

Salt Lake Regional  
Afterschool Network

2018-19  
Staffing  
Playbook

# Hello!

We are the 2018-19  
Staffing Sub-committee

Carrie, James, Jess, John,  
Liz, Megan, Taylor, and Tim





neighborhood  
house



BOYS & GIRLS CLUBS  
OF GREATER SALT LAKE



Write down one successful  
thing/way/practice/method  
that your organization is  
doing around staffing.

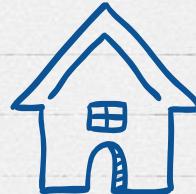
...you have one minute...get ready to share....ready set go...

# 2018-19 Staffing Playbook

Hiring Staff



Training Staff



Keeping Staff



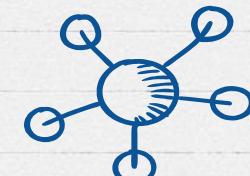
Promoting Staff

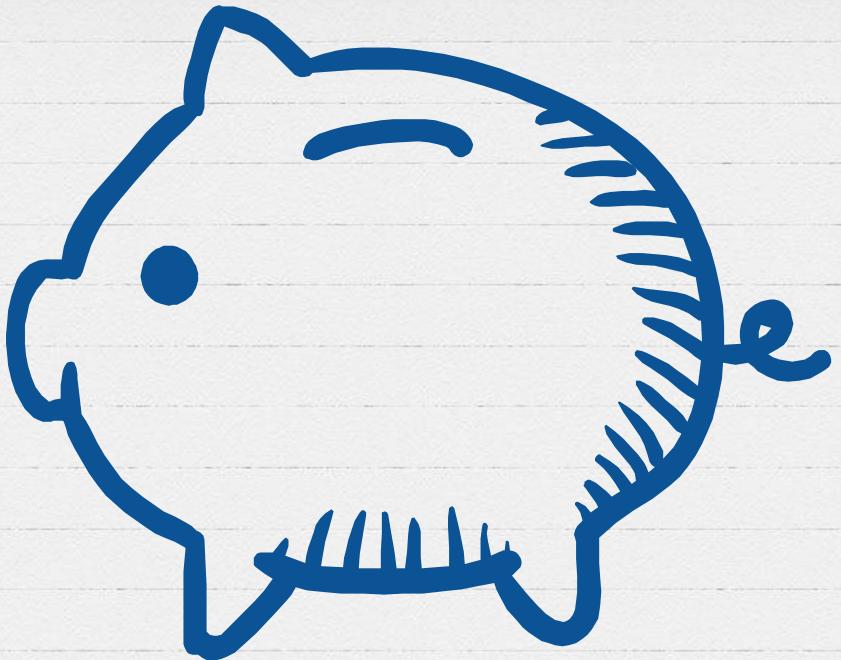


Call to Action



2018-19 Project





Can we  
get real  
for a  
moment?





What can I control?

What I can't control?

# 2018-19 Staffing Playbook

Hiring Staff



Training Staff



Keeping Staff



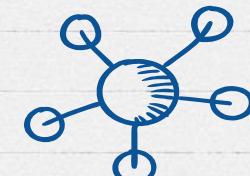
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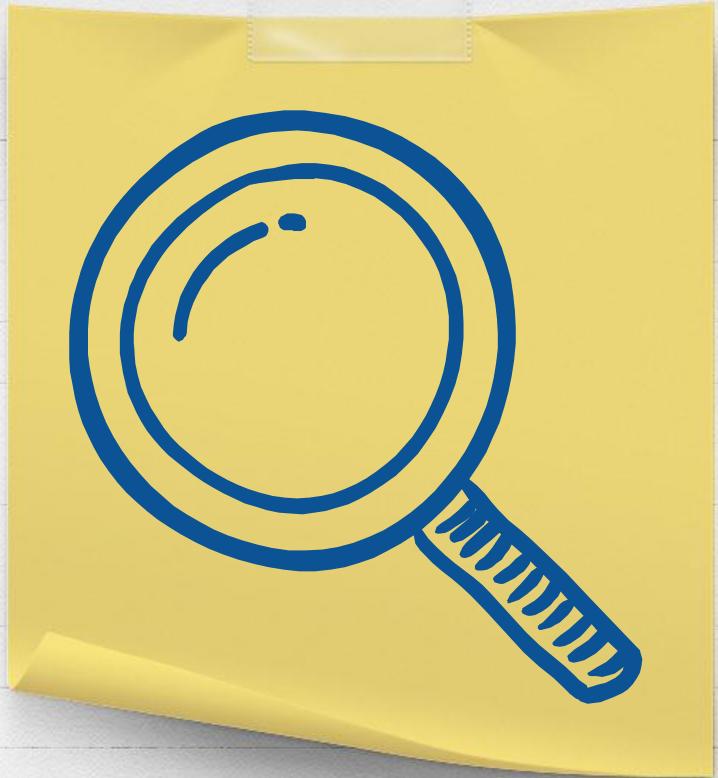
Call to Action



