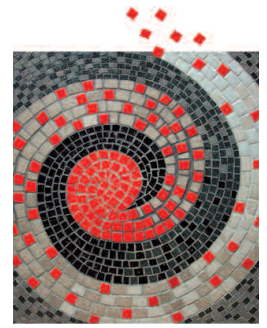


Capturing Promising Practices in
Recruitment and Retention
of Frontline Youth Workers

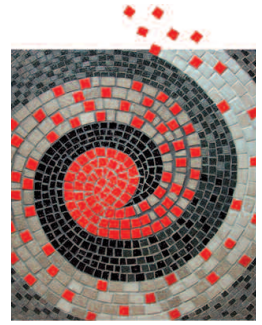
A Project of the National Collaboration for Youth

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Appendix A:
***The National Collaboration
for Youth***



The National Collaboration for Youth (NCY) is a coalition of the National Human Services Assembly member organizations that have a significant interest in youth. For the last 30 years, NCY has provided a united voice to its members in advocating to help young people in America reach their full potential. Many NCY member organizations have been providing high-quality out-of-school-time programming to youth for more than 100 years.

Members of NCY include more than 50 national, nonprofit youth organizations. Collectively, the member organizations:

- serve more than 40 million young people;
- employ over 100,000 paid staff;
- utilize more than 6 million volunteers; and
- maintain a physical presence in virtually every community throughout America.



Appendix B: Interviewees



Judy Bennett

Deputy Executive Director
Community Agencies
Corporation of
New Jersey/Clinton Hill Weed
and Seed Partnership

Ron Brock

Associate Director
Big Brothers Big Sisters
of Greater Cincinnati

Chris Butler

Executive Director
Westside YMCA

Colleen Carroll

*Director of School-Age
Programs*
Camp Fire USA
Alaska Council

Juanita Crider

Program Advisor
Purdue Black Cultural Center

Patty Fernandez

Program Director
Girls Inc. of the Central
Coast/Action Council
of Monterey County

Russ Finkelstein

Associate Director
Action Without
Borders/Idealist.org

Jude Goldman

Executive Director
Massachusetts School-Age
Coalition

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Extension Specialist
4-H Youth Development
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Director
University of Idaho
Extension/4-H

Jessica Paul

*Senior Youth
Development Director*
YMCA of Greater Seattle

Kristina Prather

Program Director
YMCA of Greater Kansas City

Paul Schmitz

President/CEO
Public Allies

Don Scott

Administrator
Methodist Children's Home

Monica Spear

Executive Director
Girls Inc.
of Greater Santa Barbara

Jody Voss

President/CEO
Boys & Girls Club/
Girls Inc. of Pueblo County &
Lower Arkansas Valley

Janet Wakefield

Director
Leadership & Renewal Outfitters

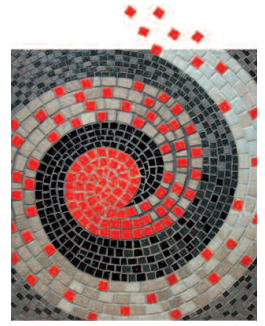
Myranda Warden

Assistant Youth Director
Abiding Faith Lighthouse

Virginia Witt

Executive Director
San Francisco Beacon Initiative

Appendix C: **Advisory Group**



Shelly Cryer

Consultant to American Humanics

Ellen Gannett

Co-Director

National Institute on Out-of-School Time

Priscilla Little

Associate Director and Project Manager

Harvard Family Research Project

Nicole Yohalem

Program Director

Forum for Youth Investment



Appendix D: Organization Descriptions



Abiding Faith Lighthouse serves 25 inner city youth in the Indianapolis area with a staff that consists of one paid part-time employee and three volunteers. Three of the staff are white (non-Hispanic/Latino) and one is African American. Despite the fact that no insurance benefits are offered, staff are motivated to continue working there by their belief in the mission of the organization and take time regularly to support and encourage each other.

