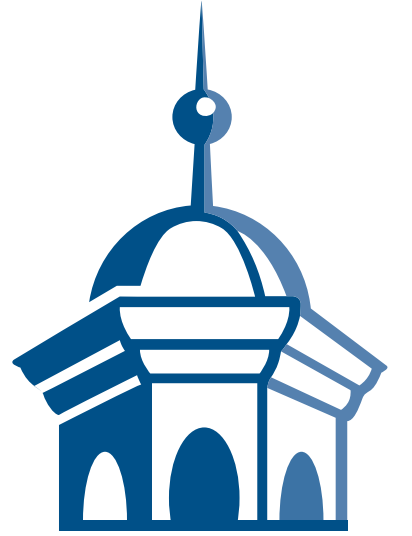


March 27, 2025



Muni Mornings

Recruiting, Onboarding & Retention for Summer Recreation Programs

Kathleen Ramsay, Municipal Operations Specialist
Vermont League of Cities and Towns

Muni Mornings

Summer Recreation Program Staffing

New Resources

- Recruiting
- Onboarding
- Team Building
- Retention
- Building the Pipeline for Future Staff

Hiring Toolkit

DOCUMENTS

 steps-to-hiring-well_1.pdf

 what-to-include-in-an-employment-ad.docx

 lawful-interviews.docx

 human-resources-faqs-i-9s.pdf

 sample-job-application-for-non-cdl-positions_0.pdf

 sample-new-hire-checklist.docx

- VLCT's Hiring Toolkit includes legal and best practice guidance along with sample documents to aid legislative bodies, supervisors, managers, and HR directors in making hiring decisions.
- While every effort is made to provide members with the most accurate information possible, these documents do not constitute legal advice.

Important Steps to Hiring Well

- Check references before extending an offer.
- Conduct background investigations following legal notification and sign-off requirements.
- Make the offer of employment contingent upon the candidate providing relevant certifications or other necessary credentials.
- [VLCT-PACIF Steps to Hiring Well](#)

Muni Mornings - Summer Recreation Program Staffing

Recruiting Strategies

- **Leverage Local Schools & Colleges**

- Career Fairs
- Internship opportunities for summer camp programs – Offer internships or volunteer opportunities for students studying education, recreation, or child development. This can attract motivated individuals who seek experience in their field of study.
- Partnerships with Swim Teams & Clubs to recruit summer staff with strong swimming skills and offer informational sessions during swim meets or practice to discuss lifeguard opportunities.

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Recruiting Strategies

- **Utilize Social Media Platforms**

- Targeted Ads (Facebook, Instagram, etc.)
- Encourage current staff to share experience: develop a hashtag – such as #CampStaff2025 or #LifeguardLife – to encourage sharing

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Recruiting Strategies

- **Community Outreach**

- Open house for potential staff: provide information on training and certification, and Q&A sessions.
- Collaborate with local youth organizations, schools and community centers and rec facilities to promote job openings. Post flyers and announcements in these facilities.
- Offer free workshops or classes on water safety, CPR, and first aid that not only serve the community but also attract individuals interested in becoming lifeguards. Promote the opportunity to gain valuable skills while also introducing them to potential job openings.

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Recruiting Strategies

- **Competitive Pay and Benefits**

- Create job descriptions that not only outline responsibilities but also emphasize the benefits of being a lifeguard or day camp counselor – such as building leadership skills, gaining CPR and First Aid certifications, and the opportunity to work outdoors.
- Include information about the positive effect that staff can have in the community and in children's lives.
- Potential for flexible and/or part-time work schedules.
- Clearly communicate benefits in job postings and recruitment.

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Recruiting Strategies

- **Networking & Word of Mouth**

- Encourage current and past staff to promote openings in social circles & networks
- Referral Bonuses (sample referral incentive program available for lifeguarding/day camp staff)
- Engage Alumni
- Reach out to former staff: they understand the workplace culture and can bring valuable experience (sample retention incentive program available for returning staff).

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Recruiting Strategies

- **Promote Training Opportunities**

- Highlight any training programs that will be provided, such as first aid or CPR. Many potential staff members are eager to gain new skills.
- Offer to cover the costs of certification courses for staff as a recruitment incentive. (Sample reimbursement for lifeguard training program available.)
- Organize lifeguard certification classes at the pool and promote them as a pathway to employment.
- Offer introductory sessions to give potential candidates a taste of what lifeguarding entails.

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Recruiting Strategies

- **Collaborate with Local Businesses**
 - Partner with local businesses to display recruitment materials or host joint events that promote camp staff positions.
 - Consider co-hosting community events, where the town can showcase its summer programs while recruiting staff.

