Dimensions of Successful Site Management

Our Purpose
Foundation of compliance that continues to be adhered to throughout the year and continued years so that you, your sites, and members are doing what they are supposed to and engaging in activities that are focused on the overall program purpose.

Guiding Question
How do you onboard, lead, monitor and support your partner sites for a period of time, so they understand the program purpose, AmeriCorps requirements, key details they need to adhere to, and why it is all so very important so that no matter how burdensome it may feel . . . they want to do it because they understand and value the program and what it brings to their organization, community, and members?
Manager Role

- Do your due diligence to run a compliant program;
- Manage your members – the people who serve in their program:
  - Do your due diligence to ensure their enrollment, exit, and year are managed in a compliant way;
- Manage your sites – the partners who work with you to make change happen both in the community and with the members:
  - Do your due diligence to ensure they adhere to their responsibilities and key activities and ensure their members and selves operate in a compliant way;
- Manage yourself and others on your staff so you run an efficient and compliant program.

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Chat Question:

How many sites do you think you will have as a part of your proposed AmeriCorps program – that are places where members serve?
Outcomes

- Implement practices that support a compliant, multi-site program;
- Identify roadblocks that can impact the success of your members and sites that serve and work together at a distance;
- Assess current management techniques and practices that are important to site management and successful programming;
- Understand and apply key dimensions of success that have an impact on site/partner satisfaction, impact, and performance;
- Identify 3 ideas or strategies that can improve what programs currently do around site management.

AGENDA

- Building the Learning Environment
- Compliance
- Prevention, Detection, Enforcement and Support Tools
- Understanding the Roadblocks...AND High Quality Practices or Strategies
- Site Management Cycle
- Close

High Quality Principles and Program Impact

Systems and Tools
Policies and Procedures
Compliance
Focused Program Design and Vision
AmeriCorps and National Service Understanding and Buy In
Small Group Discussion:

In your own words, how would you define compliance? What are areas of compliance on which sites need to understand and adhere?

Compliance:
- the act or process of doing what you have been asked or ordered to do: the act or process of complying.

Due Diligence
Reasonable steps taken by a person in order to satisfy a legal requirement; the care that a reasonable person exercises to avoid harm.
Due Diligence
What you strive to do

Perfection
What you can’t strive to do

KEY AREAS OF COMPLIANCE AND REQUIREMENTS

Chat Question:
What do you think is the greatest area of site non-compliance or area of non-compliance that you as a program encounter as it relates to your sites?
Common Areas of Non-Compliance

- Activities that Members Engage In
- Timekeeping
- Supervision and Discipline Procedures
- National Service Criminal History Check (NSCHC)
- Performance Management – Supporting Data Collection
- A Few Other Areas....

Member Activities

1. Prohibited
2. Allowable
3. Unallowable

Timekeeping

- Document member service hours
- Descriptions of service must align with approved grant activities – no prohibited or questionable/unallowable activities
- Include verifiable hours – accurate hours representing actual time served
- Differentiate between service, training, and fundraising hours
- In Arkansas, no more than 20% of each member's time can be devoted to training (CNCS rule is that the total training hours for your whole corps can be no more than 20% aggregate time for training (§2520.50))
- Total no more than 10% of member's time to fundraising
- Contain member and supervisor signature and date
- Match enrollment/exit dates in eGrants with MSA dates
- Align with member living allowance periods
- Document accompaniment
Timekeeping – Common OIG Findings

- Not signed by both member and supervisor
- Do not add up to the number required to earn the education award for the term
- Fraudulent supervisor signatures

Timekeeping Scenarios

1. What are the specific compliance issues you see with this case?
2. Are there red flags that are not automatically potential compliance issues, but could be?
3. What specifically could the program have done or does the program need to do to increase their due diligence?

Timekeeping Scenario 1

The CNCS-OIG received a Hotline complaint from an anonymous source who claimed that a National Direct AmeriCorps grantee had AmeriCorps members serve from their residence while their supervisor was located in a different state.

