



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

YMCA OF METRO CHICAGO

FAQ FOR TRAINING & LEADERSHIP DEVELOPMENT

1. What is Leadership Development?

Leadership Development is an intentional effort to provide leaders with opportunities to learn, grow, and change. Its purpose is to produce individuals over time with the skills to function effectively within the organization.

The focus of leadership development in Metro Chicago is to develop staff's unique abilities and talents. We do this by helping individuals learn about themselves and others, grow in their personal skills and abilities, and change and adapt to new circumstances and opportunities.

2. What is the YMCA of the USA (Y-USA) Leadership Competency Model and Leadership Levels?

Y-USA's Leadership Competency Model (LCM) is comprised of 18 leadership competencies (leadership knowledge, skills, and behaviors required for success in the Y). The LCM is organized into four disciplines of cause-driven leadership: 1) Mission Advancement, 2) Collaboration, 3) Operational Effectiveness, and 4) Personal Growth. The 18 leadership competencies are categorized into these four disciplines arranged by their behavior descriptors; which represent the behaviors you should be demonstrating on a day-to-day basis.

Another component of the LCM is the Leadership Levels. In the LCM, there are four levels of leadership: 1) Leader, 2) Team Leader, 3) Multi-Team/Branch Leader, and 4) Organizational Leader. The leadership levels represent the progressive leadership responsibilities across all staff positions. Metro Chicago staff can find their assigned leadership level on the *Leadership Level List* found in Lotus Notes. Following Y-USA's recommendation, Metro Chicago staff's leadership levels were determined based on the person's roles and responsibilities as indicated on their current job description.

Please go to Y-USA's YExchange at www.yexchange.org for more information on the LCM and Leadership Levels.

3. Why is Metro Chicago transitioning to Y-USA's competencies?

The Human Resources department and the Leadership Development Taskforce reviewed both Metro Chicago and Y-USA's list of leadership competencies. Both sets of competencies reflected the skills, behaviors, and knowledge required of our staff; in some instances even overlapping one another. To be consistent and in alignment with what the Movement is currently evaluating as "successful indicators," Metro Chicago has decided to use Y-USA's competency language and definitions. By doing so, we are adhering our staff to the same standards as the rest of the Movement's professionals. Also, because Y-USA

training curriculums are based on the leadership competencies, this would allow us to take full advantage of their tools and resources.

The new competencies, along with designated top priority competencies for each leadership level, can be found in the new Training & Leadership Development Portal located in the Metro Chicago's website.

4. What will happen to the old competencies? How will it affect the Performance Appraisal process?

The 2011 Performance Review will be the last time your supervisor will measure you on the current competencies. NOTE: staff 2012 SMART goals and objectives should be developed with the new designated top priority competencies in mind.

5. What is the Y-USA Leadership Certification?

The Y-USA Leadership Certification is a credentialing process specific to the Y. Based on the LCM, the process includes three certifications that correspond to the progressive levels of leadership responsibility defined by the LCM. Each certification has distinct requirements, which may include formal training courses, electives, prerequisites and a certification test.

Three Leadership Certifications:

1. Team Leader Certification
2. Multi-Team/Branch Leader Certification
3. Organizational Leader Certification

Please go to Y-USA's YExchange at www.yexchange.org for more information on Leadership Certification.

6. What are the benefits of leadership certification?

There are many benefits of completing your certification. Below are three (3) main benefits:

- Obtaining your leadership certification reflects your personal and professional achievements and enriches self-esteem.
- Obtaining your leadership certification increases your confidence because you have validated that you know and can apply core leadership competencies to your work.
- Obtaining leadership certification also demonstrates that you are committed to your development at the Y, and can set you apart from your peers when applying for new professional opportunities.

7. Why do I need a Y certification when I have a bachelor's/master's degree or I have certifications from other organizations/educational institutions?

