

Nationally Recognized Core Competencies for Afterschool and Youth Development Professionals

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NIOST National Institute on
Out-of-School Time
at the Wellesley Centers for Women

Content Areas

These competencies are grouped into ten content areas:

1. Child and Youth Growth and Development
2. Learning Environment and Curriculum
3. Child/Youth Observation and Assessment
4. Interactions with Children and Youth
5. Youth Engagement
6. Cultural Competency and Responsiveness
7. Family, School, and Community Relationships
8. Safety and Wellness
9. Program Planning and Development
10. Professional Development and Leadership

Description of Levels

Within each content area, the competencies are grouped by level:

- **Level 1: Entry.** Level 1 includes the knowledge and skills expected of an entry level worker, that is a practitioner new to the child/youth development field, with minimal specialized training/education or experience.
- **Level 2: Developing.** Level 2 includes the foundational knowledge and skills expected of someone with some experience in the field. Level 2 includes Level 1 plus the knowledge and skills commensurate with a Youth Development Credential, a certificate in child/youth development, or equivalent training/education or related work experience.
- **Level 3: Proficient.** Level 3 describes a practitioner who can apply knowledge and information in the setting. It includes Levels 1 and 2 plus knowledge and skills commensurate with an associate's degree in child/adolescent development or related fields (such as Social Work, Recreation, Special Education, Education) or related work experience.

- **Level 4: Advanced.** Level 4 describes a seasoned practitioner who can apply knowledge and information in increasingly nuanced ways. It includes Levels 1, 2, and 3 plus the knowledge and skills commensurate with a bachelor's degree in child/adolescent development or related fields or related work experience.
- **Level 5: Mastery.** Level 5 is considered mastery level. Professionals at this level have advanced from basic knowledge and understanding to analysis, synthesis, and evaluation. Level 5 includes Levels 1, 2, 3, and 4 plus knowledge and skills commensurate with an advanced degree in child/adolescent development or related fields or related work experience.

I. Child and Youth Growth and Development

Afterschool and Youth Development professionals understand and are able to articulate the typical stages of growth and development (developmental milestones) and individual and developmental variations, including cultural differences and special needs, in order to provide a program that meets the multiple needs of children and youth. It is critical for practitioners to know and be able to apply commonly accepted research and development theories regarding children and youth and to know how to create safe, nurturing, and challenging learning environments that encompass developmentally appropriate practices, establish foundations for future growth, and engage young people in building social skills and knowledge (adapted from MA).

Ways to Promote Positive Youth Development in Children and Youth, Child Trends; pages 3-4: www.childtrends.org/Files/Child_Trends-2008_02_27_PositiveYouthDev.pdf

A Different Kind of Child Development Institution; Halpern; page 202;
www.temescalassociates.com/documents/resources/general/HxAfterschool.pdf

What Works for Older Youth; Child Trends; pages 2-3: www.childtrends.org/Files/Child_Trends-2010_03_09_FS_WWOlderYouth.pdf

Level 1

Is aware of the basic stages of child and youth development.

Values different personalities and temperaments in children and youth.

Recognizes that children and youth learn and develop through experience.

Understands that some children and youth have special needs and requirements.

Acknowledges and accepts cultural differences, including family values and strengths.

Level 2

Describes physical, cognitive, social, and emotional stages of child and youth development.

Recognizes the changing role and influence of peers.

Recognizes and understands current youth cultures, such as use of technologies, vocabulary, clothing and music.

Recognizes individual differences in personalities and development and the ways in which those differences impact individual needs and participation in the program.

Adapts experiences to participants' individual and group needs, including different learning styles.

Assesses and responds to the individual needs of children and youth, including those with special needs.

Recognizes and responds to the effects cultural differences may have on behavior and development.

Level 3

Understands current theories and ongoing research related to child and youth development.

Identifies child and youth development frameworks pertaining to positive youth outcomes.

Shares information with families about the general principles of child and youth growth and development.

Explains physical, cognitive, social, and emotional differences among children and youth as they relate to individuals' programmatic needs.

Identifies possible risk factors, delays, or disabilities that may indicate a need for special services, program adaptations, and/or consultations with a supervisor.

Creates environments and experiences that respect and affirm cultural, linguistic, ethnic, and socioeconomic diversity.

Level 4

Applies major theories of child and youth development to all curricular areas.

Utilizes information on individual growth, development, and learning styles to improve programming and professional practice.

Utilizes appropriate resources and makes programmatic adaptations for children and youth with special needs.

Demonstrates ability to embrace and integrate cultural, linguistic, ethnic, and socioeconomic diversity into the daily curriculum by partnering with children, youth, families, and community partners to incorporate and value aspects of linguistic and cultural practices.

Level 5

Articulates, analyzes, evaluates, and/or applies current theories, research, and policy related to child and youth growth and development.

Communicates major theories, research, and issues relevant to child and youth growth and development to families in a way that is meaningful.

Researches and applies multiple approaches to child and youth developmental outcomes. Ensures that the program's policies and practices reflect an inclusive philosophy.

II. Learning Environment and Curriculum

Afterschool and youth development professionals understand and utilize strategies that are characteristic of high quality environments such as consistent schedules and routines, transition activities for moving from one activity or place to another, offering interesting materials and activities appropriate to the age group, and arranging the space to enhance learning. They know and understand a variety of developmentally appropriate curriculum models to promote physical, social, and cognitive development, communication skills, and creative expression (adapted from MA).

Practices to Foster in OST; Child Trends; page 1: www.childtrends.org/Files//Child_Trends-2010_01_28_RB_Practices2Foster.pdf
Shared Features of High-Performing After-School Programs; Policy Studies; pages 5-6: www.sedl.org/pubs/fam107/fam107.pdf
Essential Elements of Quality Afterschool Programs; National Dropout Prevention Center; page 7: www.dropoutprevention.org/pubs/pdfs/Essential_Elements_of_Quality_AfterSchool_Programs.pdf
Quality of School-Age Child Care in After-School Settings; Little; page 4: <http://www.researchconnections.org/childcare/resources/12576/pdf.jsessionid=E81E66D32D4E9B9E7CC109203A9BA92C>
Elements of Effective Programs; Center for After School Education; page 1: www.afterschooled.org/quality_building/elements.php
Learning By Asking: Investigating Science Through Inquiry; National Partnership for Quality Afterschool Learning; page 1: www.sedl.org/afterschool/afterwords/aug2008/

Creating the Learning Environment and General Curriculum

Level 1

Understands that lesson plans are the blueprint for implementing curriculum and follows an activity plan.

Recognizes that children and youth learn best through fun, engaging, hands-on experiences.

Recognizes the importance of providing children and youth with choice in the process and content of curricular activities.

Understands that the physical space/environment can impact teaching and learning.

Level 2

Maintains and monitors a daily schedule that balances active and quiet, youth-directed and adult-directed, individual and group, and indoor and outdoor activities.

Identifies individual assets and risk factors that may impact the success of children and youth.

Encourages child/youth engagement in a variety of developmentally appropriate activities that facilitate fun and learning through experimentation and exploration.

Selects materials appropriate to participants' developmental levels and has sufficient materials prepped and ready for use at beginning of activity.

Provides an interesting, physically and emotionally safe, and inclusive environment.

Is aware of the existence of state academic standards.

Uses appropriate equipment, devices, and technology in support of teaching and learning.

Level 3

Implements fun, engaging, hands-on experiences in the curriculum and recognizes that these experiences should apply across all areas of development (e.g., cognitive, social, emotional) and all aspects of the curriculum.

Provides materials that expose youth to a variety of cultural backgrounds and practices.

Plans and adapts activities and the physical environment to make them appropriate for the developmental levels of all participating children and youth, including those with special needs.

Level 4

Provides activities that allow children and youth to engage with the curriculum.

Creates a curriculum and learning environment that uses authentic materials and technologies; promotes youth decision-making; and incorporates experimentation, exploration, simulation, and play to enhance development and facilitate active learning.

Plans and evaluates the learning environment and curriculum to maximize learning for all children and youth, including those with special needs and a variety of learning styles.

Collaborates with other agencies to maximize opportunities for children and youth within the integrated curricular areas.

Ensures that the environment facilitates learning in all curricular areas.

Demonstrates the knowledge and ability to modify the environment to manage behaviors when necessary.

Level 5

Ensures that activities are balanced between concrete, participatory experiences and adult-directed experiences.

Articulates, analyzes, evaluates, and/or applies current theories and research related to the design of curriculum and learning environments.

Communicates major theories, research, and issues relevant to family and youth development with others as appropriate.

