



# Human Resources Planning Checklist

## Human Resources

You for Youth



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# Planning Checklist

Use this checklist to record ideas and track your human resources planning process as you apply the strategies listed below.

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## Planning Checklist

### Key Strategy 1: Identify a Staff Recruitment Team

You're not in this alone! Your program team members include stakeholders with a variety of roles and responsibilities. Think about which ones understand your program's needs and goals, and have the interest and ability to help with staff recruitment.

Here are two questions to consider as you establish a recruitment team. Add notes for each as you begin your planning.

- Who should be on the recruitment team, and why?
  
  
  
  
  
  
  
  
  
  
- What role will each recruitment team member play?

Select the roles of members you may want to include on your recruitment team. Roles to consider include these:

- Site Coordinator
- Academic Liaison
- Family Engagement Specialist
- Human Resources Director
- Principal
- School-Day Leader
- Local College Representative
- Program Partner

Add others you want to include: \_\_\_\_\_

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## Planning Checklist

### Key Strategy 2: Budget for Staffing

Your approved 21<sup>st</sup> CCLC proposal includes required positions and projected staffing needs. Personnel budgets generally include funds for program leaders, teachers and youth workers. The budget might also include line items for vendors, partners and your independent evaluator.

While you review the approved budget from your proposal, consider the following questions to make sure you don't stray too far from the original plan.

- How much funding did you request for personnel?
  
- Were specific roles identified?
  
- Did you budget for professional development for the staff you'll hire?

To learn more about budgeting, see Critical Task 5: Develop Your Fiscal Plan in Y4Y's **Managing Your 21<sup>st</sup> CCLC Program** course.



# Planning Checklist

## Key Strategy 3: Link Core Competencies to Staff Roles

After you've secured members for your recruitment team and determined what funds are available for staffing, start identifying the core competencies needed for each staff role or position. Competencies include hard and soft skills. You'll need to decide which competencies are necessary for each staff role.

Use the following steps to link competencies to staff roles:

1. Conduct a needs assessment to identify program needs.
2. Identify core skills and competencies (including soft skills) needed for frontline staff positions.
3. Identify core skills and competencies (including soft skills) needed for administrative staff positions.
4. Identify other required and necessary staff roles or positions.
5. Connect core skills and competencies to other staff roles or positions.

Add information for steps 1, 2 and 3 below:

**Conduct a needs assessment to identify program needs.**

To identify program needs, you'll need to conduct a comprehensive needs assessment of your students' academic and social needs. Findings from this assessment will help you identify the specific skills staff will need to meet the needs of your students.

Needs Assessment Statement 1:

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Needs Assessment Statement 2:

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Needs Assessment Statement 3:

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Needs Assessment Statement 4:

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# Planning Checklist

- Identify core skills and competencies (including soft skills) needed for frontline staff positions.** See below.
- Identify core skills and competencies (including soft skills) needed for administrative staff positions.**

### Examples of hard skills and competencies for frontline staff:

- Instructional skills
- Content knowledge
- Expertise in intentionally designing activities to match program goals and student interests
- Ability to create a safe and supportive environment for students and families
- Ability to use best practices in positive youth development
- Other: \_\_\_\_\_
- Other: \_\_\_\_\_
- Other: \_\_\_\_\_
- Other: \_\_\_\_\_

### Examples of hard skills and competencies for administrative staff:

- Budgeting
- Data management (reporting and collecting)
- Time management, ability to multitask
- Written communications skills
- Public speaking, presentation
- Other: \_\_\_\_\_
- Other: \_\_\_\_\_
- Other: \_\_\_\_\_
- Other: \_\_\_\_\_

### Examples of soft skills for frontline and administrative staff:

- Critical thinking
- Creativity and problem solving
- Leadership
- Team building
- Interpersonal skills
- Work ethic, positive attitude
- Social and emotional skills
- Other: \_\_\_\_\_
- Other: \_\_\_\_\_
- Other: \_\_\_\_\_



# Planning Checklist

## Key Strategy 4: Develop a Human Resources Plan

Your human resources plan will need to include (1) a process for identifying staff roles, (2) job descriptions, and (3) human resources policies and procedures.

### Process for Identifying Staff Roles

Here are some traditional 21<sup>st</sup> CCLC program staff roles to use in the checklist for your program.