Action Without Borders/Idealist.org provides job and resource information from almost 50,000 organizations from 170 countries. More than 300,000 individuals worldwide have accessed information about jobs, internships and volunteer opportunities from this site. Thus far the group has convened 90 nonprofit career fairs on college and university campuses across the country. It does not advertise, but rather depends on word-of-mouth referrals from individual outreach at career fairs and from the various organizations with which it works (e.g., AmeriCorps and the Peace Corps).

Black Cultural Center at Purdue University coordinates mentoring services and activities for college students of color. The five full-time and four part-time workers employed by the Center assist student mentors with youth work-related academic and career planning. Ninety-seven percent of the workers are African American, one percent are white (non-Hispanic/Latino), one percent are Hispanic/Latino, and one percent are Asian American. Full-time staff are eligible to receive health insurance, sick leave, and vacation time.

Big Brothers Big Sisters of Greater Cincinnati provides mentoring for 1,000 to 1,500 youth. The organization employs seven full-time and four part-time frontline youth workers and utilizes the services of many volunteers and Public Allies interns. While many of the volunteers and interns are African-American and Hispanic, 100 percent of the direct care staff are white (non-Hispanic/Latino). Full-time staff receive health and dental insurance and a fully paid pension plan. Both full- and part-time staff are eligible for sick leave and vacation time. Salaries are competitive with those offered by other organizations in the area.



Boys & Girls Club/Girls Inc. of Pueblo County & Lower Arkansas Valley serves nearly 4,000 youth at two rural and four urban centers in Southeastern Colorado. Over half of the staff are Latino/Latina, and approximately 30 percent of staff come from backgrounds that presented challenges similar to those faced by the youth they serve. Frontline staff are required to have a four-year college degree and three years of experience with at-risk youth; however, experience is considered in lieu of a degree in some cases. The agency's affiliation with both Boys & Girls Clubs of America and Girls Incorporated allows them to utilize national job posting services and notices about potential employees when recruiting. Though its pay scale cannot compete with other youth organizations and school districts in the area, it does provide staff with comprehensive health, dental, vision, and long-term disability insurance.

Camp Fire USA Alaska Council serves 1,200 children through its School-age Childcare Programs and 200 through Drop-in Center Programs in the Fairbanks and Anchorage areas. The council employs 13 full-time and more than 150 part-time staff. The agency offers its staff medical, dental, vision, and retirement benefits as well as a flexible spending account. It also provides 75 percent tuition reimbursement for outside conferences in addition to many in-house training opportunities.

Community Agencies Corporation of New Jersey/Clinton Hill Weed and Seed Partnership serves 1,500 youth through a variety of recreation and prevention programs. It employs 20 full-time and 10 part-time contractual staff. Eighty percent of the staff is African American and 20 percent is Hispanic/Latino. The agency offers work studies for teens and internships for college students. A bachelor's degree is preferred for full-time staff, and salaries are scaled in accordance with work experience and education.

Girls Inc. of the Central Coast serves 300 girls in the Monterey County, California, area. It employs 23 part-time direct care staff; the ethnicity of the staff is 95 percent Hispanic/Latino and 5 percent Pacific Islander. Staff who work more than 20 hours per week are eligible for health, dental, sick time, and vacation benefits. Salaries for high school-age leaders are comparable to other "first job" wages available to high school students in the area. Pending evaluation, youth workers are eligible for a raise after six months. Many of the teens who work as youth leaders go on to college at one of the University of California or California State University campuses, and often major in a youth development-related field.



Girls Inc. of Greater Santa Barbara provides onsite and offsite programs for 2,600 girls ages 4 to 18 years old. It employs 16 full-time and 66 part-time direct care staff, all of whom must have some education in early childhood development and some prior experience working with youth. The staff's ethnic background is as follows: 67 percent white (non-Hispanic/Latino), 21 percent Hispanic/Latino, 5 percent Asian American, 4 percent African American, and 3 percent bi-racial or other. Salaries and benefits packages are competitive with organizations in the area. The agency believes that its reputation for having a supportive work environment and placing a high value on the quality of its staff has helped it maintain a stable workforce in spite of some economic challenges.

