



Illinois

21st CCLC

Angelica Portillo
June 2023

National AfterSchool Association

The National Afterschool Association is the professional membership association for people who work with and for youth during Out-of-School time.

NAA fosters positive youth outcomes by supporting, developing, and advocating for afterschool professionals and leaders.

NAA and the OST Workforce

- Most Influential Awards
- [Next Generation of Afterschool Leaders Awards](#)
- PLCs for Emerging Leaders of Color
- [NAA Code of Ethics](#)
- [Core Knowledge and Competencies for Afterschool and Youth Development Professionals and CKCs Assessment Tools](#)
- Credentialing System
- [The Afterschool Leadership Landscape: Supporting and Strengthening Racial Equity Report](#)
- [The Out-of-School Time \(OST\) Leader's Guide to Equitable Hiring and Staff Development Practices](#)

The After School Profession

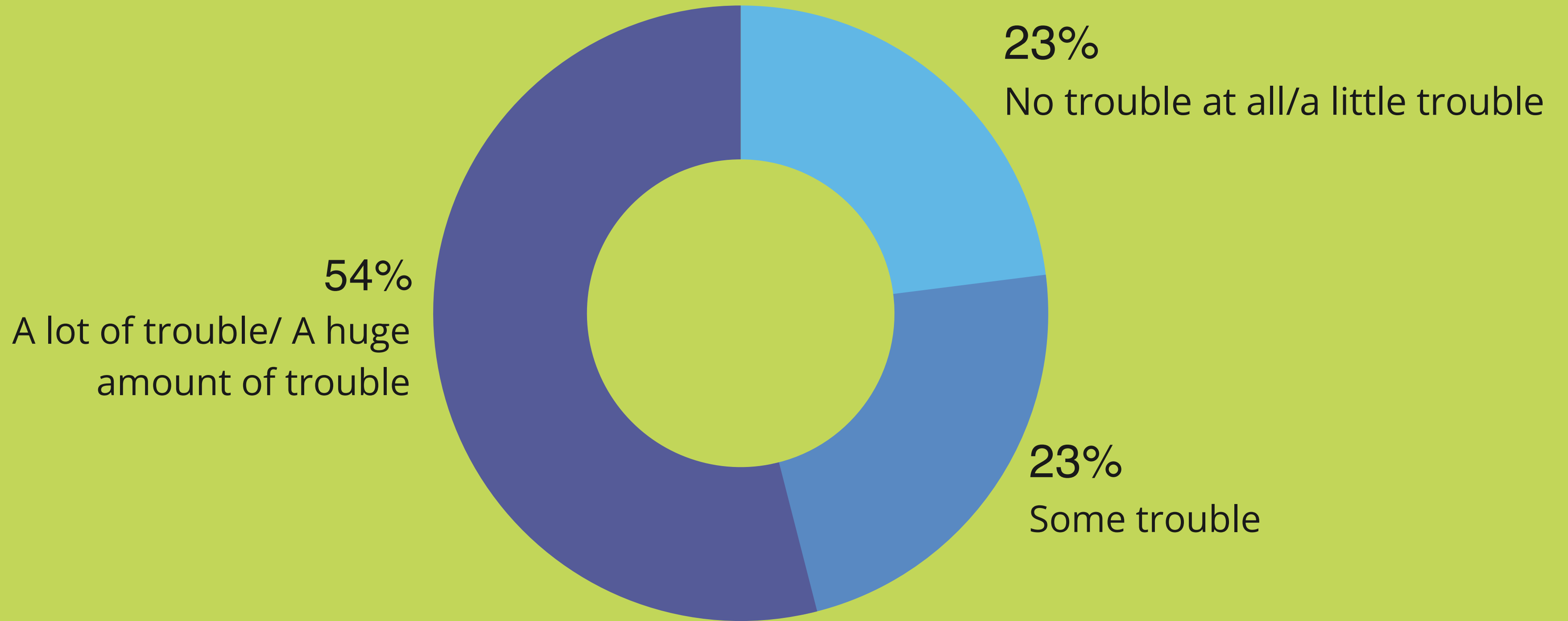
Code of Ethics

Core Knowledge Skills
and Competencies

Proclamation on the Profession



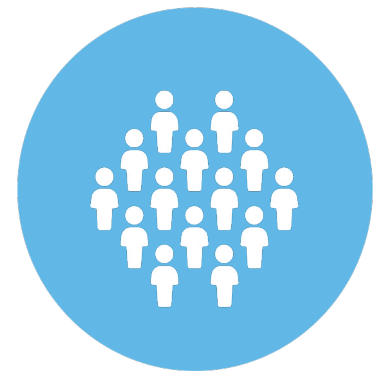
How much trouble are after-school programs in your community having to recruit and retain staff members?



