

Recruitment and selection

4

Now that you have planned your PS programme, you will need peer supporters to run it. This module will take you step-by-step through the process of recruitment and selection. A good recruitment process can reduce the time involved in looking for, interviewing, hiring and training a suitable peer supporter. You are much more likely to find the right person for the job if you have a successful well-planned recruitment and selection strategy.

1. Advertising for peer supporters
2. Selection criteria
3. Developing a job description
4. The interview questionnaire
5. Conducting the interview
6. Making the decision to hire
7. Identifying a supervisor for peer supporters
8. Appointment
9. Drawing up the contract



Now that a supportive environment has been created for peer supporters and you have planned your PS programme, let us consider how to go about recruiting young people to join the PS team. Start by asking yourself a few important questions:

• How will we advertise the post?
• How will we choose our peer supporters?
• What are the potential risks or challenges in finding the right person for the job or turning down someone who is not suitable?
• Who will be responsible and drive the recruitment process?
• How many peer supporters do we need to recruit and why?
• What are the age and gender considerations?

Adapted from: My-Peer Toolkit*

In the sections that follow you will be given information, tools and checklists to help you respond to these questions and plan your recruitment process

1. Advertising for peer supporters

As a first step you will need to advertise for the role. You could use strategies that would be employed to recruit any member of staff, for example communicating the position via email to colleagues in your network. However, you will need to look for peer supporters in places you would not normally think about, for example community-based organisations (CBOs), faith-based organisations (FBOs), youth centres, and within the facility itself. In addition, if your PS programme is targeting key populations, eg. young MSM, and you want peer supporters from this group, you will need to think even more carefully about how to go about reaching this population. Youth attending your health facility may be able to assist with this as well as any local organisations serving and supporting this community.

Once you have decided on your recruitment strategy you will need to write an advertisement. First, identify your key requirements (see below) so that you include some of these in your advertisement. You could also refer to the job description for peer supporters.



What to look for in a prospective peer supporter

- Be aged 18 or older and not older than 24 years
- Demonstrate passion and commitment in helping peers and acts as a positive role model to peers
- HIV positive and known at the facility for at least the last year. ART registered with a good track record of ART adherence
- If female should not be pregnant at the time of recruitment and not nursing a child below 1.5 years
- Willing to talk about their HIV status to others for the purposes of peer support
- Leadership qualities with active participation in YPLHIV networking activities or be a member of at least one of the facility support groups
- Enthusiasm and a record of participation in facility activities
- Out of school and readily available
- Self-motivated and reliable and shows consistency in words and actions
- Ability to communicate effectively in verbal and written mediums
- Respects others and behaves in a manner that reflects appreciation for confidentiality, dignity and diversity
- Displays empathy and sensitivity and emotional maturity
- Basic level of education: ideally a school leaver (able to read, write, count).
- Basic IT skills (if required for data entry, form completion etc. at your facility)
- Fluent in national and local language

There may be other specific requirements you have depending on your facility and what is needed. Consider gender mix and whether you want to specify gender of the applicant in the advertisement. In addition, if your health facility is supporting adolescents from key populations (eg. MSM), you may want to recruit peer supporters from these groups, specifying this in your advertisement. Diversity in terms of demographics, skills and personality amongst your group of peer supporters is advised.

LEARNING SPOT



Managing HIV well does not necessarily make a person the best candidate for the job. Sometimes facing difficulties helps an individual to build coping skills and makes them more understanding of others facing the same challenges. Research has shown that the more traits peer educators share with the target group, the more effectively they can impact knowledge, skills, and attitudes (Wolf 2002).

Peer Supporters

Deciding how to reach potential candidates

There are various ways to reach your potential peer supporters. You can combine the approaches listed below or choose one or two of them:

Peer Nominations: This approach involves using young clients from the facilities to put forward the names of those they think would make good peer supporters. This is a good strategy because it encourages youth participation and helps to increase the acceptance of peer supporters and the service they offer.

