

The following checklist is a comprehensive listing of the specific skills/knowledge sets by competency that a learner who has completed the Middle Managers Certificate can meet.

#### **Youth and Adult Growth and Development**

- Demonstrate specific behaviors that promote positive youth development
- Assess staff members' applications of positive youth development concepts
- Create trainings, tools, and continuing education opportunities that convey principles of positive youth development

#### **Learning Environment and Curricula**

- Analyze the current use of "best practice" strategies for quality teaching and learning
- Identify the "camp culture" and its current influence on the efficacy of training and learning
- Assess the efficacy of teaching within major program areas
- Employ "outside the box" teaching strategies in a workplace training

#### **Program Planning**

- Demonstrate effective program planning
- Compare opportunities for youth voice and engagement
- Evaluate program quality before, during, and after season

#### **Participant Observation, Assessment, and Evaluation**

- Describe how program evaluations are important to overall continuous quality improvement in programs
- Explain different approaches to program evaluation
- Complete program evaluation tasks

#### **Professionalism and Leadership**

- Apply current research, practices, & professional development in the professional role as a middle manager
- Formulate a personal professional development plan
- Appraise the professional development needs of staff supervised and develop a plan to meet their needs.

#### **Health and Wellness**

- Instruct the staff on the important role of Health and Wellness in a youth development setting
- Train staff on specific Health and Wellness protocols and their role in those processes.
- Assess the effectiveness of current general Health and Wellness Protocols and propose changes as needed.

#### **Risk Management**

- Formulate and apply written plans that manage risk by using the American Camp Association Standards and other authoritative resources.
- Train staff on the importance of analyzing and managing risk.

- Train staff to differentiate between positive and negative risk.

### **Cultural Competence**

- Select, place, train, support, and evaluate a diverse staff to ensure cultural diversity
- Support your own and other staff members' personal journeys to increase cultural competence
- Design and manage programs to be inclusive of diverse youth
- Appraise programs' inclusion of diverse youth

### **Families and Community Connections**

- Recognize the influence of the family of origin and formulate methods to address attitude and/or behavioral issues related to that influence.
- Demonstrate ways to be involved within the community and construct opportunities to involve the community in the organization's mission.
- Analyze communication protocols for contextual information and devise a plan to develop new strategies when necessary.
- Examine the camp/organization's methods of communication with families and the community and evaluate the effectiveness of those methods.

### **Nature and Environment**

- Formulate (or evaluate) environmental procedures for programs and organizational operations.
- Design nature and environmental programming that emphasize the emotional connection with, and the stewardship of, the natural world.
- Propose changes to improve environmental stewardship outreach.

### **Business Management and Practices**

- Articulate responsibilities related to insurance and legal expectations (i.e., mandated reporter, etc.).
- Design and/or implement a budget process that includes tracking specific budget lines, projecting program costs, and adjusting budgets.
- Explain the organizational structure, vision, and job responsibilities of staff supervised by a middle manager.

### **Human Resources Management**

- Design and enforce personnel policies, job descriptions, and other company policies.
- Demonstrate skill in interviewing, hiring, training, supervising, motivating, and evaluating staff.
- Comply with employment laws, exemptions, and other legal policies and procedures.

### **Site and Facility Management**

- Implement a system to appraise the condition of general facilities and equipment
- Create a plan for replacement/refurbishing of equipment
- Develop a support system for staff in the appropriate use of equipment/facilities