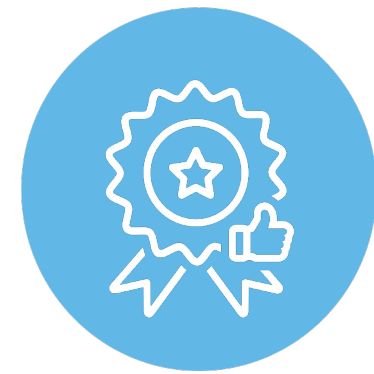
OST Quality Connection



Job Quality



**Workforce
Stability**

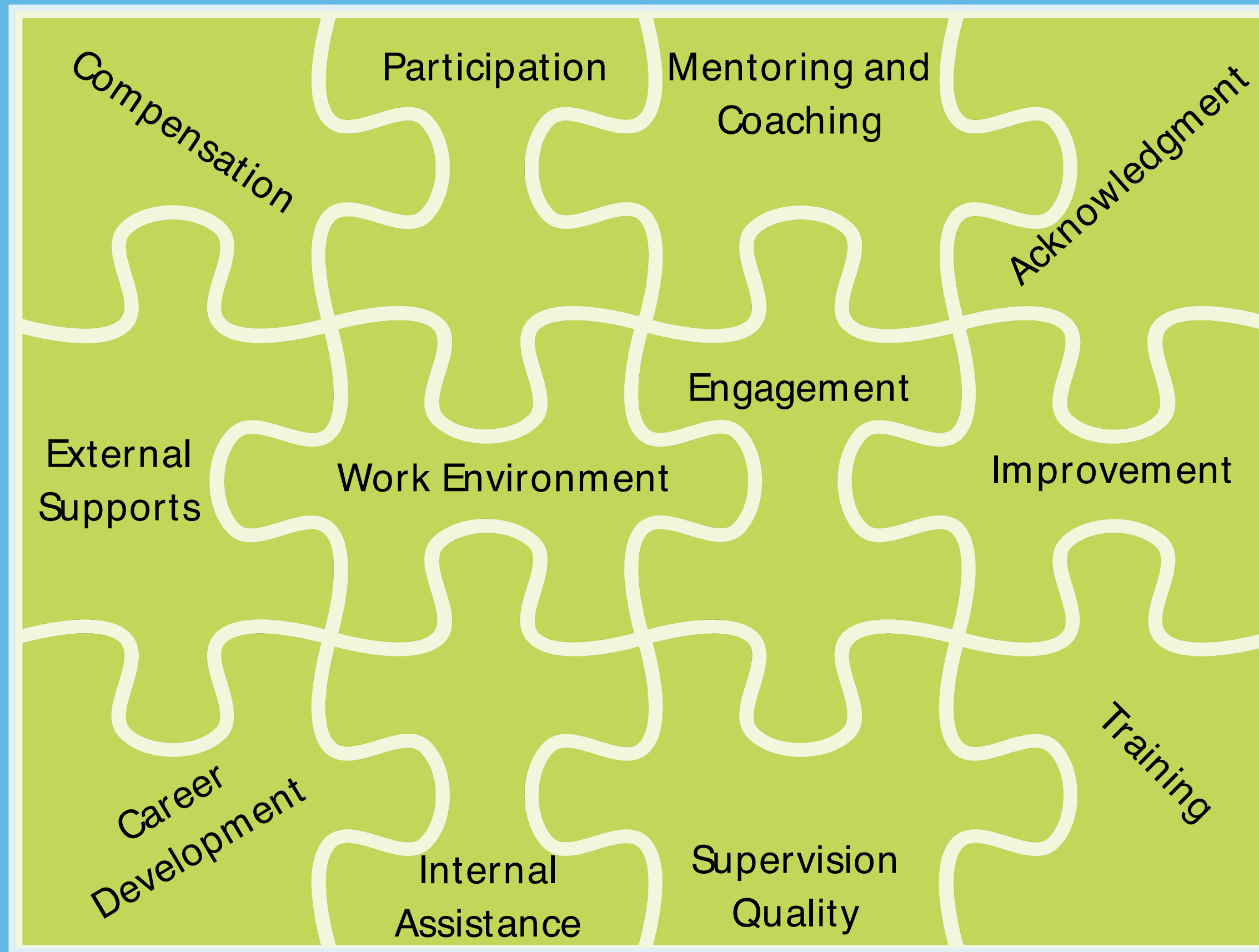


**High
Program
Quality**



**Positive
Youth
Outcomes**

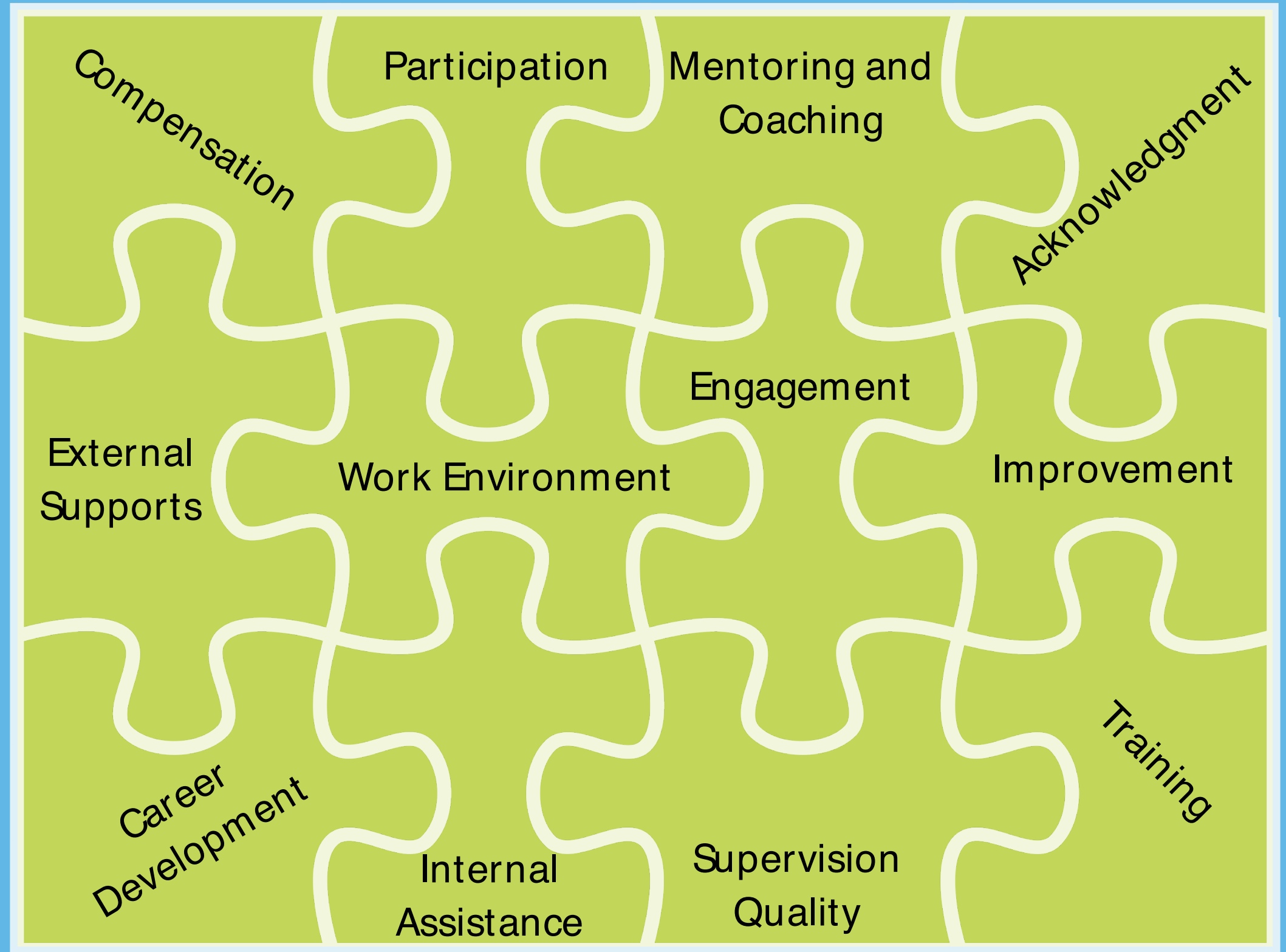
PIECES FOR A THRIVING OST WORKFORCE



