

Recruiting and Training Animators



Recruiting

- Recruit teams of animators that meet your needs
- Your needs are functional but also social
 - It's a form of relationship with the community and requires sensitivity to feelings as well as a focus on objectives

Define the goals

- Who are your target populations?
 - Have clear defensible criteria, someone will question it eventually
- Focus on groups that are large
 - over 3% of the population,
 - over 100 homes
- Don't be afraid to have a lot of targets



Identifying Animator Groups



- Language, age and race are significant division. Few groups defined outside these boundaries.
- Take logical groups using these divisions and test them with everyone you talk to
- Be open to correction
 - but put the onus on the community to follow through

Animators Characteristics

- Knowledge of their segment of the community
 - What organizations do they know
 - What do they know about where people gather and what events take place
- Wide network of people who know them
 - What activities are they involved in
 - Who do they see on a regular basis in the neighbourhood
- Good reputation in the neighbourhood
 - Tested through third parties

Language Skills

- Good English comprehension
 - Needs to be tested
 - You need to be hard nosed about this
- Clarity in any language they will be using
 - Needs to be tested
 - You need to be hard nosed about this
 - Dialect matters, so this needs to be tested through third parties

Communication Skills

- Good Listening skills
 - Engaged, enthusiastic, interested
 - Not promoting own agenda
 - Culturally relevant interpersonal skills
 - Some communities respond to a low-key style while other to a more direct approach
 - Understanding the lives of people in the neighbourhood and the impact experience on their perceptions and interactions
- Clear and accurate
- Experienced at leading group activities

Approach

- Proactive
 - Self motivated problem solvers
 - Conscientious, thoughtful, keen on learning
- Positive
 - Ability to remain upbeat and objective
 - Ability to see good in the community, not just negatives
- Team player
 - Works well with others
 - Deals appropriately with sensitive issues
 - Identifies challenges and solutions
- Available
 - Be specific
 - how many hours do you need?
 - What times of the day do you need them,
 - Commits to being free those times and days and make it work in their lives

Where you find animators

- Work with all your allies
 - Key informants
 - Partners
 - NATs
 - Institutions, schools, service providers
 - Networks
- Talk to candidates about other leads
- It's hard, don't get discouraged
- If you can't find the right animators, you can use temporary ones to engage the community and find active members

Hiring through networks

- Avoids posting
 - Complicated
 - You have to reject people and earn resentment
- Justified by temporary basis
 - “It’s just a short term hire”
 - “We will look at new candidates in the next round”
- Outreach should be very broad, very active to avoid criticism
- Criteria, logic must be very clear

Posting Animator Positions

- We haven't done it, most sites did it, it worked
- Allow lots of time
- Post everywhere
 - Posters
 - Flyers
 - Allies and networks
 - Mail drops
- Info sessions help make applications work
- Response may still be VERY low

Applications

- More criteria means less applicants, stick to what matters
- Be very clear about what you need
- Info sessions help candidates apply properly
- Lower the barriers

- Resume and cover letter

Vs

- Description of skills and list of relevant jobs (paid and volunteer, here and abroad)

Interviews

- Use a formal interview process
- Test everything that matters
- Use practical tests as well as questions
- Use Bi-lingual testing through interpreters
- Have VERY clear criteria in advance, make sure your questions reflect them
- One site used the interview to set ground rules
 - Asked “how would you handle this” then drew animators back to responses when they mishandled similar situations later

Selection

- Look for the right mix of skills
 - no one person will cover everything,
 - 10 good people who are all good in the same way won't either
- Check availability
- Assess willingness to work cooperatively
- Make sure you have an appropriate political balance
 - Networks
 - Sub groups (Muslim Tamils and Hindu Tamils)
 - Regions
- You most sites have had to do at least some “political” hiring

Intake

- Be clear, this is a job
- Explain the wages, and how bills are submitted
- Explain limits and expectations
 - Time
 - Money
 - Range of activities
- Clarify the purposes of the project
- Put it in writing

Intake

- Get them on the team
- They are problem solvers not just employees
- Identify risks and challenges and ask for their help
 - Funding
 - Time
 - Scope of work
 - Community reticence

Training - Pacing

- Hard to schedule
- Pace it slowly
- Need everyone involved
- Relationships and team building as important as information
- Most sites find ongoing process best
 - As workplanning
 - As weekly training sessions
 - As review meetings

Mutual and interactive

- Building comfort and familiarity
- Mutual learning
- Training is about knowledge and skills
- Practice works
- Intercultural synergy
- Accommodate cultural needs
 - Scheduling
 - Prayer breaks

Elements of Training - slide 1

- Context
 - What is this project
 - Why are we doing it
 - What stage are we at
 - Where does that fit in the big picture
- Overview
 - What are we learning and why
- The animator model
 - Engaging your community
 - Mutual benefit
 - Streams
- Objectives and Deliverables

Elements of Training - slide 2

- Ground Rules
 - Values and Expectations
 - Code of Conduct/work habits/team work
 - Contract & Job Description
 - Conflict of Interest & Confidentiality
 - Time Sheets and Payment
 - Evaluation
 - Police checks

Elements of Training - slide 3

- Interviewing
- Facilitation
- Dealing with conflict
- Anti-oppression training
- Recording/Note-taking



Elements of Training - slide 4

- Work planning & training
 - Process
 - Resources
- Reporting
- Neighbourhood profile/Mapping
- Neighbourhood resources
- Consultation and support
- Applying skills to objectives