#### Site Coordinator

- Hire, train and retain frontline staff
- Enroll students
- Track daily attendance
- Manage student behavior
- Manage a budget
- Purchase supplies
- Conduct activity observations

#### Academic Liaison

- Identify school-day needs
- Connect out-of-school time activities to school-day needs
- Develop activity plans
- Analyze student performance data

#### Family Engagement Specialist

- Communicate with program families
- Develop activities for families
- Connect with existing education or social service networks
- Coordinate with partners and team members

#### Certified Teacher

- Facilitate 21<sup>st</sup> CCLC academic and enrichment activities
- Use diverse teaching strategies
- Integrate technology into activities
- Apply behavior management skills
- Incorporate trauma-informed practices
- Understand and use child development principles

#### Paraprofessional/Youth Worker/College Student

- Facilitate 21<sup>st</sup> CCLC activities (e.g., enrichment, homework help, recreation)
- Use diverse teaching strategies
- Integrate technology into activities
- Apply behavior management skills

#### Administrative Assistant

- Conduct reporting and record-keeping activities
- Understand and assist with budgeting
- Apply technology skills (e.g., use spreadsheet and word processing programs, maintain databases, use district intranet tools)
- Communicate effectively





# Planning Checklist

## Key Strategy 5: Identify Qualified Candidates

This is where you announce job openings and conduct interviews to identify qualified candidates. Before you market job openings, you'll need to identify a start date and determine when and how to announce the available position(s). You'll also need to prepare materials such as fliers and a news release to describe your job openings and the process and deadline for submitting applications. Use the space below to brainstorm marketing strategies you and your team can use.

Use the Y4Y tool **Recruitment Timeline** to create your own marketing and outreach timeline.

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## Key Strategy 6: Hire Staff With the Skills and Competencies Your Program Needs

- Rank Resumes

### Example two-step process:

1. Complete a general overview and exclude candidates who clearly don't align with the job requirements and expectations.
2. Examine the remaining resumes and rank them according to how well each candidate's resume aligns with the experience, skills and qualifications in the job description.

### Additional strategies:

- Consider using a pre-interview questionnaire as part of the application and screening process. A sample pre-interview questionnaire can be found on page 24 of the **Sample Human Resources Packet**.
- Conduct an initial phone interview.
- Have the candidate conduct a performance task that requires them to demonstrate selected knowledge, skills or abilities.
  - Examples of performance tasks include demonstrating an activity for students (for a site instructor position) or computer skills (for an administrative assistant position).

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## Planning Checklist

### Interview

Now prepare for the interviews. One strategy is to call a meeting with your recruitment team to discuss the core competencies for an ideal candidate and develop scenario-based interview questions. Make sure you have the two items below.

- Prepare a list of interview questions, so you ask each candidate the same questions.
- Be sure your team understands what questions they can ask and what questions they cannot ask. For example, do not ask about age or marital status.

Use the Y4Y tool **Human Resources Packet** for example interview questions, rubrics and more.

### Offer Position

After conducting interviews and selecting candidates for open positions, start the hiring process. Throughout this process, it will be important to work with human resource professionals to ensure you follow all local, state and federal hiring practices, including those informed by school districts, your parent organization or union contracts.

Be sure your offer letter includes this information:

- Position title
- Rate of pay
- Start date
- Work schedule
- Any benefits included with the position

Use the Y4Y tools **Reference Form/Questionnaire** and **Offer Letter Template** to help you check a candidate's references and develop an offer letter.



## Planning Checklist

### Key Strategy 7: Plan and Conduct Effective Staff Training

New staff members need orientation and support to help them understand your program's goals, policies and procedures, and organizational culture. They might also need training specific to their position or role in your program. But don't stop with onboarding! All staff can benefit from professional learning, no matter how long they've been around.

Select the onboarding topics and skills you believe your staff need. Use the selected topics and skills to create your professional learning plan.

