



Competencies for Family Medicine Department Chairs

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*Developed by the Leadership Development Committee
Association of Departments of Family Medicine (ADFM)*

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Although competencies may vary depending on your personal needs and needs of your department, we believe it is important for every new chair to pay attention to leadership, administration/management, personal development and external relationships.

**Please indicate how comfortable and confident you feel in your knowledge/skills/abilities in each of the competency areas:**

- not at all comfortable/confident (could use a lot of guidance and/or resources)
- somewhat comfortable/confident (could use some guidance and/or resources)
- very comfortable/confident (do not need much or any additional guidance and/or resources)

### **1. Leadership**

|                                                                 | <i>not at all<br/>comfortable/<br/>confident</i> | <i>somewhat<br/>comfortable/<br/>confident</i> | <i>very<br/>comfortable/<br/>confident</i> |
|-----------------------------------------------------------------|--------------------------------------------------|------------------------------------------------|--------------------------------------------|
| a. Create, sustain, and reassess mission, vision and values     |                                                  |                                                |                                            |
| b. Utilize iterative tools of strategic planning                |                                                  |                                                |                                            |
| c. Understand and change departmental culture                   |                                                  |                                                |                                            |
| d. Understand and shape departmental structure                  |                                                  |                                                |                                            |
| e. Build and sustain leadership team                            |                                                  |                                                |                                            |
| f. Select and utilize framework for leading and managing change |                                                  |                                                |                                            |
| g. Embrace inclusion and diversity                              |                                                  |                                                |                                            |

## 2. Administration/management

|                                                                              | <i>not at all<br/>comfortable/<br/>confident</i> | <i>somewhat<br/>comfortable/<br/>confident</i> | <i>very<br/>comfortable/<br/>confident</i> |
|------------------------------------------------------------------------------|--------------------------------------------------|------------------------------------------------|--------------------------------------------|
| a. Understand departmental finances, including:                              |                                                  |                                                |                                            |
| i. Sources of income                                                         |                                                  |                                                |                                            |
| ii. Matching revenues and expenditures                                       |                                                  |                                                |                                            |
| iii. Budget development                                                      |                                                  |                                                |                                            |
| iv. Budget growth and budget cuts                                            |                                                  |                                                |                                            |
| b. Understand Human Resources issues, including:                             |                                                  |                                                |                                            |
| i. Federal/state employment law                                              |                                                  |                                                |                                            |
| ii. Local institutional policies                                             |                                                  |                                                |                                            |
| iii. Leadership structure for faculty/staff                                  |                                                  |                                                |                                            |
| iv. Assessment of departmental resources                                     |                                                  |                                                |                                            |
| v. Faculty development and talent management, including:                     |                                                  |                                                |                                            |
| 1. Position development, recruitment, hiring                                 |                                                  |                                                |                                            |
| 2. Matching talent with departmental needs                                   |                                                  |                                                |                                            |
| 3. Matching effort with resources                                            |                                                  |                                                |                                            |
| 4. Mentoring faculty                                                         |                                                  |                                                |                                            |
| 5. Performance evaluation                                                    |                                                  |                                                |                                            |
| 6. Promotion                                                                 |                                                  |                                                |                                            |
| 7. Faculty retention                                                         |                                                  |                                                |                                            |
| vi. Succession planning                                                      |                                                  |                                                |                                            |
| c. Manage departmental communications                                        |                                                  |                                                |                                            |
| d. Negotiate effectively across the departmental and organizational spectrum |                                                  |                                                |                                            |
| e. Facilitate difficult conversations                                        |                                                  |                                                |                                            |

## 3. Personal development

|                                                                        | <i>not at all<br/>comfortable/<br/>confident</i> | <i>somewhat<br/>comfortable/<br/>confident</i> | <i>very<br/>comfortable/<br/>confident</i> |
|------------------------------------------------------------------------|--------------------------------------------------|------------------------------------------------|--------------------------------------------|
| a. Manage calendar, communications, administrative support             |                                                  |                                                |                                            |
| b. Cultivate self-awareness with effective interpersonal communication |                                                  |                                                |                                            |
| c. Assess one's own skills and leadership style                        |                                                  |                                                |                                            |
| d. Manage time effectively                                             |                                                  |                                                |                                            |
| e. Balance various roles of a department chair                         |                                                  |                                                |                                            |
| f. Evaluate and choose external leadership roles                       |                                                  |                                                |                                            |
| g. Manage transitions in leadership and roles                          |                                                  |                                                |                                            |
| h. Develop resiliency and self-care routines                           |                                                  |                                                |                                            |

#### 4. External relationships

|                                                                                               | <i>not at all<br/>comfortable/<br/>confident</i> | <i>somewhat<br/>comfortable/<br/>confident</i> | <i>very<br/>comfortable/<br/>confident</i> |
|-----------------------------------------------------------------------------------------------|--------------------------------------------------|------------------------------------------------|--------------------------------------------|
| a. Understand where the department fits in institutional culture, including:                  |                                                  |                                                |                                            |
| i. Communicate value of the department to the institution                                     |                                                  |                                                |                                            |
| ii. Communicate values of the institution to department                                       |                                                  |                                                |                                            |
| iii. Network with others in your institution                                                  |                                                  |                                                |                                            |
| iv. Partner/negotiate with other departments for mutual gain                                  |                                                  |                                                |                                            |
| v. Understand overlapping and different needs of medical school and hospital/health system    |                                                  |                                                |                                            |
| vi. Manage departmental image in the institution                                              |                                                  |                                                |                                            |
| vii. Manage your relationship with your Dean/President/CEO                                    |                                                  |                                                |                                            |
| b. Manage relationships with other external entities, including:                              |                                                  |                                                |                                            |
| i. Payers - Insurers, employers, government                                                   |                                                  |                                                |                                            |
| ii. Teaching partners – preceptors, FQHCs                                                     |                                                  |                                                |                                            |
| iii. Partners in patient care – community agencies, nursing homes, affiliated practice groups |                                                  |                                                |                                            |
| c. Define role within the practice plan                                                       |                                                  |                                                |                                            |
| d. Develop relationships with family medicine organizations                                   |                                                  |                                                |                                            |
| e. Build endowments and philanthropy                                                          |                                                  |                                                |                                            |