



Staff Recruitment, Training, and Retention at a Glance

What to do: Use this tip sheet as you plan to hire, train, and develop staff.

Why it matters: Becoming an employer of choice is a strategy, not an accident. Putting yourself in the shoes of potential job applicants and focusing on the elements of a good job can help you build a workplace that attracts and retains high-quality staff.

Job Design Considerations

To create good jobs and good workplaces, address the job elements listed below.

The Elements of a Good Job

Basics	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

As you strive to build a program where your employees can thrive, you'll attract and retain high-quality staff.

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>

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