The CNCS-OIG investigation disclosed evidence grantee officials violated the conditions of the AmeriCorps grant when it allowed seven members from grant years 2013 – 2015 to serve from their residence without proper supervision. The investigation also found that members' timesheet/service hours were recorded and approved based on an honor system. CNCS management took immediate action and removed the current members serving from their residence. CNCS management reported that it would ensure future members would not serve from their residence.
Timekeeping Scenarios

1. What are the specific compliance issues you see with this case?
2. Are there red flags that are not automatically potential compliance issues, but could be?
3. What specifically could the program have done or does the program need to do to increase their due diligence?

Corporation Management informed the CNCS-OIG that a National Direct grantee reported an AmeriCorps member at their Tennessee site was suspected of falsifying his timesheets to earn an education award.

The CNCS-OIG investigation found no evidence to substantiate the allegation the member falsified his timesheets; however, the member did not earn an education award after the grantee claimed the member served some of the hours at an unapproved service site. The investigation disclosed that due to staff turnover and lack of oversight the member’s supervisor failed to monitor member’s activity when the member changed service sites without approval. The grantee revised its timesheet policy requiring its members to obtain a signature on their timesheets from the service site supervisor prior to grantee approval.

Timekeeping Scenario 2

Timekeeping Scenarios

1. What are the specific compliance issues you see with this case?
2. Are there red flags that are not automatically potential compliance issues, but could be?
3. What specifically could the program have done or does the program need to do to increase their due diligence?
The CNCS-OIG received a Hotline complainant alleging that a former AmeriCorps member of Change a Heart Franciscan Volunteer Program (Change a Heart), Pittsburgh, PA, (an AmeriCorps sub-grantee of Catholic Volunteer Network, Takoma Park, MD), submitted inflated AmeriCorps timesheets during his term of service. The complainant alleged that the former member was a part-time employee for ENEC and counted his employment hours towards his AmeriCorps service, which allowed him to earn an education award.

The CNCS-OIG investigation determined that the former member submitted inflated timesheets that allowed him to be eligible for an education award; however, Change of Heart officials never awarded him an education award because he violated Change a Heart and AmeriCorps policies. There was no financial loss to the Government.

Timekeeping Scenarios

1. What are the specific compliance issues you see with this case?
2. Are there red flags that are not automatically potential compliance issues, but could be?
3. What specifically could the program have done or does the program need to do to increase their due diligence?

Supervision

- Regular supervision and development guidance
- Best person at the site to provide time and guidance
- Minimum level based on program design, member hours, and member needs
Site Supervisor Challenges

What do you perceive to be the most common challenges at sites or with site supervisors?

Common Challenge Areas

- Members engaging in non-allowable activities
- Processes and/or documents not completed in a timely or accurate manner
  - Timesheets
  - Member documents
  - Performance measurements
- Member/Supervisor Issues
- Supervisors not providing proper supervision
- Not identifying they are a part of AmeriCorps
- Sites not happy with all requirements and members being taken away

Supervision and Discipline Procedures

One of your host sites calls you up and is extremely upset due to chronic tardiness and/or absenteeism. He or she is completely frustrated with the member and wants their member immediately removed. This is the first time you have heard anything about the situation.

What key documents, policies/procedures, and/or systems, and training support would have prevented this situation?
Discipline Procedures
At a minimum, clearly outline in your MOA or MOU:
- Member code of conduct
- Discipline procedure outlining various violations and their consequences
- Appropriate documentation of the various violations
- Grievance procedure

Supervision and Discipline Procedures
Resources:
- Warning level forms
- Action plan forms
- Absent/tardy forms
- Member expectation forms
- Site orientation checklist
- Supervision notes/documentation
- Grievance form
- Site supervisor orientation and training

National Service Criminal History Check
Sites and NSCHC
1. Site supervisors charged to the grant (cash or in-kind) have their checks run
2. Accompaniment while member checks are completed
1. **DO** the right checks.
2. Do them by the right DATE.
3. **DOCUMENT** your actions.