*This framework was originally developed by Steven Dawson, a senior advisor to the National Fund for Workforce Solutions. An earlier version appears in *Now or Never: Heeding the Call of Labor Market Demand* by the Pinkerton Foundation.

PIECES FOR A THRIVING OST WORKFORCE

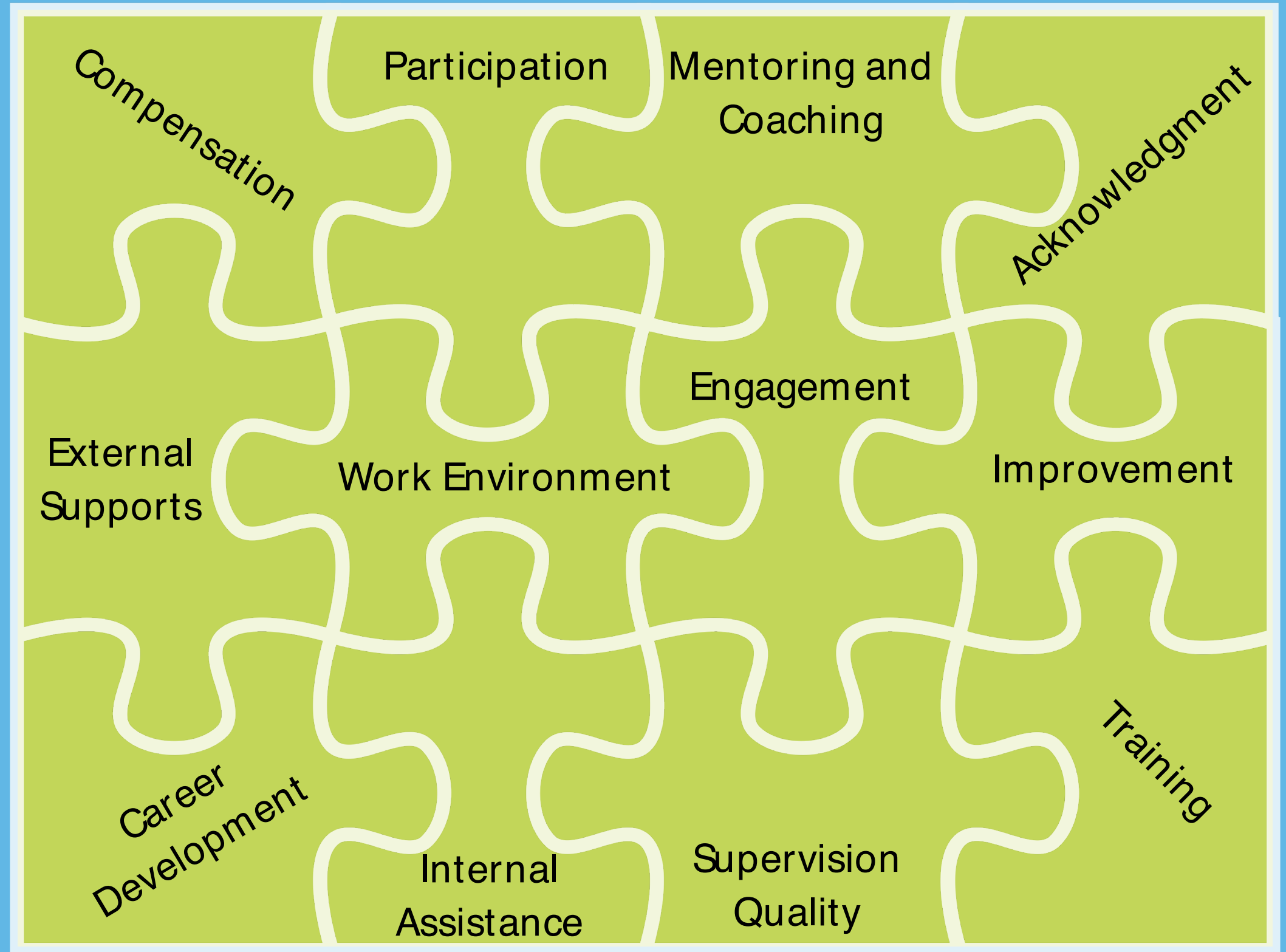
Compensation
Work Environment
Supervision Quality



