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

**Tip Sheet**



**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.

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| **Job Design Considerations** | | | | |
| To create good jobsand good workplaces, address the job elements listed below. | | | | |
| **The Elements of a Good Job** | | | | |
| **Basics** | **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**  As you strive to build a program where your employees can thrive, you’ll attract and retain high-quality staff. | | | | |
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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.* | | |
| 1. Budget for staffing. | | *Know your budget before you post a job.* | | |
| 1. Link core competencies to staff roles. | | *Decide which hard and soft skills matter most.* | | |
| 1. Develop a human resources plan. | | *Identify staff roles, write job descriptions, and review human resource policies and procedures.* | | |
| 1. Identify qualified candidates. | | *Network via social media, flyers, and word of mouth.* | | |
| 1. Hire staff. | | *Use scenario-based questions as part of your process.* | | |
| 1. Plan and conduct effective training. | | *Plan, design, deliver, and assess training.* | | |
| 1. Build a positive work environment. | | *Ask staff, “How’s our program culture and climate?”* | | |
| 1. Manage staff performance and provide effective feedback. | | *Provide timely, constructive feedback regularly instead of waiting until the end of the year.* | | |



This resource was developed in 2024, and revised in 2025, by the Nita M. Lowey 21st Century Community Learning Centers (21stCCLC) 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](http://www.21stcclcntac.org). Authorization to reproduce it in whole or in part is granted.

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