In addition to the benefits we mentioned above, obtaining a Y leadership certification is something you could include to your list of other accomplishments. The skills and knowledge you gain from taking courses towards this certification is something that is transferable, that will be with you for the rest of your life, and is applicable inside and outside of your Y life. Although a Y certification is not a requirement of all staff, it is recommended for individuals interested in pursuing a career in the Y Movement.

Regardless, continuous learning is something everyone needs to grow and develop in an ever changing world.

8. What is Y-USA Recertification?

Continual development of the leadership competencies will help to build the leadership needed to meet the ever-changing needs of the communities we serve. Leadership development is a career-long process, and recertification requirements support and enable this process by providing a way to capture the time spent engaging in lifelong learning. The recertification process encourages and rewards lifelong learning with an emphasis on developing both yourself and others.

Recertification credits are required at the Multi-Team or Branch Leader Level and Organizational Leader Level. NOTE: Applies to those who earned the Professional Director and Senior Director Certification who have been converted.

Staff will need to complete twenty (20) Leadership Competency Credits every 5 years to maintain their Multi-Team/Branch Leader or Organizational Leader Certification.

9. I am interested in becoming a Y-USA national trainer. What do I have to do? What are the benefits of becoming a national trainer?

Metro Chicago encourages its staff to become a Y-USA national trainer or faculty. There are many benefits to becoming a trainer. One is learning current best practices and thinking from experienced staff from across the movement. Second is becoming better at your job as a result of preparing to teach and being looked at as a subject matter expert in your field. Third is having the ability to train regionally and nationally; meeting and connecting with Y professionals from across the Movement. And fourth is being able to participate in the "trainer bring a friend program" where a trainer is able to bring an additional staff member (per course taught) from their association to the course.

Please review the Faculty Trainer System (FTS) Handbook found on YExchange for more information on trainer/faculty benefits, requirements, and quality standards needed to become a Y-USA national trainer. NOTE: Y-USA makes final decision on who they select as trainers.

10. Is the Individual Leadership Development Plan required for all staff, and if so, why?

Starting in 2012, all full-time staff (exempt and non-exempt) will need to complete an Individual Leadership Development Plan with their supervisor. As an association that fosters a culture of learning and professional development, completing a development plan will assist staff and supervisor in putting together an intentional plan devoted to developing the needed competencies that the staff person requires to be successful in his or her role and potential future role in our association.

11. What is the 70/20/10 Learning Model? How will Metro Chicago encourage this model into professional development?

The central theme behind developing leadership competencies focuses on identifying areas for change and creating opportunities to practice new skills. Foundational to this process is the 70/20/10 Learning Model.

70% - learning and development that takes place from real-life, challenging on-the-job experiences, task, problem solving, and stretch assignments.

20% - learning and development that comes from coaching, feedback, and observation and working with role models.

10% - learning and development that comes from formal training such as attending a workshop or seminar, reading a book, or taking an eLearning course.

This Learning Model should be taken into consideration when developing your Individual Leadership Development Plan. You need all three components to have a successful plan.

12. How does the development plan impact my merit increase?

Creating and completing an intentional development plan does not have an impact on your merit increase. Merit increases will be based on your performance appraisals and other performance goals set at the beginning of each year.

13. Where can I find Metro Chicago and Y-USA trainings?

Staff can find training courses being offered by Metro Chicago in the Training Catalog found in the Training and Leadership Development portal located in Metro Chicago's webpage.

Staff can find training courses being offered by Y-USA under the Course Quest toolbar on YExchange.

14. Are there any training programs that would help me prepare to become an Executive Director, VP or CEO?

Y-USA offers many executive development programs that help Y staff prepare to become senior leaders in the Movement. A list of these executive programs can be found on YExchange. You may also contact Soukie Chanhdara, Director of Leadership Development for Metro Chicago, at 312-440-2418 or leadershipdevelopment@ymcachicago.org for more information.

15. What does the approval process for training look like?

Once a staff person identifies training (or learning opportunity) he/she will discuss the opportunity and get approval from their supervisor.

Afterwards, the supervisor will get final approval from the branch's Executive Director or (if appropriate) the department's Vice President (VP) or regional Group Vice President (GVP).

