



# Professional Residency Program



## Handbook

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*Updated 1/16/2024*



## Professional Leadership Residency Program Overview

**Premise:** ATLAS' Mission is to equip children and their families to fulfill their God-given purpose. This mission is in place to fulfill ATLAS' purpose of *nurturing a community to live as God intended, to its fullest potential*. We believe this can only be accomplished at the local level, through those who embrace their own God given value and purpose; resulting in individuals pouring back into the community through meaningful relationships and active involvement. ATLAS is committed to a long-term investment in Greene County youth in order to re-shape the future of this community in a Christ centered way. Thus, the *ATLAS Continuum* has been developed to create pathways of influence in each child from birth to adulthood. As children enter adulthood, ATLAS understands the importance of seeing this mission through with opportunities for young adults to become rooted in their own community.

**Overview:** The ATLAS Leadership Residency Program is designed to give young adults two years of guidance, training, and experience that will elevate them into their future endeavors with the skills they need to excel, lead within their community, and pursue their God-given purpose in confidence. They will join the ATLAS team where they are given a great deal of responsibility and independence while working under coaches and mentors every step of the way. Residents are not considered just interns, rather, they are treated as colleagues within the ATLAS team as they work to invest in the mission of ATLAS. Additionally, residents attend seminars for professional development, become actively connected in the community, and invest in the lives of Greene County youth during their time in the program. In short, the Leadership Residency Program serves two purposes:

1. To develop and equip young leaders with the skills and biblical foundations to realize their full God given potential as growing community leaders.
2. To utilize Christ like young adults as a part of the ATLAS team to lead and inspire young children growing through the ATLAS continuum.

**Compensation and Benefits:** Residents receive a number of benefits including financial and life training through the two-year program. Each resident will be mentored by the ATLAS Resident Coordinator as well as direct coaching through program directors and ATLAS residents. During the final quarter of the program, ATLAS will work with each resident, and the community, to secure a job that lines up with their giftedness and passion in the community. This may or may not include a position at ATLAS. In addition, resident benefits include:

- \$20,000 or \$25,000 annual salary (depending on graduate status)
  - Undergrads will have time built into their hours dedicated to completing their degree
- Simple IRA through ATLAS' retirement program
- Participation in the health reimbursement benefits offered to ATLAS full time employees
- Ongoing Leadership Training throughout residency
- Quarterly seminars focused on personal development including 7 Habits, Financial Peace, biblical foundations, conflict management, and Public Speaking
- One on one mentorship throughout the Residency
- Real world experience in areas of business, programming, marketing, education, and youth leadership
- Academic support for residents pursuing their graduate or undergraduate degrees



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# ATLAS Residency

Vision | Mission | Goal

## Vision

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To see young adults equipped with a saving faith in Jesus, a biblical worldview, and the skills needed to reach their fullest potential.

## Mission

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To create an in-road and on ramp for young adults, developing and deploying them with competence and confidence into a life of purpose.

## Goal

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Every resident is equipped and ready to launch into their next chapter by the beginning of April of their second year.

### Key indicators

- They have successfully completed all 6 seminars according to the ATLAS Residency Handbook
- They have been able to successfully accomplish and show mastery of each competency laid out in the Residency Program competency schedule.
- They have shown consistent growth and sufficiently met objectives according to their program supervisor and mentor.

## Environments

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- The Job
  - 1 on 1 with program supervisor
  - Competency Development
- Discipleship and Coaching
  - 1 on 1 with resident mentor
- Training
  - Seminars
- Resident Community
  - Other Residents, ATLAS Staff, and families

## Driving the Residency

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There are two things that drive the ATLAS Residency.

1. The development of each resident
  - Each resident focus areas of growth will be based on their specific needs
2. The pressure of the work that needs to get done
  - The pressure of what they have to accomplish exposes the gaps that need to be developed.



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# ATLAS Residency

## Key Competency Checklist

Below is a checklist of competencies each resident will master by the end of their program.

