

## Handout 1—Management Competencies

Leadership Skills
Models appropriate professional behavior and encourages other staff members to act in a professional manner
Demonstrates effective interpersonal and communication skills
Encourages active involvement of all staff and stakeholders in decision-making process
Establishes and promotes the philosophy, goals, and objectives of adult education
Initiates and facilitates change process
Advocates for the development of the field of adult education at national, state, and local levels
<i>Consistently operates with a partnership mindset, and deliberately seeks and explores internal and external partnerships to establish and realize a common vision for students and broader community</i>
<i>Resolves conflicts by seeking clarification, eliciting patterns and links across ideas, and facilitating a methodical approach to reach a mutually agreed upon compromise or solution</i>
<i>Exercises effective negotiation skills to gain consensus and produce favorable outcomes during high-stakes decision making</i>
<i>Practices a collaborative interest-based decision-making process that engages key stakeholders, honors diverse stakeholder interests, and results in solutions based on common interests</i>
<i>Utilizes innovative marketing strategies to effectively promote mission, services, and distinguishing organizational attributes that benefit students and families</i>
Instructional Leadership
Initiates and monitors the process of curriculum design and development and supports instructional processes and strategies based on research in adult learning and development
Compiles and/or uses various needs assessments to determine staff, learner, and community needs
<i>Establishes structures, expectations, and supports to cultivate high functioning professional learning communities (PLCs)</i>
Resource Management and Allocation
Identifies and applies for additional funding independently or collaborates with other programs and partners
Effectively manages and allocates the budget
Uses financial resources to support the program's mission and goals and to foster continuous program improvement and accountability
Identifies and utilizes resources to enhance the instructional process

<i>Understands and applies knowledge of financial best practices including short and long-term budget projections, need-based prioritization, and routine budget oversight and monitoring</i>
<i>Leverages funding by employing strategic, unconventional approaches to cross-sector teaming and partnerships to maximize available funds and resources</i>
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<b>Human Resources Management</b>
Using established criteria, recruits, hires, evaluates, and terminates staff
<b>Program Monitoring and Reporting</b>
Promotes clear procedures for collecting, documenting, and reporting data
Monitors and evaluates the program and uses the data for program improvement and accountability
<b>Professional Development Practices</b>
Plans, promotes, and models life-long learning practices
Promotes continuous professional development for staff
Encourages and promotes professional development activities related to technology
<i>Supports peer-to-peer capacity building through job-embedded coaching and mentoring of novice teachers by more experienced peers*</i>
<b>Community Collaboration</b>
Builds relationships with various agencies and institutions to enhance the delivery of services
Accesses and makes available information to clients about community resources and issues, and relevant laws and regulations
<b>Equity</b>
Promotes an environment that values and appreciates linguistic and cultural differences
Promotes organization wide, culturally responsive policies and practices
Establishes systemic supports for historically underserved students, nontraditional students, students with disabilities (SWDs), English learners (ELs), and LGBTQs, to achieve access and success
Upholds and communicates an organizational belief that that all students are capable of success, and that their individual identity and agency is affirmed and valued
Analyzes structural aspects of curriculum, and identifies barriers to learning and opportunities to incorporate diverse perspectives and experiences
Promotes organization wide, culturally responsive policies and practices