

MANAGEMENT ROLES

Responsibility

Planning

Executive Director

Develop agency mission through a process that involves Board & staff.

Develop strategic goals & objectives through a process that involves MAT and obtain Board input & approval.

Institute a process & timelines with MAT for developing annual goals & objectives to support the achievement of the agency mission & strategic plan.

Assure that agency planning is effective & efficient by being participatory, integrated, supportable, and results in obtainable goals.

Department Directors

Assure effective participation of staff in the development of agency mission.

Participate productively with MAT & Board to develop strategic goals & objectives. Obtain staff input throughout process.

Develop department goals with staff. Implement department planning process with managers by establishing timelines, work products, individual assignments, and identify collaboration, communication & training needs.

Monitor progress, compile program components into department plan, review with managers, and submit to executive director on time.

Managers

Obtain & provide staff input on agency mission.

Facilitate the development of input from staff on strategic plan & provide to department director.

Participate productively with department management team to establish goals, objectives and a planning process.

Facilitate the development of annual objectives with program staff.

Submit program objectives to department director on time & participate with department manager team in final review.

MANAGEMENT ROLES: Planning

Clients

Staff

Managers

Obtain and provide staff input on agency mission.

Facilitate the development of input from staff on strategic plan and provide to department director.

Participate productively with department management team to establish goals, objectives and a planning process.

Facilitate the development of annual objectives with program staff.

Submit program objectives to department director on time and participate with department manager team in final review.

Dept. Directors

Assure effective participation of staff in the development of agency mission.

Participate productively with MAT and Board to develop strategic goals and objectives. Obtain staff input throughout process.

Develop department goals with staff. Implement department planning process with managers by establishing timelines, work products, individual assignments, and identify collaboration, communication and training needs.

Monitor progress, compile program components into department plan, review with managers, and submit to executive director on time.

Exec. Director

Develop agency mission through a process that involves Board and staff.

Develop strategic goals and objectives through a process that involves MAT and obtain Board input and approval.

Institute a process and timelines with MAT for developing annual goals and objectives to support the achievement of the agency mission and strategic plan.

Assure that agency planning is effective and efficient by being participatory, integrated, supportable, and results in obtainable goals.

Board

WCCAO MANAGEMENT

Primary Qualifications

Communication
Problem Solving

Demonstrates these qualities/has these skills:

value system
good listener
interpersonal skills
builds esteem
gives constructive feedback
cooperative
resolves conflict
identifies and removes barriers
assesses problem/takes action
honest
sees how efforts fit into larger framework
resourceful
seeks out information needed
able to admit mistakes
non-judgemental
focuses on priorities
organized and timely

Will succeed in these responsibilities

Supervision: Staff support and development
Program planning, developing, implementing and evaluating
Internal collaboration, team work
External coordination and community relations

WCCAO PLANNING

Assure a highly participatory planning process that will:

- Identify key needs of the low income community
- Establish an appropriate agency mission
- Identify and commit to a set of organization values
- Establishes priorities and vision (strategic goals)
- Result in annual efforts to achieve priorities (annual work plan)
- Effect priority needs of the low income community (evaluation)

Board: Establish agency mission values and priorities. Approve direction, basis of direction and evaluation.

Executive Director: Develop, implement and monitor a process that will involve Board and staff, identify products, provide tools and guidance, achieve planning goals and communicate results.

Management Team: Collaborate with ED on overall process and products. Implement the process within program areas, involve appropriate staff and provide information required on schedule.

Planning Tasks

- a. Needs assessments every 3-5 years
- b. Strategic plan
 - Develop every 5 years (1992-93) (1997-98)
 - Review annually
 - * Need to include a 5 year budget
- c. Annual work plan & budget
- d. Integration of new programs
- e. Establish evaluation process

Administrative Support

- a. Research/suggest a needs assessment tool and coordinate process; compile information and produce report.
- b. Locate potential facilitators and coordinate bid packet; provide support to process for Board /staff involvement. Assemble planning information into report format and final document; set up reporting system; integrate all departments.
- c. Coordinate annual work plan/budget process
 - notify of timelines and provide instructions/form/information
 - assemble information for decision making
 - produce final document
- d. Integrate into plan document/reporting systems
- e. Research/suggest program evaluation tools and coordinate process.

- f. CSBG
 - work plan coordination
 - quaterly reports
 - g. United Way
 - coordination of proposal
 - coordination of presentations
 - budget revision
 - final reports
 - h. FEMA Planning process
 - i. EHA/Homeless planning process
 - j. Housing services coalition planning
 - k. Annual reports
 - WCCAO
 - Community
 - Cities
 - Funders
 - l. City Requests
- f.& G. Coordinate CSBG and United Way proposal development; produce reports; coordinate presentations.
 - h.-j. Provide administrative support to planning processes.
 - k. Assemble information needed and develop draft.
 - l. Assemble statistical data by city; coordinate city requests; schedule and track presentation.