

5.1 – Iowa AmeriCorps Program Director Core Competencies

These core competencies are intended to provide programs and prospective applicant organizations with an overview of the competencies needed for effective AmeriCorps program management. A competency is a combination of knowledge, skills and abilities that are required to perform a task. Competencies described here are all important and interrelated. Managing a program and grant effectively requires proficiencies in all the core competencies.

	COMPETENCY	PROGRAM DIRECTORS WORKING WITH AMERICORPS PROGRAMS WILL POSSESS THE ABILITY TO:
Effective Grant and Program Management	Program Management	Develop and maintain sound fiscal and organizational management systems and practices compliant with federal laws and regulations, CNCS requirements and Volunteer Iowa policies and procedures.
	Theory of Change and Continuous Improvement	Define and revise a Theory of Change for how the program activities will lead to long term results, including performance measures with outputs and outcomes; develop and utilize appropriate data collection instruments, analyze data gathered, report on the performance as demonstrated by the data, and utilize this data to make improvements to the program.
	Site Management	Develop strong partnerships with member service sites, supported by written agreements, intended to support overall program goals and quality member experiences. Ensure proper training and monitoring of sites and, where possible, incentivize strong site management through a competitive application process.
	Community Engagement & Strengthening	Work with individuals and organizations to identify community needs, leverage community assets, and position program or project as a strategy for solving community problems, ideally as part of a collective impact model.
Member Management	Human Resources	Utilize sound human resource and inclusion practices and principles to recruit, enroll and retain member positions as detailed in the approved grant. Provide members with written service agreements outlining program requirements. Ensure that member placements are developed based upon a program design that is reflective of community need and that member activities contribute to the program goals. Effectively recruit and retain a corps that represents the overall diversity of the community it serves.
	Member Support	Develop and conduct a comprehensive member training plan, designed to ensure that members receive the federal and state required trainings, and maintain appropriate documentation thereof. Work to ensure that members have the skills and training necessary to successfully carry out their specific service activities. Develop partnerships that enable well-rounded, high quality training inclusive of adult learning strategies.
Fiscal Oversight and Management	Financial Management	Actively participate in managing the budget of the program. Work cooperatively with financial and leadership staff to develop practices that effectively plan for and manage program funds and provide for accurate, complete, and current disclosure and documentation of the financial status of the AmeriCorps program.
	Sustainability	Develop financial and non-financial support including, but not limited to, creating a sustainability plan, identifying potential sources of funds, developing funding and partnership proposals, presenting requests for assistance, and securing adequate cash and in-kind match.
Leadership Development	Professional Development	Plan and participate in skill and knowledge-building educational opportunities that promote personal and professional growth. Opportunities should be related to issues that impact the program, broader community needs, evolving national priorities and the competencies outlined in this document.
	Leadership & Public Policy	Cultivate leaders and champions within AmeriCorps and the national service network. Maintain a working knowledge of federal and state legislation, national governing policy, and policy trends that affect the implementation of national service programs. Form positive relationships with local, state, and federal elected officials for the purpose of informing legislators about the work of the AmeriCorps program.

Volunteer Iowa is firmly committed to providing access, equal opportunity and reasonable accommodation in its programs, activities and materials. If programs have any questions about inclusion or reasonable accommodations, please contact the Volunteer Iowa Program Officer.