Teaches others how to design curriculum.

Collaborates with other agencies to research and communicate information about the integrated curriculum areas.

Promoting Physical, Social, and Cognitive Development

Level 1

Engages in cognitive, social, and physical activities with children and youth while maintaining a supervisory role.

Facilitates a variety of physical, social, and cognitive activities that meet the interests, developmental stages, and skill levels of children and youth.

Models healthy behavior for children and youth.

Encourages children and youth to ask questions for understanding and actively listens to the responses given.

Models recognition and expression of feelings.

Encourages children and youth to exhibit empathy and acknowledge the rights and possessions of others.

Understands that family and community have different cultural experiences that play a role in how children and youth respond socially to adults and peers.

Level 2

Encourages the cognitive, social, emotional, and physical development of children and youth through experimentation, exploration, and play.

Leads activities in a manner that engages children and youth and builds on their interests.

Uses a variety of indoor and outdoor physical activities, including structured, unstructured, staff-directed, and child/youth-directed activities.

Asks children and youth relevant open-ended questions to extend their learning.

Encourages children and youth to perceive events and experiences in their lives as opportunities for growth.

Helps children and youth learn to communicate and practice communication and cooperation with others.

Promotes feelings of empathy and mutual respect among children, youth, and adults and helps participants feel valued as members of a group.

Supports children and youth's development of self-awareness and identity.

Supports children and youth with special needs as they participate in physical, social, and cognitive activities.

Level 3

Plans and guides exploratory activities in response to child/youth interests.

Incorporates cognitive, social, and physical activities into all curricular areas.

Intervenes appropriately to promote the social, cognitive, and physical development of children and youth.

Provides an environment that is conducive to exploration and the development of physical, social, and cognitive skills.

Revisits learning activities with children and youth so they can reflect and build upon previous learning to develop and refine thinking and reflection skills.

Provides a meaningful curriculum emphasizing social skills, relationships, and friendships.

Guides children and youth in expressing their feelings and asserting themselves in positive ways.

Facilitates child/youth participation in problem solving and conflict resolution.

Adapts physical, social, and cognitive activities for children and youth with special needs.

Facilitates learning opportunities that reflect the cultures represented in the community of the program.

Level 4

Integrates physical, social, and cognitive activities into all curricular areas and articulates the importance of an integrated curriculum.

Varies program strategies to correspond with multiple learning styles.

Develops and implements strategies that encourage the social, physical, and cognitive development of children and youth through various leadership and citizenship roles.

Facilitates child/youth involvement in curriculum design, implementation, and evaluation.

Understands the impact of health and fitness activities on children and youth.

Engages children and youth in planning problem-solving and critical-thinking activities.

Creates an inclusive and collaborative program community.

Designs learning opportunities that reflect the cultures represented in the program community.

Level 5

Articulates, analyzes, evaluates, and/or applies current theories and research related to promoting physical, cognitive, and social development.

Advocates for policies and practices that promote the physical, cognitive, and social development of youth.

Evaluates the quality and effectiveness of curricula, activities, and opportunities that support physical, cognitive, and social development.

Collaborates with other agencies to research and communicate information on social, physical, and cognitive development of youth.

Promoting Communication Skills

Level 1

Models effective listening and verbal skills, including the use of proper grammar.

Aware of body language and tone of voice and its impact on others.

Responds to verbal and nonverbal forms of communication.

Stimulates conversation with and between children/youth.

Understands the importance of using open-ended questions.

Understands that children and youth communicate in a variety of ways.

Level 2

Expands own and participants' vocabulary in a variety of ways.

Provides an environment that is conducive to the exploration and development of communication skills.

Encourages children and youth to use appropriate verbal and nonverbal means of communicating thoughts and feelings.

Offers a variety of communication opportunities that meet the individual interests and skill levels of all children and youth, including those from diverse cultures and those with special needs.

Recognizes barriers in communication.

Level 3

Offers programming opportunities for children and youth to learn effective communication skills.

Incorporates communication skills into all curricular areas

Uses open-ended questions in one or more content areas.

Plans and implements communication experiences and activities based on the population of the program.

Level 4

Adapts and modifies interactions with children and youth based on culturally appropriate assessment and evaluation tools.

Evaluates the appropriateness and effectiveness of communication activities for groups and individuals.

Develops and teaches strategies for integrating communication development activities into all curricular areas.

Continually reflects on own skills for helping children and youth solve conflicts.

Helps children and youth who are learning a second language by providing them with the supports necessary for them to fully participate in programming opportunities.

Level 5

Articulates, analyzes, evaluates, and/or applies current theories and research related to emerging trends in communication.

Collaborates with other agencies to research and share information on communication development.

Advocates for policies and practices that promote the communication development of children and youth.

Regularly uses open-ended questions across all content areas.

Collaborates with language specialists to modify and adapt curricular activities and experiences to meet the language and literacy needs of each child/youth.

Promoting Creative Expression

Level 1

Recognizes the value of the process and product of creative expression.

Accepts cultural differences that may affect the ways in which children and youth express individual creativity.

Encourages individuality in children and youth.

Level 2

Understands that a balance between process and product is important.

Models and encourages creativity through various art forms.

Provides opportunities that encourage youth to experiment with sound, rhythm, movement, language, materials, space, and ideas in individual ways.

Provides time and materials for spontaneous, unstructured, and self-directed activities.

Recognizes the community as a resource for creative experiences.

Level 3

Emphasizes the importance of the balance between process and product during activities.

Incorporates activities for self-expression that reflect diverse cultural traditions.

Engages children and youth in curricular activities that promote creative expression.

Modifies curriculum and experiences to ensure that all participants, including those with special needs, have access to opportunities that allow for individual creative expression.

Articulates the value of creative expression as necessary to the development of the individual.

Incorporates creative activities into all curricular areas.

Provides an environment where children and youth feel free to explore and develop their creative skills.

Involves children and youth in the development and implementation of creative activities.

Uses the community as a resource for creative experiences.

Level 4

Celebrates creative expression through appropriate documentation and exhibition (e.g., displaying, publishing, creating portfolios).

Educates families about the importance of individual creative expression.

Advocates for the importance of children and youth representing their thoughts, feelings, and ideas through creative outlets.

Evaluates the appropriateness and effectiveness of creative activities for groups and individuals.

Demonstrates leadership in establishing partnerships with community organizations that stimulate creative and aesthetic experiences for children and youth.

Introduces children and youth to and helps them develop an appreciation for creative experiences in their community.

Level 5

Communicates the theoretical concepts underlying the ways in which children and youth use the arts to express themselves.

Articulates, analyzes, evaluates, and/or applies current theories and research related to promoting creative experiences.

Identifies and uses specialists in artistic disciplines to incorporate the arts into the curriculum.

Collaborates with other agencies to research and communicate information on creative development.

Teaches others about the importance of integrating creative activities into all curricular areas.

III. Child/Youth Observation and Assessment

Systematic observations, documentation, and other effective and appropriate assessment strategies, in partnership with families and other professionals serving the same children, positively impacts the development and learning of those children and youth. Well prepared practitioners understand the goals, benefits, and uses of individual observation and assessment, including how to use this information to adapt the program to meet the needs of each child or youth (adapted from MA).

Measuring the Success of After-School Programs and Systems; CBASS; http://www.afterschoolsystems.org/content/document/detail/1559/Essential_Elements_of_Quality_Afterschool_Programs.pdf; National Dropout Prevention Center; page 6:
www.dropoutprevention.org/pubs/pdfs/Essential_Elements_of_Quality_Afterschool_Programs.pdf
Data-Driven Decision Making in OST Programs; ChildTrends; page 2: http://www.childtrends.org/Files/Child_Trends-2009_06_23_RB_Decision-Support.pdf
Process Evaluations – A Guide for OST Practitioners; ChildTrends, page 2: http://www.childtrends.org/Files/Child_Trends-2008_01_07_%20ProcessEvaluations.pdf
Supporting Success-Why and How to Improve Quality in AS Programs; PPV; page 8:
http://www.ppv.org/ppv/publications/assets/227_publication.pdf
Research Update 3: Highlights from the OST Database; HFRP, page 3: <http://www.hfrp.org/publications-resources/browse-our-publications/research-update-3-highlights-from-the-out-of-school-time-database>

Level 1

Views children and youth as individuals and acknowledges that individuals develop at their own pace.

Is aware of child/youth development frameworks pertaining to positive child/youth outcomes.

Recognizes behavior and environmental factors that may place children and youth at risk.

