

Workforce System Development Questionnaire

Introduction

This questionnaire is designed to help cross-sector and cross-organizational state teams reflect on core elements that support and strengthen the out-of-school time workforce and improve program quality. The first step, then, is to convene a team. Some states may already have cross-sector teams, while for others this is an opportunity to bring people together. State teams may be made up of representatives from CCDF Lead Agencies, Early Care and Education Departments, statewide afterschool networks and affiliates, 21st Century Community Learning Centers or other Department of Education programs, Advisory Councils, youth development organizations, and others. This questionnaire will help you identify new team members, uncover gaps, and identify strategies or resources that can be leveraged across sectors.

The goals for completing this questionnaire are to:

1. Stimulate team dialogue
2. Ensure that all team members have a shared understanding of what is in place statewide or within one sector and where there are gaps
3. Set the foundation for strengthening the workforce development system
4. Help your team create an Action Plan

Instructions

Complete Part 1 first. Please check the box that best describes your state's developmental stage for each indicator, first for the Components of a Professional Development Framework, and then for Equity, Access, and Workforce Conditions. *If some system components have been developed or adopted in one sector only (e.g., 21st CCLC or CCDF programs), make a note of that in the chart.* Additional comments can be typed into the box or added at the end.

Keep in mind that your system should support:

- Licensed and license-exempt practitioners
- Family child care providers
- Summer program providers
- Full- and part-time professionals

Then, in Part 2, discuss the “big picture” questions with your team to help you think about workforce supports more broadly and plan out action steps.



The next step, Part 3, will be to develop an action plan. A basic action plan template is included here for you to use or adapt.

Part 1: A System of Support for the OST Workforce

INDICATOR	PRE-CONTEMPLATION We need to learn about/raise awareness about importance of this	CONTEMPLATION We are interested but see a number of challenges ahead	PREPARATION We are devising goals and including in our plan OR others are working on this	ACTION We are engaged in implementation of action steps	MAINTENANCE We are integrating into policies and procedures
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Components of a Professional Development Framework

Training and technical assistance professionals with OST experience and knowledge					
PD opportunities for family child care providers					
Core knowledge and competencies					
School-age or afterschool/youth development credential					



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Leadership credential					
Articulation agreements for PD credits (e.g., with institutes of higher education)					
Career pathways (i.e., identifying routes of continuous advancement for increased qualifications)					
Registry inclusive of OST professionals					



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Data (e.g., workforce data, and progress indicators for existing initiatives) that informs policy decisions on PD					
OST representation on State Advisory Council or PD Advisory Council					
PD aligned with requirements for license and license-exempt programs					



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OST PD system aligned and streamlined with early childhood PD system and Quality Rating and Improvement System to reduce duplication and increase career mobility					
Collaboration and sharing of resources across sectors (e.g., 21st CCLC, youth development, Child Care and Development Fund)					
A fiscal map (showing how federal, state, and local funds are used) that can inform decisions about restructuring and spending					



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Equity, Access, and Workforce Conditions					
Diversity of the OST workforce (e.g., the workforce reflects those served)					
Diversity of OST leaders similarly reflects those served					
Career guidance for OST professionals					
Strategies to strengthen recruitment and retention					
Striving for fair and equitable compensation across sectors					



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Incentives for PD opportunities (e.g., increases in compensation)					
Scholarships/stipends to pay for PD opportunities					
Paid time off to participate in PD opportunities					
Multiple PD Formats:					
Onsite					
Online					
Peer learning communities					



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Coaching					
Local/regional face-to-face opportunities					
State conferences					
Ability to attend national conferences					
College coursework					

Additional Comments:

Part 2: Thinking about the Big Picture

1. Consider what professional development topics are available (e.g., health and safety required by licensing, in-service training required by licensing and quality rating and improvement system, social-emotional learning, building strong summer programs, leadership development, business practices, training and supports for professional development and technical assistance professionals). What is most commonly accessed?

2. Where are the gaps in your system of support for the OST workforce (e.g., supports for family child care or summer professionals)?

3. As you move forward to create your plan, consider which goals might have the most impact on advancing professional development and program quality, for example
 - Collecting more data to understand what OST providers are using, what they want, and how professional development funding is being spent (e.g., review registry data, conduct a new survey, hold focus groups)
 - Increasing access to professional development opportunities for OST providers
 - Linking training and TA from OST specialists with quality improvement efforts
 - Developing strategies to improve recruitment and retention of OST staff

4. What is the most important way the state can support providers in
 - Licensed and license-exempt programs:
 - Summer programs:
 - Family child care:
 - Full-time and part-time positions:

Part 3: Action Planning

Action Plan Template

Strengthening State Professional Development and Workforce Systems

Drawing on the completed questionnaire, state teams can use or adapt this Action Plan Template to identify goals, outcomes, and action steps on which you can collaborate to achieve your objectives around strengthening your state's professional development and workforce system.

You may choose to identify some short and some longer term action steps. The key is to identify the changes that will ultimately have the most positive impact on your workforce and, in turn, on program quality. It will make sense to integrate this action plan into your larger existing state plans, including Child Care and Development Fund, Early Childhood Professional Development, or Quality Improvement Systems plans.

Overall Goal*:						
What will it look like when we get there (outcome)?						
Action Steps	Resources Required	Challenges that may need to be addressed	Team lead and partners to involve	Desired completion date	Peer/state resources to explore	How we check on progress



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**Repeat this section if you have multiple goals*

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