

## **VI. Program Staff (Hiring and Keeping Good Employees)**

The skills, abilities, and attitudes of the staff will directly affect the quality of the afterschool program. No matter how much planning, preparing, and hard work you put forth, it will be impossible to have a successful, quality program without having well-trained, capable staff. Thus, it is imperative that you recruit, hire, train, and manage a quality staff.

### **Recruiting and Hiring**

1. Analyze needs and develop selection process
2. Create job descriptions
3. Recruit applicants
4. Gather and review information
5. Interview
6. Make final decision

The first step in recruiting and hiring a quality staff is to analyze your program's needs. What help is needed and where? Meet with your planning committee and decide what specific positions need to be filled. Once you have a basic framework for your future staff, develop a selection process. Will you require applications and cover letters, or just resumes? Who will review the submitted information? Who will be involved in selecting applicants to interview and who will conduct the interviews? Note that it's often good to have more than one person involved in the interview process; you will be less likely to miss key information. Now it's time to create the actual job descriptions.

Creating job descriptions is just as important to you as to the potential applicants. The descriptions will help define roles and responsibilities. Keep in mind that rarely is any one individual perfect for a particular job. Thus it is important to prioritize the qualifications for the positions. Start with the minimum requirements, and then add the preferred qualifications. Remember that through effective training, on-the-job