Identifies various ways to get to know each child or youth as an individual, including his or her strengths, needs, interests, family, and life situation.

Assists with collection of information about child/youth behaviors.

Maintains confidentiality between the program and participants' families regarding observation and assessment information.

Level 2

Understands the behaviors of children and youth in the context of normal growth and development and uses age-appropriate expectations as the basis for observation.

Recognizes indicators of positive child/youth development.

Shares concerns about behavior and environmental factors with authorized individuals, such as staff and educators.

Collects and organizes information to measure child/youth outcomes (e.g., using samples of a participant's work, completing skill lists, recording anecdotal notes).

Communicates observations in written and oral form.

Follows appropriate procedures for observing children and youth (e.g., remaining objective, asking open-ended and non-judgmental questions).

Level 3

Understands and accommodates the range of development and skills among children and youth.

Recognizes the role of risk factors on children and youth development.

Continually observes children and youth, analyzes and evaluates findings, and applies learned knowledge to practice.

Administers and interprets formal and informal assessments in a non-biased manner.

Engages youth, staff, and families in the ongoing assessment process.

Understands various assessment methods.

Interprets observation information to develop services, opportunities, and supports for children and youth.

Level 4

Plans relevant and culturally appropriate assessments.

Communicates observations with staff, educators, children, youth, and families in a clear and supportive manner, while maintaining confidentiality.

Recommends that children and youth seek further evaluation, when needed.

Uses and considers assessment and screening information when making curriculum and program decisions for individuals.

Incorporates observation information into program and/or individual plans (e.g., supporting school Individual Education Plans).

Works cooperatively with assessment, school, and health care teams for children and youth with special needs.

Level 5

Selects appropriate assessment methods and tools for child/youth outcomes.

Articulates, analyzes, evaluates, and/or applies current theories, research, and policies relevant to assessment.

Communicates major research and issues relevant to observation and assessment to staff and families.

IV. Interactions with Children and Youth

Afterschool and Youth Development professionals recognize the critical importance of relationships and communication in the practice of quality child and youth care (NACP). Practitioners have realistic and developmentally appropriate expectations regarding the behavior of children and youth and understand developmentally appropriate guidance techniques. They are aware of factors that may impact behavior and implement strategies to support children and youth individually and in group experiences to develop self-regulation, self-concept, coping mechanisms, and positive interactions with their peers and adults (adapted from MA).

Youth/Adult Partnerships: Building Partnerships for Youth; pages 1-2: <http://cals-cf.calsnet.arizona.edu/fcs/bpy/content.cfm?content=YApartners>

Elements of Effective Programs; Center for After School Education; page 1: www.afterschooled.org/quality_building/elements.php

Promoting Youth-Adult Collaboration; International Youth Foundation; page 2 and page 5-6: http://www.youthactionnet.org/marketplace/usercontent/resources/fileresouce_1218211582.pdf

Connecting with Kids; LEARNS; pages 1-3:

http://www.nationalserviceresources.org/files/legacy/filemanager/download/learns/winter07_tutor_revised_5-08.pdf

Quality Time After School; PPV; page 1: http://www.ppv.org/ppv/publications/assets/217_publication.pdf

Assessing Peer Conflict and Aggressive Behavior; Child Trends, page 2: http://www.childtrends.org/Files//Child_Trends-2009_10_29_RB_AssessingPeer.pdf

After School Programs Behavioral Issues Toolkit; YET; page 1: http://cyfar.cas.psu.edu/PDFs/Behavioral_Toolkit_YET.pdf

Providing Individual Guidance

Level 1

Provides activities in a safe, fun learning environment.

Builds rapport and establishes relationships with individual children and youth (e.g., addresses participants by name and knows their basic interests).

Understands and maintains personal boundaries with children and youth (e.g., physical space, time, etc.)

Follows established guidelines for supervision and behavior management.

Uses positive behavior guidance in responding to behaviors or situations of concern.

Interacts in a manner reflecting respect for self and others.

Interacts with children and youth in a positive, warm, nurturing manner, and avoids interactions that would cause physical and/or emotional harm to participants.

Level 2

Modifies activities to ensure a safe, fun learning environment.

Builds trusting relationships with children and youth, providing physical and emotional security.

Uses strategies to assist children and youth in learning to express emotions in positive ways, solve problems, and make decisions.

Uses a variety of positive direct and indirect guidance methods to respond constructively to participants' behaviors.

Provides a supportive environment that helps each child/youth know, accept, and take pride in himself or herself and develop a sense of independence and belonging.

Communicates with families regarding areas of concern about the child/youth's participation in the program and develops cooperative strategies to help children and youth be successful in the program.

Level 3

Uses knowledge of child/youth culture as a strategy to connect with participants.

Understands that there are reasons for the behavioral issues of individuals and responds appropriately.

Encourages child/youth participation in establishing program/group rules.

Identifies strategies that involve participants in solving problems and

establishing guidelines and limits for behaviors.

Establishes and communicates guidelines for acceptable behaviors.

Selects guidance practices based on participants' personalities and levels of development.

Demonstrates realistic expectations about the child/youth's social, emotional, physical, and cognitive abilities and needs.

Level 4

Adapts the learning environment and curriculum to minimize potentially disruptive behaviors.

Applies theories of child/youth growth and development to improve guidance techniques.

Uses child/youth assessments to individualize and improve guidance.

Collaborates with families and schools to develop individually appropriate expectations for child/youth behaviors.

Level 5

Creates and ensures an environment with clear written and practiced group agreements and conflict resolution processes.

Involves stakeholders, including community, families, children, and youth in

developing written policies for effective child/youth guidance.

Articulates, analyzes, evaluates, and/or applies current theories and research related to individual guidance.

Develops individual guidance plans, using relevant professionals for support as needed.

Enhancing Group Experiences

Level 1

Leads group activities in a positive, relaxed, and pleasant atmosphere.

Possesses an awareness of age-specific group dynamics.

Provides consistency by following established routines and proactively communicates changes.

Understands the role of organization and flexibility when working with children and youth.

Handles activities and changes in the schedule with clear directions and patience.

Utilizes prepared activities and adapts them when necessary to ensure that all children and youth are engaged.

Supports positive relationships between participants (Palm Beach)

Level 2

Builds trusting relationships with children and youth.

Discusses expectations and boundaries and ensures that children and youth understand them.

Anticipates and defuses disruptive behavior.

Recognizes each child/youth's abilities and uses guidance techniques accordingly.

Integrates children and youth of all abilities into the group, following appropriate instructional and guidance procedures.

Creates a balance of meaningful activity choices for children and youth to engage in.

Develop youth's or child's sense of belonging by supporting positive peer relationships.

Level 3

Encourages positive communication, problem solving, negotiation, and relationships.

Works effectively with staff team to enhance group experiences.

Provides experiences that engage children and youth and respond to their interests.

Identifies individual strengths of participants to maximize group dynamics and promote active cooperative learning.

Develops activities that foster cooperative group skills that focus on negotiating, compromising, and problem solving in both large and small groups.

Involves children and youth in planning and leading activities that promote supportive relationships with peers, families, staff, and the community.

Level 4

Uses observation, evaluation, and direct input from children and youth to improve group experiences.

Designs and implements responsive systems that result in the continued participation of children and youth.

Integrates opportunities for children and youth to demonstrate their learning and be acknowledged through presentations, reflections, etc.

Level 5

Applies theories of child/youth growth and development to group management techniques.

Articulates, analyzes, evaluates, and/or applies current theories and research related to group experiences to improve the program.

Designs and develops cooperative group activities based on current research and the curriculum.

V. Youth Engagement

Youth engagement is both a goal and a practice through which young people gain the knowledge and skills that support their ability to create change in their lives and the world in which they live (Fletcher). Afterschool and Youth Development practitioners act in partnership with children and youth and foster personal, cultural, social, or institutional relationships by supporting child and youth-led efforts, creating partnerships, and providing formal and informal mentoring. This includes fostering youth leadership and seeking out youth voice. Youth engagement is important at all age levels, but will look different depending on participants' ages and developmental stages (adapted from Washington).

Decision-Making/Reasoning Skills; Building Partnerships for Youth; pages 2-3: cals-net.calsnet.arizona.edu/fcs/bpy/content.cfm?content=decision_making

Youth Governance: How and Why It Can Help OST Programs Involve Art-Risk Youth; www.childtrends.org/Files/Child_Trends-2008_06_18_YouthGovernance.pdf

Elements of Youth Development Defined; Building Partnerships for Youth; cals-net.calsnet.arizona.edu/fcs/bpy/content.cfm?content=elementsDefined4H-Leadership

Add Fletcher citation from Washington

Level 1

Values positive group management practices and ensures program participant safety by developing healthy relationships and appropriate physical and emotional boundaries with children and youth.