**Keys to Success: The Three D’s of NSCHCs**

**National Service Criminal History Check**

Ensure site supervisors charged to the grant (cash or in-kind) have their checks run

- NSOPW completed prior to the site supervisors first day of work being charged to the grant.
- If working with vulnerable populations, than their state checks and FBI fingerprint check must be initiated by their first day of work charged to the grant.
- Must have accompaniment until they have cleared the appropriate checks.

**National Service Criminal History Check**

Ensure accompaniment while member checks are completed

- Host sites must clearly understand the components of the NSCHC and the definition of accompaniment.
- Accompaniment as defined by CNCS is when "he/she is in the physical presence of a person cleared for access to a vulnerable population".
- Accompaniment documentation must include the date, time, name of the accompanier and the appropriateness of the accompanier.
National Service Criminal History Check

- Annual Online Training Course
  Requirement - https://www.nationalservice.gov/resources/criminal-history-check
- Bookmark - https://www.nationalservice.gov/resources/criminal-history-check

Performance Management

- Site involvement to ensure you can demonstrate impact and access important data.
- Site supervisors have a clear understanding of what data will be collected, how it will be collected and why.
- Members and site supervisors understand that performance measures are tied to the AmeriCorps dollars.

Other Requirements

- Sites display openly and proudly AmeriCorps identification and signage
- Sites display drug-free workplace requirements
- Members have AmeriCorps branding visible every day they serve. The AmeriCorps branding can include, but is not limited to: t-shirts, polo shirts, nametags, lanyards, etc.
Chat Question:

How could due diligence show up in terms of ensuring sites are compliant?

ON-BOARDING, PREVENTION, DETECTION, ENFORCEMENT AND SUPPORT TOOLS

On-Boarding

- Yearly site orientation and ongoing check-ins
- Real-life scenarios/examples to your sites and members
- Role playing activities that helps members learn what to do and say when sites are asking them to engage in an activity that is not allowable
- Site and Member Handbooks
- Request for sites application and selection process
Prevention

- Clear and well written position descriptions (included in the MSA and the site MOU)
- Thorough site MOU that includes member position description, prohibited activities list, and procedures for site non-compliance
- Well thought-out grant, performance measurements, and budget that involves site partners in its development
- Site agreements that include member position description, prohibited activities, and site non-compliance procedures
- Regular communication and meetings
- Supervision systems with a minimum supervision expectation
- Member expectations form
- Site orientation checklist

Prevention

- Supervision notes/documentation
- Written NSCHC policy and procedures
- Clear calendar that outlines when data and other important information needs to be collected and reported on
- Year-long calendar of training, National Days of Service and other important events
- Select the best at each host site – person that can provide the time and guidance to ensure supervision occurs

Detection

- Site monitoring tool
- Site visits that include interviews with site supervisors, members, and other stakeholders
- Program level supervision, in addition to site supervision
Enforcement

- Site non-compliance procedure
- Site evaluations
- Warning level forms
- Action plan forms
- Absent/tardy forms
- Grievance form

Support

- Yearly site orientation and ongoing check-ins
- Provide real-life scenarios/examples to your sites
- Support members in understanding through training and real-life scenarios
- Role playing activities that help members learn what to do and say when sites are asking them to engage in an activity that is not allowable

Expectations, Roles, Responsibilities

- Outline both verbally and in writing
- Your sites also have to grow along that same hierarchy
- Assess what is fair, reasonable, and logical for you as program staff to manage versus site staff to manage
- Ultimately you are responsible for what happens to your program
Core Elements of Effective Oversight

1. Annual Review of Key Documents
2. Strong Program Design and Aligned Measures
3. Extensive, Regular, and Impactful Site, Member and Staff Training
4. Detailed Member Position Descriptions, Member Service Agreements, and Site Agreements
5. Regular and Thorough Monitoring Procedures and Systems
6. Frequent Communication with staff, sites, members and State Commission
7. Buy in to the Big Picture and the Program

Site Management – High Quality

3 Roles

- Accountability
- Minimizing Risk
- Addressing Challenges
- Getting work done through others
- Developing and Supporting
- Social Influence
- Attracting others to follow

Manager
Coach
Leader
Coaching

“Coaching is unlocking a person’s potential to maximize their own performance. It is helping them to learn, rather than teaching them.”

