**Wyoming**

**Adult Education**

**Program Manager: Management Competencies**

***Assessment Instrument***

**Directions:** This assessment instrument is to be used to evaluate your AE program manager’s performance. Based on your observations, documentation, and/or interviews, circle the number that best describes each item. Note that some items may not be applicable to your program manager’s position. For these items, circle NA (Not Applicable). For other items you may not have sufficient information to respond, circle DK (Don’t know). Indicators are examples of the competency and you may develop other samples of modify them to reflect your program or position. Evidence may take the form of a conversation, documentation, or observation.

For each item in the assessment, please use the scoring chart in the box below.

**4-Exemplary**

**3-Proficient**

**2-Progressing**

**1-Needs Assistance NA-Not Applicable DK-Don’t Know**

**Leadership Skills**

1. **Models appropriate professional behavior and encourages other staff to act in a professional manner.**

1.1 Engages in and promotes ethical conduct.  **4 3 2 1 NA DK**

1.2 Uses and practices a participatory management style

open to constructive criticism. **4 3 2 1 NA DK**

1. **Demonstrates effective interpersonal and communication skills.**
   1. Seeks input from all levels of staff, listens attentively,

demonstrates fairness and consistency, and conveys information

fully and clearly. **4 3 2 1 NA DK**

* 1. Uses a variety of modes of communication. **4 3 2 1 NA DK**
  2. Encourages and allows opportunity for staff to confer and

present issues and problems affecting instruction and other

program-related issues. **4 3 2 1 NA DK**

* 1. Supports innovate practices to improve program-related

issues and services. **4 3 2 1 NA DK**

1. **Encourages active involvement of all staff and stakeholders in decision-making processes.**
   1. Provides opportunities for learners, management, and community stakeholders

to give feedback before significant program changes are

implemented. **4 3 2 1 NA DK**

* 1. Shows evidence of stakeholder buy-in through such means as meetings of

representative groups, and program surveys to the community. **4 3 2 1 NA DK**

* 1. Delegates authority and decision-making to appropriate

entities and supports their decisions. **4 3 2 1 NA DK**

3.4 Uses collaborative teams and other strategies to identify outcomes, design curriculum, share instructional strategies, conduct assessments, analyze results, and adjust instructional

processes. **4 3 2 1 NA DK**

1. **Establishes and promotes the philosophy, goals and objectives of adult education.**
   1. Works to position adult education to ensure that adult education programs mesh

with the overall organizational mission. **4 3 2 1 NA DK**

* 1. Establishes benchmarks to show alignment with vision,

mission, philosophy, and goals. **4 3 2 1 NA DK**

1. **Promotes an environment in which linguistic and cultural differences are valued and appreciated.**
   1. Provides resources and curriculum materials that support anti-bias

multicultural learning. **4 3 2 1 NA DK**

* 1. Seeks staff that represent the diversity of the student

population. **4 3 2 1 NA DK**

5.3 Respects and honors diversity in everyday interactions. **4 3 2 1 NA DK**

1. **Initiates and facilitates change process.**
   1. Remains current on trends and issues and seeks

innovations. **4 3 2 1 NA DK**

* 1. Presents innovations to appropriate staff and makes

decisions that are aligned with their feedback. **4 3 2 1 NA DK**

* 1. Assists staff and learners with implementing change

and supports risk taking. **4 3 2 1 NA DK**

6.4 Involves staff in identification of trends. **4 3 2 1 NA DK**

1. **Advocates for the development of the field of adult education at national, state, and local levels.**
   1. Disseminates information in the community about program accomplishments

through the use of technology and other means. **4 3 2 1 NA DK**

* 1. Participates in professional organizations that advocate for the advancement

of adult education in a variety of means. **4 3 2 1 NA DK**

* 1. Engages and encourages staff and students to be active

advocates for adult education. **4 3 2 1 NA DK**

1. **Initiates and monitors the process of curriculum design and development, and supports instructional processes and strategies based on research in adult learning and development.**
   1. Guides instructional staff in designing and implementing educational