Program Management	Develop and maintain sound fiscal and organizational management systems and practices compliant with federal laws and regulations, CNCS requirements and Volunteer Iowa policies and procedures.			
QUALITY INDICATOR	EXEMPLARY (PHASE III)	STRONG (PHASE II)	EMERGING (PHASE I)	STRUGGLING
Program Design Aligned with Approved Grant	Develops a program design model that supports the Theory of Change (TOC). All member activities are in alignment with the Program Design and include a strong evidence–base for the approach and member activities/intervention.	Member activities are consistently in support of the Program Design outlined in the approved grant application.	Member activities are not well-connected to the outlined Program Design.	Member activities vary widely based on the skills of the recruited member and/or of the site. Poor understanding of Program Design.
Using Governing Documents to Understand Federal & State Requirements	Strong understanding of federal and state requirements and their applications. Ability to identify and interpret federal policies governing effective program management.	Familiar with federal and state requirements. Ability to apply major requirements.	Ability to locate the relevant federal and state references in the Volunteer Iowa manual, federal regulations, provisions, application instructions, etc.	Limited knowledge of federal and state requirements.
Internal Communication & Notification to Volunteer Iowa	Maintain regular internal communication & with Volunteer Iowa Program Officer regarding all facets of the program through regular reporting, appropriate notice and request for amendments, etc. All relevant staff read and respond coherently to Volunteer Iowa communication on a regular and timely basis.	Other internal staff are actively updated on program. Staff provide updates to Volunteer Iowa of developments as required by CNCS and Volunteer Iowa. Communicate with Volunteer Iowa during regularly scheduled meetings/calls.	Other internal staff receive most critical program communications. Staff provide updates, as needed, to Volunteer Iowa staff of critical developments. Respond to inquiries from Volunteer Iowa.	Limited communication internally & with Volunteer Iowa staff. Lack of responsiveness to Volunteer Iowa inquiries and failure to respond/participate in Volunteer Iowa calls/weekly messages.
Appropriate Program Activities	Monitors all program activities to ensure they are consistent with the approved grant application and adhere to CNCS provisions and regulations and Volunteer Iowa policies and procedures.	Identifies area(s) of possible non-compliance and develops procedures to address these issues and ensure compliance.	Thoroughly understands approved grant application, CNCS provisions and regulations and Volunteer Iowa policies and procedures.	Limited knowledge of approved grant application, CNCS provisions and regulations and Volunteer Iowa policies and procedures.
Programmatic Record Keeping	Annually revises and modifies record keeping process to adhere to CNCS and Volunteer Iowa policies and procedures.	Implements record keeping plan to maintain 100% compliance.	Creates a system for collecting, organizing, and retaining records.	Limited knowledge of record keeping and retention policies.
Program Identification	All program staff, site staff, and members clearly and consistently identify as part of the AmeriCorps network. Strong promotion of AmeriCorps brand.	Clear identification as an AmeriCorps program. Participation in activities to support the AmeriCorps brand.	Understand program to be within the AmeriCorps network.	Limited identification with AmeriCorps. Little connection to AmeriCorps brand.