### Discipleship

Facilitating Group discussion
<ul style="list-style-type: none"> <li>• Creating plans</li> <li>• Asking leading questions</li> <li>• Creating a safe environment</li> <li>• Navigating personalities</li> </ul>
Teaching the Bible
Pursuing the heart of students
Building deep relationships with students and/or families

### Professional

Demonstrate professionalism
<ul style="list-style-type: none"> <li>• Punctuality, Team work, dress appropriately, etc</li> </ul>
Running a meeting
Demonstrating strong work ethic
Public Speaking
Demonstrate strong presentation skills
Leading a team
Managing a project
Creating multiple forms of communications
Planning and coordinating events
<ul style="list-style-type: none"> <li>• Work within a budget, acquire volunteers, execute, etc.</li> </ul>
Creating marketing pieces
<ul style="list-style-type: none"> <li>• Videos</li> <li>• Newsletters</li> <li>• Advertisements</li> </ul>
Teaching a group or a class for a full quarter
<ul style="list-style-type: none"> <li>• CLC Class, Reading group, etc.</li> </ul>
Communicate with parents, vendors, and partners

### Core Values

Christ Centered
<ul style="list-style-type: none"> <li>• Personal practice of faith disciplines</li> <li>• Obedience to Christ and the authorities thereunder</li> <li>• Mission minded- where we work, live, and play</li> </ul>
Demonstrating Integrity
Participating in Collaborative work environments
Showing grace
<ul style="list-style-type: none"> <li>• Navigate conflict, show forgiveness, etc.</li> </ul>
Loving others well
<ul style="list-style-type: none"> <li>• Adopting a selfless posture</li> </ul>

Supervisors and Mentor will lead residents throughout the program by:

### Directing

Demonstrating by setting the example for resident



### Coaching

Bringing resident in on the process, still leading



### Supporting

Assisting in a supportive role as resident leads



### Delegating

Turning over full responsibility to the resident including consequences and results

# ATLAS Residency Mentoring Meetings

Lead | Develop | Care

Set Direction, Motivate, Challenge | Coach, Model, Teach | Know, Connect, Provide, Engage

A well-crafted one on one meeting plan is a primary tool in order to Lead, Develop and Care for the residents.

## Sample Meeting Structure

Personal

### Personal

Challenges/Updates/Prayer Needs

Conflicts/Difficult Conversations

Dashboards

### Dashboards

Goals

Development Plan (create from checklist)

Calendar

### Calendar (projects/deadlines/events)

This week

2 weeks out

6 weeks out

Discussion

### Questions and Discussions

From me

From you

To Do

### Action Items

For me

For you

### Two Tools

1. A collaborative but structured one on one meeting agenda that includes the necessary ingredients for operational excellence, holistic health, and long term goal achievement.
2. A predetermined rhythm of when you talk about what over a longer period of time.
  - a. i.e First Monday of the month = goals; Second Monday = Development plan and competencies; Final Monday = future dreams and passions...etc.

### Discipline of Preparation

In general, effective one on one meetings are a result of what happens before the meeting.

# ATLAS Residency

## Employment Structure

### Schedule

The ATLAS residency is a full-time position

- Schedules may vary weekly based on program requirements
- Schedules may also be structured differently in 10, 11, or 12 month structure depending on the primary program and focus of each resident

Schedules will be determined at the beginning of the residency for each resident, but all residents are considered full time and must average a minimum of 30 hours per week over a 12 month period. For example:

- A 12-month schedule of 35 hours per week averages 35 per week over 12 months. However...
- An 11-month schedule of 35 hours per week with 6 weeks off works 46 weeks during a 52-week (12 month) period.
  - 46 weeks x 35 hours = 1,610 hours
  - 1,610 hour/52 weeks = 31 hours per week over 12 months
  - This is a full-time schedule
- A 10-month schedule of 35 hours per week with 8 weeks off works 42 weeks during the year.
  - 42 weeks x 35 hours = 1,470 hours
  - 1,470 hour/52 weeks = 28 hours per week over 12 months
  - This is NOT a full-time schedule and would qualify for the residency program.

### Compensation

Under Graduate- \$20,000

- Personal study time dedicated to degree completion is **built into** the weekly hours
- 25-35 hours per week are directly focused on ATLAS responsibilities including training/coaching sessions

Post Graduate- \$25,000

- All hours per week are directly focused on ATLAS responsibilities including training/coaching sessions

\*If a resident completes their degree during their two-year period, their salary will be adjusted to reflect the graduate status for the remainder of their residency program.

### Benefits

In addition to all the training, coaching, and development benefits, as full-time employees, residents qualify for all benefits laid out in the Employee Handbook. This includes:

- Simple IRA matching program
- Health Reimbursement program
- Paid Time Off
  - PTO Accruals
  - Paid Holidays
  - Jury Duty
  - Military Leave

\*At some point in the future ATLAS would like to provide housing opportunities for ATLAS Residents, however this is not in place at the current juncture.