Incorporates children and youth in the implementation of lessons and activities.

Understands different leadership roles for children/youth within programming.

Listens to and values child/youth input, recognizes that young people are assets to and experts about their communities, and gives children/youth choices. (Innovation Center for Community and Youth Development)

Celebrates child/youth successes and supports opportunities to learn from trial and error. (Kivel)

Works comfortably with young people from diverse cultural backgrounds.

Level 2

Implements positive group management; shares power and work with children and youth.

Engages young people in self-reflection on leadership experiences. (National Professional Development Task Force)

Develops strong relationships with children and youth that encourage youth voice and foster youth leadership.

Recognizes differences in cultural practices, individual personalities, and individual developmental stages in children and youth and the ways in which those differences impact their capacity, needs, participation, and leadership opportunities in the program

Provides an environment that helps each child/youth know, accept, and take pride in herself or himself and develop a sense of independence.

Develops participants' capacity for self-reflection, communication, empathy and tolerance of diverse opinions and cultures.

Fosters decision-making, problem-solving, and goal setting skills all good

Engages children and youth in program design, implementation, evaluation, and group management according to developmental abilities.

Understands youth culture and power dynamics within the larger community context in which children, youth, and families live.

Understands and recognizes adultism.

Acts as an ally for young people.

Level 3

Shares power and fosters leadership by providing opportunities for youth-driven programming while effectively fulfilling the role as facilitator.

Creates opportunities for participant involvement in program design, implementation, evaluation, and group management.

Provides tools to foster youth empowerment and leadership opportunities for participants that align with individual developmental needs.

Provides children and youth with leadership opportunities that serve others.

Understands research, theory, and best/promising practices related to individual growth, development, and learning styles, and applies it to young people in group settings.

Recognizes own strengths and limitations in engaging children/youth and adults in effective partnerships.

Educates children and youth about their legal rights.

Level 4

Models positive group management practices and actions to ensure program participant safety by developing healthy relationships and appropriate physical and emotional boundaries with children and youth.

“Encourages participants to take responsibility for the content and process of group work, learn from each other, and demonstrate increased leadership.” (New York City Department of Youth and Community Development)

Develops strategies that support child/youth voice in program design, implementation, evaluation, and group management according to developmental abilities.

“Encourages and embraces youth voice by celebrating youth culture and cultural diversity within the organizational culture and structure.” (Forum for Youth Investment)

Understands and interrupts overt and internalized adultism. (Kivel)

Involves children and youth in developing organization/program policy, including program budgeting, financial strategies, and organizational priorities as is age-appropriate.

Supports the implementation of meaningful curricular activities that are informed by youth culture, youth voice, and the cultural beliefs and practices of participants.

Advocates for the importance of children and youth representing their thoughts, feelings, and ideas through creative outlets.

Level 5

Articulates, analyzes, evaluates, and/or applies current theories and research related to promoting youth empowerment, youth leadership, and youth voice.

Develops policies and procedures that ensure appropriate emotional and physical boundaries between staff and participants.

Ensures that program activities support leadership opportunities for children and youth.

Creates organizational policies and protocols that support meaningful participant engagement through youth advisory boards and advocates for youth-adult partnerships.

Creates organizational policies and protocols that demonstrate the value and need of youth voice, youth leadership, and youth empowerment

Shares power with youth and interrupts adultism within internal and external organizational systems, groups, coalitions, committees, etc.

VI. Cultural Competency and Responsiveness

Culture is defined as the intersection of one's national origin, religion, language, sexual orientation, socio-economic class, age, gender identity, race, ethnicity, and physical and developmental ability. Afterschool and Youth Development practitioners actively promote respect for cultural diversity, and seek self understanding. They integrate current and relevant knowledge related to cultural diversity in developing respectful and effective relationships and developmental practice methods. Knowledge and skills are employed in planning, implementing and evaluating respectful programs, services and workplaces. The indicators below are intended to provide a framework for the development of complex, interconnected, and evolving cultural competencies. Deep engagement in cultural competency work on both personal and organizational levels requires dedication and cumulative and consistent work (adapted from NACP and Washington).

Building After-School Systems for Diverse Populations; CBASS; page 1: <http://www.afterschoolsystems.org/section/strategies/initiative3>
Exploring Access and Equity in After-School Programs; FYI; page 1: <http://www.forumforyouthinvestment.org/files/OSTPC4.pdf>
Afterschool and Students with Special Needs; Afterschool Alliance; page 2: http://www.afterschoolalliance.org/issue_briefs/issue_needs_1.pdf
Afterschool Programs Level the Playing Field; Afterschool Alliance; page 2: http://www.afterschoolalliance.org/issue_briefs/issue_disadvantaged_17.pdf
Putting it All Together; PPV; page 9: http://www.ppv.org/ppv/publications/assets/234_publication.pdf

Level 1

Develops awareness of own cultural beliefs and practices.

Willingly seeks new knowledge regarding cultural beliefs and practices.

Follows program guidelines that include respect and use of non-discriminatory language.

Demonstrates fairness and consistency when interacting with children and youth. (Palm Beach County)

Demonstrates genuine caring and respect for individual children and youth. (Palm Beach County)

Provides an inclusive, welcoming, and respectful environment for all children, youth, and families.

Level 2

Values cultural differences that may affect the ways in which children and youth express individual creativity.

Provides opportunities for families to share cultural backgrounds, beliefs, and practices.

Demonstrates awareness of and sensitivity to different cultural values and expectations.

“Familiar with a variety of world cultures, along with associated music, art, literature and trends.” (Asia Society)

Uses material that demonstrates acceptance of all races, ethnicities, genders, cultures, families, languages, and physical and developmental abilities.

Explicitly address negative stereotyping and discriminatory statements or practices when they occur.

Creates a safe environment for children and youth to explore their own identities, including cultural beliefs and practices.

Identifies culturally specific organizations as resources for staff and community.

Level 3

Continuously deepens own understanding of privilege and oppression.

Thinks critically about culturally complex situations and engages in dialogue about privilege and oppression.

Continuously increases own understanding of different cultural groups, including one's

own cultural identities, beliefs, practices, and biases

Recognizes cultural and environmental factors and the effects those factors may have on behavior and development.

Partners effectively with all families by developing reciprocal relationships to support healthy development of children and youth.

Builds relationships with culturally specific organizations and other relevant community partners.

Creates an environment where individual children and youth take pride in their cultural identities, beliefs, and practices, and value those of their peers.

Designs learning opportunities that are reflective of the cultures in the community and exposes children and youth to the community's cultural diversity.

Level 4

Possesses and utilizes skills to challenge oppressive behavior, assumptions, and stereotypes as they surface among children and youth and within the organization.

Develops understanding of own role and empathy for the struggle of others in creating system change.

Understands how privilege and oppression impact interactions with children, youth, families, and communities.

Advocates for social equity and serves as an example and mentor to other staff regarding cultural competency.

Engages children, youth, families, and staff in genuine ways and integrates their perspectives into organizational decision-making.

Identifies and addresses factors that create feelings of exclusion among children and youth.

“Integrates international content, issues and perspectives into program plans, events and activities.” (Asia Society)

Level 5

Continually seeks new knowledge and approaches related to inclusion, culture, and equity.

Advocates for ongoing training and deepened analysis of systems related to equity, privilege, and oppression for all staff and program participants.

Partners with children, youth, and families to support them as advocates, decision makers, and leaders.

Involves oneself in collaborative action and advocacy strategies that transform local and national systems towards social equity.

Continuously analyzes organizational culture, policies, and procedures, and implements changes that foster more equitable and culturally relevant and responsive practices.

VII. Family, School, and Community Relationships

Afterschool and youth development professionals understand that children and youth live and learn across a continuum of settings including in their homes with family, in schools and other learning environments during the school day, and in a multitude of other community settings as well as in afterschool and youth development programs. Practitioners build on respectful, reciprocal relationships across settings to promote optimal development for children, youth and families and enhance the quality of afterschool and youth services. This includes implementing culturally competent practices, knowing about and connecting families to community resources, and taking advantage of opportunities for appropriate, positive collaborations with other family, school, and community services (adapted from RI and MA).