#### Program Overview

- Organizational chart and introduction to 21<sup>st</sup> CCLC program, parent organization, partners and the school or district
- Program mission and vision
- Program and activity goals
- Climate and culture

#### Program Policies and Procedures

- Staff handbook review (program policies and procedures)
- Timecard completion and payroll schedule
- Family Educational Rights and Privacy Act (FERPA)
- Data collection and reporting
- Child abuse intervention reporting requirements
- Safety planning and emergency procedures
- CPR/first aid

#### General Expectations

- Building a positive learning environment
- Understanding child growth and development
- Facilitating student learning and success
- Implementing positive youth development (including student voice and choice)
- Integrating social and emotional learning (including trauma-informed practices)
- Using intentional activity design
- Developing healthy relationships with students, families, colleagues, school staff, partners and community member.



## Planning Checklist

Select the job-specific knowledge and skills you believe your staff need. Use the selected topics and skills to create your professional learning plan.

- |  |  |
|--|--|
| <input type="checkbox"/> Program management                                  | <input type="checkbox"/> Building a strong organizational culture                |
| <input type="checkbox"/> Leadership and staff management                     | <input type="checkbox"/> Family engagement                                       |
| <input type="checkbox"/> Staff recruitment and retention                     | <input type="checkbox"/> Literacy  |
| <input type="checkbox"/> Partnership development                             | <input type="checkbox"/> Citizen science   |
| <input type="checkbox"/> Working with school-day leaders                     | <input type="checkbox"/> College and career readiness                            |
| <input type="checkbox"/> Goal development                                    | <input type="checkbox"/> Science, technology, engineering and mathematics (STEM) |
| <input type="checkbox"/> Project-based learning                              | <input type="checkbox"/> Financial literacy                                      |
| <input type="checkbox"/> Summer learning                                     | <input type="checkbox"/> Social and emotional learning                           |
| <input type="checkbox"/> Continuous education (aligning with the school day) |  |

Don't forget about the logistics. Use the checklist below to ensure you have all you need for successful professional learning events.

- Budget:** Budget for any costs associated with space, materials, services and staff time. If you're using a consultant, have the consultant's check available at the training, or ask for the invoice if you haven't received it. Tell staff how to complete their timecards to get paid for attending the training.
- Space:** Reserve a space that's suited to the training activities, such as small-group breakouts. Make sure you can access the space on the day of the training in time to set up the room and greet participants.
- Technology:** The use of online activities will require that learners have access to computers and the internet. If internet passwords or logins are needed, get them prior to the training and post them in the room for participants to see.
- Materials:** Prepare materials in advance, and make sure you have enough. Organize all materials before participants arrive for easy access at the appropriate time.
- Food:** If you're providing snacks and drinks, place these items where participants can access them without disrupting the training. If lunch will be delivered, assign someone to greet the delivery person and coordinate the set-up.
- Housekeeping:** Make sure everyone knows where the restrooms are, when meals and breaks are scheduled, what's on the agenda, objectives for the training, and how participants will be expected to demonstrate or apply what they learn. Leave time at the end of the training for participants to complete an evaluation.



## Planning Checklist

### Key Strategy 8: Build a Positive Work Environment

To begin building a positive work environment, start by asking a series of questions.

- Do your staff members feel safe, supported and valued at work?
  
- Do they have a voice in decisions that affect their jobs?
  
- Do they have opportunities for personal and professional growth?
  
- Is there a sense of collegiality and shared purpose?
  
- Is there a climate of respect and caring among staff, and between staff and students?

Use the Y4Y **Click & Go: Building Positive Organizational Culture and Climate** to learn more.



## Planning Checklist

### Key Strategy 9: Manage Staff Performance and Provide Effective Feedback

As a 21<sup>st</sup> CCLC program director, you're responsible for managing staff performance and providing effective feedback. Here are three ways to support your staff and help them improve.

- Provide Ongoing Communications and Coaching**
  - Meet with staff once a week for 30 to 60 minutes before or after programming.
  - Start by thanking them for something they have accomplished in the past week.
  - Announce any changes to the schedule.
  - Discuss other "housekeeping" items.
  
- Conduct Annual Performance Evaluations**
  - Provide consistent feedback on the employee's work performance.
  - Set goals with the employee for the next review period.
  - Identify professional development goals.
  - Recognize accomplishments.
  - Provide an opportunity for staff members to reflect on their own performance.
  - Provide encouragement, support or an improvement plan as needed.
  
- Be Prepared to Manage Staff Day-to-Day and Provide Effective Feedback**