Building Organizational Support for PYD
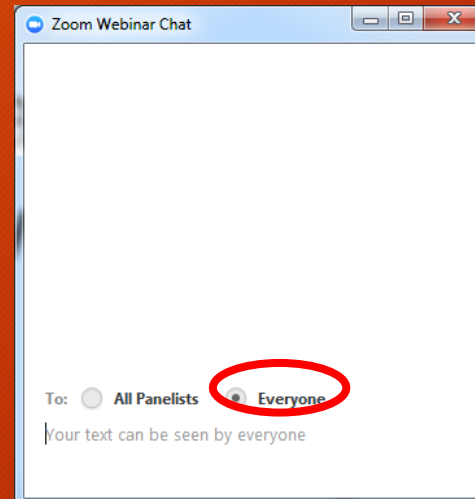
Jutta Dotterweich, ACT for Youth

PYD Network Webinar --- May 16, 2019

Housekeeping

Experiencing delays?
Try closing out the other programs running on your computer

Questions?
Use chat function.
Post to <u>Everyone</u>.

Objectives

- Project history and goals
- Research findings
- Why organizational support?
- Past efforts and lessons learned
- Your thoughts and suggestions

Project Goals

Building Organizational Support for Effective Youth Work

- Identify gaps in organizational capacity to support effective youth work

- Guide development of resources and tools to build organizational capacity

- Pilot resources and tools

History

NYS AYD Partnership
1998 - 2012

New PYD Curriculum 2015

New PYD Online
Courses 2016-18

http://www.actforyouth.net/youth_development/professionals/

What is PYD?

Child and adolescent development?

Youth programs?

A philosophy or approach?

Defining Positive Youth Development

A philosophy or approach that guides communities in the way they organize programs, supports and opportunities so that young people can develop to their full potential.

- Focus on building positive outcomes

- Youth voice and engagement

- Long-term involvement/Developmentally appropriate

- Universal/Inclusive

- Community-based/Collaborative

Building PYD Capacity - Research

Youth work field is fragmented

        No clear definition & professional degree

        No clear professional development curriculum & infrastructure for development

        Range of core competencies

        Range of settings (youth ages 5-25 in OST)

Defining A Youth Worker

Youth workers are "individuals who work with or on behalf of youth to facilitate their personal, social and education development and enable them to gain a voice, influence and place in society as they make the transition from dependence to independence" (Stone, Garza & Borden, 2004)

Focus on Professional Development

- Academic degrees (Youth Development)
- Certification (state or large afterschool networks)
- Core competencies (promotion & training)(ex: NAA)
- Professional Learning Communities

Mostly focused on front-line youth work professionals active in OST settings

Role for Supervisors

Complexity of youth work

Ethical dilemmas of youth work

→ foster youth worker's awareness of ethical dimensions

→ provide organizational support, guidance, and space for reflection and dialogue

Walker & Weiss, in: The Changing Landscape of Youth Work. 2016

Reed Larson: The Youth Development Research Project
http://youthdev.illinois.edu/?page_id=88

Program Evaluation & CQI (YPQI study)

Enhanced CQI

Increased and sustained improvement process (CQI) if site managers were trained and involved

Smith et al. 2012. Continuous Quality Improvement in Afterschool Settings. Forum for Youth Investment

Adopting a New Framework for Supervisors?