Strengthen Connections Between After-School and After-School Learning; CBASS, page 1:

<http://www.afterschoolsystems.org/content/document/detail/1562/>

What Works for Parent Involvement Programs for Children; Child Trends; page 1: http://www.childtrends.org/Files/Child_Trends-2009_12_09_FS_WWParentInvolveProg.pdf

Essential Elements of Quality Afterschool Programs; National Dropout Prevention Center; page 13:

www.dropoutprevention.org/pubs/pdfs/Essential_Elements_of_Quality_AfterSchool_Programs.pdf

All Together Now: Sharing Responsibility for Whole Child; Communities in Schools; pages 7-8:

<http://www.ascd.org/ASCD/pdf/sharingresponsibility.pdf>

Community Context; Child Trends; page 1: http://www.childtrends.org/Files/Child_Trends-2009_07_16_PI_ProgramsContext.pdf

The Federal Role in Out-of-School Learning: After-School, Summer Learning, and Family Involvement as Critical Learning Supports;

HFRP, page 2: <http://www.hfrp.org/out-of-school-time/publications-resources/the-federal-role-in-out-of-school-learning-after-school-summer-learning-and-family-involvement-as-critical-learning-supports>

Partnerships for Learning: Promising Practices in Integrating School and OST Program Supports, HFRP, pages 4-5:

<http://www.hfrp.org/publications-resources/browse-our-publications/partnerships-for-learning-promising-practices-in-integrating-school-and-out-of-school-time-program-supports>

Impacts of Afterschool Programs and Parent involvement on Student Outcomes; SEDL, pages 4-5: http://www.sedl.org/pubs/sedl-letter/v20n02/afterschool_impacts.html

Relationships with Families

Level 1

Understands the role of the family as central to the development of children and youth.

Acknowledges and values similarities and differences in the varying cultures and structures of families.

Maintains confidentiality.

Establishes positive communication and relationships with families.

Level 2

Supports the relationships of children and youth with their families and recognizes families' strengths and stress factors.

Communicates with family members about program activities and goals.

Uses inclusive language that acknowledges all family types/structures, values family strengths.

In relating to families, demonstrates problem-solving skills, listens actively, validates different perspectives, and recognizes when additional assistance is needed.

Works effectively with families from a variety of cultural, linguistic, ethnic, and socioeconomic backgrounds.

Shares knowledge of child/youth growth and development with families.

Level 3

Plans and conducts family events designed to highlight families' strengths, shared interests, and diverse cultures; reduce isolation; and build community.

Works to ensure that the diversity of family and community cultures are reflected in all aspects of the program.

Partners with families in addressing developmental and behavioral issues experienced by their children/youth.

Uses communication strategies that do not escalate conflict.

Provides families with appropriate referrals to community resources.

Communicates effectively with families about the progress and development of their children/youth.

Level 4

Facilitates and models a strengths-based, family-centered approach.

Creates opportunities for families and children/youth to be actively involved in program and policy development.

Demonstrates knowledge of the potential impact of cultural, linguistic, ethnic, and socioeconomic diversity and legal factors that can exist between the home and setting.

Creates and facilitates opportunities for the development of social and support networks between families.

Implements effective conflict resolution techniques with families.

Participates with families in the development of Individual Education Plans (IEPs), if requested.

Level 5

Articulates and applies theories of family development and dynamics within multicultural communities.

Articulates, analyzes, evaluates, and/or applies current theories, research and best/promising practices related to family systems. Utilizes this information in planning family engagement activities and events.

Reviews the effectiveness of family involvement activities and input structures and recommends changes as needed.

regarding family and community involvement.

Uses best/promising practices to develop structures for family and child/youth input in making program/policy decisions.

Develops guidelines to assess and ensure that programming reflects the value that all cultures are welcomed and respected.

Ensures regular staff training and oversees development of program policies, procedures, liabilities, and risk management

Partnerships with Community

Level 1

Understands the larger community context within which children, youth, and families live.

Recognizes the community as a resource for services, activities, and volunteers; shares information with families.

Works cooperatively and appropriately with volunteers and partners.

Level 2

Values and uses community resources that support and assist children, youth, and families.

Assists assigned volunteers in participating effectively in program activities.

Helps children, youth, and families see themselves as contributors to the community.

Level 3

Builds effective working relationships with partners.

Helps families identify community resources specific to their needs and makes appropriate referrals.

Builds effective working relationships with volunteers.

Develops opportunities for children, youth, and families to participate meaningfully in community awareness and community service activities.

Level 4

Works to expand relationships with community partners to meet the needs of children, youth, and families.

Implements and supports volunteer program best/promising practices; trains and supervises volunteers as needed.

Assists with community outreach.

Promotes public awareness about family and child/youth development.

Develops relationships with community leaders, schools, businesses, and arts organizations to introduce children and youth to career opportunities.

Level 5

Develops and implements strategies to involve community stakeholders in program development.

Works to expand community partnerships as well as mentoring and apprenticeship opportunities to expand resources for children, youth, families, and the program.

Develops and maintains a volunteer management system, as needed, using best/promising practices.

Participates in community asset mapping and needs assessments, and networks with other children and youth development professionals.

Represents the child and youth development field in collaborative community endeavors.

Develops mentoring and apprenticeship opportunities for children and youth to explore career interests if appropriate to program mission and audience.

Partnerships with Schools

Level 1

Understands that the school and afterschool program should work collaboratively.

Understands appropriate communication and information sharing between the program and schools.

Is aware of education standards in place at schools attended by program participants.

Level 2

Contributes to positive relationships between school and the afterschool program.

If school based, assists in maintaining behavior management policies consistent with schools and reflective of the culture of families.

Level 3

Develops relationships with relevant school staff to better meet the individual needs of students.

Regularly shares family communications with schools, as appropriate.

In school-based programs, maintains ongoing dialogue with the school about behavioral expectations and any needed revisions/updates to program policies.

As appropriate, participates in shared professional development with schools attended by program participants.

Level 5

Engages school personnel in reciprocal relationships in which each party understands and respects the positive impact each type of program and learning environment can have on child and youth outcomes and school achievement.

VIII. Safety and Wellness

Young children and youth's physical and emotional safety and wellness is vital for fostering development in all areas. Afterschool and Youth Development practitioners ensure children and youth's safety, promote sound health practices, recognize and respond to child abuse and neglect, and provide nutritious meals and snacks. They know and implement a broad array of prevention, preparedness, and health and safety practices. Practitioners communicate information regarding children and youth's health and safety to families while maintaining confidentiality (adapted from MA).

Solving the Problem of Childhood Obesity; White House Task Force; page 3: http://www.letsmove.gov/tfco_fullreport_may2010.pdf

Changing Lives, Saving Lives, Healthy Behaviors Initiatives, page 12:

http://www.cscscenter.org/afterschool/documents/StepByStep_Full_LR.pdf

Quality of School-Age Child Care in After-School Settings; Little; page 4:

<http://www.researchconnections.org/childcare/resources/12576/pdf;jsessionid=E81E66D32D4E9B9E7CC109203A9BA92C>

What Research Tells Us About Effective OST Programs; University of Wisconsin; page 1:

http://whatworks.uwex.edu/attachment/factsheet_5truancy.pdf

Knowledge of Regulations

Level 1

Follows regulations or policies regarding health and safety, including emergency, illness, and injury procedures.

Follows program policies and procedures on admitting and dismissing children/youth.

Completes and maintains relevant first aid, cardiopulmonary resuscitation (CPR) certification, and blood borne pathogens training.

Practices and carries out disaster plans and drills (e.g., fire, flood, earthquake, and lockdown) including parent communication plan.

Uses emergency supplies and equipment when needed and as permitted by policies and procedures.

Follows supervision and staffing level requirements.

Understands and performs the mandated reporter role for child abuse and neglect.

Level 2

Uses diagrams, pictures, and words understood by children, youth, and adults to post instructions for emergency procedures.

Informs others of emergency, illness, and injury procedures. Reports all incidences to supervisor.

Assists with and involves children and youth in health and safety assessments, when possible.

Ensures that safety equipment, such as a smoke detector or fire extinguisher, is in place and operable.

Maintains and demonstrates proper use of emergency supplies and equipment.

Identifies and reports problems regarding supervision and staffing level requirements.

Follows regulations and policies regarding the inclusion of children and youth of all cultural backgrounds and abilities.

Identifies, documents, and reports suspected emotional distress, abuse, and neglect of participants in an immediate and appropriate way.

Level 3

Designs, adheres to, and documents emergency, illness, and injury procedures.

Ensures adherence to all regulations and policies regarding health and safety.

Administers regulations and policies regarding the inclusion of children and youth of all cultural backgrounds and abilities.