Journey Fellowship has served 147 youth workers: 76 were prospective youth workers ages 18 to 22 years old; 36 were early-career youth workers with less than 5 years experience; and 34 were tenured youth workers with 10 to 30 years of experience. Since 2003, 26.5 percent of the Journey Fellows have been African American, 0.5 percent Asian American, 2 percent Hispanic-Latino, and 71 percent white. Fifty-four different youth-serving organizations have been represented in the fellowship, and an additional 57 youth-serving organizations have had Journey interns serving their organizations.

Massachusetts School-Age Coalition (MSAC) is the Commonwealth's statewide organization dedicated to systematically enhancing the workforce and promoting the professional development of school-age workers. Now in its 10th year, MSAC is one of 35 state affiliates with the National AfterSchool Association (NAA, formerly NSACA). MSAC is a grassroots organization governed by a dedicated board of providers and allies. MSAC's more than 250 members represent all types of school-age and after-school programs: extended day, community-based, faith-based, and 21st Century.

Methodist Children's Home, which is a private nonprofit organization in Waco, Texas, operates two facilities for youth: a 180-bed residential facility for boys and girls with behavioral and emotional disorders and a 50-bed ranch outside of Waco for boys with more severe conduct disorders. One hundred seventy-five full-time and 11 part-time direct care staff implement the agency's programs. Forty-eight percent of the staff are African American, 47 percent are white (non-Hispanic/Latino), and 5 percent are Hispanic/Latino. Direct care staff are required to have at least a high school education and some prior experience working with at-risk youth. While salaries are comparable with those offered by other youth organizations, they are lower than most other types of jobs available in the area. However, full-time staff do receive health, dental, sick leave, and vacation benefits.



San Francisco Beacon Initiative offers after-school programs that provide training in education, health, arts and recreation, leadership, and career development for 7,500 to 8,000 youth in eight neighborhood-based centers throughout the Bay area. Sixteen percent of staff are African American, 35 percent Asian/Pacific Islander, 9 percent Hispanic/Latino and 31 percent white (non-Hispanic).

University of Idaho Cooperative Extension serves nearly 48,000 youth throughout the state in predominantly rural areas. Extension programs employ 48 full-time and 20 part-time frontline youth workers. The ethnic makeup of this frontline staff is 86 percent white (non-Hispanic/Latino), 8 percent Hispanic/Latino, 1 percent Asian America, and less than 1 percent African American. Programs offer flexible work schedules and scholarships to help youth workers take advantage of professional development opportunities. Salaries are similar to those of local school teachers. Benefits are available to full-time staff through the University.

University of Nebraska, Lincoln Nebraska Extension 4-H is a statewide system that annually reaches 118,000 youth ages 9 to 19 years old in 93 counties in Nebraska. Ninety-nine percent of the 77 full-time and 16 part-time staff are white (non-Hispanic/Latino) and 1 percent is Hispanic/Latino. A bachelor's degree is required for an entry-level position as a 4-H assistant. Previous experience in youth work is preferred but not required. Opportunities vary greatly between rural and urban areas, but in general, higher salaries and more regular work hours are available in many other sectors of the job market. The organization believes, however, that the ongoing educational and career advancement opportunities it offers staff help offset this challenge.