Adult/Staff: This approach relies on asking the programme and/or health facility staff to identify young people whom they think might be suitable for the position. A disadvantage is that it is not an inclusive or participatory process because the decision is in the hands of facility staff. To overcome the problem, draw up a list of the young people nominated by staff and then allow young people to make the final choice.

Direct Recruitment: Make sure that youth and other organisations in your community are aware of the opportunity. Depending on your particular community and what is accessible to them, you may wish to make use of social media, posters and flyers, radio announcements, websites and emails to reach young people.

Checklist: direct recruitment



• Facility
• Schools
• Churches
• Neighbourhood groups
• Sports facilities / clubs
• Youth groups
• Grassroots groups
• Peer run programmes
• Support groups
• Youth centres
• Outreach events
• Non-profit organisations
• Advocacy organisations



When peer supporters are recruited, it is important that health providers go through roles and responsibilities carefully so we know what to expect.

Adapted from: Philadelphia Dept. of Behavioural Health and Intellectual Disabilities Services and Achara Consulting Inc. (2017). Peer Support Toolkit

How to write your advertisement

There is no recipe for writing an advertisement but there are some dos and don'ts:

Advertisement checklist



- Include the job title in a prominent position
- Use language that speaks directly to the person you are trying to attract: Think about what you can say that would make a young person really want to apply for this position. For example: "Do you want to be part of a dynamic health team working with young people?"
- You could include benefits, for example opportunities for on-the-job training
- List the required skills (must have skills rather than nice to have skills)
- List specific criteria (age, gender and openly living with HIV)
- Use headings to break up the text
- Include location of the position
- Include employment type (is it full-time or part-time), or is it voluntary
- Include information on the salary/remuneration or stipend
- Include information on number of hours of work required per week
- Provide contact details and application instructions on how to apply and highlight the closing date
- Keep it simple

Standardising the job advertisement

You can standardise your advertisement for a facility or community poster, an email advertisement or for an advertisement to appear in a local newspaper. Where appropriate include visually appealing elements such as a picture or text effect.

The AIDA model

You might find it helpful to use the AIDA model when you are writing your advertisement. AIDA stands for: Attention, Interest, Desire and Action. Let's take a closer look at how to apply the model.

Attention: Catch the attention of the young person. Briefly introduce the job. Try and personalise this section where you can. For example, you can ask a question, eg. "Do you want to be part of a dynamic and motivated healthcare team?"

Interest: Think about the content of your advertisement. What questions do you think a young person might have? Provide information that will respond to these questions, eg. Is this a paid or voluntary position? Do I have the necessary skills? How will I obtain these?

Desire: Any candidate should feel excited by the opportunity and feel that the advertisement is talking to them directly.

Action: Provide clear information about the job application process.

2. Selection criteria

Your recruitment poster or advertisement should always give a closing date for applications together with instructions about how to apply for the position. Usually applicants are required to forward a curriculum vitae (CV). Screen the applications you have received as per your criteria and rule out those that don't fit your requirements. You should keep a record of why applicants were selected/not selected to participate in an interview. This may be particularly helpful when there are many candidates.

One way to do this is to draw up a table including the key criteria of the role and mark off how each candidate meets/does not meet each criterion. This will make it easier to see who is potentially suitable for shortlisting. A sample table that could be adapted is below.

Shortlisting template



Name	Appropriate age range	Finished school	Good facility attendance	Fully disclosed	Basic IT skills
	x	✓	✓	✓	x
	✓	✓	✓	✓	✓
	✓	✓	✓	✓	x
	✓	x	x	✓	✓

Identify the people you would like to interview. A good idea is to form a selection committee to assist you with this.

LEARNING SPOT



A selection committee is a group of people who work together to assess potential candidates and decide on who should be appointed into this role. It is usually involved at every stage of the recruitment process, from reviewing CVs to hiring. The committee should not be too big or too small (include more people rather than fewer to cover for dropout) and importantly ensure that there are youth representatives on the selection committee.

