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for delivering effective programs

PLANNING & MANAGEMENT  
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SITE CLIMATE  
STUDENT RECRUITMENT & ATTENDANCE

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GUIDANCE FOR SAMPLE:

## PITTSBURGH SITE LEADERSHIP APPLICATION

This document provides guidance on how to use the [Pittsburgh Site Leadership Application](#) sample available in the Summer Learning Toolkit. You can also access the sample in the [Staffing and Professional Development](#) section of the Toolkit.

### What is the *PITTSBURGH SITE LEADERSHIP APPLICATION* sample and how can you use it?

Pittsburgh Public Schools (Summer B.O.O.S.T., formerly Summer Dreamers Academy) program leaders use the Site Leadership Application to recruit and screen candidates for site-level leadership positions, including site director, operations manager, operations assistant, curriculum coach, activity specialist, and behavior specialist. The application streamlines the hiring process across sites and ensures parity of experience and qualifications for key positions. The form includes directions and requirements for applicants, links to the online application form and additional program information, and position-specific questions.

### Why is a coordinated approach to hiring important?

Staff is the most expensive component of running a summer program and arguably the most critical to student experience. Recruiting site-level staff in a coordinated “team-based” approach clearly defines roles and responsibilities from the outset of hiring and enables program leaders to tailor

application prompts for each position. For example, **RAND** recommends that districts hire engaged and dedicated site leaders with strong organizational and interpersonal skills. Site leaders are responsible for creating and fostering a positive site climate, which was found to be an important component of overall program quality. Because the Camp Leadership Team Application tailors questions to each position, it enables a focus on site climate for Camp Directors and a focus on other key research-based components such as attendance and behavior management for Camp Operations Managers and Dream Coaches, respectively. By taking a team-based approach to recruitment, program leaders can ensure they have all critical functions covered without duplication of effort.

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### Who can benefit from this resource?

- District administration
- School-based program leaders
- Nonprofit program leaders

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### Tips for effectively using a leadership team application

- Pittsburgh Public Schools used this tool as an initial screening to identify top candidates for interview. When using it to screen candidates, set limits for the length of written responses so the review is more manageable.
- Use open-ended questions to assess a candidate’s overall interest and “fit” for the goals and culture of the program. Make sure to tailor questions based on the critical functions and competencies for the position.
- Develop a recruitment plan in the fall with the goal of hiring site-based staff during the winter months.