2018-19 Project

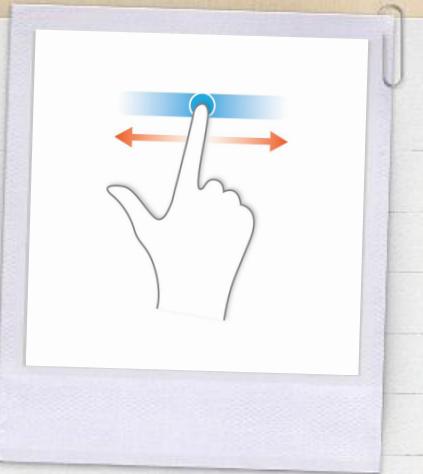


# Hiring Staff



# Economic Landscape

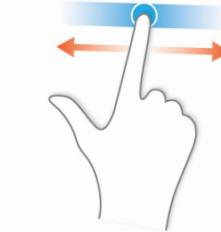
- National & Utah Data = NOTHING
- 2017 Unemployment Rates
  - US 4.3%
  - Utah 3.4%
- 2018 Year of the “Flex” Worker
- You’re NOT alone



# Job Marketing: 3 Guidelines

## 1: Know Your Audience

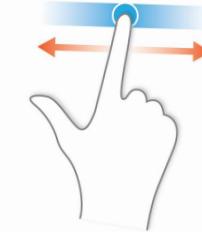
- Know where the ad going to be posted
- Identify demographics of those that frequent that location
- Know them so you can speak to them



# Job Marketing: 3 Guidelines

## 2: Sell Yourself

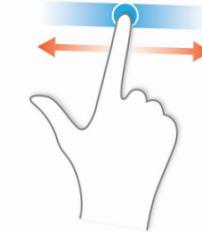
- Know what you bring to the table and flex your strengths
- Tough hiring climate, lots of jobs, not enough people--be engaging
- Experiences, people, & lifestyle sell



# Job Marketing: 3 Guidelines

## 3: Attention is the Resource

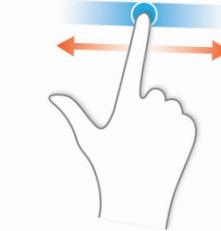
- Know that modern life is more saturated with distractions & information than ever
- Grabbing their initial attention is key
- Drive everything to your website



# Posting and Presence

## Posting Location Checklist

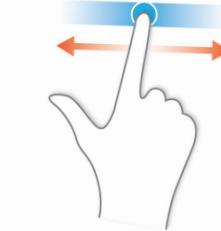
- Indeed, Glassdoor, LinkedIn, etc
- College Job Boards (online and offline)
- Community Centers
- Vocational schools



# Posting and Presence

## Also Consider...

- Instagram (also paid ads)
- Facebook (also paid ads)
- Internal physical network
- Hiring Fairs/Local Events
- Revisit old staff & prospective hires

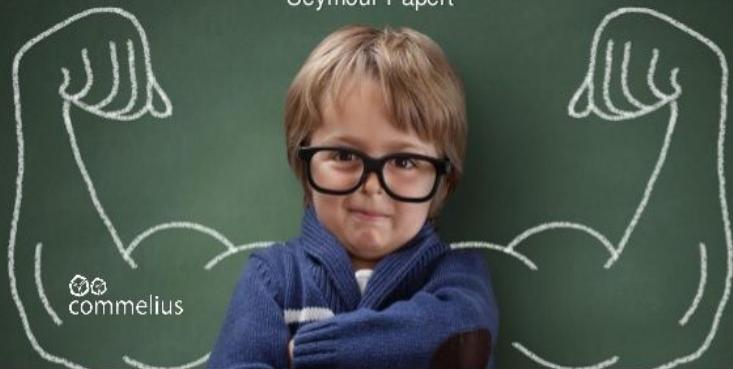


# Training Staff



**"You can't teach people everything they need to know. The best you can do is position them where they can find what they need to know when they need to know it."**

Seymour Papert



**"The only thing worse than training your employees and having them leave is not training them and having them stay."**

Henry Ford

commelius



# Keeping Staff



# We have them... now what?

Who are they, and how do we motivate them to stay?