Checklist for establishing a selection committee



- Have as much diversity as possible for example gender, age
- Include key staff who are engaged in the delivery of adolescent and youth friendly services
- Include a senior member of staff
- Include staff who will be involved in supervising / line managing / mentoring peers
- Include staff who have a clear understanding of the roles and expectations of the peer supporters
- Ensure that staff involved make a commitment to participating on the committee
- Involve existing peer supporters or young people engaged in services or representatives from the local network of YPLHIV on the committee

Once a list of possible candidates has been drawn up you are ready to decide a date for the interview. The interview gives everyone involved in the selection process a chance to engage with the applicant. By asking standard questions you will find it much easier to evaluate the individual and reach agreement. Use the established criteria as a guide to the questions you should ask.

3. Developing the job description

The job description is a document that states the requirements of the job and the duties of the peer supporter as well as responsibilities and skills. The tasks listed in a job description will depend on the needs of the facility, but they should always align with the overall aims and outcomes of the facility programme and the specific goals of the PS programme. Use the template below to develop the job description.

Template for job description



JOB DESCRIPTION

Job Title: Peer Supporter

Reports To (Title of supervisor)

Main Purpose of the Job: (eg. to promote healthy behaviours and prevent risk behaviours in adolescents and young people through targeted interventions at individual, health facility and community level)

Date:

Facility Name:

Facility Vision: (eg. "We are a primary healthcare facility serving the community of (x). We aim to meet the needs of our clients by delivering quality health services to all members of the community)

Requirements: (eg. level of education; currently unemployed or not in formal education)

Template of skills needed for the job description



Skills	Other
Excellent communication skills	Ability to work in a team
Good interpersonal skills	Respect for confidentiality
Keen to work with young people	Motivated
Good organisational skills	Ethical
Empathy	Proficient in local language
Good listening skills	
Good social skills	
Confident to speak in public	
You may also want to specify that you are seeking to recruit a young person living with HIV who is fully disclosed.	

Description of tasks

The scope of work should refer to roles and responsibilities. Make it clear that these include but are not limited to those you list. Remember that tasks will vary depending on where along the treatment cascade the peer supporter programme will focus. See the example of a completed job description template. You will decide what roles and activities are suited to your needs.

No	Tasks	Activities
1.	Psychosocial Tasks	<ul style="list-style-type: none"> Facilitate peer support groups and establish safe spaces Organise adolescent/teen clubs and camps Organise variety of educational and psychosocial support activities Promote linkage to life skills training, skills-building and related community and/or school support services Provide psychosocial support and facilitate linkage to additional support services where needed Manage closed digital App safe space groups
2.	In-Facility Tasks (defined by facility needs)	<ul style="list-style-type: none"> Receiving patients for facility visits Assisting with facility bookings Accompany and connect patients to different services they may be referred or transitioned to Assist with non-professional tasks such as recording height and weight
3.	Counselling Tasks	<ul style="list-style-type: none"> Act as peer counsellor Act as support group leader Provide HIV counselling and testing Provide disclosure and adherence counselling and support Provide treatment literacy information Provide information and support in accessing SRHR services
4.	Educational Tasks	<ul style="list-style-type: none"> Share information and provide IEC materials Offer education talks on HIV and SRHR in adolescent-friendly corners or waiting room spaces Conduct training sessions on relevant topics
5.	Community Work	<ul style="list-style-type: none"> Conduct home visits as directed by the supervisor Follow up on lost-to-follow-up cases Encourage adolescents to receive HIV counselling and testing Actively participate in community sensitisation efforts, eg. community dialogues
6.	Networking	<ul style="list-style-type: none"> Engage in local networks of YPLHIV Support community initiatives for mobilisation and training of YPLHIV Contribute to advocacy efforts and represent youth perspective and experience at meetings etc.
7.	Training	<ul style="list-style-type: none"> Attend trainings and skills-building opportunities as specified
8.	M&E	<ul style="list-style-type: none"> Maintain paper or electronic based information as the facility or programme specifies
Peer Supporter: Signature and date		
You may also want to specify that you are seeking to recruit a young person living with HIV who is fully disclosed and openly living with HIV.		