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## Training Seminars

The ATLAS Residency is a holistic approach to equipping young adults. As previously mentioned, there will be numerous environments all geared toward the growth of the residents. While some are focused on professional competencies, others are aimed at personal growth. Throughout the two-year program, each resident will complete 6 seminars, coordinated by the Resident Coordinator. Those seminars include:

### 1. Personal Responsibility

- Franklin Covey – 7 Habits of Highly Effective People
  - 7 Habits is an 8-week course which will equip residents with practical life applications that lead to maximizing their responsibility and effectiveness in both personal and professional realms. The study delves into the life applications in the form of 7 primary habits.
- Study Format: 3 Sessions of 1-4 Week Each
  - Session 1 Dependence
    - Week 1 Habit 1 Be Proactive
    - Week 2 Habit 2 Begin with the End in Mind
    - Week 3 Private Victory to Public Victory
  - Session 2 Independence
    - Week 1 Habit 3 Put the First Things First
    - Week 2 Habit 4 Think Win Win
  - Session 3 Interdependence
    - Week 1 Habit 5 Seek to Understand
    - Week 2 Habit 6 Synergize
    - Week 3 Habit 7 Sharpen the Saw

### 2. Financial Peace

- Dave Ramsey- Financial Peace
  - Financial Peace is a Christ Centered 8-week course intended to set students up with a foundation of financial responsibility, guiding principles, and a long term framework for living a life free of financial stress. As residents complete this course, they will have knowledge and tools they need to live a life of financial freedom regardless of their career choices. Facilitators are able to use the DVD video set to facilitate conversation and practical steps towards setting up a future of financial freedom.
- Study Format: Two Sessions of 3-5 Weeks Each
  - Lesson 1-4 “The Plan”
    - This first session walks through the 7 Baby Steps. This is the proven plan to win with money. In these lessons, residents will learn how to do more than just treat the symptoms of current money issues or avoid future pitfalls. Get to the root of the financial stress and focus on behaviors.
  - Lesson 5-9 “Life on the Plan”
    - This lesson provides tools to keep you on track with the Baby Steps. Learn to navigate spending, insurance, real estate, and investing so you don’t ruin progress. Protect yourself from everything trying to get at your money so you can start fighting for the things you want.

### 3. Foundational Apologetics

- C.S. Lewis Mere Christianity & Steve Urban Mere Christianity-Study Guide
  - Mere Christianity is a book which approaches the fundamental beliefs of Christianity from a position of reason. Measuring common arguments against foundational beliefs of Christianity, C.S. Lewis is able to equip readers with basic apologetic arguments using the logical conclusions which defend our faith in Christ.
- Study Format: Three Sessions of 4 Weeks Each
  - First Course:
    - Week 1 Preface, Book 1: Chapters 1 & 2
    - Week 2 Book 1: Chapters 3, 4 & 5
    - Week 3 Book 2: Chapters 1 & 2
    - Week 4 Book 2: Chapters 3, 4 & 5
  - Second Course:
    - Week 1 Book 3: Chapters 1, 2 & 3
    - Week 2 Book 3: Chapters 4, 5 & 6
    - Week 3 Book 3: Chapters 7 & 8
    - Week 4 Book 3: Chapters 9, 10, 11 & 12
  - Third Course:
    - Week 1 Book 4: Chapter 1, 2 & 3
    - Week 2 Book 4: Chapter 4, 5 & 6
    - Week 3 Book 4: Chapter 7, 8 & 9
    - Week 4 Book 4: Chapter 10 & 11

### 4. Public Speaking

- Toast Masters
  - Public speaking is a skill which, if not developed, is a common anxiety for many professionals. Toast Masters is a 6 week course where residents will learn not only how to approach public speaking, but do so with confidence and become a master of it. Throughout the course, each resident will be given a mentor who will spend one on one time with them in developing, executing, and debriefing a number of speaking topics. At the end of the course, each resident receive a certificate of completion through the toast masters program.

### 5. Leadership

- John Maxwell – The 5 Levels of Leadership
  - In this course, residents will discover what makes a good leader? Some say you'll know one when you see one; others confuse being a leader with simply having a title. John Maxwell gives a shape and form to something seemingly indefinable. Students will be able to use his knowledge and experience to grow in their own giftedness with a roadmap to help them reach their full leadership potential. Through this roadmap, the residency will allow young leaders to apply what they discuss into their role at ATLAS in a real and practical way.