curricula that accommodate diverse learning styles, abilities and

cultures. **4 3 2 1 NA DK**

* 1. Supports and assists staff in planning instructional programs

based on state performance standards, learner data, research

on effective practice, community and learner needs,

demographics, resources, and economic and technological

trends. **4 3 2 1 NA DK**

* 1. Assists management in guiding learners with the development

and ongoing review of the learners’ educational plans. **4 3 2 1 NA DK**

* 1. Establishes structures and processes that allow management

to work together to improve teaching and learning. **4 3 2 1 NA DK**

* 1. Supports individuality of teacher approaches to implementation

of the curriculum. **4 3 2 1 NA DK**

* 1. Supports staff in integrating into curriculum adults’ roles as

workers, citizens, and family and community members. **4 3 2 1 NA DK**

* 1. Assists management in incorporating technology into

instructional practices. **4 3 2 1 NA DK**

* 1. Provides a system for management accountability for

student learning. **4 3 2 1 NA DK**

**Instructional Leadership**

1. **Compiles and/or uses various needs assessments to determine staff, learner, and community needs.**
   1. Assess and/or reviews management needs on an individual basis through classroom observations, meetings, written goals and plans, and assessment instruments.

Facilitates the discussion of outcomes with management. **4 3 2 1 NA DK**

* 1. Coordinates procedures for assessment and placement of

learners in appropriate programs at appropriate educational

functioning levels. **4 3 2 1 NA DK**

* 1. Researches and/or conducts community needs

assessments to determine service and employment needs

and opportunities. **4 3 2 1 NA DK**

* 1. Ensures that the targeted student population has been assessed

for special learning and language needs and that appropriate

programming is provided. **4 3 2 1 NA DK**

**Resource Management & Allocation**

1. **Indentifies and applies for additional funding independently or collaborates with other programs and partners.**
   1. Seeks partnerships with other programs funded under federal regulations

and other collaborative partnerships, as appropriate. **4 3 2 1 NA DK**

10.2 Demonstrates resource development at the program level. **4 3 2 1 NA DK**

10.3 Maintains active awareness of and pursues potential grant

and funding sources in local, regional, and national community **4 3 2 1 NA DK**

1. **Effectively manages and allocates the budget.**
   1. Ensures that expenditures are allowable and appropriate and that allocated funds

are available throughout the fiscal year. **4 3 2 1 NA DK**

1. **Uses financial resources to support the program’s mission and goals and to foster continuous program improvement and accountability.**
   1. Allocates funds equitably to effective programs and sites based on such indicators

as attendance, retention, student outcomes, and benchmarks. **4 3 2 1 NA DK**

1. **Identifies and utilizes resources to enhance the instructional process.**
   1. Uses resources to integrate and upgrade technology and provides professional development on

effective use of technology for management and administrators. **4 3 2 1 NA DK**

* 1. Establishes a safe and non-threatening learning environment

that is appropriate for adult learners. **4 3 2 1 NA DK**

**Human Resource Management**

1. **Recruits, hires, evaluates, and terminates staff based on established criteria.**
   1. Provides formal orientation of new staff and learners to the adult

education program. **4 3 2 1 NA DK**

* 1. Provides a system of management observations and evaluations focusing on such

areas as: (1) organizing and Delivering instruction, (2) managing instructional resources, (3) monitoring and assessing progress, (4) accommodating diverse learning styles, (5) using materials and technology, (6) providing learner guidance and referrals, and (7) helping learners transfer learning to

real-life situations. **4 3 2 1 NA DK**

* 1. Recognizes when staff members are not performing effectively, provides guidance and support to enable attainment of needed competencies, involves appropriate stakeholders and follows

required procedures and due process, leading staff termination

when necessary. **4 3 2 1 NA DK**

**Program Monitoring and Reporting**

1. **Promotes clear procedures for collecting, documenting, and reporting data.**
   1. Establishes and monitors a process for collecting, documenting, and reporting secondary or