Adapted from: PATA (2017). Peer Support Handbook

Example of a completed job description

JOB DESCRIPTION

Date: 3 June 2019

Job Title: Peer Supporter

Name of Employee: Janet Ndlovu

Place of Work: Lilly Facility
112 Paterson Road
River Bend

Name of Supervisor: Constance Sedibe

Purpose: The purpose of the peer supporter is to provide support, information and counselling to young people accessing sexual and reproductive health services at Lilly Facility

Services to be Delivered: Effectively use tools and information available to conduct talks, provide information and counsel adolescents on sexual and reproductive health and rights. This may include, but is not limited to, the following:

- Safer sex options
- Prevention (HIV, STIs and unwanted pregnancy)
- Emergency contraception
- Post-exposure prophylaxis
- Pre-exposure prophylaxis
- Relationships and sexual enjoyment
- Development issues (eg. masturbation, menstruation)
- Information on where to access services not available at the facility

Competencies

Skills	Other
Excellent communication skills	Ability to work in a team
Good interpersonal skills	Respect for confidentiality
Keen to work with young people	Motivated
Good organisational skills	Ethical
Empathy	Proficient in local language
Good listening skills	
Good social skills	
Confident to speak in public	

Delivery of Services:

Services as listed above will be delivered during adolescent facility hours: 14:00 – 18:00 daily from Monday to Friday.

Peer Educator

Signature

Date

Health Provider/Peer Supporter Supervisor

Signature

Date

4. The interview questionnaire

Questionnaires or interviews are generally used to assess a person’s suitability as a peer supporter. It may also be helpful to refer to the pointers in the checklist below:

Checklist: Things to think about



- Is this person part of your target community?
- Is this person a volunteer or will s/he receive a stipend?
- What does this person know about how to manage the targeted disease or condition, for example, HIV?
- Is this a person who is keen to learn, or do they think they know it all already?
- How well does this person manage his or her condition or disease?
- If the person is HIV positive, is he or she virally suppressed and living openly with HIV and do they have a good track record of facility engagement?
- What facility does this person attend?
- How well does this person relate to others?
- Is this person able to give the necessary time to the adolescent programme?
- Has the person shown initiative and been engaged in youth activities in the facility or community?

Template for the interview. Section 1:



Name of Candidate						
Name of Interviewer						
Date of Interview						
CV Attached						
Rate on a scale 1-7 (with 4 being the average) and make a list of all the questions you intend to ask						
Q1. What makes you think this is the right position for you?						
1	2	3	4	5	6	7
Notes:						
Q2. See examples below						
1	2	3	4	5	6	7
Notes:						

Adapted from: Montana’s Peer Network (2019). Employer/Provider Toolkit for Behavioral Health Peer Support Specialist Services

Questions you may want to consider asking or adapting for the interview	
1	Why do you want to be a peer supporter?
2	Name 3 characteristics that best describe you.
3	What do you consider to be your strengths and weaknesses?
4	Tell us about some of the challenges you have faced as a young person who has been diagnosed HIV positive.
5	How do you know you are ready to help others in coping with HIV?
6	Tell us about some of the ways you would be able to use your personal experiences to support young HIV positive clients in this facility.
7	Tell us about a person you have helped and how you were able to help them.
8	Describe the most frustrating thing that has happened to you recently and how you dealt with it.
9	How comfortable are you working around people who have chronic illnesses such as TB?
10	How comfortable are you talking to young people about their sexual and reproductive health?
11.	Tell us about a time you interacted with someone who was different from you. What was the situation, what did you do, and what was the outcome?
12	Think about the following scenario and tell us how you would respond to it: “A young girl of 15 years tells you that she no longer wants to take her antiretroviral treatment. She says she has been taking the pills since she was a small child and she is now bored with doing it. Also, she has a boyfriend and she is afraid that he will see her taking the medication and know that she is HIV positive. They are having sex but not using a condom.”
13	This work can be stressful. How will you look after yourself?
14	What do you expect to get out of working for this programme personally?
15	Can you tell us how you understand confidentiality as a peer supporter?

Section 2: Tasks

(Note: Questions that speak to the actual task may differ depending on the actual job).

1	How would you go about organising a support group for adolescents in the facility?
2	How would you go about planning a community event to encourage HIV testing in youth?