- Timothy Galway

How will you empower your sites of all backgrounds and abilities to work at their greatest capacity?

Coaching and Management Tools

- Knowing that our sites don’t come with all they need to succeed and that this work is hard, what tools can we use to help coach our sites to success and to provide them with a strong experience?
- How do you get the best out of your sites?

Leadership – Qualities of a Strong Leader

<table>
<thead>
<tr>
<th>Act:</th>
<th>Think:</th>
<th>Communicate:</th>
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</thead>
<tbody>
<tr>
<td>Authentic</td>
<td>Self-aware</td>
<td>Armed with incredible communication skills</td>
</tr>
<tr>
<td>Bring a human touch to their work</td>
<td>Plays to strengths</td>
<td>Can clearly talk about how they go from here to there and can talk about what that looks like</td>
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<tr>
<td>Not perfect</td>
<td>Struggle with difficult decisions</td>
<td>Walk with conviction about what they believe</td>
</tr>
<tr>
<td>Followers</td>
<td>Heightened sense of civic and community engagement</td>
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<tr>
<td>Strive to learn</td>
<td>High level of emotional intelligence</td>
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<tr>
<td>Deep undying belief in something beyond themselves - in service to something else</td>
<td>Help people reflect and think</td>
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3 Golden Circles

- Why: Why you do what you do
  - Your purpose, cause, belief
  - Why you get out of bed every morning

- How: How you do it
  - Core competencies
  - What you do better than anyone else

- What: Results you achieve
  - So what

Coaching and Leadership

- GOAL:
  - Enable people and partners to do their best work;
  - Create an environment where people feel highly motivated and contribute to the best of their ability;
  - Create a positive, high energy, impact focused environment with an emphasis on reflection, learning, and continued growth

Site Management – High Quality

What do you think creates the biggest barriers to managing a successful multi-site program?
**Current Context**

**Recruitment**
- 100% recruitment rate

**Retention**
- Emphasis on a high retention rate
- Whether it is a requirement or because your partners and organization depend upon the ability to have someone for a minimum of one year

**Impact**
- Collect important and relevant data - showcasing your yearly success
- Able to show ongoing evidence that what you are doing is making a demonstrated impact.

**Reasons Why Members Leave**

- Money – Low Living Allowance
- Health
- School
- Better Job
- Family
- Etc. . .

**Earlier Member Research**

- 2 out of 3 members stop serving because of poor management.

- Members had high expectations:
  - Good customer service
  - Meaningful service activities
  - Well organized experience
**Member Research**

- Over 700 AmeriCorps members and alums
- Purpose - ask THEM what makes AmeriCorps members join, stay, and leave programs.
  - What are the TOP 3 factors that made you interested in joining AmeriCorps and national service in the first place?
  - What factors helped you select and join YOUR AmeriCorps program?
  - What are the TOP 3 factors that you value most about your AmeriCorps experience?
  - What were the TOP 3 greatest challenges of your personal AmeriCorps experience - what did cause/could have caused you to LEAVE?
  - What were the TOP 3 factors that did help/would have helped you decide to stay during the more difficult times and complete your term of service?

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**Members Said....**

What were the TOP THREE greatest challenges of your personal AmeriCorps experience - what did cause/could have caused you to LEAVE the program?

1. I was doing two full-time commitments - recovery/drug/gang-going or (load, school, family, etc).
2. I had a U.S. citizen, permanent resident or legal alien who had a U.S. citizen, permanent resident or legal alien who had 2.0 or less.
3. I did not have enough time - (work, school, family, etc.)
4. I did not have enough money (living allowance/stipend) to sustain me and those who depended on me.
5. I did not have enough personal, constructive time - time for myself to recoup and re-energize.
6. The slow bureaucracy/politics/changing hierarchy/office dynamics of my service were difficult for me.