- What brought them to the job in the first place?
- What does it mean to motivate them?
- How can we incorporate what we learn into the workplace?



# It's the little things...

## Our expectations

- ✗ Clear
- ✗ Realistic
- ✗ Firm

## Our Support

- ✗ Constant
- ✗ Adaptable
- ✗ Followed through



## Opportunities For Feedback:

- Taking the time to sit down
- Creating a safe space

30/60/90

## Expectations Tool

An expectation outline to help new frontline staff develop afterschool skills without feeling unsure or overwhelmed.

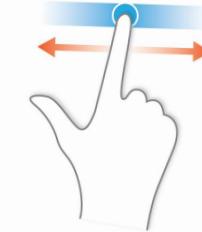
- ✗ Clear Expectations
- ✗ Spread out timeline
- ✗ Opportunities for Feedback



# Understand & Support Staff

## Budgeting

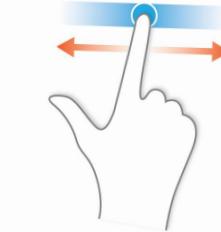
- Apps like Mint and Quicken are free and easy to use and implement
- 50/30/20 Rule: 50% Needs, 30% Wants, 20% Savings



# Understand & Support Staff

## Support Needs (50% of budget)

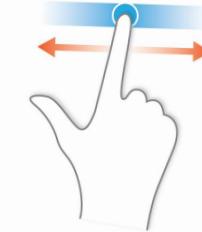
- Utilize large network for cohabitation, carpooling, potlucks, etc
- More people, more knowledge, more \$



# Understand & Support Staff

## Supporting Wants (30% of budget)

- Higher education and continuing education
- Perks and benefits, look and ask for them, ie gym discounts
- OST network with the community, networking creates opportunities



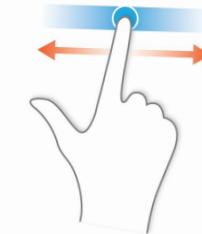
# Understand & Support Staff

## Online Resource List

- [slcdocs.com/hand/homeless\\_services\\_resource\\_guide.pdf](http://slcdocs.com/hand/homeless_services_resource_guide.pdf)

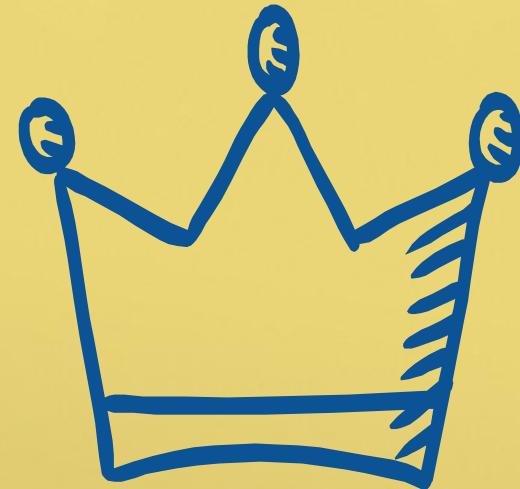
Some examples:

- Salt Lake Donated Dental Services  
[www.donateddental.org](http://www.donateddental.org)
- Food Pantries, including universities
- Eye Care 4 Kids [www.eyecare4kids.org](http://www.eyecare4kids.org)
- Sorenson Unity Center [www.sorensonunitycenter.com](http://www.sorensonunitycenter.com)



# Promoting Staff

One of the most powerful ways we can drive the success of our programs is by helping every employee meet their full potential.



## Leadership Focus

Program leaders can improve the effectiveness of their promotions process by focusing their energy directly on the people the process is meant to support.



# Appraisal Objectives

- Review performance
- Set Goals
- Encourage
- Clarify Aspirations
- Foster Support
- Instill Trust



# Benefits of Internal Promotions

- Recognize and improve employee performance, ambition, and hard work
- Boost motivation & increases loyalty of employees
- Encourage retention
- Develop competitive spirit at the workplace
- Reduce employee resistance and discontent
- Groom leaders for the future



## Traits of the promotion-worthy

- Highly committed to their work
- Exceed expectations
- Capable of managing themselves
- Do beyond just completing their task
- Volunteer for additional responsibility
- Prove to be very adaptive
- Aim to make our programs more successful
- Regularly show ownership
- Start assisting other employees



# Our Call to Action



# What Do We Need Right Now?

We need a champion!