Level 4

Articulates and adheres to regulations and laws pertaining to the children, youth, and families served by the program.

Engages children, youth, and families in the development and/or revision of health and safety procedures.

Assesses how regulations and policies affect the quality of the program and recommends revisions as needed.

Provides staff leadership and trains staff regarding regulations, policies, and protocols.

Develops and/or documents contingency plans to meet supervision policies and staffing level requirements in all situations.

Level 5

Analyzes and corrects deficiencies found in supervision, health, and safety assessments.

Articulates, analyzes, evaluates, and/or applies current theories, research, promising/best practices, and policies related to health and safety.

Environmental Safety

Level 1

Demonstrates awareness of the environmental safety precautions of the program or center.

Maintains and ensures safety in all areas, both indoors and outdoors.

Uses safe materials and equipment for activities.

Actively supervises and interacts with children and youth to ensure safety during all programmatic activities.

Maintains a healthy physical environment by following health, safety, and sanitation procedures.

Responds to and documents participants' injuries and notifies supervisor and families if appropriate, while ensuring the comfort and care of other children and youth.

Observes children and youth daily for signs of illness and/or signs of abuse and neglect.

Level 2

Communicates and maintains characteristics of a safe environment, including use of appropriate supplies, equipment, and materials to prevent and reduce physical injuries.

Adapts the indoor and outdoor environments to maximize the independence of children and youth with special needs.

Teaches safety precautions and rules to children and youth and enforces rules consistently.

Keeps informed about and shares up-to-date safety information and resources with families and staff.

Understands proper transportation policies and procedures involving program vans and busses.

Communicates transportation policies and procedures to children, youth, parents/guardians, and staff.

Level 3

Assesses and designs safe indoor and outdoor environments.

Facilitates child/youth participation in a process to identify and assess environmental safety issues.

Allows opportunities for children and youth to help improve environmental safety issues.

Ensures that indoor and outdoor environments are structured so that all areas can be easily viewed.

Level 4

Advocates for environmental safety.

Develops policies and procedures for environmental safety.

Level 5

Participates in community groups to develop and implement strategies for improving environmental safety.

Identifies opportunities to fund environmental safety improvements.

Articulates, analyzes, evaluates, and/or applies current theories, research, promising/best practices, and policies relevant to environmental safety.

Wellness

Level 1

Practices, models, and teaches children and youth appropriate hygiene and sanitation procedures.

Provides healthy and balanced snacks and/or meals within a socially, culturally, and emotionally supportive environment.

Recognizes health hazards in meals (e.g., allergies, choking) and takes steps to prevent dangerous situations.

Incorporates a variety of physical activities that meet the interests, developmental levels, and skills of children and youth.

Models healthy behavior, including healthy eating, active living, and socially responsible behavior.

Demonstrates awareness of risk factors and healthy living choices regarding nutrition,

physical and mental health, physical activity, and healthy relationships.

Level 2

Promotes health and physical activity and provides an environment that contributes to the prevention of illness and chronic disease.

Communicates with children, youth, and families about the nutritional needs of children and youth, and responds to individual and cultural food preferences.

Recognizes signs and symptoms of common childhood health problems, including mental health issues, and refers accordingly.

Follows instructions for the administration of medicine and approved medical treatments, including related documentation.

Encourages physical activity appropriate to the developmental and physical abilities of all children and youth, and models physically active behavior.

Applies healthy living strategies to program activities and interactions with children and youth.

Responds to participant questions with balanced, fair, developmentally appropriate, and accurate information using program-approved referrals.

Facilitates age-appropriate discussions on healthy living topics.

In programs working with older youth:

Reports concerns about issues such as gang activity, dating violence, sexual abuse, substance abuse and mental health issues.

Highlights the risks of smoking, alcohol, drugs, sexual activity, and involvement in gangs and criminal behaviors.

Responds appropriately if there are indications that participants are experiencing dating violence as victims or as perpetrators.

Level 3

Designs and assesses healthy environments, both indoors and outdoors.

Identifies and responds to nutritional issues, including food allergies.

Plans and evaluates menus; ensures that menus include healthy foods that reflect the preferences of youth and families.

Identifies wellness indicators that may impact the success of children and youth.

Provides an environment that promotes and incorporates daily physical activity.

Plans and conducts safe field trips following program procedures to assure safety.

Observes the effects of stress and trauma on children and youth and assesses their resiliency.

Knows of resources that address various health related issues, including mental health issues.

Helps children, youth, families, staff, and others recognize and report abuse and neglect.

Designs programs that incorporate discussions and educational opportunities on healthy living topics.

Level 4

Designs and documents appropriate health policies and procedures.

Assesses the program's nutrition plan and adapts practices accordingly, including

practices that ensure staff know and are trained to respond appropriately to an allergic reaction to food.

Works with health care professionals in the community to address wellness needs of children and youth.

Understands the impact of health and fitness activities on children and youth and evaluates the appropriateness and effectiveness of such activities for groups and individuals.

Designs and implements activities that emphasize healthy bodies, healthy lifestyles, physical activity, and a healthy environment.

Develops policies and procedures, including an approved referral list, to address health-related issues

Plans activities that teach children and youth techniques to deal with stress and develop resiliency.

Trains staff to respond to participant questions with balanced, fair, and accurate information.

Establishes policies and procedures for the documentation and notification of suspected abuse, neglect, and physical, verbal, and sexual harassment.

Designs and documents policies and procedures supporting a curriculum that addresses healthy living topics.

Trains staff on curriculum development that addresses healthy living topics.

Level 5

Articulates, analyzes, evaluates, and/or applies current theories, research, best/promising practices, and policies relevant to health and wellness.

Collaborates with community groups to identify wellness issues or concerns.

Advocates for policies and procedures that affect the wellness of the broader community.

Collaborates with appropriate community groups and agencies to create awareness about healthy living topics.

IX. Program Planning and Development

Program managers understand planning, organizing, and implementing best business practices. Additionally, practitioners understand the importance of relationships and positive communication among colleagues, especially those working together to create a nurturing learning environment for children and youth. Developing a shared understanding with staff and families of regulations, applicable laws, policies, staff supervision and quality standards and how to meet regulations and standards is essential to quality environments for children. Management supports staff and serves as role models around professional development plans, building healthy relationships with colleagues and families, providing developmentally appropriate practices, and connecting with and utilizing resources (adapted from MA).

Shared Features of High Performing After-School Programs; Policy Studies; page 1 and page 16-17:

<http://www.sedl.org/pubs/fam107/fam107.pdf>

What Works: Components of Exemplary After-School Programs; Safe and Smart; page 1-2:

<http://www2.ed.gov/pubs/SafeandSmart/chapter2.html>

Administrative Management Capacity in OST Programs; Wallace; page 7:

<http://www.wallacefoundation.org/SiteCollectionDocuments/WF/Knowledge%20Center/Attachments/PDF/administrative-management-capacity.pdf>

How Program Administrators Can Support OST Staff; ChildTrends; page 1: [http://www.childtrends.org/Files//Child_Trends-](http://www.childtrends.org/Files//Child_Trends-2009_06_23_RB_FaciliteAdmin.pdf)

[2009_06_23_RB_FaciliteAdmin.pdf](http://www.childtrends.org/Files//Child_Trends-2009_06_23_RB_FaciliteAdmin.pdf)

Staffing Practices of High-Quality OST Programs; TASC; pages 17-18: <http://www.tascorp.org/content/document/detail/2649/>

Training and Supervising After-School Staff; TASC; page 1: <http://www.tascorp.org/content/document/detail/1422/>

Practices to Keep in After-School and Youth Programs; YDI; page 7: <http://www.cflsp.org/pdfs/YDISupervision.pdf>

Quick Facts on School-Age Care: Trends in Licensing Regulations; Afterschool Investments:

http://nccic.acf.hhs.gov/afterschool/licensing_trends.pdf

What Works: Components of Exemplary After-School Programs; Safe and Smart: <http://www2.ed.gov/pubs/SafeandSmart/chapter2.html>

Incorporating Technology into OST Programs; ChildTrends; pages 1-2: [http://www.childtrends.org/Files//Child_Trends-](http://www.childtrends.org/Files//Child_Trends-2010_03_01_RB_TechnologyOST.pdf)

[2010_03_01_RB_TechnologyOST.pdf](http://www.childtrends.org/Files//Child_Trends-2010_03_01_RB_TechnologyOST.pdf)

Developing an E-Mentoring Initiative; International Youth Foundation; page 1: [http://www.makeaconnectionextranet.org/documents/06-](http://www.makeaconnectionextranet.org/documents/06-14FieldNotesE-Mentoring.pdf)

[14FieldNotesE-Mentoring.pdf](http://www.makeaconnectionextranet.org/documents/06-14FieldNotesE-Mentoring.pdf)

Program Planning and Evaluation

Level 1

Behaves as a responsible staff member and contributes to the program staff team.

