

## Empowering Staff to be Leaders January 2010

**The Article:** "Promising Practices in Administration/Leadership"

**Where It's From:** California AfterSchool Network

**The Findings:** High quality after-school programs have well-trained, skillful staff. Research has found that after-school staff should have strong skills in: group management, providing positive support to young people, involving youth in program design, and using sequenced, explicit instructional strategies.

**Some Specifics:**

Fortunately, these critical staff skills can be taught, allowing after-school programs to improve quality by enhancing the skills of their staff. Things to consider when planning professional development include:

- **Train early, and train often** – Strong professional development programs provide extensive training before staff begin working with youth, supplemented by ongoing onsite coaching and refresher trainings. Many after-school programs conduct an extensive training institute just before program begins, followed by regularly-scheduled trainings during the year.
- **Provide a mix of professional development opportunities** - The right type of professional development depends on a staff member's current qualifications and the type of skill being learned, along with the time and financial resources available. One-time workshops are good ways to provide an overview of a topic or to review organizational procedures, while more complex program practices are best learned through ongoing, customized professional development opportunities, such as coaching or mentoring.
- **Build professional development into staff roles and program budgets** – Be sure that program budgets include training days for line staff, and assure that site leaders' job descriptions include observing and coaching staff. Regular staff meetings provide opportunities to follow-up on trainings and share successful strategies.

**Read the Full Article:** [www.afterschoolnetwork.org/node/7461](http://www.afterschoolnetwork.org/node/7461)

**The Article:** "Ascent: Promoting Effective Leadership in Afterschool"

**Where It's From:** Partnership for After School Education

**The Findings:** PASE created *Ascent* to prepare emerging leaders to harness, change, and improve individual and organizational performance.

**Some Specifics:**

*Ascent* uses a tiered system of professional development to identify, nurture, and transform emerging leaders in afterschool into visionary leaders. Tiers include:

- A citywide leadership forum reaching more than 200 organizations;
- Quarterly centralized institutes, each including approximately 30 participants;
- the Emerging Leaders in Youth Services advanced course conducted in partnership with Baruch College; and
- An intensive mentorship program which matches emerging leaders with senior-level executives in the field.

**Read the Full Article:** [www.pasesetter.com/demonstrationprograms/leadership.html](http://www.pasesetter.com/demonstrationprograms/leadership.html)