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