Theory of Change & Continuous Improvement	Define and revise a Theory of Change for how the program activities will lead to long term results, including performance measures with outputs and outcomes; develop and utilize appropriate data collection instruments, analyze data gathered, report on the performance as demonstrated by the data, and utilize this data to make improvements to the program.			
QUALITY INDICATOR	EXEMPLARY (PHASE III)	STRONG (PHASE II)	EMERGING (PHASE I)	STRUGGLING
Theory of Change (TOC)	Thorough understanding of Theory of Change; well-developed TOC that identifies the need & has well-defined, evidence-based interventions targeted at the need. Supporting logic model measures impact of the intervention.	Has identified TOC, but individual components are not fully developed.	Logic model is developed but supporting Theory of Change is not well-defined or is not well-supported by evidence.	Limited knowledge of TOC and lack of development of TOC model to support program.
Performance Measurement	Thorough understanding of outputs and intermediary/end outcomes; integrates a comprehensive timeline and strategies for gathering data and analyzing results in concert with other organizational evaluation efforts.	Thorough understanding of outputs, intermediary and end outcomes; implements components of a comprehensive timeline and gathers data and analyzes results.	Explores strategies for measuring performance, has developed outputs and outcomes to measure program impact; develops a timeline to gather data and analyze results.	Limited knowledge of performance measures. Lack of timeline for data collection analysis. Inability to gather data and analyze results or collects data that does not meaningfully demonstrate program impact.
Data Collection Tools	Effectively uses a variety of validation instruments and methods to successfully measure program impact, annually reviews instruments and strategies to determine effectiveness.	Effectively uses a variety of validated instruments and methods that successfully measure program impact.	Identifies the instruments and strategies for measuring program data.	Limited knowledge of data collection instruments and methodology.
Evaluation	Effectively conducts and utilizes information from a 3-year evaluation designed to assess the program's Theory of Change to modify and improve the program.	Conducts a 3-year evaluation designed to assess a key program component. Information used to improve program.	Explores strategies and methodologies for conducting a program evaluation.	Limited knowledge of program evaluation. Lack of rigorous evaluation process or methods.
Data Dissemination	Effectively communicates relevant data with stakeholders through a variety of methods; obtains feedback from stakeholders to inform improvements in evaluation and dissemination efforts.	Effectively communicates relevant data with stakeholders through a variety of methods.	Identifies stakeholders and the relevant data appropriate for each audience.	Limited knowledge of the connection between evaluation and the importance of sharing impacts with stakeholders.
Continuous Improvement	Successfully seeks out and utilizes feedback and performance measure data to inform overall program improvement and innovation; systems and activities are modified accordingly.	Integrates feedback and evaluation information to inform overall program improvement and innovation.	Explores strategies for collecting feedback and program input; identifies timeline for implementing strategies.	Limited knowledge of feedback and evaluation information for program improvement.

Site Management	Develop strong partnerships with member service sites, supported by written agreements, intended to support overall program goals and quality member experiences. Ensure proper training and monitoring of sites and, where possible, incentivize strong site management through a competitive application process.			
QUALITY INDICATOR	EXEMPLARY (PHASE III)	STRONG (PHASE II)	EMERGING (PHASE I)	STRUGGLING
Site Recruitment	Conducts regular review of portfolio of sites to ensure sites are addressing the needs identified within the Theory of Change (TOC). Competitive process is used to outreach, screen and select sites for member placements.	Sites are selected from pool of interested applicants. Limited opportunities for competition and selection of sites based on performance and alignment with TOC.	Same sites are utilized each year without regard for their effectiveness. No opportunities for new sites or competition among sites.	Failure to identify sites for all members. Selected sites do not meet obligations.
Site Development	Provides consistent communication, ongoing training and continuous guidance and support to program sites.	Implements strategy to monitor sites and provide continuous guidance and support.	Educates sites regarding program goals, member activities, CNCS and Volunteer Iowa requirements and policies.	Limited knowledge related to site management and development.
Site Management	Written document fully details the agreement between site and sponsor, including financial and supervisory obligations. Document is reviewed and revised annually.	Written document covers key components of the partnership for member placement and supervision.	Letter of agreement from sponsoring organization to host site, detailing the obligations of participation.	Lack of formal, written agreement. Poorly detailed written document.
Site Input	Utilize annual formal evaluation process to collect input from sites to improve program functionality. Use input to make changes that improve efficiency or effectiveness of program.	Conduct formal written process to collect input from sites on project successes and challenges.	Collect feedback informally from sites to hear their concerns and successes.	Failure to collect or utilize input from sites to improve program, activities or processes.
Site Supervisor Training	Provide regular training and technical assistance opportunities for site supervisors, designed to provide accurate information and respond to questions. Utilize written site supervisor manual to support effective site management.	Conduct at least annual site supervisor training. Offer opportunities for informal communication with site supervisors. Provide written guidance on key elements of site supervision.	Have “open door policy” for site supervisors to raise questions or request technical assistance.	Poor communication and lack of understanding of the importance of strong site supervision and management.
Site Monitoring	Conduct regular monitoring of all aspects of site management. Provide written reports and follow up on compliance and continuous improvement issues.	Conduct informal monitoring of sites. Follow-up with sites to correct compliance issues.	Provide informal feedback to sites when compliance issues are noted.	Failure to monitor sites or failure to address compliance or continuous improvement issues.

