



# **THE NAC COURSE COMPETENCIES**

## **I. HOW TO DEVELOP AND MAINTAIN AN EFFECTIVE ORGANIZATION.**

1. To understand the legal form of organizations, their philosophical bases, its history and goals.
2. To understand and respond to factors which influence the organization and its goals.
3. To understand and comply with regulations including understanding of rights of licenses.
4. To develop a management philosophy this includes a clear mission statement.
5. To develop and implement strategies for management that build teamwork and participation of staff; to make effective use of time and other resources; to use short-term problem solving and long-term planning and conflict resolution.
6. To work with and contribute to Board development and host relationships.
7. To be able to evaluate your program and all its components and use this evaluation to change and improve the program.
8. To understand and use strategic planning techniques designed to insure long-term success of your program.
9. To facilitate the development of community among staff, among parents, and among the Board or advisory groups.

## **II. HOW TO PLAN AND IMPLEMENT ADMINISTRATIVE SYSTEMS THAT EFFECTIVELY CARRY OUT THE PROGRAM'S MISSION, GOALS AND OBJECTIVES.**

1. To implement a curriculum which reflects the most accepted practices in child development.
2. To communicate with parents about their individual child's development, about program and policy issues and about the business aspects of caring for their child.
3. To provide a food program which is nutritious, sanitary, cost-effective, and responsive to scheduling needs of the center.
4. To arrange for or refer to social services or health services appropriate to the needs of families.
5. To provide a mechanism to define tasks, job roles, the distribution of authority, quality standards and concepts of teamwork and decision making.
6. To provide systems to manage the center efficiently including the use of computers.

## **III. HOW TO MARKET THE PROGRAM TO PARENTS AND THE COMMUNITY.**

1. To assess supply and demand characteristics of the area served by the center and position the program to respond to those needs.
2. To create or participate in efforts to market the program such as defining the image of the center, maintaining the appearance of the building and program and development of appropriate marketing materials (advertisements, brochures, promotional campaigns, staff incentives).
3. To manage the response to parental inquiries including: defining the role of all staff in marketing, handling phone calls and tours and managing a waiting list.
4. To maintain optimum enrollment.

## **IV. HOW TO ADMINISTER EFFECTIVELY A PROGRAM OF PERSONNEL MANAGEMENT AND STAFF DEVELOPMENT.**

1. To develop and/or manage personnel policies.
2. To manage payroll, fringe benefit and leave policies.
3. To recruit, select and retain staff.
4. To schedule staff consistent with enrollment patterns, involve staff in scheduling decisions, secure and supervise substitutes.
5. To provide staff development including orientation, in-service and career development training.
6. To provide guidance and supervision for each employee.
7. To develop and manage a formal employee evaluation process.

**V. HOW TO MAINTAIN AND DEVELOP THE FACILITY.**

1. To establish procedures to maintain compliance with all applicable codes.
2. To maintain all equipment to ensure safe working condition.
3. To establish and maintain security practices.
4. To oversee janitorial and maintenance of building, grounds and vehicles.
5. To ensure appropriate room arrangement/space design and support the design of effective space based on knowledge of environmental psychology and childhood development.
6. To manage shared space as necessary, effectively negotiate a mutually positive relationship.

**VI. THE LEGAL KNOWLEDGE NECESSARY FOR EFFECTIVE MANAGEMENT.**

1. Applicable regulatory standards.
2. Custody issues that affect child care.
3. Child abuse and neglect laws.
4. Mandated reporting laws for child abuse and neglect.
5. Confidentiality laws that affect children.
6. Labor laws that affect children.
7. Anti-discrimination laws (including disability laws) that affect children and employees.
8. Working knowledge of potential liability issues.
9. Health and occupational safety rules.
10. Basics of contracts that affect the center.

**VII. HOW TO FOSTER GOOD COMMUNITY RELATIONS AND TO INFLUENCE CHILD CARE POLICY THAT AFFECTS THE PROGRAM.**

1. To know about community services and functions.
2. To use this knowledge to build community networks and coalitions as needed.
3. To have effective skills in public speaking, writing (proposals, business plans), supervising or producing brochures, fliers, parent handbooks, giving media interviews.
4. To maintain a commitment to educate the community on issues affecting your children and their programs on a regular basis.

**VIII. HOW TO MANAGE YOUR PROGRAM'S FINANCES**

1. To understand and use financial tools and concepts including budget, fixed and variable expense, cash flow, deviation analysis, staffing plans and breakeven analysis.
2. To understand concepts of income projection including pricing strategies, effect of discount policies and full time equivalent enrollment.
3. To ensure cost-effective purchase of supplies and equipment.
4. To maintain accurate and complete financial expenditure reports.
5. To collect tuition fees in an efficient and tactful manner.
6. To develop a compensation structure that rewards retention and increased knowledge and skills.
7. To identify federal, state, and local funding sources, both public and private.
8. To mobilize needed resources including the use of fundraising, unrelated business income, value added programs and government grants or purchase of service agreements.

**IX. HOW TO ENSURE DIRECTOR SELF DEVELOPMENT**

1. To maintain personal stability and confidence, self-awareness, desire for growth and ability to change and to establish a professional support system.
2. To attend relevant, continuous and appropriate training.
3. To maintain memberships in professional organizations and child advocacy groups.