Approval of training or learning opportunity will depend in large part, but not limited to, availability of the branch or department's training funds and in alignment with both the TLD guidelines and the individual's development plan for that year.

16. How do I go about registering for training?

For Metro Chicago trainings such as the Achieve Global classes, Metro Chicago's Regional Training Events (RTE) classes, or webinars, staff must register using Lotus Notes. If staff does not have access to Lotus Notes, they have two options: 1) have the supervisor or Executive Director register them OR 2) email leadershipdevelopment@ymcachicago.org

with their registration request and someone from the HR department will register them. Please make sure that supervisor's approve the training prior to registering.

For Y-USA trainings, staff can register through Course Quest found on YExchange.

17. Can I use the training funds to work on completing my college degree?

At this time, Metro Chicago does not have a tuition reimbursement policy/program, to assist staff who are working on completing their college degree. We will evaluate this policy each year. Staff will be notified of any changes or considerations.

18. Who pays for my trainings? Me, my branch/department, or Metro office?

Technically, the training and leadership development funds come from the same budget. The difference is in how the funds are distributed and awarded. Each branch/program is responsible for these funds and therefore it is up to the Executive Director, department VP, or regional GVP to allocate the funds. In collaboration with the HR department, Executive Directors, VPs, and GVPs award funds based on availability, staff's need for the training, and alignment with staff's individual development plan.

19. Is it possible to get financial assistance outside of Metro Chicago to attend training?

Please have a conversation with your supervisor regarding training funds prior to applying for any financial assistance.

Y-USA offers partial financial assistance to Y-USA trainings, programs, and conferences. You can apply by going to EasyGrant on YExchange. Please make sure that you receive approval from your supervisor to attend or participate in the training, program, or conference prior to applying for Y-USA financial assistance.

20. Is there a limit to how much money I can use for training each year?

HR provides a training budget guideline for Executive Director so that they can appropriately budget for staff development each year. Please check with your Executive Director, department VP, or GVP for the amount they allocated to each team member.

21. I'm a Part-Time employee. What training and leadership development opportunities are available to me?

Training is open to all FT and PT staff. We encourage and recommend the Achieve Global classes and/or training webinars since there are no branch/program cost associated with those trainings. Priority for training that require additional funding will be given to FT staff. Please discuss learning opportunities with your supervisor.

22. What benefits to training are there for me if I'm not sure if I want to pursue the Y as a career?

Developing skills and competencies are needed for success regardless of what career we choose to pursue. The benefits of Metro Chicago and Y-USA trainings are that they focus on competencies needed at all levels including any future potential roles. Each

competency developed is transferable skills that can be utilized in all facets of your career whether that's inside or outside of Metro Chicago.

23. Do we still have a mentoring program? If so, who do I contact if I am interested in mentoring or being a mentor?

Metro Chicago will be creating a new mentoring program in late 2012/early 2013. Please stay tuned. Meanwhile, we encourage you to look around your branch, department, or the entire association and find someone you can receive additional feedback and support from outside of your supervisor.

24. Will Metro Chicago track my completed trainings and/or certifications?

Metro Chicago tracks the following trainings: Achieve Global, Metro Chicago Regional Training Event (RTE) classes, and webinars. All other Y-USA trainings are tracked by Y-USA and can be found on the individual's Y training transcript located on the "My Career" section on YExchange. Metro Chicago and Y-USA does not automatically track non-YMCA trainings or conferences.

25. What happens if I leave Metro Chicago to continue my Y career in another association?

Your Y training transcript stays with you regardless of which Y association you work for. However, Metro Chicago trainings, such as Achieve Global and webinars, will not be transferred to your Y training transcript unless you applied your AG classes towards Y-USA recertification credits.

26. Who can I contact if I have questions about leadership development, certifications and trainings?

Questions regarding training and leadership development can be directed to leadershipdevelopment@ymcachicago.org or by contacting Soukie Chanhara, Director of Leadership Development, at 312-440-2418.