

## U.S. Army Medical Department Activity, Fort George G. Meade

### Management and Leadership Competencies

Critical behavior (Source of performance standard)	Self-assess †	Orientation (Preceptor's initials & date)	Eval method ‡	Competency validated by supervisor (Signature & date)	Comments
<b>ORIENTATION OF SPECIFIC SKILLS FOR MANAGEMENT AND LEADERSHIP</b>					
<b>Source of Performance Standard:</b> Leadership, Management of Resources, Performance Improvement, and Care of Patients					
<b>Demonstrates administrative competency related to specific skills and procedures in accordance with appropriate administrative and leadership standards</b>					
<b>1. Organization</b>					
A. Verbalizes the roll of the Executive Committee and the MEDDAC's mission within the Northeast Regional Medical Command					
B. Verbalizes an understanding of the rolls of the MTFs command group					
(1) Commander					
(2) Deputy Commander for Clinical Services (or equivalent)					
(3) Deputy Commander for Nursing (or equivalent)					
(4) Deputy Commander for Administration (or equivalent)					
(5) Senior Medical NCO (or equivalent)					
(6) Company Commander or Detachment Commander					
(7) First Sergeant or Detachment Sergeant					
<b>2. Performance Improvement</b>					
<b>Critical Thinking:</b> Works with clinical leadership to promote thorough and safe patient care and uses available information to improve and enhance care delivery. Assists with developing policies, procedures and standards of care for all patients. Fosters interdisciplinary collaborative relationship amongst other services to ensure provision of quality care.					
A. Demonstrates the ability to identify, interpret and implement DoD, DA, MEDCOM, MEDDAC, and JCAHO program requirements.					
B. Demonstrates the ability to take action to resolve or improve, and to make recommendations to the command group pertaining to PI initiatives.					
<b>3. Management and Supervision</b>					
<b>Critical Thinking:</b> Supports the organization's strategic goals and objectives. Appropriately delegates authority, accountability and duties. Assists with developing policies, procedures and standards of care for all patients and for efficient implementation of strategic goals. Fosters interdisciplinary collaborative relationship amongst other services. Prioritizes tasks and manages time, personnel and resources to meet goals. Remains aware of current issues and trends and demonstrates knowledge of military and civilian personnel requirements for professional development. Promotes competence and professional growth in staff while meeting regulatory requirements.					
A. Verbalizes standards of practice, JCAHO guidelines, Army regulations, regulatory guidelines, and MEDDAC regulations and policies.					
B. Demonstrates ability to develop, define and prioritize the area's goals and objectives to support the MEDDAC's Values, Goals, and Mission statements.					

**E-2**

† E=Experienced   ND=Never done   NP=Needs practice   NA=Not applicable (based on scope of practice)

‡ V=Verbal   D=Demonstrated   L=Lecture or video   PE=Practical exercise

I understand that of all the topics listed in this document, I will be allowed to perform only those listed for my skill level and scope of practice, after I have successfully demonstrated competency in those tasks.

Signature:

Date:

Clinical skills reference: *The Lippincott manual of Nursing Practice*, Lippincott-Raven Publishers, Sixth Edition, 1996

Date:

Supervisor's signature:

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C. Verbalizes the appropriate roles, responsibilities, scope of practice, delegation of authority and accountability of personnel in area(s) assigned.					
D. Demonstrates or verbalizes the ability to develop policies, procedures and standards for efficient unit functioning.					
E. Verbalizes the process for procurement of resources for delivery of safe and effective care.					
F. Demonstrates or verbalizes the ability to manage conflict; assesses the situation and intervenes or mediates as appropriate.					
G. Demonstrates the ability to obtain, process and disseminate information to appropriate personnel within a timely manner.					
H. Demonstrates the ability to use the problem-solving process to formulate solutions.					
I. Verbalizes an understanding of UCAPERS data input and reconciling the final report.					
J. Demonstrates or verbalizes the ability to prioritize tasks and manage time, personnel and resources to meet the assigned area's goals.					
K. Fosters interdisciplinary collaborative relationships amongst other services to ensure the provision of quality patient care.					
<b>4. Personnel Functions</b>					
<b>Critical Thinking:</b> Communicates appropriate information to the staff in a courteous, professional and approachable manner. Maintains professional composure at all times. Manages conflict appropriately and in a timely manner.					
A. Demonstrates knowledge of TDA requirements, authorizations, assigned and available personnel.					
B. Demonstrates the ability to devise fair and equitable staffing schedules with appropriate skill mix and numbers to safely meet the mission.					
C. Can develop a contingency plan to manage staffing shortfalls or increases in workload.					
D. Demonstrates knowledge of military and civilian personnel actions.					
E. Verbalizes the rating chain.					
F. Verbalizes the requirements for and completes military and civilian evaluations (annual, PCS, change of rater, Base/Senior System), and the awards system.					
G. Verbalizes the requirements for and adheres to performance counseling.					
H. Verbalizes the policy for leaves and passes and the proper routing thereof.					
I. Verbalizes process resources for managing performance issues and disciplinary actions. Verbalizes the roles of the following in resolving issues:					
(1) Chain of command					
(2) Company commander and/or 1SG (or equivalents)					
(3) Civilian Personnel Liaison (or equivalent)					
(4) Union local					

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J. Verbalizes and understanding of and adheres to guidelines concerning civilian employees as they pertain to the following:					
(1) Inclement weather and critical personnel policies					
(2) Hiring actions					
(3) Federal Employees Compensation Act (FECA)					
<b>5. Resource Management</b>	<b>Critical Thinking:</b> Appropriately uses medical and administrative supplies with the goal of minimizing waste and reinforcing fiscal responsibility.				
A. Demonstrates fiscal responsibility with the appropriate requisition for equipment and supplies (Government credit card usage, IMPACT Government services, and approving official authorizations.					
B. Verbalizes the budget process for personnel, TDY, contracts and supplies.					
C. Verbalizes the procedure for documentation of staffing data to justify and allocate resources, such as business case analysis and justification criteria.					
D. Verbalizes use of the TDA/manning document, ASAM, etc.					
E. Verbalizes CEEP and MEDCASE procedures.					
F. Verbalizes the use of contracts and contract personnel within the unit.					
G. Verbalizes the training assets available, such as CEUs, CMEs, SWANK, self-learning modules, and mandatory training.					
H. Verbalizes the resources for career counseling officers, enlisted and civilians.					
I. Verbalizes the requirements for CDF/PAF competency assessment of staff.					

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