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**Guiding Question**

How do you build a team of sites that are high performing, want to work with you to build an amazing and important program, buy-in to the bigger picture of AmeriCorps and the program, are committed for a period of time, and support one another and their members, despite the challenges that never go away?
Chat Question:

How many times do you visit or are you considering visiting your sites in 1 year?
- Not at all
- Once in a 3 year period
- 1-2 times per year
- Quarterly
- At least Monthly

The Greatest Roadblock - Geography

- Being in a different location, city, or state makes working together more difficult
- Sites see themselves as separate from one another and separate from you
- If at all possible, it is ideal if sites can meet in 1 location - If this cannot happen in person, you can do something virtually.
Management Challenges

- People cannot support something vague and remote from their lives
- Sites are naturally more drawn to the needs and interests of their own organizations

Participant Poll

How many of you have been driving along in your car and you see a police car up ahead and you immediately slow down and once you pass that police car, you speed back up?

- Yes
- No

Management Challenges

- People cannot support something vague and remote from their lives
- Sites are naturally more drawn to the needs and interests of their own organizations
- Belonging to the group has to help the sites lead better, know more, and achieve more than without it.
Realities

How do I pull the people in my widespread project together into one cohesive partnership?
- Low budgets
- Increased expectations and responsibilities
- Inside your organization, you have more credibility and power - but outside… you feel less power
- The world the sites care about the most is the world they see every day

Leading Remote Teams

- Falling levels of connectedness
- Often focuses on “information drop”
- Requires a new type of communication and leadership

Roadblocks and Workarounds

- Isolation
- History
- Trust
- Consistency
- Vision
- Results
- Relationships
- Process
Roadblock 2

- Isolation
- Roadblock & Workarounds

Isolation Workaround

- Ensure sites and members understand the history, purpose, and vision of the AmeriCorps program and of national service
- Clear picture of success – program, site, member

VISION!

Message: I want you to join me – to be productive with me in changing the community issue we are facing – to join me in building this AmeriCorps program together.

• Do I, my sites, and my members truly understand the history, purpose, and vision of the AmeriCorps program?
• What do we want to see when our work as a group is complete? Do I regularly bring them back to that vision of success?
• What do I do to find out the picture of success for my individual sites and members? How do I share those individual pictures of success with the larger team?
• What opportunity do I provide for my sites and members to create a secondary vision of success that they can also work towards as a group?
Chat Question:

Why do you think it is important that sites understand and buy into the AmeriCorps program?

Isolation Workaround

- Meet in one location or use virtual meeting tools
- Highlight, celebrate and share successes
- Create an ongoing communication, training, support, and monitoring strategy
- Establish a peer mentoring system

Chat Question:

What have you found successful in bridging geographic and isolation roadblocks?
Roadblock 3

History Roadblock & Workarounds

- Do sites and members understand the community need/problem you are trying to address?
- Do sites understand and did they have a role in developing the performance measurements? How do I train and support them on the measures, data collection strategies, and what is expected of them?
- Do sites and members understand and have access to key documents – narrative, logic model, and performance measurements?
- Do you, your sites, and members agree on what you are trying to achieve each year - What will be developed, in place or happening as a result of everyone’s work at each year in the 3 year grant cycle, if applicable?
- How do you demonstrate and celebrate your success throughout the year?
- How do you reflect on the challenges?
- Do sites and members see themselves as essential to the success of the program?

Results!

Show this program will improve EVERYONE’S world
History Workaround

- Build an understanding of program performance measures and data collection roles and responsibilities
- Make sure everyone understands and has access to key documents
- Celebrate successes and reflect on and learn from past challenges

Roadblock 4

- Trust
- Roadblock & Workarounds

Trust Workarounds

- At a distance, we tend not to know each other very well,
- Fewer opportunities to develop trust
- Have to trust that his or her responsibilities are important to themselves, the site, to the larger program, and to AmeriCorps
- To be a successful leader, every word, every action, every initiative you speak has to build trust, especially when you are communicating concerns or issues
Trust Workaround

You must build trust:
1. in you as a leader;
2. in your and AmeriCorps’ vision; and
3. among your sites and members.

Do sites and members:
- feel supported?
- trust you and each other?
- feel valued?
- receive recognition for their leadership styles, skills, background, and knowledge?
- see that trust building happens throughout the year?