Community Engagement and Strengthening	Work with individuals and organizations to identify community needs, leverage community assets, and position the program or project as a strategy for solving community problems, ideally as part of a collective impact model.			
QUALITY INDICATOR	EXEMPLARY (PHASE III)	STRONG (PHASE II)	EMERGING (PHASE I)	STRUGGLING
Collective Impact Model	Key partner in aligned cross-sector strategy designed to address the same goals and measuring the same impact through coordinated action and shared learning. Effort includes government, corporate and nonprofit sectors, with backbone organization and continuous communication.	Established collaborations that provide mutual benefits resulting in achievement of common goals; viewed as key resource by other organizations and community leaders.	Begins to do outreach and make connections in the community; joins existing networks and establishes relationships to position the program.	Limited knowledge of outreach and collaboration strategies; unaware of how to effectively position service as key community strategy.
Community Needs Assessment	Systematically collect data & put in place sustainable processes that enable active learning of current needs & course correcting as progress is tracked towards common goals.	Conducts needs assessments on a regular basis, reviews data/results and identifies trends.	Explores needs assessment strategies and identifies appropriate methods for different audiences.	Limited knowledge of needs assessment strategies and changing community issues.
Leveraging Community Assets	Successfully identifies and leverages community assets to strengthen programming and community connections. As part of a collective impact model, pursue prioritized areas for action in a coordinated way.	Work together with partners to establish common goals & shared measures, create a supporting infrastructure, and begin the process of aligning organizations with shared goals and measures.	Understand the landscape of key players and the existing work underway; identify baseline data on problem to develop case for change and a governance structure that includes strong, credible champions.	Exploring strategies for identifying and leveraging community assets; identifies and begins utilization of strategies. Limited knowledge of community assets and leveraging.

Human Resources	Utilize sound human resource and inclusion practices and principles to recruit, enroll and retain member positions as detailed in the approved grant. Provide members with written service agreements outlining program requirements. Ensure that member placements are developed based upon a program design that is reflective of community need and that member activities contribute to the program goals.			
QUALITY INDICATOR	EXEMPLARY (PHASE III)	STRONG (PHASE II)	EMERGING (PHASE I)	STRUGGLING
Member Recruitment	Utilizes effective strategies for recruiting and selecting appropriate members. Follows CNCS criminal history check requirements for members.	Effectively implements a plan for member recruitment.	Identifies effective strategies for member recruitment.	Limited knowledge of strategies pertaining to member recruitment.
Member Enrollment & Exit	Members are enrolled & exited in a timely fashion, with proper notice to Volunteer Iowa when necessary. Member eligibility requirements (citizenship, age, criminal history, etc.) are always met and clearly documented in files.	Members enrolled & exited within deadlines. Proper notice is given to Volunteer Iowa. Member eligibility & other required documentation present in files.	Nearly all members enrolled & exited by deadlines. Minor problems with documentation in member files.	Member enrollment & exit requirements and documentation rules not met or clearly understood.
Program Design & Member Slots	Ensures member placements are aligned with the program's Theory of Change (including dosage, activities, intervention, etc.). Very few to no member slot conversion requests.	Makes limited modifications to program design (through approved slot conversions). Changes to member placements are consistent with TOC.	Makes numerous modifications to program design and requests approval.	Member placements based on member preferences and availability, rather than community need.
Member Service Agreements & Position Descriptions	Fully compliant position descriptions and service agreements accurately detail member activities that are in alignment with the TOC and approved grant award. Service agreements include required & suggested items.	Position descriptions and member activities document activities that support the approved grant. Service agreements meet requirements.	Position descriptions are well detailed but seem to lack direct connection to TOC. Knows where requirements for service agreements are listed.	Failure to understand CNCS prohibited activities or other key requirements for member service. Service agreements and position descriptions out of compliance.
Member Benefits	Program staff have strong knowledge of all benefits available to members and members maximize their use of available benefits.	Program staff inform members of all potential benefits and members utilize as needed.	Program staff can explain all benefits to members with Volunteer Iowa help. Members are aware of available benefits.	Program staff do not correctly understand all benefits. Members are uninformed of all available benefits.
Member Timekeeping & Term Management	Monitor members' service progress. Ensure members have adequate time and activities to successfully complete their service. Utilizes effective strategies for retaining members for	Conduct monitoring of member service hours to ensure members are able to complete their service hours.	Works with member who identifies likely challenges with completing term to ensure service hour requirements are met.	Failure to monitor member hours and/or failure to ensure that site provides adequate opportunities for member to complete hours. Limited

