

First Line Administrator Training

Terminal Objectives	Enabling Objectives	First Line Administrator Performance Objectives
TO - 1		Given information from course materials and classroom discussion, analyze how leadership principles apply to the role(s) of a First Line Administrator.
	1.01	Examine the role(s) of a First Line Administrator.
	1.02	Distinguish between an effective administrator/manager and an effective leader.
	1.03	Discuss the role of self-awareness, self-management and emotional intelligence in effective leadership.
	1.04	Recognize the administrator's role in the budget planning process.
TO - 2		Using hypothetical workplace situations, analyze the First Line Administrator's role in organizational change
	2.01	Discuss the operational steps of a problem solving process to include ethical considerations.
	2.02	Apply leadership principles and personal characteristics to the problem-solving model to resolve issues in areas such as: HR, Strategic Planning and Risk Management.
	2.03	Describe the impact of coaching and mentoring in workforce development, including risk management, succession planning, team building and employee morale.
	2.04	Describe the elements of the strategic planning process and the role of the First Line Administrator in enlisting support for the agency's strategic plan.
TO - 3		Given best practice guidelines, and examples of policies and procedures, assess the relationship between policy, procedure and practice and why practice must reflect policy and procedure.
	3.01	Demonstrate how practice is used to carry-out policy and procedure.
	3.02	Critique a written policy and a written procedure.
	3.03	Formulate both a written policy and a written procedure using good business writing practices.
TO - 4		Using relevant case law and constitutional principles, 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, and Policy Development.
	4.01	Describe "due process" as it relates to discipline or the termination of the employment of public employees.
	4.02	Examine the elements and procedural stages for handling complaints of inappropriate conduct against agency personnel.
	4.03	Implement strategies to manage HR issues (ADA, LEP and Sexual Harassment), based on applicable laws and agency policies.
TO - 5		Given agency requirements and course materials discussed in class, apply best practices in conducting performance evaluations and promotional processes.
	5.01	Identify the key elements in a valid selection process.
	5.02	Discuss the key elements of a valid promotional process.
	5.03	Discuss the role that an employee performance evaluation plays in the administration of an organization including employee development, employee morale, risk management, and training needs assessment.
TO - 6		Given hypothetical workplace situations, demonstrate knowledge of the role of the First Line Administrator in both formal and informal training in workforce development.
	6.01	Identify the steps for determining the training needs of a unit within an organization.
TO - 7		Using relevant social science research and examples from current events, summarize the value of diversity in the workforce/workplace.
	7.01	Examine strategies for ensuring workforce diversity.
	7.02	Examine how to effectively manage generational, racial, gender, sexual orientation and cultural diversity in workplace communication, interactions and professional relationships.
TO - 8		Given relevant workplace scenarios, assess both positive and negative characteristics of various interpersonal communication styles and approaches for communicating within the organization, conducting public speaking engagements and navigating contacts with the media.
	8.01	Examine sources of workforce conflict (i.e. peers, supervisors, subordinates, institutional or organizational culture), outside or community generated pressure including political or media generated.
	8.02	Analyze 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.
	8.03	Analyze the role of social media in the workplace to include proper employee conduct as well as benefits to the agency.
	8.04	Describe the steps needed to conduct a "business" meeting, including setting and adhering to an agenda, facilitating discussion, maintaining a schedule, and documentation.