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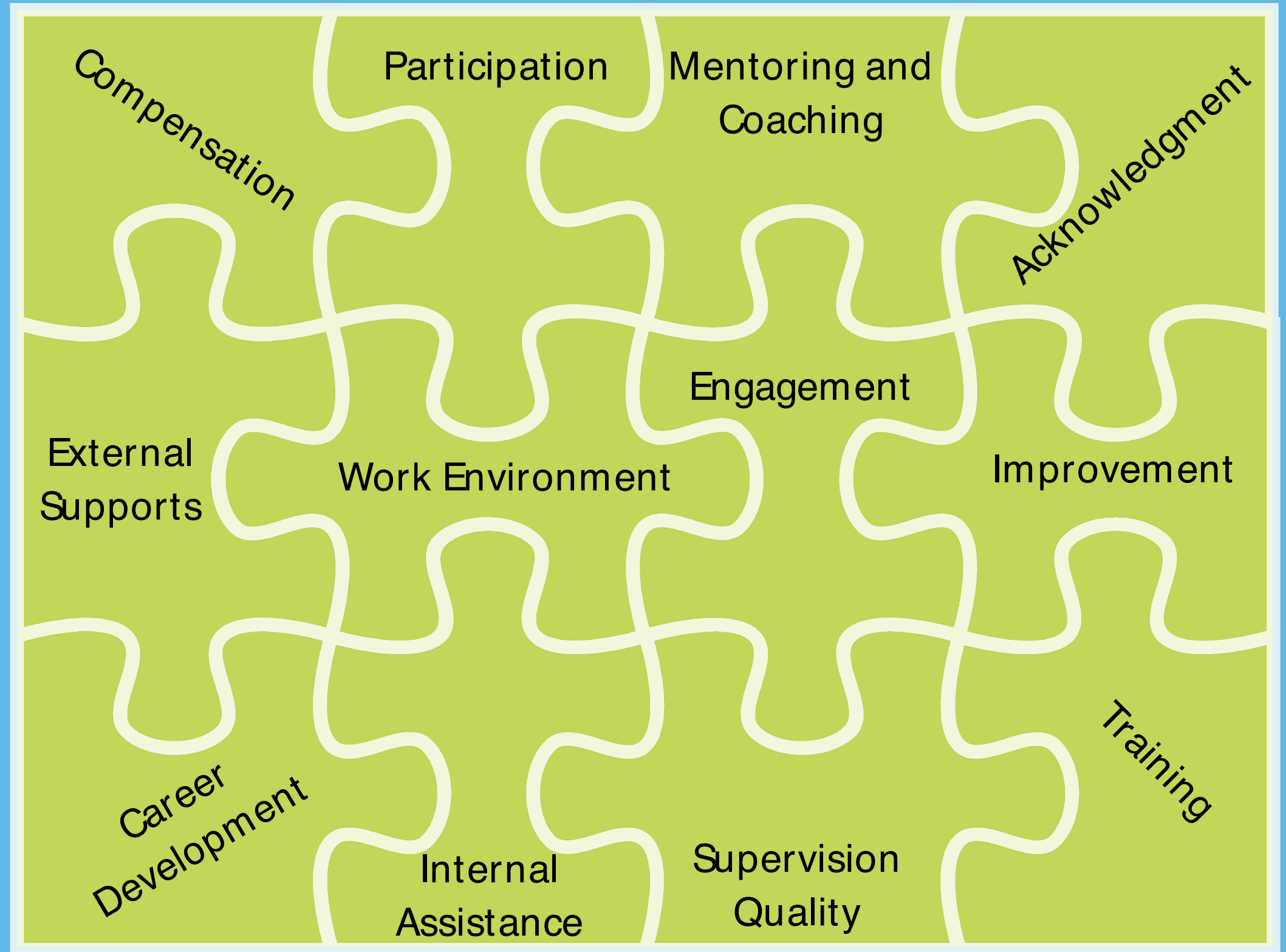
Compensation
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Training
Internal Assistance
External Supports