	their entire term of service (start/end dates and service hour requirement).	Uses strategies designed to retain members.	Identifies effective strategies to retain members.	knowledge of tactics and strategies pertaining to member retention.
Member Discipline	Effectively utilize service agreement to support strong member human resource management practices. Follow disciplinary procedures and implement regular evaluation process to provide feedback to members.	Follows disciplinary procedures as outlined in member service agreement.	Conducts regular evaluation of members, in partnership with site supervisors.	Limited knowledge of effective member human resource practices and lack of awareness of role of member service agreement.
Member Records	Appropriate and complete documentation for all member-related activities is maintained according to grant requirements. All records are clearly organized; and documents are easily located.	Member files are in compliance with grant requirements.	Program understands member file requirements & has basic system in place for gathering and maintaining required member file information.	Member files are incomplete and out of compliance with grant requirements.

Member Support	Develop and conduct a comprehensive member training plan, designed to ensure that members receive the federal and state required trainings and maintain appropriate documentation thereof. Work to ensure that members have the skills and training necessary to successfully carry out their specific service activities. Develop partnerships that enable well-rounded, high quality training inclusive of adult learning strategies.			
QUALITY INDICATOR	EXEMPLARY (PHASE III)	STRONG (PHASE II)	EMERGING (PHASE I)	STRUGGLING
Member Training Plan	Implements training plan that encompasses required trainings, provides site-specific skills and offers relevant professional development.	Provides training that meets the CNCS and Volunteer Iowa requirements. Members receive site-specific training.	Provides basic training to fulfill requirements.	Failure to provide required trainings. Lack of awareness of training requirements.
Member Development	Provides members with a well-rounded service experience, including leadership, skill-building, and networking opportunities.	Provides selected members with opportunities for leadership, skill-building, and networking.	Upon request, opportunities for leadership, skill-building and networking are available.	Members not encouraged with expanded opportunity in the areas of skill building, leadership, and networking.
Team Development	Effectively integrates teambuilding strategies into program training activities to foster team cohesiveness; anticipates and addresses the stages of member development.	Implements teambuilding strategies to foster team cohesiveness; appropriately responds to member issues as they arise.	Recognizes team dynamics and emerging patterns of behavior; explores facilitation of activities to foster team cohesiveness.	Limited recognition of team dynamics; reactive.
Member Reflection	Leads reflective activities for members designed to deepen civic engagement and add meaning to the service experience.	Offers reflection materials that members may complete on their own.	Understands the strong benefits of reflection on member retention and satisfaction, working to develop reflection program.	Limited understanding and awareness of member reflection.
Effective Training Practices	Utilizes a variety of trainers with subject matter expertise to provide relevant and timely information presented using adult learning tactics.	Engages some outside presenters that are subject matter experts. Training is interactive and engaging.	Program director provides all training. Researching outside trainers to utilize.	Training covers the basic information but is not engaging.
Continuous Improvement of Member Support	Member feedback is actively sought following each training and throughout the year to improve training and member experience. Program utilizes input to develop new training topics, methods or trainers.	Member feedback is collected using a formal survey method following each training.	Member feedback is informally sought by the program director.	Feedback is not collected or considered to improve trainings.
Member Supervision	Work to proactively ensure members have proper support at their member service sites.	Address supervisory issues as necessary.	Members are informed about how to report problems with supervisors.	No plan in place to monitor quality of supervision or to receive or respond to member feedback on supervisors.

