

## First Line Administrator

<b>First Line Administrator Objectives</b>	
TO - 1	Identify the role(s) of an administrator (mid-level executive)
TO - 2	Distinguish between being an effective administrator/manager (mid-level executive) and an effective leader.
TO - 3	Identify key leadership principles and how they apply to the role of an administrator (mid-level executive).
TO - 4	Integrate leadership principles and personal characteristics into the problem-solving model.
TO - 5	Distinguish between policy and procedure and identify an application for each.
TO - 6	Explain the relationship between policy, procedure and practice and why practice must reflect policy and procedure.
TO - 7	Develop a written policy statement.
TO - 8	Develop a procedure document.
TO - 9	Evaluate a written procedure.
TO - 10	Explain the relationships between policy, training, inspection (audits) and discipline.
TO - 11	Demonstrate principles of good business writing.
TO - 12	Introduce the operational steps of a problem solving process.
TO - 13	Apply problem-solving techniques to resolve issues arising in such areas as: Human Resource Management, Strategic Planning, Budget Development and Management, and Risk Management
TO - 14	Describe the role of ethics in the problem solving process.
TO - 15	Identify the key elements in a valid selection process.
TO - 16	Identify the legal considerations in the selection process (including the Americans with Disabilities Act – ADA)
TO - 17	Identify the key elements of a valid promotional process.
TO - 18	Describe the value of diversity in the workforce/workplace.
TO - 19	Identify the opportunities and challenges of ensuring workplace diversity including the impact on employee morale, risk management, etc.
TO - 20	Identify strategies for ensuring workforce diversity.
TO - 21	Determine incidents that represent sexual harassment situations in the workplace.
TO - 22	Examine the criteria and tools used to conduct effective performance evaluations.
TO - 23	Discuss the role that an employee performance evaluation plays in the administration of an organization including employee development, employee morale, risk management, training needs assessment, etc.
TO - 24	Describe the impact of coaching and mentoring in workforce development including risk management, succession planning, team building and employee morale.
TO - 25	Assess both positive and negative characteristics of various interpersonal communication styles to include communications within the organization, public speaking engagements and contacts with the media.
TO - 26	Identify the steps needed to conduct a “business” meeting including setting and adhering to an agenda, facilitating discussion, maintaining a schedule, documentation, etc.
TO - 27	Describe sources of workforce conflict (i.e. peers, supervisors, subordinates, institutional or organizational culture), outside or community generated pressure including political or media generated.

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TO - 28	Apply appropriate conflict resolution techniques, such as negotiation, arbitration and mediation to workforce/workplace conflicts between individuals within the organization, outside the organization and between individuals inside the organization and the community.
TO - 29	Describe the role of both formal and informal training in workforce development. (May include training delivered by an academy, school, peers or supervisors).
TO - 30	Identify the steps for determining an agency's training needs.
TO - 31	Describe the strategic planning process.
TO - 32	Describe the relationship between strategic planning and the budget process.
TO - 33	Describe the process for evaluating a strategic plan.
TO - 34	Describe the elements and procedural stages for handling complaints of inappropriate conduct against agency personnel.
TO - 35	Explain vicarious liability and the steps that can be taken to insulate an agency and administrator from liability exposure to include: Training, Performance Evaluations, Discipline, Policy Development, etc.
TO - 36	Describe "due process" as it relates to discipline or the termination of the employment of public employees.