(Actually we need an army of champions)

In this room right now we have our small army of people that:

- Deeply care about the field of Afterschool.
- Care about the wellbeing of everyone that chooses this job.
- Are willing to put in the hardwork to see everyone in our industry succeed
- Are serving on Three subcommittees that have the ability to affect real change if we work together



# Staffing

- Collective Training Recourse.
- Group job offering power (Coming to the table with 40 jobs rather than 4)
- Model for setting clear benchmarks for success for new employees (30,60,90 plan)
- Regional Recruitment Video Tool (Our Big Project)



# Data

Collect data from UAN participating organizations on why people are leaving their job.

- Did they leave the Afterschool field entirely?
- What was the cause of them leaving? (Management, Pay Rate, Working Environment, Coworkers, Hours, Lack of Advancement)
- How many people leave each organization each year?
- How many employees (Both: Full Time, Part Time) have to work a second or third job to support themselves while working in the Afterschool profession?

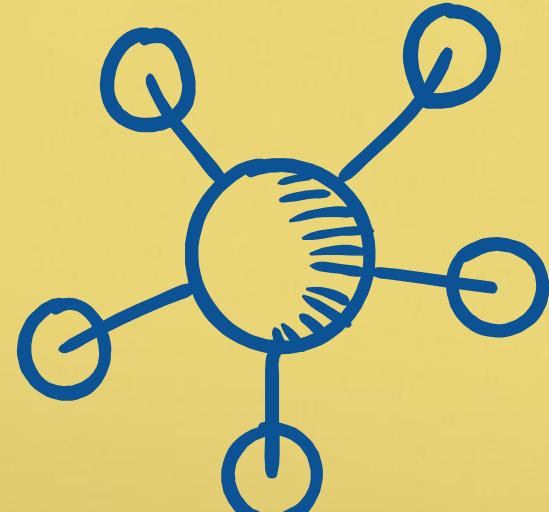


# Advocacy

- Advocating for higher wages for front line staff using the tools being provided by the other subcommittees. (Find who has the money and how do we get more of it to support our staff)
  - Use the data collected by the Data Subcommittee as a tool for advocating for high wages across the afterschool field.
  - Use the resources provided by the Staffing subcommittee to help stabilize programs while we all help push for higher wages.