Financial Management		Actively participate in managing the budget of the program. Work cooperatively with financial and leadership staff to develop practices that effectively plan for and manage program funds and provide for accurate, complete and current disclosure and documentation of the financial status of the AmeriCorps program. Adhere to the proposed budget, analyze and justify budget variances and monitor reports for accuracy.			
QUALITY INDICATOR	EXEMPLARY (PHASE III)	STRONG (PHASE II)	EMERGING (PHASE I)	STRUGGLING	
Accounting Knowledge	Strong understanding of budget and accounting terminology and their applications to the AmeriCorps program. Able to identify and interpret federal policies governing effective financial management	Sound understanding of fiscal management system, including fiscal and programmatic components, cost allocation and monitoring.	Identifies all costs associated with the grant. Able to locate the relevant financial guidance, resources and references.	Limited knowledge of financial terminology or applications.	
Budget Development	Collaborates with program leadership to develop and implement budget; designs budget to maximize resources in support of a fully compliant AmeriCorps project.	Identifies (to program leadership) priorities and mandates for AmeriCorps in order to accurately estimate spending and manage funds.	Aware of the program's approved budget. Approved budget includes all indirect and direct costs and Volunteer Iowa & CNCS required components.	Limited knowledge of or participation in budget development. Unable to identify Volunteer Iowa & CNCS budget requirements.	
Manages Program Expenditures	Fully engaged in expenditure tracking throughout the process from approval to payment. Aware of financial standing of AmeriCorps budget.	Utilizes financial system to effectively track federal and grantee share and matching resources with financial officer, as applicable.	Aware of program expenditure amounts and disbursement and tracking process.	Lack of awareness of expenditures. Limited involvement with program expenditure management.	
Monitoring Budget	In partnership with fiscal officer, reconciles budget and claims on a regular basis. Develops options for maximizing resources within federal requirements. Identifies errors and variances, notifies Volunteer Iowa, and makes adjustments, as necessary.	In partnership with the fiscal officer, forecasts budget required to sustain program operations. Requests budget amendments in a timely manner.	Receives reconciliation report from the fiscal officer. Makes adjustments to remain within approved budget. Limited communication with fiscal officer.	Reviews budget report. Limited ability to monitor and make adjustments to the budget.	
Financial Reports	Works collaboratively with financial personnel to submit accurate and timely financial reports. Understands financial reports and effectively communicates the information to other program officials and community partners.	Strong understanding of required reports, deadlines and basis for reports. Reviews financial reports to identify errors and variances from budget predictions.	Developing understanding of financial reporting requirements, including required reports and deadlines.	Limited knowledge of financial reporting requirements. Lack of collaboration with financial personnel on financial reporting.	

