



Core Competency Checklist for Extension Middle Managers

The effective Extension Middle Manager will demonstrate mastery of competencies in *leadership, administrative management, office management, fiscal management, personnel management, program management and public relations and marketing*. The expectations listed below each competency area provide additional guidance and a checklist regarding strategies for achieving mastery.

LEADERSHIP—*Provides leadership and direction for the extension program and helps others to understand the mission and vision of extension and its relationship to other agencies and institutions.*

Expectations:

- Promotes the vision and mission of extension.
- Is familiar with and actively supports the organization's strategic plan.
- Understands and effectively communicates the relationship between extension and the 1862 institution of which it is a part.
- Understands and effectively communicates [the history, philosophy and contemporary nature of extension](#).
- Creates an atmosphere for positive working relationships and teamwork among extension educators and staff.
- Fosters and promotes positive working relationships with research and 1890 personnel.
- Models personal accountability and fosters the development of a culture of accountability.
- Inspires positive attitudes, professionalism, and leadership among extension personnel.
- Sets high expectations for performance for all extension personnel.
- Continually seeks to improve personal supervision and management skills.
- Effectively manages conflict and seeks assistance when issues cannot be resolved.
- Promotes creative and critical thinking and effective problem-solving skills.
- Demonstrates exemplary work ethics.
- Effectively manages groups.

ADMINISTRATIVE MANAGEMENT—*Effectively and efficiently manages all office, fiscal, personnel and programmatic issues.*

Expectations:

- Administers and adheres to all extension and university policies and procedures.
- Assures compliance with Civil Rights, Equal Opportunity Employment (EEO), Affirmative Action (AA) and other appropriate employment laws and policies.
- Facilitates effective communication (both written and oral) among extension personnel.
- Understands diversity and promotes such understanding among extension personnel.

OFFICE MANAGEMENT— *Maximizes the use of all resources to promote professionalism and efficiency for the extension program.*

Expectations:

- Appropriately staffs and equips extension offices.
- Maintains a professional and safe business atmosphere in the extension office.
- Conducts well-organized staff conferences, keeping thorough records of minutes.
- Maintains effective communications with all extension personnel.
- Involves extension personnel in decision-making.
- Ensures that extension facilities and offices are clean, neat and presentable to the public.

FISCAL MANAGEMENT—*Effectively secures and utilizes financial resources.*

Expectations:

- Maintains and adheres to all accounting policies and procedures.
- Actively seeks to secure sustainable funding to support extension programs.
- Maintains current cooperative agreements for all partners.
- Ensures proper invoicing of partners through proper communication with pertinent parties.
- Prepares and defends annual budget to partners and stakeholders.
- Maintains accurate financial records, especially as they pertain to travel and purchasing.
- Involves extension personnel in budget development and purchasing decisions.

PERSONNEL MANAGEMENT—*Provides an environment that allows for the continued growth and development of all extension personnel.*

Expectations:

- Leads the orientation of new staff.
- Conducts effective annual performance evaluations and provides positive feedback for improvement as appropriate.
- Guides and maintains courteous and productive co-worker relationships.
- Understands and adheres to personnel policies and procedures.
- Continually coaches and supports extension personnel in personal and professional growth.
- Motivates and empowers extension personnel to do their best work.
- Recognizes, acknowledges and rewards exemplary performance.
- Helps prepare extension personnel for promotion and guides them through the promotion process.
- Works with appropriate personnel to promptly address poor performance, policy violations, and similar issues.
- Maintains extension personnel accountability for work hours and provides scheduling flexibility as appropriate.

PROGRAM MANAGEMENT—*Ensures the extension program effectively addresses issues of concern to stakeholders by providing high-quality educational, research-based programs.*

Expectations:

- Reviews plans of work to ensure that program goals are aligned with identified issues and outcomes accurately reflect the impact and results of program efforts.
- Clearly understands and can articulate extension's program development theory and cycle.
- Provides leadership in program reporting and accountability and ensures that all reports are submitted in a timely fashion.
- Stresses the importance of effective advisory leadership councils.
- Supports extension educators in the development and maintenance of effective program advisory councils/committees.
- Attends program advisory council meetings, as appropriate.
- Encourages the recruitment and effective use of volunteers in the extension program.

PUBLIC RELATIONS AND MARKETING—*Effectively promotes the value of extension and develops and maintains strong partnerships.*

Expectations:

- Understands and appreciates the importance of building strong partnerships and collaborations.
- Promotes positive image of self and extension.
- Promotes the brand identity of the extension.
- Participates in government meetings as appropriate.
- Reports regularly to stakeholders and partners.
- Coordinates the development and implementation of an extension public relations strategy, striving for a high level of program visibility.
- Establishes and maintains rapport with key individuals.
- Ensures that program impacts from all program areas are reported to stakeholders.
- Effectively uses all media outlets.
- Participates in commodity and civic organizations and associations as appropriate.

The successful Extension Middle Manager will possess the following critical attributes:

- Initiative
- Fairness
- Objectivity
- Personal accountability
- Positive attitude
- Responsiveness
- Attention to detail
- Caring
- Integrity
- Respect for diversity
- Perception
- Sensitivity
- Behavioral flexibility
- Assertiveness
- Professionalism
- Organizational skills