Section 3: Administration

1	If you were to be offered this position, when could you start?
2	Please confirm your contact details (as per CV).
3	Copies of any certificates, diplomas, courses completed.
4	References: contact person/s.

Section 4: Closing the interview

1	Invite questions from the candidate and respond.
2	Confirm with candidate when they can expect to hear about whether they have been successful.
3	Thank the candidate and close the interview.

5. Conducting the interview

Now that your interview guidelines have been drawn up, you have reached the point when you are ready to begin interviewing. A good way of going about this process is to set aside a selection day when the selection committee can meet the applicants. Your interview guide should be prepared and a copy ready on the day for each member of the committee. Allow each person on the selection panel to ask the candidate a few questions and decide in advance which these should be.

Welcome the candidate and make him or her feel comfortable. Interviews can be nerve-wracking making it difficult for a person to give of their best. Introduce him or her to the committee and provide a little background on the facility and its activities.

6. Making the decision to hire

The decision to hire must be transparent, open and fair. Scoring the candidate on their response to interview questions can help the committee to reach consensus. Decide on how you will advise candidates who have been unsuccessful. Do not be afraid to communicate this but remember to do so in a sensitive way. An alternative is to tell participants that if they have not heard by a certain date, they can consider their application unsuccessful.

Scoring template



Question	Score	Comments
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		

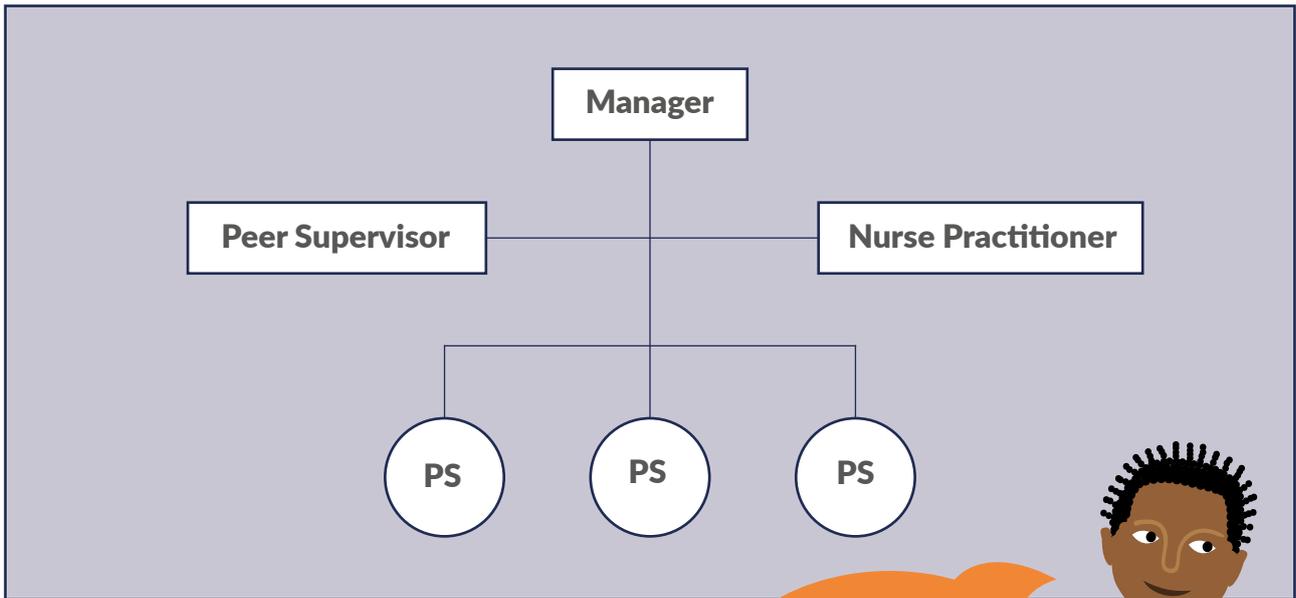
TOTAL SCORE		
	Excellent	75-84
	Very Good	60-75
	Average	42-60
	Below Average	30-42

7. Identifying a supervisor for peer supporters

The facility must choose a peer supporter supervisor who will supervise peer supporters in their day-to-day activities and conduct regular supervision meetings. The supervisor may also manage reporting requirements such as the submission of monthly or daily reports and days and hours worked by peer supporters. Although there should be a designated supervisor, the peer supporter may be expected to report to any health professional on duty.