Sustainability		Develop financial and non-financial support including, but not limited to, creating a sustainability plan, identifying potential sources of funds, developing funding and partnership proposals, presenting requests for assistance and securing adequate cash and in-kind match.		
QUALITY INDICATOR	EXEMPLARY (PHASE III)	STRONG (PHASE II)	EMERGING (PHASE I)	STRUGGLING
Sustainability Plan	Successful integration of an overall sustainability plan with diversified resources and defined systems in place.	Implements a well-defined sustainability plan that is realistic and attainable within the identified timeline.	Defines basic elements that sustain the program, such as financial resources, program resources, and community support.	Limited knowledge or understanding of the value of a sustainability plan.
Programmatic Resource Identification	Successfully secures and utilizes a variety of program resources necessary for effective program management.	Identifies sources for obtaining and actively pursues programmatic resources.	Identifies the programmatic resources necessary for effective programming.	Limited knowledge of programmatic resources (training, materials, supplies, etc.).
Financial Resource Identification	Successfully leverages diversified funding (individually or in conjunction with other agency staff).	Actively pursues financial resources other than CNCS funds and host-site fees.	Identifies potential funding sources and develops a plan for requesting funds.	Limited knowledge of fund development practices.
Partnership Building and Collaboration	Successfully maintains relationships that are consistent and mutually beneficial.	Develops partnerships that foster mutual benefits.	Identifies potential partners and defines goals for collaborations.	Limited knowledge of partnership development.
Public Relations and Communications Strategy	Successfully utilizes a variety of communications strategies to increase public awareness and knowledge, resulting in community support.	Implements communications strategy, including outreach, social media and stakeholder education.	Identifies target audiences, develops appropriate messaging/branding and creates a communication strategy.	Lack of knowledge of marketing and public relations practices. No plan for communications about the program.
Volunteer Management	Community volunteers placed in leadership roles and completing activities targeted at meeting community need.	Community volunteers integrated and serving in long-term and/or key roles.	Community volunteers engaged in service days, one-time opportunities, or otherwise tangential roles.	Limited volunteer involvement. Role of volunteers in sustainability not understood.
Cultivation of Board & Leadership Support	Board and leadership understand the program and provide funding and support. Program has clear connection to mission and is seen as integral to achieving organizational goals.	Program has clear connection to organizational mission, but board/leadership has limited awareness of the AmeriCorps program.	Program is seen as an “add-on” and is not integrated into the organizational structure or limitedly connected to mission.	Program is not connected to mission and is not viewed as a priority by board or leadership.

Professional Development				
Plan and participate in skill and knowledge-building educational opportunities that promote personal and professional growth. Opportunities should be related to issues that impact the program, broader community needs, evolving national priorities and the competencies outlined in this document.				
QUALITY INDICATOR	EXEMPLARY (PHASE III)	STRONG (PHASE II)	EMERGING (PHASE I)	STRUGGLING
Personal and Professional Development Plan	Attends and leads trainings and researches best practices aligned with a professional development plan; effectively transfers skills to others; reviews plan annually to determine necessary revisions.	Attend trainings and research best practices aligned with a professional development plan; seeks, accepts and utilizes feedback for growth and improvement.	Explores resources and training opportunities to build skill set; develops a professional development plan; asks for assistance as needed.	Limited knowledge of own personal and professional development needs and how to develop a plan to address needs.
Knowledge of National Service	Comprehensive knowledge of national service (i.e. streams of service, provisions, regulations, guidance, program models, etc.); consistently applies knowledge to strengthen program. Seeks opportunities to connect with other national service programs.	Good working knowledge of national service. Familiar with various resources and can locate information related to effective program management. Aware of other national service programs doing related activities and/or in the same geographic area.	Explores national service and identifies future training needs. Asks questions when unsure of application of regulation or policy. Plans to outreach to other national service programs.	Limited knowledge of national service. Has not read or familiarized themselves with the guiding documents of national service. Unaware of other national service programs in the area or doing similar activities.
Volunteer Iowa Trainings	Regular and active participation by staff and members in Volunteer Iowa-sponsored training opportunities. Brings personal knowledge and shares information with others.	Some participation by staff and members in Volunteer Iowa-sponsored trainings and offers input on future training topics.	Limited participation by staff and members in Volunteer Iowa-sponsored training. Completes annual training survey on needs.	Little or no participation by staff and members in Volunteer Iowa-sponsored training opportunities.
Disability Inclusion	Recognizes member performance issues related to undisclosed disability and provides appropriate resolution. Well versed in navigating disability benefits information as they relate to AmeriCorps benefits. All phase two items are routine.	Actively seeks opportunities to recruit persons with disabilities as members and partner with inclusive community organizations. Site Supervisors are trained regarding inclusivity. All phase one items are routine.	All members are offered reasonable accommodations and they are provided upon request. All sites are reviewed for accessibility.	Unfamiliar with inclusive requirements of grantees. Program issues related to disability are present.
CNCS-Sponsored Trainings & Resources	Active and regular participation in CNCS-sponsored trainings and review of CNCS resource materials. Applies personal knowledge and shares information with others.	Review and applies guidance from on-line materials available from CNCS-sponsored trainings and Resource Center.	Explores CNCS-sponsored trainings and resources.	Limited knowledge of CNCS trainings and resources.
Program Director (PD) Calls and Weekly AmeriCorps State Update	Regular and active participation in the PD calls by listening, sharing, and applying information. Uses weekly AmeriCorps State Update to full benefit, including reading/ understanding the message, responding to inquiries and applying information to program operations.	Participates in PD calls. Regularly reads the weekly AmeriCorps State Update and responds as required.	Occasionally reads or responds to the weekly AmeriCorps State Update. Listens on the PD calls.	Does not participate in calls and does not RSVP. Fails to read or respond to weekly AmeriCorps State Update.