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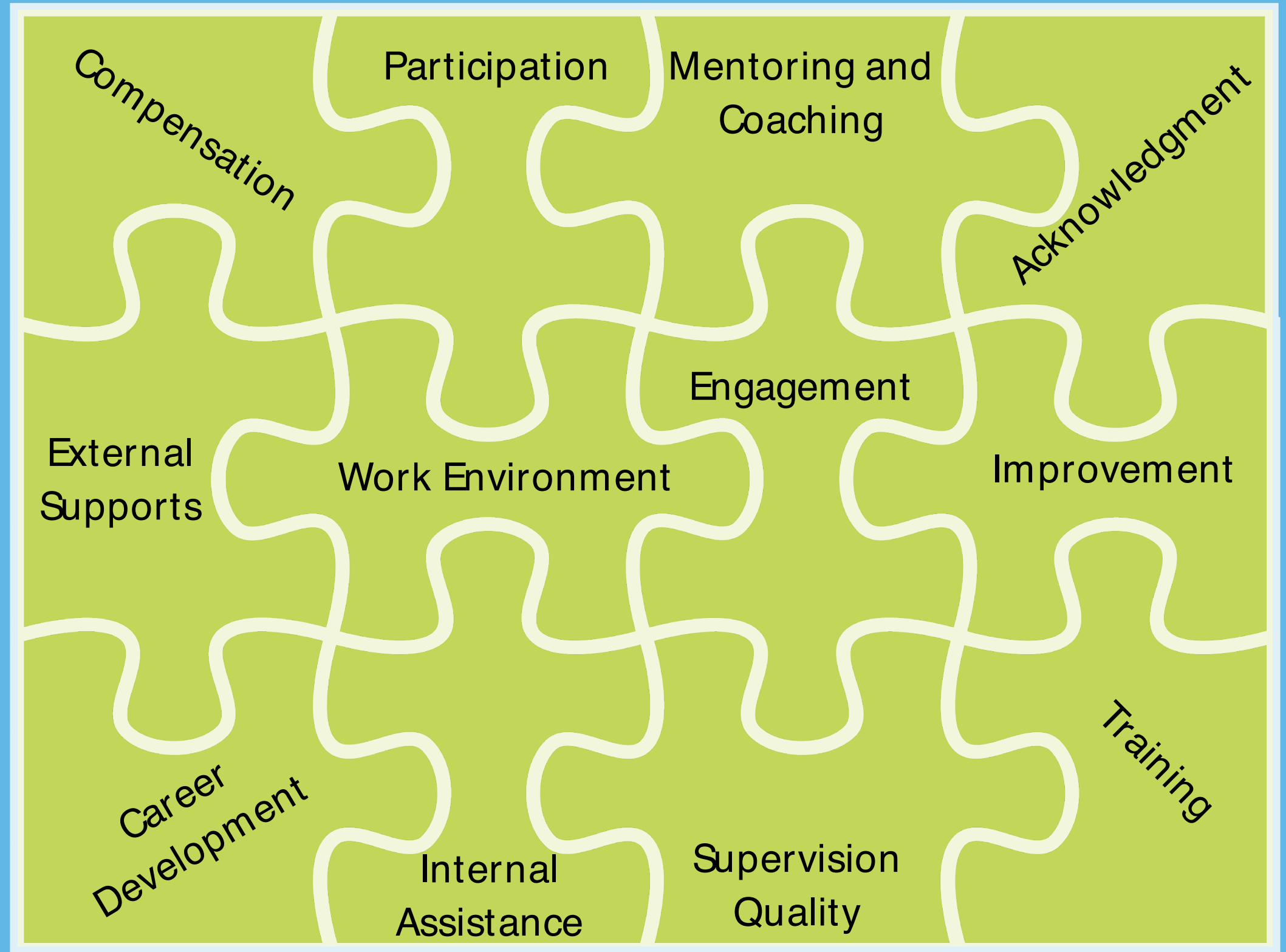
PIECES FOR A THRIVING OST WORKFORCE

Compensation
Work Environment
Supervision Quality
Training
Internal Assistance
External Supports
Career Development
Mentoring and Coaching
Acknowledgment



PIECES FOR A THRIVING OST WORKFORCE

Compensation
Work Environment
Supervision Quality
Training
Internal Assistance
External Supports
Career Development
Mentoring and Coaching
Acknowledgment
Engagement
Improvement
Participation