Complies with program policies and standards.

Keeps appropriate records.

Knows and understands the program's purpose and supports the program's mission statement.

Values involving children and youth in the planning process.

Knows and follows the program's personnel policies and procedures.

Level 2

Organizes, plans, keeps records, and communicates with children, youth, families, and staff effectively.

Assists in gathering information for program evaluation.

Selects and uses appropriate equipment, materials, and resources.

Identifies goals and objectives for activities.

Involves children and youth in developing activities and learning experiences.

Possesses operational proficiency in use of the technology needed to function effectively in current position.

Level 3

Conducts program observations.

Recognizes the importance of evaluations and assists in evaluating the program's effectiveness.

Plans and acquires appropriate equipment, materials, and resources for the program.

Verbalizes the relationship between daily practices and the program's philosophy.

Creates opportunities for child/youth involvement in program planning and evaluation.

Participates in strategic planning and goal setting for the program.

Plans family orientations and activities.

Level 4

Applies knowledge of federal, state, and local legislations, regulations, and professional standards to provide healthy, safe, and effective practices for all children and youth.

Develops and implements program policies and procedures.

Communicates and works effectively with board members and advisory groups.

Identifies program evaluation methods and understands their purposes and limitations.

Manages program resources (e.g., financial, personnel, time) effectively.

Develops curriculum framework and approaches for the program.

Facilitates the development of child/youth leadership in planning and evaluating the program.

Designs and facilitates strategic planning and goal setting activities that involve staff, youth, families, and the community.

Level 5

Articulates, analyzes, evaluates, and/or applies current theories, research, and policies relevant to program planning and evaluation.

Develops, implements, evaluates, and revises program policies.

Manages the program in a way that minimizes risk.

Identifies and anticipates risk management issues and develops strategies to address them.

Ensures that the program activities value and reflect the diversity of the community.

Develops and implements public relations strategies to promote the program in the community.

Promotes and builds relationships between school day and out-of-school programs.

Personnel Management

Level 1

Works effectively with peers, support staff, volunteers, and supervisors.

Level 2

Incorporates principles of teamwork into interactions with staff and volunteers.

Level 3

Values and works to strengthen the program's team of staff, administrators, and volunteers.

Facilitates communication among staff and administrators.

Identifies resources and supports for financing professional growth opportunities.

Level 4

Plans for, recruits, screens, trains, supervises, and evaluates staff and volunteers.

Plans and carries out professional development opportunities for staff and volunteers.

Provides strong leadership and visionary direction.

Level 5

Develops staff recruitment, selection, and retention programs.

Designs and implements staff job descriptions, evaluation forms, and personnel policies and procedures.

Ensures child/youth involvement in the process of evaluating staff and volunteers.

Articulates, analyzes, evaluates, and/or applies current theories, research, and policies relevant to personnel management.

Financial Management**Level 1**

Understands that the program must adhere to a budget.

Follows the program's financial policies and procedures.

Follows bookkeeping procedures.

Level 2

Operates within budget.

Conducts and maintains the supplies, materials, and equipment inventories.

Utilizes commonly accepted business practices.

Level 3

Has input into planning the budget.

Level 4

Analyzes, plans, and maintains the budget

Communicates the program's budget and financial status.

Develops the program's fiscal policies and procedures.

Involves children and youth in developing the program's financial strategies and priorities.

Level 5

Ensures that the budget reflects the program's goals and philosophy.

Develops and implements a fiscal business plan.

Develops a marketing plan.

Seeks and obtains additional funding opportunities.

Articulates, analyzes, evaluates, and/or applies current theories, research, policies, and practices related to financial management.

X. Professional Development and Leadership

Afterschool and Youth Development practitioners understand that their profession originates from a history and a core base of knowledge rooted in research that together serve as a foundation for the profession. Practitioners' behavior and actions must be grounded in a professional code of ethics and other professional standards related to their practice. Practitioners are continuous, collaborative learners who demonstrate and share knowledge, reflect on and have a critical perspective of their work, and make informed decisions. They are role models and advocates for best practices and policies (adapted from MA and RI).

The Human Services Workforce Initiative: Capturing Promising Practices; Cornerstone For Kids; page 3 and 7:

http://www.cps.ca.gov/workforceplanning/documents/06.06_promising_practices.pdf

Clear Policies for Career Pathways: Lessons Learned; Next Generation Youth Work Coalition; page 3:

http://www.proyouthworkamerica.org/publications/NextGen_Lessons_Learned.pdf

Code of Ethics for Youth Work; Youth Action and Policy Association; page 5:

[http://www.youthcoalition.net/documents/sector%20development/Code%20of%20Ethics/Youth%20Work%20Code%20of%20Ethics%20\(ACT\).pdf](http://www.youthcoalition.net/documents/sector%20development/Code%20of%20Ethics/Youth%20Work%20Code%20of%20Ethics%20(ACT).pdf)

NAA Code of Ethics; page 4, page 12-13: <http://www.naaweb.org/resource/resmgr/naacodeofethicsjan09.pdf>

Building PD Systems for the After School Field; Afterschool Investments; page 4: http://nccic.acf.hhs.gov/afterschool/pd_systems.pdf

Strengthening The After School Workforce; CBASS; <http://www.afterschoolsystems.org/content/document/detail/1565/>

Core Competencies For Afterschool Educators; Mott; page 3: http://www.afterschoolprofessional.info/images/Mott_CC_web.pdf

The Importance of PD for Youth Workers; ChildTrends; page 2: [http://www.childtrends.org/Files/Child_Trends-](http://www.childtrends.org/Files/Child_Trends-2007_06_15_RB_ProDevel.pdf)

[2007_06_15_RB_ProDevel.pdf](http://www.childtrends.org/Files/Child_Trends-2007_06_15_RB_ProDevel.pdf)

Displaying Professionalism in Practice

Level 1

Understands that employees' personal behaviors and actions within the work setting are reflected on the program.

Demonstrates quality work habits.

Enjoys working with children and youth and models a positive attitude.

Demonstrates respect for self and others.

Supports and complies with program and government regulations and standards.

Exhibits good hygiene and a neat personal appearance.

Understands the value of working of working as a team and cooperates with other staff.

Values and acts upon feedback on performance.

Acts ethically, maintaining confidentiality and impartiality.

Demonstrates awareness of professional ethics for the child/youth development field.

Shows commitment to the program's philosophy and goals.

Demonstrates fairness and consistency.

Level 2

Manages demands of personal and professional commitments.

Uses effective problem-solving skills.

Performs well as a team member.

Identifies the components of a team and the purpose of a team approach.

Values performance improvement and reflection on teaching and learning, using staff interaction, training/education, and journals.

Demonstrates a commitment to professional ethics.

Understands and promotes quality in programs for children and youth.

Models non-discriminatory behavior.

Demonstrates acceptance of and respect for cultural backgrounds, beliefs, and practices among children and youth.

Level 3

Participates in program decision-making based on accepted professional standards.

Demonstrates ability to ensure one's own mental and physical health.

Participates in group problem solving of program issues.

Understands how educational practices affect the behaviors of children/youth and incorporates changes based on routine self-reflection.

Seeks feedback from colleagues, parents and participants; receives the feedback in a respectful manner and acts upon it as appropriate.

Promotes professional ethics and seeks to diminish unethical practices.

Maintains professional boundaries in relationships with staff, participants, and families.

Keeps informed about cultural competencies and trends in the field of child/youth development.

Level 4

Recognizes causes and symptoms of excessive stress and/or low morale and develops strategies to reduce stress and improve morale.

Initiates and facilitates group problem solving.

Collaborates with other organizations and agencies to meet goals.

Evaluates current trends in the field of child/youth development and revises practices as appropriate.

Articulates a personal philosophy of education based on knowledge of child/youth growth and development, cultural competencies, and best/promising practices.

Advocates for children, youth, and families.

Level 5

Advances program practice by working collaboratively with other staff to understand and support the adoption of research and best/promising practices for children, youth, families, and staff.

Mediates conflict resolution between others.

Advocates for the implementation of current research and policies relevant to child, youth, and family development.

Ongoing Professional Growth

Level 1

Seeks out knowledge to improve professional competence and practice.

Accepts feedback and advice and uses it to improve professional competence and practice.