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Onboarding Strategies

Pre-Onboarding Preparation – Documentation & Welcome Packet

Orientation – Introduction to the Facility, Organizational Overview & Team Introductions

Training Modules – Safety Protocols & Customer Service

Policy & Compliance Overview – Rules & Regulations, Reporting & Documentation

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Onboarding Strategies - *Continued*

Team Integration & Culture Building – Team-Building Activities & Mentorship Program

Evaluation & Feedback – Performance Evaluations & Feedback Mechanisms

Continuous Development – Ongoing Training Opportunities & Regular Staff Meetings

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Teambuilding Tactics

Icebreaker Activities

Skill-Building Exercises

Team Challenges

Team-Building Retreats

Social Events

Regular Staff Meetings

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Retention Strategies

- **Retention Bonus**

- \$150 for one season,
- \$300 for two seasons,
- \$500 for three or more seasons.

- **Hourly Pay Rate Incentive for Returning Staff**

- Returning for One Season: Increase of \$1.00 per hour.
- Returning for Two Seasons: Increase of \$1.50 per hour.
- Returning for Three or More Seasons: Increase of \$2.00 per hour.

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Retention Strategies - continued

- **Attendance Bonus**

- **Perfect Attendance:** Bonus of \$150 for attending all scheduled shifts.
- **Minimal Absences:** Bonus of \$75 for missing no more than one shift.
- **Moderate Absences:** Bonus of \$25 for missing two shifts, provided they are appropriately notified.

 Allow for certain absences due to illness, family emergencies, or other legitimate reasons, as determined by management.

 Documentation (such as a doctor's note) may be required for specific absences to ensure fairness.

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Workforce Development

Junior Lifeguard Program

Junior Day Camp Counselor Program

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Summary of New Resources – 18 total!

Two of the following programs/processes – one for day camp counselors and one for lifeguards:

- **Recruiting Strategies**
- **Onboarding Strategies**
- **Team Building Activities**
- **Attendance Bonus Program**
- **Referral Bonus Program**
- **Retention Bonus Program**
- **Hourly Pay Rate Increase for Returning Employees Program**

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Summary of New Resources – *continued*

Plus, the following resources:

- Reimbursement for Lifeguard Certification Program
- Lifeguard Certification Scholarship Program
- Junior Lifeguard Program
- Junior Day Camp Counselor Program

Summer Recreation Programs: Hiring Lifeguards

Summer Recreation Programs: Hiring Summer Day Camp Staff

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Youth Employment: Working Conditions & Wage Requirements

- [U.S. Department of Labor Youth Employment Compliance Assistance Toolkit](#)
- [Vermont Department of Labor Child Labor Information Poster](#)
- [Vermont Department of Labor Information for Employer - Child Labor Law](#)
- [Vermont Department of Labor Minimum Wage Poster 2025](#)

Muni Mornings - Summer Recreation Program Staffing

Bonus notes on lifeguard certifications:

- Lifeguard Certification: approximately 22 hours in person (typical schedule is: 3 hours Friday Evening, 10 hours Saturday, 9 hours Sunday), plus 9 hours online. \$370.
- Lifeguard Recertification: approximately 10 hours over the course of two weekend days. \$255.
- Doesn't include cost of travel or meals.

Muni Mornings - Summer Recreation Program Staffing

Idea Exchange on Summer Program Staffing

- **Suggestions & thoughts from attendees:**
 - Monthly, off season lunch and learns for team building, as well as generating word-of-mouth interest in summer employment opportunities.
 - Partner with other towns and local/regional high schools to offer onsite lifeguard certification programs.
 - Training on & acknowledgement of receipt of Sexual Harassment Policy.
 - Create a Fair and Inclusive Workplace.

Have questions?

LET US KNOW!



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Municipal Operations Support Team

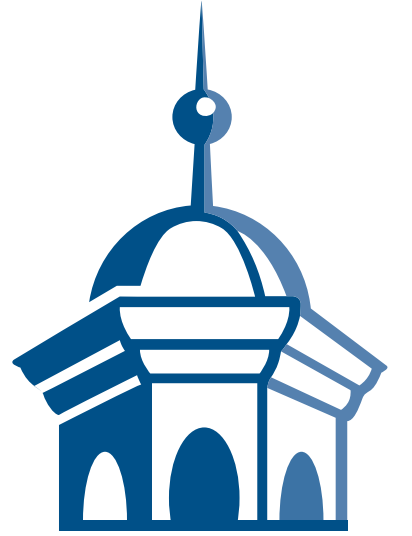


*Running a Vermont Municipality is Complicated.
We Can Help.*

Find us: <https://www.vlct.org/municipal-operations-support>

Contact us: info@vlct.org or [Ask A Question](#)

