



## Staff Recruitment, Training, and Retention at a Glance

**What to do:** Use this reference tool as you plan to hire, train, and develop staff.

**Why it matters:** The Job Design Framework from the National Fund for Workforce Solution helps you focus on the elements of a good job. The strategies and tips for managing and developing human resources remind you of basic actions you can take to recruit, train, and retain a high-quality staff.

Job Design Framework			
A Frame of Racial Equity and Inclusion			
To create good jobs and good workplaces, you can start wherever you want in this framework. The job elements listed below will have the most impact if you apply them with an equity mindset.			
The Pillars			
Core	Support	Opportunity	Voice
<i>The basic elements of a good job</i>	<i>Help workers perform well and achieve stability</i>	<i>Help employees advance in their careers and develop their skills</i>	<i>Employees are empowered, engaged, and have agency</i>
Compensation Work environment Supervision quality	Training Internal assistance External supports	Career development Mentoring and coaching Acknowledgment	Engagement Improvement Participation
The Result			
Becoming an employer of choice is a strategy, not an accident. Designing your jobs for equity and inclusion will help you build a great company where your employees thrive.			

**Source:** National Fund for Workforce Solutions. The full framework is available at <https://nationalfund.org/job-design-framework>.

Managing and Developing Human Resources in Out-of-School Time Programs	
Strategy	Tip for Using This Strategy
1. Identify a staff recruitment team.	<i>Include diverse skills and perspectives.</i>
2. Budget for staffing.	<i>Know your budget before you post a job.</i>
3. Link core competencies to staff roles.	<i>Decide which hard and soft skills matter most.</i>
4. Develop a human resources plan.	<i>Identify staff roles, write job descriptions, and review human resource policies and procedures.</i>
5. Identify qualified candidates.	<i>Network via social media, flyers, and word of mouth.</i>
6. Hire staff.	<i>Use scenario-based questions as part of your process.</i>
7. Plan and conduct effective training.	<i>Plan, design, deliver, and assess training.</i>
8. Build a positive work environment.	<i>Ask staff, "How's our program culture and climate?"</i>
9. Manage staff performance and provide effective feedback.	<i>Provide timely, constructive feedback regularly instead of waiting until the end of the year.</i>



This resource was developed in 2024 by the Nita M. Lowey 21<sup>st</sup> Century Community Learning Centers (21<sup>st</sup> CCLC) National Technical Assistance Center (NTAC), funded under a grant from the U.S. Department of Education (Department) and administered by Synergy Enterprises, Inc. under Cooperative Agreement No. 287E230009 with the Department's Office of Elementary and Secondary Education. Opinions expressed herein do not necessarily reflect the position or policy of the Department, nor does mention of trade names, commercial products, or organizations imply endorsement by the Department or the federal government. This resource is in the public domain and is available at [21stcclcntac.org](https://21stcclcntac.org). Authorization to reproduce it in whole or in part is granted.