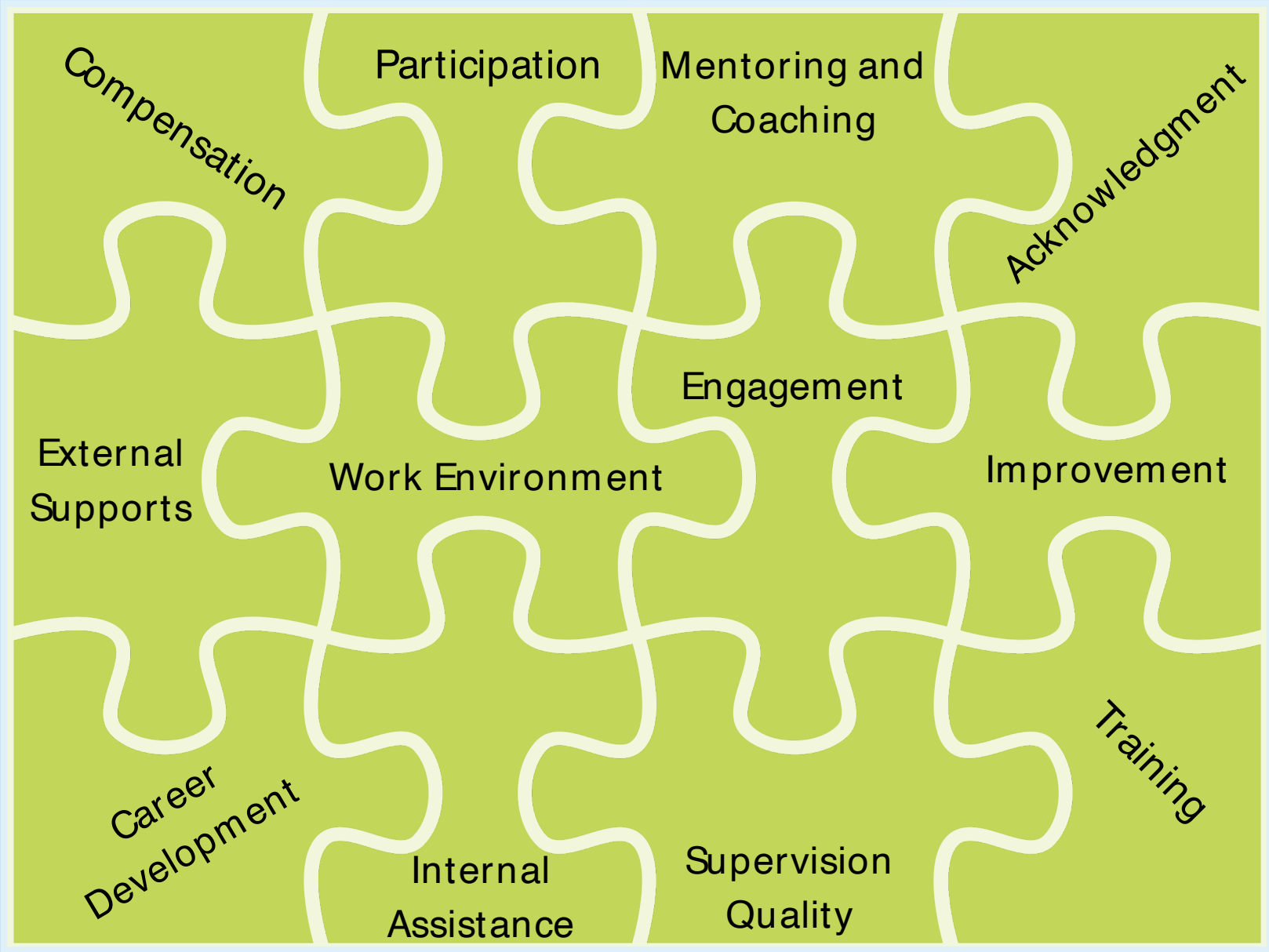


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PIECES FOR A THRIVING OST WORKFORCE

The Big Picture

Creating a thriving Out-of-School Time workforce prioritizes job quality, which leads to workforce stability and enables OST professionals to deliver high-quality programs that lead to positive youth outcomes.



<p>CORE</p>	<p>The basic pieces of a good job</p> <ul style="list-style-type: none"> Compensation Work Environment Supervision Quality
<p>SUPPORT</p>	<p>Help workers perform well and achieve stability</p> <ul style="list-style-type: none"> Training Internal Assistance External Supports
<p>OPPORTUNITY</p>	<p>Help employees advance and develop their skills</p> <ul style="list-style-type: none"> Career Development Mentoring and Coaching Acknowledgment
<p>VOICE</p>	<p>Employees are empowered, engaged, and have agency</p> <ul style="list-style-type: none"> Engagement Improvement Participation

Putting all these pieces together (starting with the core elements as a strong foundation) ensures a workplace with a culture of strong relationships and respect. Designing OST jobs with equity and inclusion creates a work environment where employees thrive.

Additional Resources for Staffing

[NAA's OST's Leaders Guide Equitable Hiring and Staff Development Practices](#)

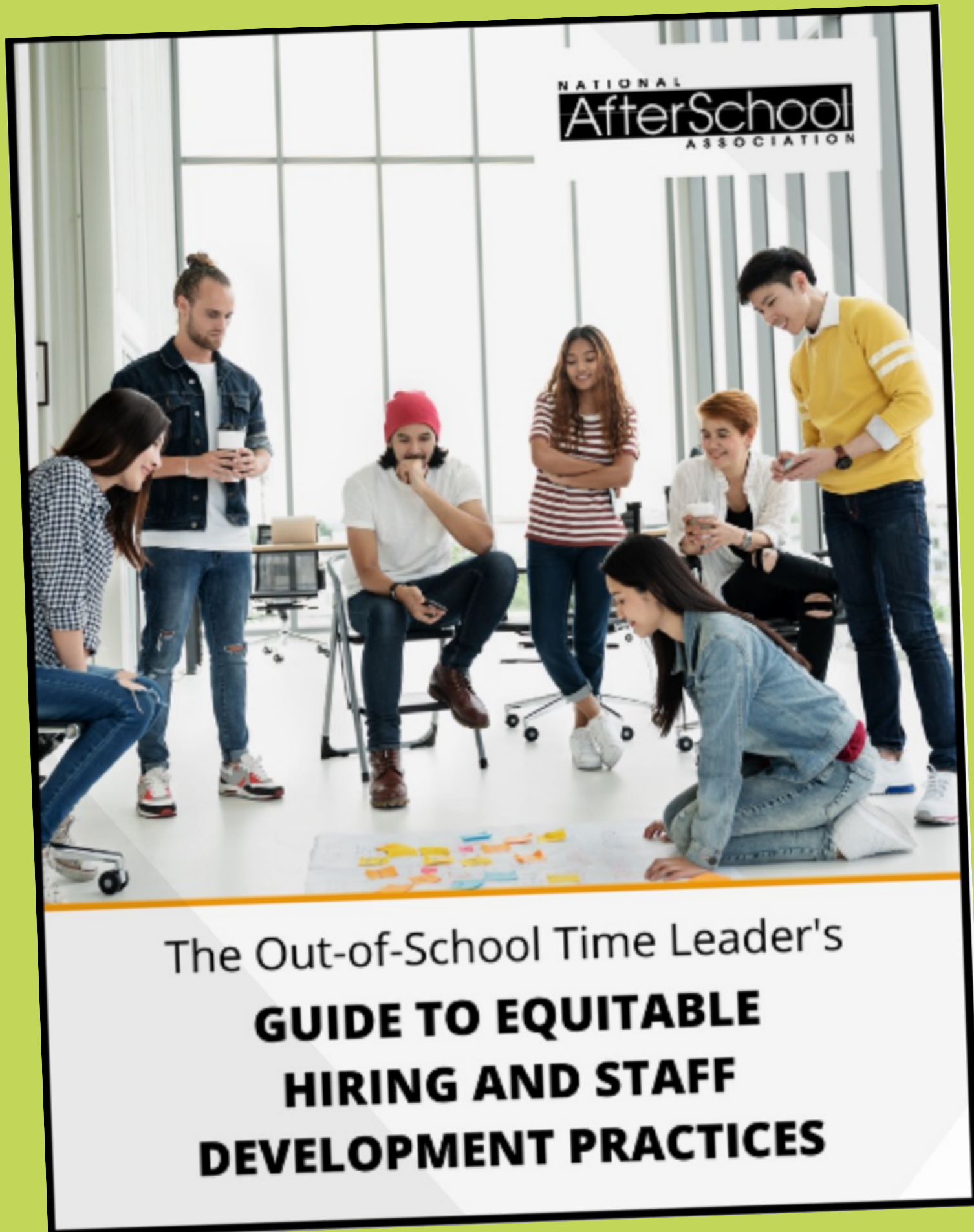
[Afterschool Alliance Afterschool Staff Recruitment Toolkit](#)