Leadership and Public Policy		Cultivate leaders and champions within AmeriCorps and the national service network. Maintain a working knowledge of federal and state legislation, national governing policy, and policy trends that affect the implementation of national service programs. Form positive relationships with local, state and federal elected officials for the purpose of informing legislators about the work of the AmeriCorps program.		
QUALITY INDICATOR	EXEMPLARY (PHASE III)	STRONG (PHASE II)	EMERGING (PHASE I)	STRUGGLING
Best Practices	Identifies and utilizes evidence-based approaches and best practices from the field, documents best practices, and shares with others. Serves as a leader/mentor to new programs.	Applies evidence-based approaches & best practices from the field. Begins to assess and document their program's best practices.	Explores & identifies best practices from the field and considers how these practices may be applied.	Limited knowledge of best practices and how to document and apply them.
Champion/Leader Development	Successfully cultivates champions and other leaders who understand the value of national service and communicate this with others; evaluates identified champions / leaders on an on-going basis to assess the extent and quality of messaging.	Cultivates champions and leaders who understand the value of national service and communicate this with others.	Explores leadership development strategies and identifies potential champions/leaders to communicate the value of national service.	Limited knowledge of leadership development strategies and human resources available in the community.
Policy-Making Entities	Attends functions where policy information is shared; frequently reviews policy-making websites; shares relevant information with the national service network.	Attends functions where policy information is shared; regularly reviews policy-making websites.	Identifies and explores policy-making websites.	Limited knowledge of policy-making entities and the impact of policies on program and financial operations.
Contact with Iowa Legislators and Congress Members	At least quarterly contact with Iowa elected officials to increase awareness and promote growth of volunteerism and service in Iowa; Legislators or staffers attend program events and projects; Legislators/staffers understand and can articulate program goals.	At least annual contact with Iowa Legislators and Congress members; invites Legislators to attend program events and projects; Legislators become familiar with program goals and sponsoring organization.	Identifies the Iowa Legislator(s) and Congress members from their area and develops a plan to connect with them; invites Legislators (or staffers) to attend program events and projects.	Limited knowledge of elected officials. Does not invite Legislators to events or activities.
Impact Data	Successfully integrates and actively maintains a stakeholder education plan that includes dissemination of impact data to elected officials; utilizes core messages to cultivate champions and increase knowledge of the program. Shares best practices with the national service network.	Implements stakeholder education plan that includes dissemination of impact data to elected officials. Develops core messages to cultivate champions and increase knowledge of the program.	Researches and develops stakeholder education plan that incorporates the dissemination of impact data to elected officials.	Limited knowledge of how to educate stakeholders and the process for disseminating impact data.