It is important to have clearly defined reporting and management lines established and agreed to. You can read more about supervision in **Module 7**.

Example of organogram



Adapted from: Peers for Progress (2015). Program development guide.



Below is a sample appointment letter you may wish to adapt for your purposes.

8. Appointment

Sample template for an appointment letter



Name of selected candidate

Address of the selected candidate

Date of issue of Appointment Letter

Subject: Your application for the position of peer supporter

Dear

We are delighted to inform you that your application for the position of peer supporter was successful.

You are requested to report at our health facility as per address given below at AM/PM on (date from when the applicant is expected to join) in acceptance of your appointment.

Name of the Organisation/Company/Facility

Complete address with phone numbers/landmarks (if any)

As per our Organisational/Company/Facility policy, you will be engaged on an initial Contract for a period of (specify the period) and then, based on your performance and review you will be taken to the next level of employment/volunteer service and development in the peer supporter programme.

During your Contract period you are entitled to take

(specify the leave days that the peer educator can take as per your Leave Policy if applicable).

You are also formally invited to attend mandatory training for peer supporters on

(specify the date of

training) at the venue

(specify).

We hope to have a long and successful relationship with you and wish you all the very best.

Yours sincerely
(Designation of the authority)

You may also wish to include an invitation to attend training with the contract.

It is possible that before you finalise recruitment of a peer supporter, you may wish to see how peer supporters develop and progress through training. It may transpire through this process that some individuals are not suitable for peer supporter work. In addition, undergoing training will give the peer supporter a better idea of what the role entails and whether they feel suited to it. It is therefore possible to take the approach whereby selection can be viewed as a four-stage process:

1. select for interview
2. select for training
3. select for a three-month probation period
4. select on a renewable contract

These four steps can be divided into three levels of a peer supporter's potential development:

1) Entry level 2) Retention level and 3) Development level:

Entry level:

1. Select for interview

Retention level:

2. Select for training
3. Select for a 3-month probation period

After three months you will have a better idea of who the peer supporters are, their strengths, weaknesses and support needs.

Development level:

4. Select on a renewable contract: At this stage it is important that peer supporters are provided with ongoing mentorship.

Adapted from COC Netherlands (2015). How to get the most out of your LGBTI Peer Education Programme: A Critical Reflection Manual for East and Southern Africa

9. Drawing up the contract

Once the committee has decided on who they would like to offer the position to a contract must be drawn up. This must comply with the local labour laws and regulations of the country.

The contract may look different depending on whether peer supporters will be employed or engaged as volunteers, in which instance you may prefer a memorandum of understanding. This will also determine whether you have a contract of employment or a volunteer agreement. The following template will assist you to develop this document.





CONTRACT OF EMPLOYMENT or VOLUNTEER AGREEMENT and Memorandum of Understanding (choose from the above titles what type of contract is best suited)

Between

1. Facility or organisation (name and address)
and
2. Peer supporter (name, address and telephone number)
Date of birth
Identity number/Passport number

The (name of facility or organisation) agrees to (employ or engage the volunteer service) on the terms set out below.

Commencement

The (employee/volunteer) will commence/start (employment/volunteer service) on (specify the start date) until such time as the contract is terminated by either party as outlined below:

Position Title

- a) (Name of applicant) is being (employed/contracted or engage) as a (insert title/eg. Peer Supporter)
- b) (Name of applicant) will report to (insert title)
- c) (Name of applicant) will undertake duties as outlined in the job/task description (attach job description or task description)

The (employee /volunteer) agrees to comply with all policies, procedures, rules and regulations as set out by (name or organisation or facility).

Duration of contract

This will be a fixed term (contract/agreement) and is not a permanent (position/role). Provide date when contract / agreement ends and conditions for renewal.