Trust Workaround

Do sites and members:
- feel supported?
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Relationships!

Do sites and members:
- feel supported?
- trust you and each other?
- feel valued?
- receive recognition for their leadership styles, skills, background, and knowledge?
- see that trust building happens throughout the year?

RELATIONSHIPS

- Do sites and members feel supported?
- Do they trust you and each other?
- Do they feel valued?
- Are sites and members recognized for their leadership styles, skills, background, and knowledge?
- Throughout the year, what do I do to build trust, esprit de corps and relationships with and among my sites and members?
- How do I build team among my sites and members?
Trust Building Strategies

1. Keep people informed
2. Explain what and why
3. Don’t assume
4. Give your undivided attention
5. State your expectations
6. Treat everyone as equals
7. Respond in a timely way
8. Don’t only reach out when something is wrong

Recognition and Reflection

- Catch your sites doing something good
- Demonstrate enthusiasm year round
- Allow for reflection
- Implement informal means to say thank you throughout the year
- Recognize site supervisors and VISTAs on special occasions

Chat Question:

How do you recognize and celebrate the work of your sites?
Roadblock 5

- Consistency Roadblock & Workarounds

Consistency Workaround

- Thoughtful and intentional planning

Process!
- Systems, practices, processes, and ideas that ensure all sites are treated the same

If you promise to build a great program where all feel like they are a part, you must also give every site and member a chance to shine. This requires that you provide each and every site and member as equal an experience as you can so they have the building blocks to be successful.

Process

- Are all my processes clear, logical, efficient, appropriate, written and shared? Do I accept feedback?
- Do I find ways to remind my sites and members of important and timely processes?
- Do my sites and members have a clear role that they perceive to be essential to the outcomes?
- Do I respond in a timely way to questions, requests, concerns?
- Do I hold my sites and members accountable when they do not respond in a timely way?
- Do I have an ongoing communication, training, support, and monitoring strategy with my sites and members?
- Am I consistent across all sites and with all members?
Consistency Strategies

- Select, on-board, train, and support all sites
- Consistent data collection and reporting processes
- Emphasize and train on allowable, unallowable and prohibited activities - ensuring that all of your members are engaging in allowable, important and poverty focused activities that help organizations achieve more than they had without the members
- Have a written and shared year-long training calendar
- Decide upon and follow through with a regular communication strategy.

Chat Question:

What do you think some of those non-negotiables are that should be included in your application and agreement documents?

Non-Negotiables

- Assigned Supervisor that they designate who is responsible for Formal, Ongoing Supervision of their Members; monitors member activities and signs and approves all member time sheets
- Participates in in-person, pre-program orientation training
- Participates in regular conference calls as you determine
- Provides on-site orientation and training to members
- Ensures members are welcomed and introduced to organization, staff, and key stakeholders
- Ensures organization staff are aware of and understand who these members will be and what they are there for
- Collects and reports on data using a unified form/tool
- Evaluates their members at mid and end of service term (at a minimum)
- Communicates regularly with program staff and informs program staff immediately if anything is wrong or challenges are being experienced
Site Management Cycle

Recruitment and Selection
- Has written and regularly carried out recruitment and selection systems (yearly or every 3 years) that ensure sites are committed and appropriate for the overall program.
- Selects site partners that are consistent with program goals, values, vision, and mission, demonstrate commitment to and understanding of AmeriCorps and the AmeriCorps members.
- Sites provide incremental in-kind and cash resources to support the program, as outlined in the site agreement.

Planning
- Involves and gets buy-in from all partner sites in program planning and development.
- Has a written position description for the various member positions, developed in partnership with sites.
- Works with sites to finalize performance measurements and data collection systems and strategies and ensure your sites and you have access to the data you need to report successfully on your grant measures.
- Partnerships must be Win-Win – Program conducts partner assessments that look at and ask what sites want and need to be happy and successful.
Planning

- Has written, collaboratively-developed partner site agreements that include thorough understanding of program, roles, responsibilities, expectations, policies, procedures, outcomes and agreements
- Participant and site year-long training calendar is in writing, distributed to and understood by all.
- Sites provide participants with appropriate work/personal spaces
- Assure Sites are steeped in AmeriCorps - Sites display openly and proudly AmeriCorps identification and signage, demonstrating their commitment to AmeriCorps and can talk with others about what AmeriCorps is and the role it plays at their organization.