[Understanding the Shortage of Workers In Afterschool Programs](#)

[Fall 2022 AfterSchool Today](#)

[Recruitment and Retention Discussion Questions/Reflections](#)





The guide includes three sections:

- Recruitment and Hiring;
- Onboarding and Professional Development;
- Performance Reviews and Feedback.

Afterschool Alliance Staff Recruitment Toolkit

Tips to Help Recruit Staff

Staff Recruitment Toolkit

These materials were developed to help recruit staff for afterschool programs.

What you'll find in this toolkit:

[Tips and ideas: 12 things you can do to recruit new staff](#)

[Key messages](#)

[Funding Ideas to Boost Staff Pay](#)

[Flyers](#)

[Graphics for social media](#)

[Sample copy for emails, ads, and posts](#)

For designed materials (flyers and graphics), you'll find links to editable user-friendly files in google slides. It's easy to revise text, substitute different photos and add logos to suit specific messages and needs.

Understanding the Shortage of Workers In Afterschool Programs

A Briefing Paper

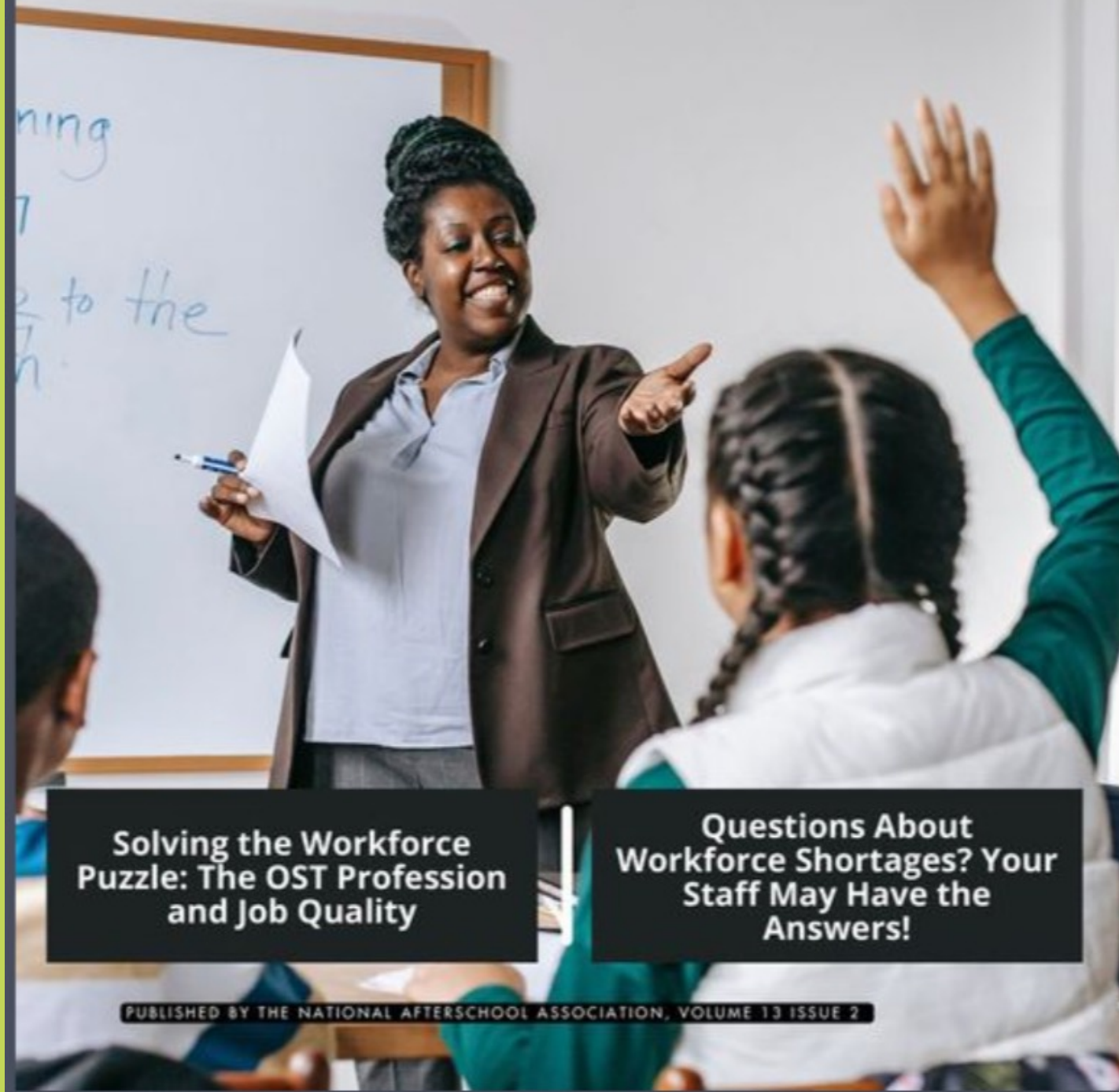


Factors Contributing to Staff Shortages¹⁴:

