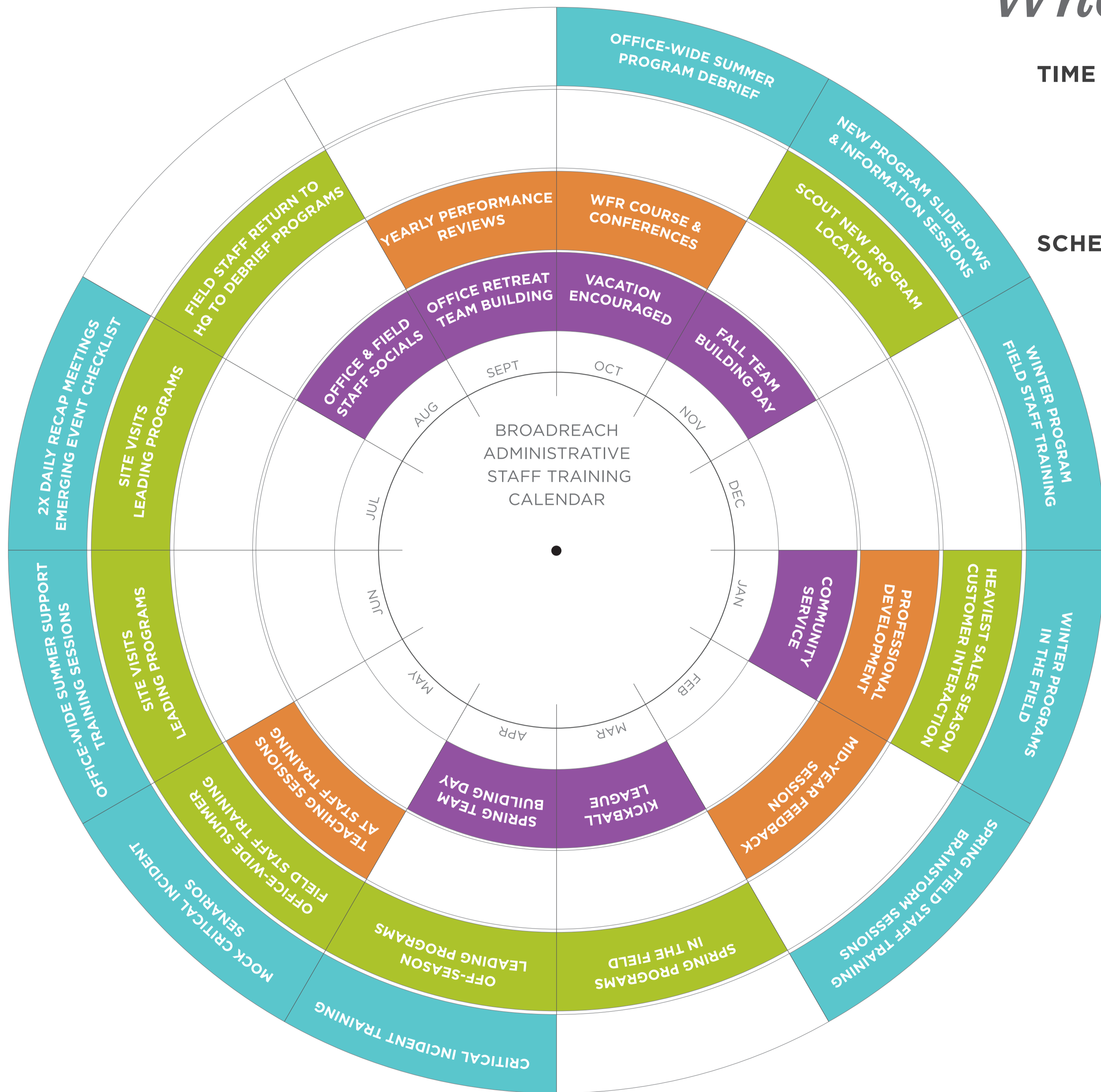


PREPARING ADMINISTRATIVE STAFF TO MANAGE PROGRAMS IN THE FIELD: *A Team Approach*

What are the challenges?



TIME

In the spring, balancing sales with enrollment support and final program preparations makes it challenging to dedicate the amount of time we would like to our week-long field staff training in May.

SCHEDULING

Rolling deadlines, varying responsibilities and multiple offices make it difficult to get everyone together at the same time and have full engagement/participation.

The addition of year-round custom programs to our traditional summer-oriented schedule has challenged our existing model and encouraged us to adjust our calendar accordingly.

STAFFING

With office staff that have diverse professional backgrounds and a variety of skill-sets, not everyone has field experience. Training that engages everyone and addresses learning opportunities for each staff member is difficult.

Bringing on new team members mid-cycle requires additional training and redundancies for existing staff.

MONEY

Group bonding and cultural activities can be expensive and professional development has high up-front costs.

What have we learned?

JUDGMENT

The 'Instructor Judgment Model' we use drives our 'Office Judgment Model' - we rely on individuals to have a broad base of knowledge combined with an understanding of available resources to address questions and concerns.

HUMILITY

Be humble! Learn from others in the field, and don't be afraid to call a competitor for advice. They have likely faced similar challenges.

ADAPTABILITY

Experiential training, such as sending staff into the field to lead programs, scout, or to conferences has financial implications. In-house training has much lower costs associated and can yield similar results. Balancing the two brings a much needed real-world perspective to our staff and in-house trainings allow time to process and develop from within. Depending on financial constraints from year to year, we may choose to do less 'experiential' training and focus internally.

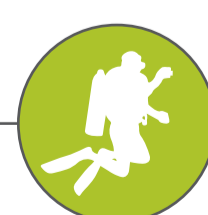
REPETITION

Including the entire office in most of these things can be inefficient. We've found that repetition, attention to culture, and accommodating some level of inefficiency is a strong investment in our ability to maintain our individual and group judgment. By valuing a holistic and team approach above efficiency of specialization, each staff member is prepared to handle programs in the field.



TRAINING

We train our entire office on how to support our field staff during program. Final pre-field season training sessions synthesize all the lessons learned throughout the year. Led by our leadership team, who have extensive experience in the field, these sessions have an open format allowing for questions, brainstorming and scenario participation.



EXPERIENTIAL

From our customer service to our programming teams, all office staff have the opportunity to do a site visit and, if qualified, lead a program. Experiencing field operations first hand is invaluable when preparing admin staff to be a support system for instructors on program, and for helping admin staff relate with what instructors are experiencing in the field.



EDUCATION

Each year we bring our field staff to Raleigh, NC for an intensive week-long training. Our entire office participates in the training, has input into training content and has the opportunity to teach or engage with field staff. Both casual and professional interactions with field staff foster an open and communicative environment, which is crucial to the success of the summer programs.



CULTURE

Broadreach operates in an open office, with all staff working together in one room. This environment fosters collaboration, leads to impromptu informative conversations, and makes it easy to learn from others. While it can pose challenges when having difficult conversations or needing to focus, an open office provides every team member with some level of knowledge of all operations.