Compensation

Define remuneration: Specify salary/stipend, how and when this will be paid.

Probationary Period and Contract period

If applicable, specify the probation period

Benefits or Reimbursements

Include any benefits the peer supporter may be entitled to (eg. transport money, airtime, access to training, development of vocational skills)

Work Location and Hours

The employee is required to report to (name of facility and address) at (time). Clearly define hours as well as time for lunch and tea breaks.

Performance appraisal

A performance appraisal will be conducted (insert time period eg. annually).

Line management

Provide details of who the peer supporter will report to. You may also wish to provide an organogram so that peer supporters understand how they fit into the facility structure.

Leave and sick leave

Specify leave entitlement where applicable, depending on the arrangements of your facility, including public holidays. If applicable, highlight that this should be taken at a time convenient to the facility programme with enough notice given to (name of supervisor). Include sick leave with requirement that a doctor's letter is provided if this exceeds (insert number of days) and specify who must be notified if any day of work/duty is missed due to ill-health. Specify how this must be communicated.

Confidentiality

The employee agrees that they will not disclose or permit disclosure of confidential information except to such person authorised to receive and evaluate such information.

Code of conduct

This can be included within or as an appendix to the contract. See Figures 2 and 3 in Module 6 for examples of a code of conduct.

Grievances and disciplinary procedures

These will be conducted according to the procedures as outlined by the (organisation or facility)

Termination

Outline termination conditions (eg. immediate termination for gross misconduct) and notice period

Signed

1. Peer Supporter Employee/Volunteer) on the day of
month and year at place.

2. Facility Manager on behalf of (Facility name) on the day of
month and year at place.

10. Developing an orientation plan

Orientation of the new peer supporter/s must take place within the first two weeks of joining the team, regardless of the work they do. The person who has been appointed to supervise the peer supporter/s should make sure that the new staff are orientated in terms of facility layout, required documentation and so forth.

Orientation checklist



Introduction to staff
<ul style="list-style-type: none"> Peer supporters introduced to healthcare team
<ul style="list-style-type: none"> Describe facility structure
<ul style="list-style-type: none"> Describe the role of other staff and how they are interconnected
The Workspace
<ul style="list-style-type: none"> Show new staff where to find supplies, kitchen, toilets and so on
<ul style="list-style-type: none"> Orientate new staff to facility layout
<ul style="list-style-type: none"> Address personal safety in the workspace (eg. gloves, handwashing) and in the community (violence, crime)
<ul style="list-style-type: none"> Address basic infection control
Document Review
<ul style="list-style-type: none"> Code of conduct
<ul style="list-style-type: none"> Explanation of all policies relevant to the post
<ul style="list-style-type: none"> Record keeping requirements
<ul style="list-style-type: none"> Review basic conditions of service as outlined in the contract eg. <ul style="list-style-type: none"> Hours of work Working hours Reporting structure
Discuss Supervision
<ul style="list-style-type: none"> Discuss the importance of supervision and supervision meetings
<ul style="list-style-type: none"> Clarify boundaries of the role, i.e. what peer supporters can and cannot do independently
Share Information on Resources
<ul style="list-style-type: none"> Show peer supporter where to find information, education and communication (IEC) materials
<ul style="list-style-type: none"> Discuss community resources
Introduction to Clients
<ul style="list-style-type: none"> Introduce peer supporter/s to clients and help facilitate conversation
<ul style="list-style-type: none"> Help those receiving the service to feel comfortable with peer supporter eg. explain the support that s/he will be offering

Adapted from: PATA (2017) Peer Support Handbook and DBHIDS (2017) Peer Support Toolkit

KEY MESSAGES



1. A well-planned recruitment and selection strategy will help to ensure hiring of the most suitable candidate
2. Think about where and how you advertise for the peer supporter role to ensure you reach your target audience
3. Have clear selection criteria based on a comprehensive job description
4. Identify a selection committee and develop an interview questionnaire
5. Once you have made the decision to hire someone draw up a contract or Memorandum of Understanding (MoU) ensuring all details are covered
6. Select a supervisor for your new peer supporter/s and develop an orientation plan

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