YMCA of Greater Kansas City serves 3,500 children ages 6 weeks to 12 years old in early learning centers, before and after school, half-day kindergarten extension, and summer camp programs. The programs employ 279 full-time and 125 part-time staffers in order to maintain state licensing adult-to-child ratios (at least 1:15). Staff ethnicity is as follows: 81 percent white (non-Hispanic/Latino), 15 percent African American, 2 percent Hispanic/Latino and 2 percent Asian American. Flexible work hours are offered as much as possible to accommodate students' class schedules and other staff needs. Full-time staff are offered health, dental, sick leave, and vacation benefits as well as flexible spending accounts. All staff are provided the training and equipment needed to promote a professional image of youth work.

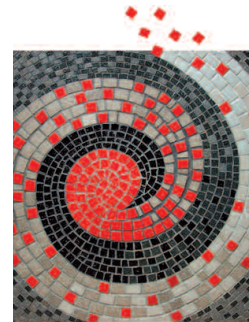


YMCA of Greater Seattle serves 17,000 youth 12 to 18 years of age in 15 branches, 3 camps and dozens of program sites across the county in which Seattle, Washington, is located. The programs employ 45 full-time and 20 part-time staff. The ethnic composition of full-time staff is as follows: 22 percent African American, 64 percent white (non-Hispanic/Latino), 4 percent Hispanic/Latino, 4 percent Asian, 2 percent Pacific Islander and 4 percent bi-racial or multi-racial. Staff who work more than 30 hours per week are eligible for health, dental, and retirement benefits as well as paid time off. Salary and benefits are comparable to those offered by other youth organizations in the Seattle area.

Westside YMCA serves 3,000 to 4,000 youth in the Fort Worth, Texas, metropolitan area. It employs two full-time and 25 to 30 part-time staff. The ethnicity of the staff breaks down as follows: 32 percent African American, 28 percent white (non-Hispanic/Latino), 2 percent Asian American, 6 percent bi-racial or multi-racial, and 2 percent other. The agency offers flexible hours, free individual branch membership, health benefits, paid time off, reduced childcare rates, infant and toddler program, and \$250 college stipends.



Appendix E: Methodology



SURVEY

As a first step in identifying “promising practice” strategies in the recruitment and retention of frontline youth workers, members of the National Collaboration for Youth (NCY) were asked to complete a web-based survey. Participants responded to questions relating to challenges their organizations have experienced in recruiting and retaining qualified and competent youth workers, practices their organizations have in place to meet those challenges, and methods of determining whether their strategies have been successful.

TELEPHONE INTERVIEWS AND CASE STUDIES

After results from the web-based survey were analyzed, project staff interviewed representatives from various organizations with a view toward developing a report on recruiting and retaining qualified and competent youth workers. Interviewees were asked to describe attributes of typical frontline youth workers at their organizations, to discuss how they determine salaries and how those salaries compare with those in other types of jobs in their communities, and to indicate other ways they compensate frontline youth workers. They were then asked to provide more information about the recruitment and retention strategies they referred to on the web-based survey. Lastly, they suggested recommendations for other organizations trying to recruit and retain high-quality frontline youth workers, proposed some ways we might collectively achieve these goals, and pointed out how their strategies for recruitment and retention might address some of the challenges identified by research in the youth work field.

SYMPOSIUM

Individuals who participated in the telephone interviews were invited to attend a one-day symposium in Washington, D.C., to further explore issues related to effective youth worker recruitment and retention. A series of small group activities and large group discussions during the symposium increased information about best practice strategies and led to proposed recommendations.

ADDITIONAL INTERVIEWS AND ADVISORY GROUP

Following the symposium, an advisory group was formed to provide expertise and input into the final production of this publication. Each advisory group member provided background on workforce issues in either youth work or the broader non-profit sector and participated—through conference calls and e-mail—in reviewing and commenting on the publication’s structure and content.



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- 26 These recommendations are derived from the literature on this subject; the *Capturing Promising Practices in Recruitment and Retention Symposium* held November 2005 in Washington, D.C.; and supplementary interviews conducted for this report. In addition, the writers and Advisory Group members drew on their professional expertise in helping to develop recommended strategies.



NATIONAL
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FOR YOUTH

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