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Staffing for Success

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Staffing for Success:

FACT SHEET FOR HUMAN RESOURCES DIRECTOR AND 4-H LEADERSHIP PROGRAM

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THE REALITY

UC ANR recognizes the following:

- Historically, the 4-H program was designed to respond to the needs of a predominantly white population, which at the time reflected the population of the state.
- Employees serving the 4-H Youth Development Program (YDP) are predominantly non Latino and white.
- Current recruitment and hiring practices hinder our ability to meet the needs of diverse clientele.
- Current “position vacancy announcements” and position descriptions tend to recruit people who do not have intercultural communication skills or people who may not be bilingual and bicultural or value bilingualism and biculturalism.

RESEARCH AND PROMISING PRACTICES

Sustained participation and positive outcomes among Latino youth and communities result when staffing recruitment, review, and retention efforts include

- a clear and consistent statewide strategy to hire a more racially/ ethnically diverse staff who value multicultural and diverse environments
- standardized “position vacancy announcements” for academics and position descriptions for staff that include bilingual and bicultural skills, along with experience in working with diverse youth, families and communities
- promotion of job announcements with diverse community networks and leaders to recruit more diverse personnel
- designing and conducting inclusive interview questions

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Latin@ participation rates in youth development programs are positively influenced by organizational infrastructures (e.g., leadership, staff hiring and development, location/ accessibility, resource allocation, evaluation) that are carefully aligned to reach and serve Latin@ youth and communities, work closely with Latin@ families and community leaders, build trust among stakeholders, and assure activities are accessible, affordable, and relevant.

(Erbstein and Fabionar 2014)

RECOMMENDATIONS

- Allocate resources to develop and hire more diverse personnel.
- Assign designated Human Resources analyst to review 4-H YDP staff positions.
- Include language in position descriptions that make reference to demonstrated experience in
 - “helping the community” or “supporting the education of Latino youth”
 - working with members of the Latino community in program development and implementation
 - promoting positive ethnic identity development and supporting bilingualism, biculturalism, and acculturation
 - bridging cultural differences
- Develop standardized interview and reference questions to assist the committee with the assessment of applicants’ skills and experience with, sensitivity to, and passion for expanding 4-H YDP to reach and engage with diverse audiences.
- Improve connections with community leaders, key campus faculty, and networks within the Latino communities (both informal and formal) to improve recruitment of potential candidates.
- Promote position announcements through formal and informal networks and key leaders to expand the interview pool.
- Identify youth development programs that have success in recruiting and retaining Latino staff and academics, and learn from them.
- Discuss and evaluate recruiting, hiring, and retention strategies.
- Form a diverse committee of academics and staff to develop a 4-H statewide staffing plan.

“Potential areas of investment include...funding for developing/hiring staff that know about local Latin@ community needs and networks and can engage youth and community in further informing the organization/program.”

(Erbstein and Fabionar 2014)

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