

After you have an estimated budget worked out, you will be better prepared to estimate the funding needed for start-up and operating your program. Most programs will find that generating parent fees provide the majority of funding, but some programs also receive funding from state and federal sources. A successful program will use a diverse funding approach, receiving money from both public and private sources. Developing a long-term financing plan is essential for a successful, sustainable afterschool program. Other sources of funding can include local businesses, individuals, fundraising activities and non-profit organizations.

### Program Staff

The skills, abilities, and attitudes of the staff will directly affect the quality of the afterschool program. Recruit and hire qualified individuals, because your preparations and hard work depend on those you hire. It will be impossible to have a successful, quality program without training and managing quality staff.

### Recruiting and Hiring

#### Analyze Needs

The first step in recruiting and hiring a quality staff is to analyze your program's needs. Meet with your planning committee to decide what positions need to be filled and develop a basic framework for your future staff and a hiring process. Decide if you will require applications, cover letters or resumes and who will review the submitted information. Next, choose a person to select applicants to interview and another to conduct the interviews. It is often good to have more than one person involved in the interview process; you will be less likely to miss key information.

#### Create Job Descriptions

Creating job descriptions will help define the roles and responsibilities of staff members. Keep in mind that rarely is any one individual perfect for a particular job, and it is important to prioritize the qualifications for the positions. Start with the minimum requirements, and then add the preferred qualifications. Through effective training, on-the-job experience, and managing an individual who initially meets the minimum requirements can exceed the preferred qualifications. It is also important to allow for some flexibility. Once your program is up and running, you might find a need to shuffle or change certain positions, duties, and responsibilities.

#### Recruit Applicants

Be clear and concise when writing the job announcement. Give the title and list the major duties, responsibilities, and qualifications desired. Provide instructions regarding how to apply for the position and information about starting dates, schedule of shifts, pay, and the closing date. It is always a good idea to list a closing date for applications. The most important role of a job announcement is to notify and persuade qualified applicants to apply. Keep the announcement positive and enticing. Once you have a good job announcement the next step is to post it.

#### Posting Job Announcements

There are a variety of places to post job announcements or advertise for the job. Try to place your announcements where they are most likely to be seen by your target audience. You want to reach the best potential applicants and avoid those that are not qualified. The most effective method of finding good help is not through posting an announcement, but through referrals and word of mouth. Other resources for finding employees include government employment agencies, universities, vocational schools, flyers and local newspapers.

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