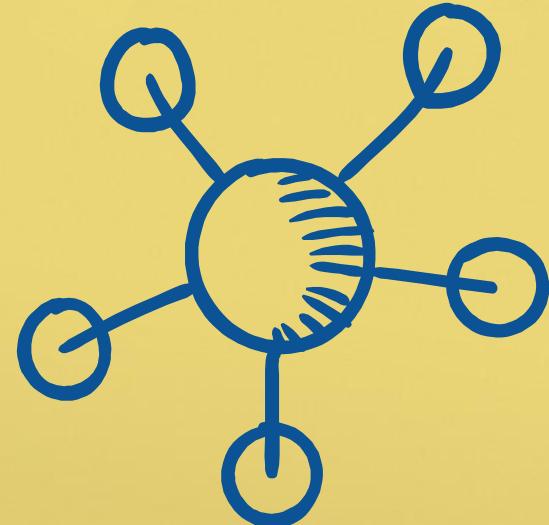


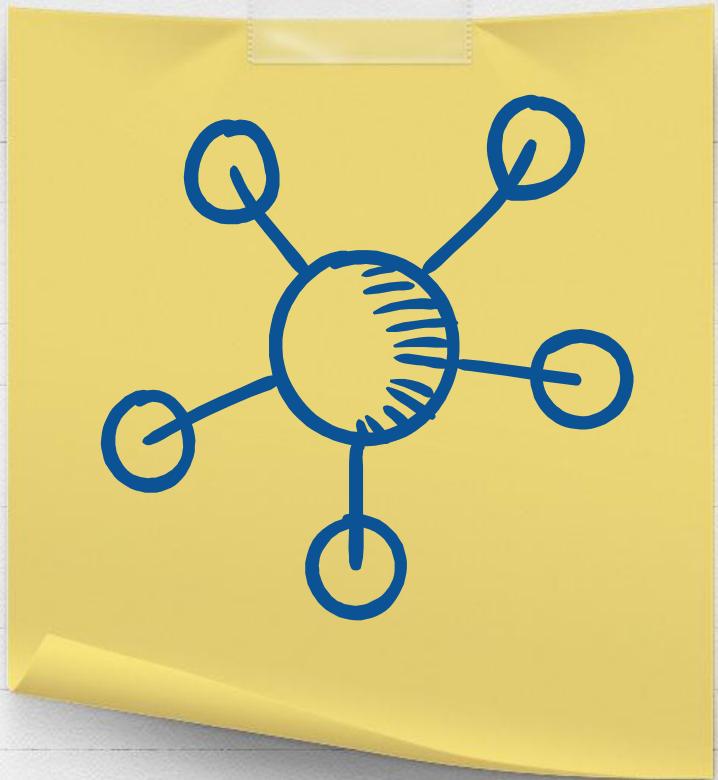
# Our Big Project



# A Collaborative Strategy

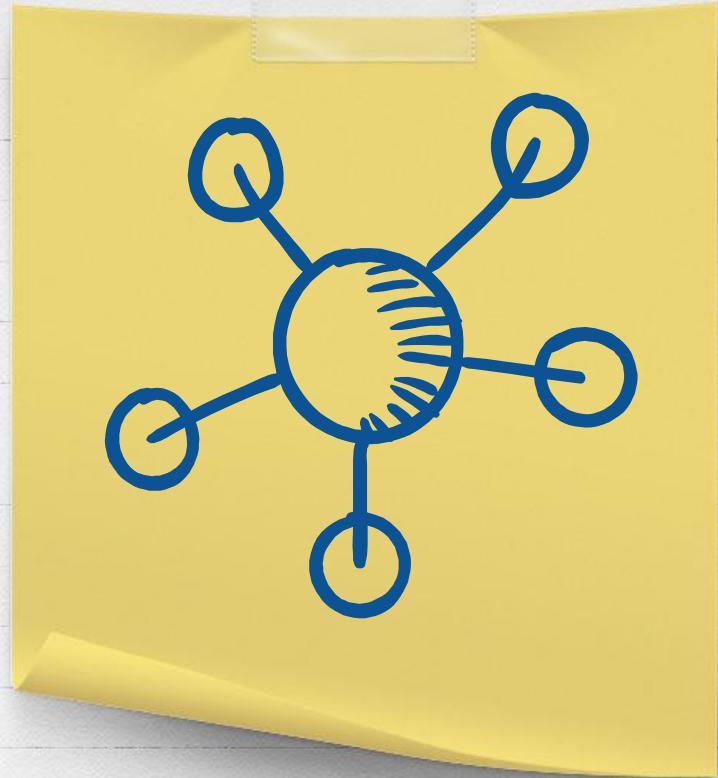
- How many vacancies currently exist?
- As an industry, how are we promoting and recruiting talent to the field?
- Are there ways to collectively share talent, retain the training investment, and keep people in the field?
- Promoting all organizations raises all boats.



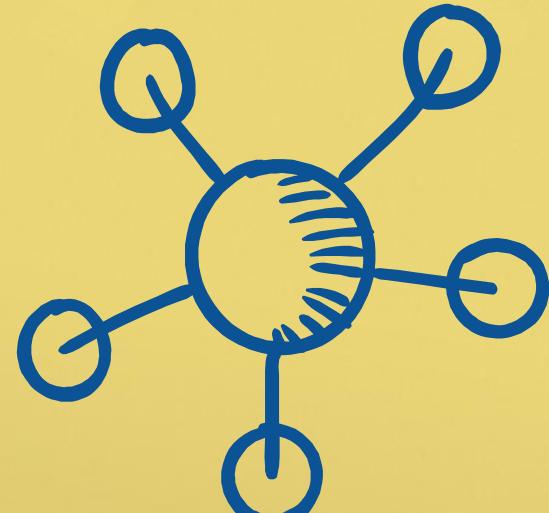


## A Prescriptive Approach

- Highlighting programs, positions and growth, experiences, and skills gained through afterschool employment.
- Show it can be both a job and a career.
- Provide staff with short and long term benchmarks.
- Recruit as a network.
  - Universities/Colleges
  - Hobbyists
  - Aging Services
  - Etc...
- Capture current staff experiences at Jumpstart/Recharge



So,  
now  
what?



# 2018-19 Staffing Playbook

- **Now to Jan 2019**
  - Gather SLRN Training Needs, Wants and Haves
  - Gather video clips from ASP professionals
  - Gather data about "Who works in ASP"
- **Jan 2019**
  - Distribute a SLRN Training Catalog/ Index
  - Distribute SLRN Universal Job Marketing Videos
  - Organize multiple organization staff recruitment meetings
- **Feb 2019**
  - Lunch and Learn focused on Pay Rates, Training & Staff Recruitment
- **April 2019**
  - Brown Bag Lunch & Learn focused on Hiring & Retention



Questions?

Concerns?

Feedback?



Thanks  
so much!