Chat Question:

What are the topics on which you must onboard and train your sites?

Education Topics for Sites

- AmeriCorps Overview and History
- What are Members and how they are different from employees, interns or volunteers
- Prohibited, unallowable, and allowable activities
- Problem you are trying to address
- Member Activities – what is allowable based on the grant submitted and approved
- Performance measurements and data collection requirements
- Site requirements in terms of recruitment and selection, on-site orientation and training, supervision, evaluation, support, paperwork, etc.
- Understanding the importance of the member experience
- Site requirements in terms of in-person trainings, webinars, conference calls and other calendar requirements they will have to be a part of
- Proposed calendar with any dates that members will not be at their sites
Outcomes

Understand

Do

Carry Out or Follow

- Strong ambassadors of AmeriCorps and program and can communicate effectively what AmeriCorps is and how it is important to the work you all are doing.
- Ensure members are engaged in allowable activities.
- Implement practices that ensure a strong member experience and ability to carry out activities with impact.
- Implement strategies to ensure site or partner staff are aware of members and their role at the organization and are proud to be a part.
- Adhere to deadlines.
- Complete required paperwork in a timely and compliant manner.
- Sign up each year to be a part of the program and work with you as a team to make an important impact.

High Quality Principles

- Holds yearly orientation that all sites must attend, regardless of longevity.
- Provides new staff orientation yearly for new site staff, either 1-1 or in large group.
Outcomes and Activities

Strong ambassadors of AmeriCorps and program and can communicate effectively what AmeriCorps is and how it is

- Watch AmeriCorps video - https://www.youtube.com/watch?v=wyslJ0W1dN4&feature=youtu.be or https://www.youtube.com/user/nationalservice
- Review the guiding principles
- Discuss what AmeriCorps is and is not
- AmeriCorps Got Talent

Ensure members are engaged in allowable activities.

- Review of definitions of allowable, unallowable, and prohibited
- Review of prohibited activities list
- Provide scenarios to help sites understand how these could show up
- Talk about the implications if members are found to be doing prohibited or unallowable activities

Outcomes and Activities

Implement practices that ensure a strong member experience and ability to carry out activities with impact

- What is supervision?
- Role play member issues
- Leadership Compass or another style inventory that allows you to learn supervisor styles to better understand how they work, strengths and challenge areas, and how they might support members
- Develop an on-site orientation and training checklist that helps ensure all sites are providing the same on-boarding

Implement strategies to ensure site or partner staff are aware of members and their role at the organization and are proud to be a part

- Provide them with a 1 pager that helps them articulate verbally and in writing
- Introduce members at a staff meeting or training and explain their role
- Include members in the new personnel section of the agency newsletter or email blast

Outcomes and Activities

Adhere to deadlines

- Site Supervisor Handbook scavenger hunt
- Timesheets audit
- Member forms/Data collection tool centers
- AmeriCorps Jeopardy
- Brainstorm member, staff and supervisor expectations
- Monthly paperwork calendar
- Utilizing REMIND to send supervisors texts

Complete required paperwork in a timely and compliant manner and follow through with what is expected and outlined in roles and responsibilities.

Sign up each year to be a part of the program and work with you as a team to make an important impact!

- Demonstrate throughout the year the impact members are having at the program and at site
Site Management Cycle

1. Think about an area that you would like to think more about.
2. Go to the table where you find that area.
3. Rind individually the principles that are a part of that cycle area.
4. Talk with your table mates about: Challenge areas ideas for improving.
5. Give some highlights of their discussion.

Magic Wand?

- The magic is not in 1 thing
  - What you create with people
  - What you do with intentionality
  - What you do with creativity
  - To ultimately create a high quality and supportive project.

Chat Question:

What is 1 action or idea you are considering from this afternoon?