optional measures related to employment and family, in accordance with current

Government legislation. **4 3 2 1 NA DK**

* 1. Provides and promotes training for data collectors to ensure

accuracy of outcome data. **4 3 2 1 NA DK**

* 1. Fulfills legal or program requirements for compliance,

record keeping, and reporting. **4 3 2 1 NA DK**

* 1. Maintains confidentiality and limits access to staff and

learner files and records. **4 3 2 1 NA DK**

* 1. Analyzes, identifies dissemination strategies, and reports program outcomes

and evaluation data for various audiences. **4 3 2 1 NA DK**

* 1. Ensures data are accessible, in a timely manner, to staff, learners, community

members, and other stakeholders (via such means as reports, use of media,

and web pages). **4 3 2 1 NA DK**

1. **Monitors and evaluations the program and uses the data for program improvement and accountability.**
   1. Develops and implements an overall program review process that is ongoing, participatory,

guided by an articulated evaluation processes, and based on a written plan to assess

program strengths and areas for improvement. **4 3 2 1 NA DK**

* 1. Involves representative staff in the development of written plans and

data collection. **4 3 2 1 NA DK**

* 1. Ensures that programs are inclusive of and suitable for students with

special language and learning needs. **4 3 2 1 NA DK**

* 1. Coordinates the procedure for the collection and maintenance of relevant

up-to-date learner information in order to improve the program based

on the needs of the learners. **4 3 2 1 NA DK**

**Professional Development Practices**

1. **Plans, promotes, and models life-long learning practices.**
   1. Keeps up-to-date with research on instructional practices, management, and leadership, as

well as on effective practices in professional development, and shares those practices with

staff. **4 3 2 1 NA DK**

* 1. Engages in a variety of activities that foster own learning such as participating in

collegial networking and subscribing to journals and list serves. **4 3 2 1 NA DK**

1. **Promotes continuous professional development for staff.**
   1. Supports the professional development of instructors by relaying specific information

about professional development opportunities and by providing release time, stipends,

or other types of support enabling management to engage in professional development

activities that focus on student and program improvement. **4 3 2 1 NA DK**

* 1. Encourages instructors to become involved in the identification and planning of

their own professional development and to engage in a variety of activities

including inquiry research, workshops, institutes, and observation/feedback

(e.g. peer coaching and mentoring). **4 3 2 1 NA DK**

* 1. Designs collaboratively, a staff development program in accordance with

program needs based on the results of staff needs assessments, informal

conversations, identified state or local needs and mandates, and research. **4 3 2 1 NA DK**

* 1. Supports a variety of professional development activities that reflect the

organization’s mission and principles of adult learning. **4 3 2 1 NA DK**

1. **Encourages and promotes professional development activities related to technology.**
   1. Acquires and maintains knowledge of technology and applies it to adult

learning and professional development. **4 3 2 1 NA DK**

* 1. Shares information on, provides training in, and promotes the use of

technology with management and other staff. **4 3 2 1 NA DK**

**Community Collaboration**

1. **Builds relationships with various agencies and institutions to enhance the delivery of services.**
   1. Maintains ongoing agency outreach, publicity, and staff recruitment

activities to promote the program and secure funding, community

expertise, equipment, and other resources. **4 3 2 1 NA DK**

* 1. Establishes partnerships and alliances with businesses, institutions

of higher learning, local educational agencies, training centers, boards,

and other agencies to expand understanding of adult education, assess

needs, enhance program resources, and improve services for adult learners. **4 3 2 1 NA DK**

* 1. Seeks and shares information about student/client benefits and potential

funding opportunities with businesses and community organizations. **4 3 2 1 NA DK**

1. **Accesses and makes available information to clients about community resources and issues and relevant laws and regulations.**
   1. Informs the community and staff about relevant legal requirements

such as those for instructing adults with special needs. **4 3 2 1 NA DK**

* 1. Shares information about available resources, such as community

resource guides and web-based information. **4 3 2 1 NA DK**