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Description automatically generated with medium confidence Staff Recruitment, Training, and Retention at a Glance

**Tip Sheet**



**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.

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| **Job Design Framework** | | | |
| **A Frame of Racial Equity and Inclusion**  To create good jobsand 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** |
| *The basic elements of a good job* | *Help workers perform well and achieve stability* | *Help employees advance in their careers and develop their skills* | *Employees are empowered, engaged, and have agency* |
| 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](https://nationalfund.org/job-design-framework/). | | | |

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



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