- 85% Health & Safety Concerns
- 77% Preference for Full Time Employment
- 80% Unqualified Candidates
- 39% Compensation
- 39% Family Obligations
- 39% Preference for Employment in Other Industry
- 23% Other

AfterSchool Today

The Official Publication of the National AfterSchool Association | naaweb.org | Fall 2022



This issue of AfterSchool Today highlights current field efforts showing progress and promising practices in building a future that values OST and provides professionals with job quality.

Recruitment and Retention Discussion Questions/Reflections



Advocates for Human Potential, Inc.
Real World Solutions for Systems Change

Text Size: S M L
SHARE

Plan It

Building a Recruitment and Retention Plan

Go to Chapter:
Building a Recruitment and Retention Plan

Introduction: Building a Recruitment and Retention Plan [2.1.0]
How the Challenges of the Behavioral Health Workforce Affect Recruitment and Retention [2.1.0.c]
Overview to Building a Recruitment and Retention Plan [2.1.0.d]
Step 1: Gather Organizational Baseline Information [2.1.0.e]
Step 2: Decide on the Priority Recruitment and Retention Focus (Job Position) [2.1.0.f]
• Decide on the Priority Recruitment and Retention Focus (Job Position) Quick Tool [2.1.2]
Step 3: Analyze the Selected Job Position [2.1.0.g]
Step 4: Write an Accurate Job Description [2.1.0.h]
Step 5: Start the Plan: Identify the Strategy and Intervention [2.1.0.i]
Step 6: Develop the Action Plan [2.1.0.j]

Recruitment and Retention Toolkit ▶ Building a Recruitment and Retention Plan ▶ Step 2: Decide on the Priority Recruitment and Retention Focus (Job Position) [2.1.0.f] ▶ Decide on the Priority Recruitment and Retention Focus (Job Position) Quick Tool [2.1.2] ▶ Recruitment and Retention Discussion Questions/Reflections [2.1.3.a.1]

RECRUITMENT AND RETENTION DISCUSSION QUESTIONS/REFLECTIONS

Use the [Organizational Recruitment and Retention Research Workbook](#) [2.1.2.d.1] to gather information from key stakeholder interviews, employee exit interviews, employee satisfaction surveys, and information gleaned from human resource and recruitment materials. Determine if there are any trends within the data.

Discuss or think about this information in terms of how you believe it is affecting your turnover, retention, and vacancy rates. Be as concrete as possible and use observable, measurable descriptions.

Discuss or think about each site, position, or department under review, as well as the organization as a whole. What questions or reflections will help increase the awareness of the organization's recruitment and retention problems?

Sample Reflection Questions

The following sample reflection questions have been adapted with permission from *Removing the Revolving Door: Strategies to Address Recruitment and Retention Challenges*^[1] from the Institute of Community Integration, University of Minnesota.

Some reflection questions could include:

1. Do the employees that have left have something in common (e.g., supervisor, shift, location, or lack of important knowledge skills, and aptitude)?
2. When are employees leaving?
 - What is the baseline level of performance in regard to retention, turnover, and vacancy rate?
 - What is the average tenure of workers who quit?
 - Is there a definite time of tenure relating to their position?
 - Is there a benchmark skill that is not gained?
 - Is there an external situation that is an influence?

RESOURCES

Tool Form Idea Activity Link

- Define the Problem [2.1.3.a.3]
- Assignment 2: Identify Needs [2.1.3.a.4]
- Needs, Issues and Concerns Worksheet [2.1.3.a.4.a]
- Assignment 3: Develop Objectives [2.1.3.a.5]
- Objectives Worksheet [2.1.3.a.5.a]
- Assignment 4: Identify Resources and Constraints [2.1.3.a.6]
- Assignment 5: Identify Potential Options [2.1.3.a.7]
- Options Worksheet [2.1.3.a.7.a]
- Assignment 6: Establish and Apply Screening Criteria [2.1.3.a.8]
- Assignment 7: Develop Alternatives [2.1.3.a.9]
- Assignment 8: Evaluate Alternatives [2.1.3.a.10]
- Indicator and Ranking Worksheet [2.1.3.a.10.a]
- Assignment 9: Select the Priority Challenge (Usually a Job Position) that will be the Focus [2.1.3.a]
- Tools to Help with Making Decisions [2.1.3.b.1]
- Using an Advisory Group [2.1.3.b.2]
- How to Hold Effective Meetings [2.1.3.c.1]
- Recruitment and Retention Discussion Questions/Reflections [2.1.3.a.1]
- Summary Report Template on Findings in Recruitment and Retention Research [2.1.3.a.2]

NAA Membership

When you join NAA, you're taking a step that will support you professionally and build the strength of the afterschool profession!

www.naaweb.org/membership

Thank You!

Angelica Portillo

Director of Advocacy and Workforce Initiatives
angelica@naaweb.org