

## Yesterday, Today, and Tomorrow: Discovering Staffing Strategies That Work

COLLEGE/CAREER	YESTERDAY	TODAY	TOMORROW
Reason for going to college	College to get an education	College to get a good job	“Hacking” college; not attending 4-year schools -- enrollment in community colleges up, growing number of non-traditional students (25 or older, have kids and work)
Skills required for career development	Technical “how to” skills	21 <sup>st</sup> century learning skills (“soft” skills)	21 <sup>st</sup> century learning skills; less emphasis on “hard” skills
Career expectations/experiences	Minimal job/career change (no more than 2 jobs for entire career)	Change job/careers more than in the past (have 3 or more jobs by the time they are 30)	How to prepare for jobs that have yet to be invented?
Career readiness	Assumed to be work-ready	“Jobs are ready, graduates are not”	Workforce needs “human” (SEL) skills
Camp experience valued as career readiness	Camp on resume viewed as fun job; employers glad to see work history	Undervalued; not viewed as a real job (skills not accurately translated to resume)	Employers value camp experience on resume
Intentional help with camp on resume as valued career readiness employment	Minimal emphasis to put camp staff experience on resume	Informal conversations about how camp can help with career readiness, how to put it on a resume	Camps offer workshop to translate skills on a resume and other staff development, Career Coach
Type of careers expected	Manual labor was acceptable as a career	Parents and students think they should get high-paid tech jobs upon graduation	Increased number of robots and automatic interactions 4 <sup>th</sup> Industrial Revolution
Expectations of elevated position	Understood need to work one’s way up the ladder	Expect to be brought in as unit leader	Realistic expectations would be nice!
Paid employment history	Kids babysat, teens started working when 14-15 yrs old; large % HS seniors worked for pay during the school year	Decreased number of teens working; 55% of HS seniors work for pay during the school year	Continued competition with higher paying jobs
Availability of potential labor force	Large population boom; plenty of potential workers	Shrinking numbers in workforce of this age, families are smaller, fewer people in population cohort	Continues; “graying” of America; early retirees as camp staff; roles – teaching, mentoring, camp operations; intergenerational staffing

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RECRUITMENT/TRAINING	YESTERDAY	TODAY	TOMORROW
Attitude toward recruiting staff	"If you have a camp, they will come..."	"I will sign a contract and may not show up..." (ethical issue)	"I want to work at camp and am committed to the job!"
Staff availability	Available for entire season	Compete with travel, school, family vacation, friends	Job share, hire "floaters," give time off with advance notice, day camps not open week of July 4th
Position advertising	Word-of-mouth advertising; friends brought friends	Website, Indeed, Handshake, Wayup, Linked In, Social Media	New platforms to consider (requires awareness)
How to find staff	Grow your own, job fairs	Grow your own + heartbeat, information table at specific locations on college campuses	Camper to staff pipeline; talent pipeline, find a friend (get a bonus)
Recruitment/hiring timing	Start re-hiring in fall (return), January, and/or big push around Spring Break	Delicate balance of hiring too early (lose 'em) or too late (quality)	Post ads shortly after close of camp season (recruiting is continuous);
Qualifications required	Experience working with youth was common (babysitting)	Fewer candidates have experience working with youth	Desire to grow and develop as a person
Hiring mentality	Hiring for the position	Hiring for the position	Hiring for the person, not the position
Interview format	Ask a few questions in-person or on the phone, candidates provide written proof of specialized skills	Competency based (situational), group, internet-based (e.g., Skype), interview potential new staff in-person (at camp or on campus)	Contracted out; situational, test specialized skills (video 'proof' or on site), internet-based
Internship as camp employment	Internship...what's that?	Increased number of required internships, practicums, independent studies	Rethink how an internship looks at camp for different majors; partner with alumni to connect staff with internship
What staff training looks like	Staff training = set-up camp	More intentional staff training; part is online training; pre-weekends	Staff training = staff development; online training for concrete topics, in-person training for 21st Century skills
Certifications	Come to camp with needed skills, certifications	Camps train on site for technical skills, pay for certifications	Camps train on site for technical skills, pay for certifications; create own certificate programs for leadership and professional development opportunities for staff