### 6. Deployment

- Interview Skills and Resume Builder
  - The final semester of each residency will be focused on successfully acquiring a position for the resident upon completion of the residency program. ATLAS will work with each resident to build a winning resume, train them with interview skills, and seek a position that aligns with their passions and skillsets. **It is not expected that the resident will remain at ATLAS and should not anticipated. If a position opens up that may be a good fit for a resident at any point in their residency, they would pursue it just like any outside applicant.**





## Reporting and Supervision

ATLAS Residents directly report to their Program Director for all job-related activities but their primary supervisor is the Resident Coordinator.

Resident Coordinator will provide:

- One on one mentoring
- Training
- Instructors and schedules for seminars
- Weekly schedules and expectations
- Semi-Annual Evaluations
- Management for competency mastery progress

The program director will provide

- Directives
- Coaching
- Job expectations

Program directors and the Resident coordinator work closely, communicating regularly to provide each resident an individualized plan and program that will maximize their individual development and ultimate deployment into their next endeavor.

## Evaluation

Residents will be evaluated just as any other ATLAS Resident. Below are the points of evaluation and process for performance development.

### General Metrics of Evaluation

Each resident will be assessed throughout the year on Job Functionality and Interpersonal Skills. ATLAS leadership will be assessed with an additional Leadership Abilities category. Each resident will also be evaluated on how well they exemplify our ATLAS Team Core Behaviors (Christ Centered, Integrity, Collaboration, and Grace)

1. Functionality
  - a. Quality of Work
  - b. Work Habits
  - c. Knowledge
2. Interpersonal
  - a. Team Work
  - b. Coachability
3. ATLAS Team Core Behaviors
  - a. Christ-Centered approach
  - b. Love God and Others
  - c. Integrity driven
  - d. Grace in all circumstances
  - e. A spirit of collaboration
4. Competency completions
  - a. Semester Objectives



## **Assessment Timeline and process**

Performance will be measured continually throughout the year in a number of ways, some formal, some informal. The goal is to develop each resident to the point where they are fully capable, equipped, and confident to step into whatever their next endeavor may be.

### **Annual Evaluation**

June- *Formal*

The Annual Evaluation will be heavily driven by the Mid-year take-aways. At the mid-year, residents will be challenged to grow in specific ways or focus on specific areas. The annual will be a formal assessment on how the resident responded to those challenges over the final semester.

### **Mid-year Evaluation**

December- *Semi Formal*

Residents will be given Self-Evaluation form and asked to submit one week prior to a scheduled appointment with their direct supervisor. At the meeting, the resident will be able to communicate how they feel they have done over the previous semester, based on their self-evaluation form and their objectives. Supervisors will then take the time to discuss the self-evaluation from their perspective, encouraging the residents strengths and pointing out areas to improve on, as well as any discrepancies between the two perspectives on residents performance.

### **ATLAS Team Core Behaviors**

Ongoing - *Informal*

Core behaviors will be utilized to emphasize the key behaviors needed to build and maintain a healthy culture within the ATLAS Team. These provide clear opportunities for coaching throughout the year in an ongoing way as directors will be continually pushing the practice of these behaviors. These will also be a part of the formal evaluations.

### **Coaching and Correction Process**

Ongoing/As needed – *Progresses from Informal to Formal*

#### *Modeling*

Coaching begins with modeling behavior. In order to set expectations of behavior, it is imperative of a leader to model the desired behavior.

#### *Communication*

In addition to modeling behavior, it's essential for leaders to continually communicate expectations of excellence and desired behaviors from residents.

#### *Correction*

At the point of evaluations, there should never be any surprises because each resident will be coached throughout the year. Using a general guideline of the following 4 step process, supervisors will coach residents through areas of desired improvement.

1. Verbal
  - a. Verbal acknowledgement of need for improvement in specific behaviors
2. Intentional Meeting
  - a. If a verbal directive does not produce desired result, director will meet with the resident to more clearly communicate the issue and need for improvement. This will be accompanied with an email to document the interaction and direction
3. Improvement Plan
  - a. If unacceptable performance continues at the same level of frequency and the supervisor sees no signs of improvement, a corrective plan will be agreed upon and implemented between resident and their supervisor. The corrective plan should be signed by both the supervisor and resident under corrective plan. This plan will include action steps, time frames for improvement, and potential consequences if improvement is not accomplished.
  - b. At this point the Executive Director will be brought into the process.
4. Disciplinary Action
  - a. If correction does not occur according to the improvement plan terms, consequences laid out within the improvement plan, including termination, may be executed.



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