Understands professional development requirements of the field.

Modifies practice based on new knowledge.

Level 2

Looks to and is aware of professional resources.

Takes advantage of opportunities to improve competence, both for personal and professional growth, and for the benefit of children, youth, and families.

Studies and learns from one's own practice and sets goals to increase skills and abilities in child/youth development.

Participates in appropriate professional development opportunities.

Applies knowledge of best/promising practices.

Participates actively in professional associations and builds professional relationships.

Assesses the impact of personal perspectives, limitations, and biases on the effectiveness of work.

Level 3

Uses professional resources to improve competence and practice.

Continues to improve skills and abilities and sets goals to advance knowledge based on self reflection and performance evaluation.

Develops and carries out a personal professional development plan.

Identifies and works toward career goals.

Level 4

Mentors and fosters the professional growth of others.

Strives to continuously deepen understanding of social issues affecting children and youth.

Integrates knowledge of historical, philosophical, psychological, and social foundations of child/youth development into planning and decision-making.

Articulates a professional value system and implements ongoing professional self-reflection.

Builds upon personal strengths and identifies areas where growth can and needs to occur.

Participates actively in career development and works toward credentials, degrees, and/or program accreditation.

Participates actively in a leadership role in professional associations and builds professional relationships.

Level 5

Understands the change process and develops practices to support professional growth.

Uses knowledge of best/promising practices to shape practices and policies that positively influence the profession.

Explores models of professional development and evaluates/assesses opportunities to promote others' professional growth.

Designs staff development opportunities with colleagues.

Participates at local, state, regional, and national conferences and events to disseminate knowledge and establish external professional relationships.

Leadership and Advocacy

Level 1

Understands the need for leadership skills in the child/youth development field.

Understands problem solving is critical to teamwork.

Recognizes leadership styles and behaviors in self and others (e.g., integrity, ethics, positive energy, vision and mission, setting priorities, etc.).

Level 2

Support the advancement of the child/youth development field.

Understands the importance of providing children, youth, and peers with leadership opportunities.

Uses effective problem solving skills.

Identifies community needs that affect children and youth.

Models various leadership styles and behaviors.

Level 3

Demonstrates knowledge of advocacy issues.

Promotes best/promising practices in youth development to families, administrators, colleagues, and community members.

Describes the rights of children youth and families in relevant setting/s and systems.

Advocates for the rights of children, youth, and families in relevant setting/s and systems.

Supports children, youth, and peers in leadership roles.

Initiates problem solving and conflict resolution with the program and staff.

Exhibits awareness that certain behaviors and types of communication among unfamiliar cultures can lead to misinterpretation and misunderstanding.

Participates in activities or projects sponsored by professional associations and other boards, task forces, or committees.

Level 4

Describes legislative processes, including legal and advocacy issues, which impact children, youth, and their families.

Communicates this information to others.

Explains how government policies affect family and child/youth development.

Creates opportunities for children, youth, and peers to serve in leadership roles.

Demonstrates knowledge of the dynamics of team building and has the ability to initiate problem solving and conflict resolution strategies for the setting and staff.

Serves on professional association boards and/or other boards, task forces, or committees.

Demonstrates a commitment to developing the highest education and quality-of-life potential of individuals with exceptional learning needs.

Shares knowledge of the rights and responsibilities of children, youth, parents/families, caregivers/educators, and other professionals as related to exceptional learning needs.

Level 5

Serves as a spokesperson to the community and media about child/youth development and best/promising practices in the field.

Develops and carries out advocacy plan.

Advocates for accessible, affordable, safe, and quality programs for children and youth.

Advocates for child/youth-adult partnerships.

Develops a work culture that fosters staff initiative in solving problems and resolving conflicts.

Provides leadership to professional associations and/or other boards, task forces, or committees.

Definitions:

(Definitions are largely borrowed from Washington State)

Adulthood: Adulthood is a predisposition or preference for adult perspectives, ideas, actions, language, and culture. Adulthood commonly excludes children and youth and places adults at the center of decision making on issues affecting children and youth.

Afterschool: before school, after school, school vacations/holidays and summer

Afterschool programming: any organized program provided for children and youth ages 5-18 during a time when they are not in school.

Afterschool professionals: those individuals who work in any organized program for children and youth ages 5-18 during a time when they are not in school.

Best/promising practices: Evidence based curriculum, programs or approaches.

Child/Youth Development Professional: A person who works in the field of childcare, afterschool or youth development with children and youth ages 5-18.

Cognitive/ cognition: Refers to both the knowledge possessed and the youth's ability to think, reason, learn, and understand. Younger school-age children usually think in concrete ways. Older school-age children (adolescents) begin to use more complex ways of thinking.

Common Core Standards: National standards of what students are expected to learn in school.

Cultural Competency: Cultural competency requires holding and practicing a set of congruent behaviors, attitudes, and policies that enable effective interactions with youth within a cross-cultural framework. (Cross, and Bazron, Dennis and Isaacs)

Culture: Culture encompasses the evolving identities, beliefs, and practices derived from the intersection of one's national origin, religion, language, sexual orientation, socioeconomic class, age, gender identity, race/ethnicity, and physical/developmental ability.

Culturally Responsive Programming: "Because children's family and community backgrounds are core to who they are, how they learn, and what they may need from after school activities, successful programs are ones which are supportive, accessible, and responsive to the different aspects of their lives and identities. Such programs have staff who are sensitive to participants' backgrounds; materials which reflect diverse cultures, languages and experiences; and ties to young people's family and community resources. In addition, these programs recognize and respect diverse customs and traditions and do not tolerate bias or discrimination." (California Tomorrow)

Curriculum: Curriculum in an afterschool or youth development program refers to program content and how it is delivered. Although a program may select a particular focus, high quality programs incorporate all curricular areas into program plans. Program curriculum should also include a positive youth development approach that allows youth to develop a positive attitude toward learning and a successful approach to living.

Diversity: “Diversity has come to refer to the various backgrounds and races that comprise a community, nation or other groupings. In many cases the term diversity does not just acknowledge the existence of diversity backgrounds, race, gender, religion, sexual orientation and so on, but implies an appreciation of these differences.”(The Aspen Institute)

Ethics: the responsibility to intentionally choose what is right, moral and just in practice and in principle.

Family: all persons whom are responsible for and involved with the child/youth and who the child/youth identifies as having significant impact in their lives.

Individualized Education Plan (IEP): An IEP is a written document that is developed for each public school child/youth who is eligible for special education. The IEP is created through a team effort and reviewed at least once a year. The IEP guides the supports offered to the child/youth.

Mainstream approaches: “Mainstream approaches reflect the values, norms, and behaviors of the predominant group in power.” (SOAR) Mainstream approaches maintain current systems and ways of operating without regard for changing needs of individuals and communities.

Mandated Reporter: Professionals who are legally required to report child abuse or neglect.

Mental health: “Mental health can be conceptualized as a state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community.” (World Health Organization)

Oppression: The exercise of authority or power in an unjust manner, the results of which benefit one group over another and is maintained by social practices and beliefs.

Privilege: Rights, benefits, or access to systems/institutions granted as entitlement to a person based on their membership of a group (i.e. race, sexual orientation, gender, age, etc.).

Professional Development: Opportunities that enhance a practitioner’s knowledge and skills and impacts attitudes/beliefs; this may include workshops, conference, coaching, team building, etc.

Special Needs: The needs of students who are identified and receive special education services in public schools in accordance with the Individuals with Disabilities Education Improvement Act of 2004.

Strengths-based, family centered approach: A framework that places family as its focal point, instead of the child, focusing on family strengths and families' ability to problem solve. It incorporates collaboration between schools families and service providers, emphasizing partnerships and community building.

Youth Development: the natural process of a young person growing and maturing. Youth development also encompasses the philosophy of with working with young people in a manner that is strengths-based.

Youth Empowerment: Youth empowerment is both a goal and a practice through which young people gain the knowledge and skills that support their ability to create change in their lives and the world in which they live. (Fletcher)

Youth Leadership: Youth leadership is a broad concept related to the knowledge, attitudes, skills, behaviors, and aspirations utilized by one or more children/youth in influencing, motivating, informing, and inspiring desired actions and reactions by others. (The Ohio State University Extension)

Youth Voice: The goal of the concept of youth voice is that ideas, opinions, experiences, attitudes, knowledge, and actions of young people are actively sought out and vocalized by placing young people in forums and in decision making roles to offer their insights, ideas, and experiences. (Fletcher)

Wellness: "Wellness is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity." (World Health Organization)