Supportive

Managerial

Educative

Mediation
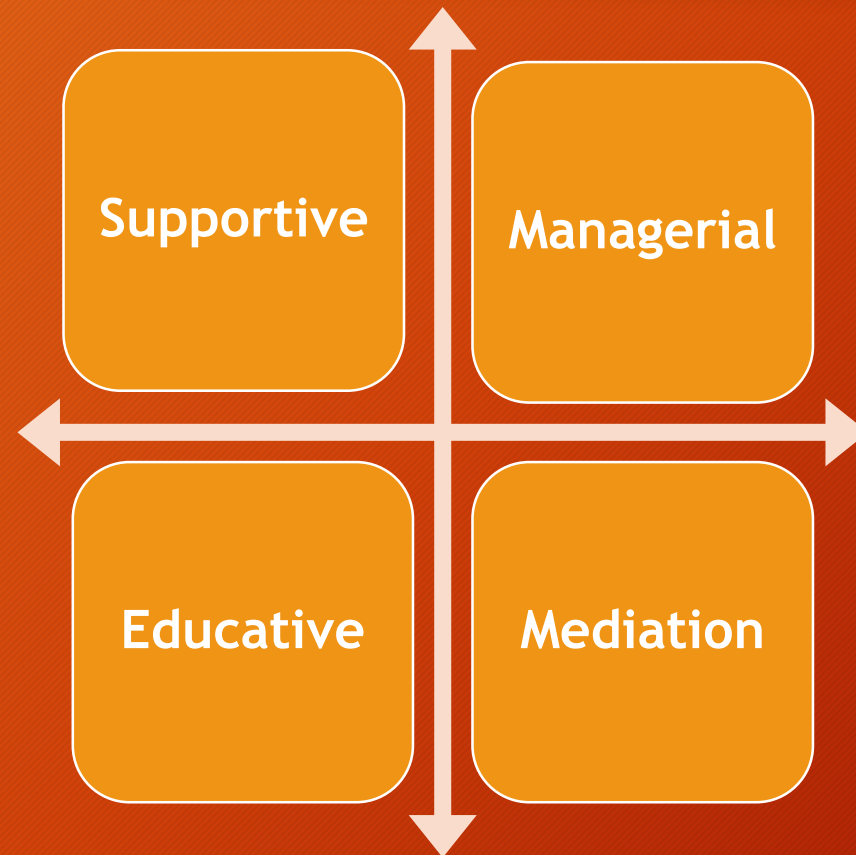
Hilary Jenkinson. 2009

Why Build Organizational Capacity?

What has been your experience when you come back to your agency with a new approach/new ideas?

What happens?

Implementation Science

Effective Interventions	X	Effective Implementation Methods	X	Enabling Context

= Socially Significant Outcomes

National Implementation Research Network
http://nirn.fpg.unc.edu/

Infusing PYD Principles into Organizations

- Promote a positive outcome focus, strengths-based approach

- Encourage learning about PYD from the frontline to the board

- Offer opportunities and supports for youth to engage

- Explore linkages with other community systems

Basics of Organizational Behavior

- Different organizational roles might have a different focus

- Every organization has its own culture

- Staff satisfaction is the primary driver for customer satisfaction

- Staff satisfaction and performance is greatly impacted by an inclusive organizational culture

Edgar Schein's Concept of Culture

Artifacts – Visible, tangible expressions (where people park, who gets what offices, doors open or closed, décor, dress code…)

Espoused Values — What the organization tells the world (and itself) it believes in and stands for.

Values in Use —What the organization follows and enacts in its actual practices and decision-making.

Basic Assumptions —The taken-for-granted "way we do things around here" that are not normally brought to consciousness, let alone questioned, and which guide and shape the way the organization organizes itself.

Basic Assumptions?

What do you think may be a basic assumption that gets into the way of infusing PYD into youth service organizations?

Core Basic Assumption

Young people do not have the skills, expertise and experience to make meaningful contributions to the agency

Adultism … the behaviors and attitudes which flow from negative stereotypes adults hold about youth

Implications

- Basic assumptions need to be addressed; if not, they will become obstacles

- Different positions within the agency might lead to different views of PYD

- Youth empowerment requires staff empowerment

Integrating PYD in Organizational Components

Focus on Positive Youth Outcomes/ Strength-based Approach
Learning about PYD Approach
Youth Engagement
Community Linkages

Systems	Support Structures (for Youth Engagement)	Personnel	Leadership
• Resource Allocation •Information •Documentation • Planning • Community Linkages • Physical Plant	• Resources • Staff • Policy • Training • Recruitment Plan	•Recruiting/ Hiring •Orientation/ Training •Performance Review •Recognition	•Style •Focus •Communication

AYD Curriculum

Strengthening Organizations through Youth Development
Components:

- Meaningful Youth Engagement
- Organizational Learning
- Personnel Practices and Policies
- Documentation Systems
- Physical Environment and Climate

Training – Right Approach?

How do we get buy-in from supervisors and administrators?

What format/resource may work?

Additional Resources Needed?

What would be helpful?

- Assessments?
- Infographics?
- Central web page?
- Supervisor tools?
- ???

References

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