ul style="list-style-type: none"> • Likely have participants, especially if you have a pre-existing relationship • May be able to use it as a starting place and “build out” from it to others 	<ul style="list-style-type: none"> • Not representative • Not likely to obtain full diversity of views • Diversity of influence depends on the specific convenience sample
Community-based participatory efforts	Plan and execute the engagement fully in collaboration with the affected community	<ul style="list-style-type: none"> • The communities have ownership and are invested in engaging • High relevance of people 	<ul style="list-style-type: none"> • Time-intensive • Conflicts may arise and cultures may clash • Consensus more difficult

RECRUITING: Group Discussion Worksheet
Public Engagement Pilot Projects (PEPP) Kickoff Meeting

Directions

- Work with your team as a group on answering questions on the handout/worksheet
- Try to come up with initial answers to all questions (don't get stuck on a question)
- Do not seek consensus, seek diversity of views and possibilities

1. What specific problem do you want to improve or specific goal do you want to achieve?

2. Who do you need to engage to enable you to achieve your specific goals?

a. Who does the problem affect?

In reflecting on the list you make, consider what would a representative group of the affected community(ies) look like? Who has an open vs. closed mind regarding the nature of the problem(s) and solutions? (Note: different types of engagement may be useful for each.)

b. Who can help come up with solutions and solve the problem?

E.g., Who has influence? Who has a role in causes of the problem? Who to invite to best identify the problem(s) and suggest solutions? Who has relevant expertise to the problem or potential solutions?

c. Who is missing from lists above? Who do you need to invite to get a diversity of views / inputs on the problem?

3. Considering the groups/people you listed in #1, brainstorm the following.

First brainstorm categories of groups. Then brainstorm individuals that may be good contacts or advocates or even oppositional groups who, if their interests were met, would lend even greater effectiveness to the effort. Finally consider what would make it appealing for each to participate.

Types of groups:	Individual representatives, gatekeepers, or leaders to contact?	Barriers/Incentives: What would make it appealing/easier for specific groups to participate?
Relevant Institutions, organizations		
Civic/Religious groups		
Cultural, racial, ethnic, age, SES groups		
Special interest groups		
Oppositional or advocate groups		
Other stakeholders		