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COMMUNICATION	YESTERDAY	TODAY	TOMORROW
Style/quality of communication	Formal	Shrewd consumers of tone and quality of communication; prefer visual followed up by face-to-face	Focus on what needs to be said and how to say it, and how to transmit the communication
Technology requirements at camp	Minimal technology requirements (pay phone)	Wi-fi access; demand for access to smartphones, tablets	Ever-changing (requires awareness)
Application/Contract/Forms	Camp mailed paperwork; staff signed & returned with few reminders	Ability to apply online; some hard copy contracts & forms (more challenging to get staff to return paperwork)	Applications filled out online; electronic signatures with online contracts and paperwork (Workbright)
Ongoing staff connections/ Engagement prior to camp	Minimal staff engagement prior to camp; some after camp through camp year books and/or newsletter or two; some camp photos on CDs	Some staff engagement through social media (FB pages), group chats (Group Me, Whats App), online yearbook after camp- immediate	Engage staff all year; Instagram just for staff; group chats (Zoom) – banter; administrators facilitate development staff communities that are then run by staff – key players; no FB/Instagram?
Communication initiated/returned by camp staff	Prospective staff returned calls and engaged in ongoing communication; staff contacted camp prior to camp outreach	Even though I have applied to work at your camp, I may not get back to you if you reach out to me; “ghosting”; multiple forms of communication	Multiple forms of communication, texting, knowing/using positive peer “influencers”
Staff appreciation/feedback	End of camp evaluations, perhaps no evaluations; nothing formative	Formative evaluations given; staff want/need immediately; want positive feedback; want to be publicly appreciated for efforts	Individual mentoring relationships with care and support; need to formally connect established staff with new staff to fill this role

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LIFE FOCUS	YESTERDAY	TODAY	TOMORROW
Living arrangements	Shared living – dorms (multiple children in household)	Individual rooms; individual space (1 - 2 children households)	Individual space, will need to be taught shared living skills (1 -2 children households)
Maturity levels	Level of maturity at 18; sense of responsibility/accountability	18 is the new 15 (e.g., drivers’ licenses); childhood stretches well into high school; 15 year olds are more like 13 year olds of yesterday	Will this trend continue to drop or level off?
Social emotional health	“Stick it out” mentality	Increased number of staff with mental health needs	MESH care for staff, look at length of sessions, time off, Creative Wellness Coordinator
Generational attitudes	Boomers, Gen X, Millennials (Gen Y) characteristics	Gen Z (iGen) (1995-2010) characteristics	A new generation (born after 2010) will start entering college around 2028

### REFERENCES CONSULTED

- [Marching Off the Map](#) by Tim Elmore
- [The Art of Preparing for a Career](#) by Tim Elmore
- [The iGen Shift: Colleges are Changing to Reach the Next Generation](#) (NY Times)
- [Have Smartphones Destroyed a Generation?](#) (The Atlantic.com)
- [Today’s College Student](#) (Gates Foundation)
- [9 Ideas That Summarize the Future of Work \(and How You Can Prepare for It\)](#) (The Startup)

### OTHER RESOURCES

- [Project Real Job Pinterest Board](#)
- [ACA’s Staff Recruitment Downloadable Handouts](#)
- ACA Webinars on [Camp as an Internship](#) (Dec. 11<sup>th</sup> @ 1 pm EST) and [Translating Camp on a Resume](#) (April 16<sup>th</sup> @ 1 pm EST)
- [Meeting of the Minds: Camp Directors, Higher Ed and College Students](#) (Jan 2018 Camping Magazine)
- [Staffing Strategies: Where Have We Been and Where Are We Headed](#) (Jan 2019 Camping Magazine)
- [ACA Job Center](#) (subscription rate to post multiple openings until August 1<sup>st</sup>)