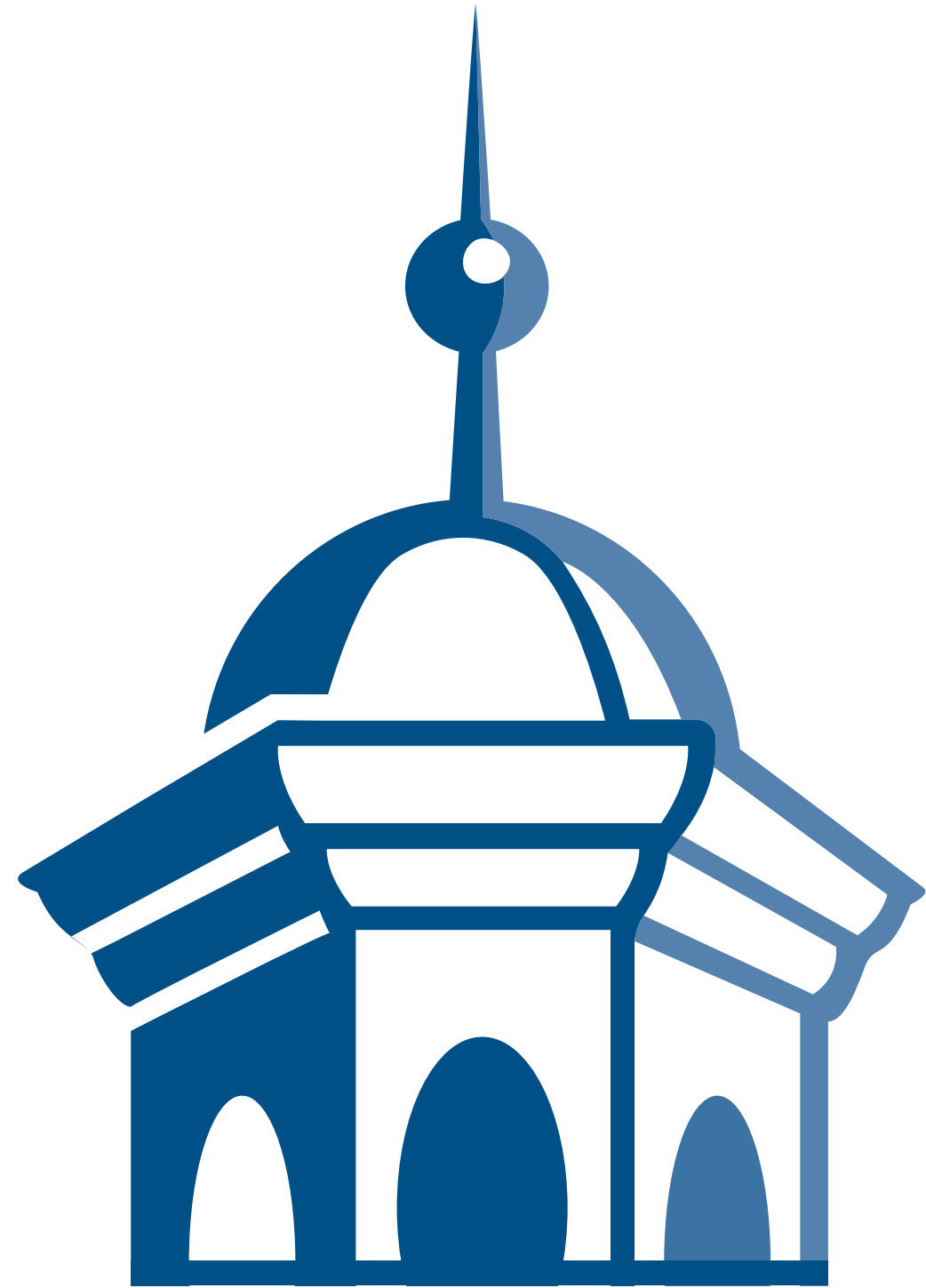
Coming Soon!



Muni Mornings

➤ Preparing for Summer Storms - April 25th

➤ Hiring your First Town Administrator or
Administrative Assistant to the SB
- May 22nd



VLCT Announcements!

❖ **Town Clerk's Handbook**

vlct.org/handbook/TownClerks – Newly updated! Special thanks go out to the working group who helped update this essential resource.

❖ **2025 Events & Training Schedule**

vlct.org/training2025 – A great summary and look ahead for people who're new to municipal roles.

❖ **VLCT's online store**

vlct.org/store – The central location for all on demand recordings of our trainings.