Management Services Endorsement

Competency Areas

M1. Planning and Design Effective Strategies: Plans services and develops programs to meet program goals and diverse community needs, while adhering to legislative, regulatory, and fiscal constraints. Demonstrates knowledge of other programs and services provided in the community, and builds these into a comprehensive, system-wide plan. Demonstrate the ability to market programs and services to funders, partners, and clients. Identifies the shift towards industry-specific models and approaches as the market responds to new programs and policies. Constructs programs for businesses around new industry-specific models.

M2. Maximizing Resources: Demonstrates the ability to maximize the effective use of existing resources, and identify, develop, and use new resources. Identifies new ways technology works as well as its impact in the workforce. Demonstrates how to efficiently use budgeted resources and funds. Identifies and develops alternative sources of funding (e.g., foundations, charities, non-profits) through effective resource development and grant writing.

M3. Performance Management: Demonstrates knowledge of program effectiveness and uses that concept in making program decisions. Develops and applies the use of data for continuous improvement. Defines the outcome reports needed for various programs, interprets performance reports, and uses data to craft specialized performance reports.

M4. Strengthening Organizational Capacity: Demonstrates the ability to develop staff for the organization’s own employees and for partners’ and contractors’ employees, in order to improve the quality of the system’s programs and services. Identifies and understands the development needs of a diverse workforce. Employs effective communication systems that keep personnel informed and motivated. Shows communication with developers to ensure training is always up to date. Demonstrates how to effectively commit resources towards internal growth and development. Identifies the need to have the appropriate staff with the relevant skill sets necessary for current and emerging needs. Identifies the need for comprehensive onboarding, selection, retention, and promotion approaches.

M5. Creating Strategic Direction: Employs a “visionary” direction for the organization that keeps it stretching to meet higher and higher goals and diverse community needs. Demonstrates knowledge about potential legislative, regulatory, or policy directions, and uses that knowledge to make necessary changes as soon as they are required. Represents and relates the organization’s direction to partner organizations and the community. Develops passion among coworkers at all levels of development. Demonstrates a strong degree of enthusiasm and strategic leadership to push the direction of the organization forward.

M6. Continuous Quality Improvement: Identifies quality and continuous improvement processes that result in enhanced services to individual and business customers. Employs staff in problem solving and work teams. Demonstrates the need for quality and change management to stay ahead of emerging trends and strategies. Identifies who the audience is and crafts responses to those markets.
**M7. Presentation Skills:** Performs research to develop and deliver effective presentations on various topics (e.g., labor market data and information) to single individuals or large groups, in order to market ideas, programs, or services, and motivate staff, partners, and clients. Demonstrates the ability to inspire, persuade, and influence others through verbal and written communications.