

A. Coordinator Revised Competency Set, January 2020

Overview: To ensure that all WIC Coordinators are proficient in the skills required to support the New York State (NYS) WIC program, the following document identifies and outlines the knowledge requirements and core competencies for local agency staff.

The Core Competencies are organized into seven interrelated domains:

1. Program Management and Leadership
2. Operational Management
3. Program Monitoring and Evaluation
4. Program Promotion and Outreach
5. Participant Centered Services
6. Personnel Management
7. Technology and Data System Management

Each domain is specified and characterized by a set of behavioral indicators, which are behaviors performed that demonstrate best practices in the given domain. Each sub-area is further broken down into a series of Knowledge, Skills and Attitudes, which serve as a list of actions that staff perform in their role in order to demonstrate competency within each domain.

NYS WIC Coordinator Core Competencies – Revised January 2020

| Core Competency Domain | Sub-Areas | Knowledge, Skills and Attitudes |
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| 1. Program Management and Leadership | 1.1 Demonstrates knowledge and experience with WIC components, including a high-level understanding of WIC's mission, policies, procedures, and program goals and objectives. | 1.1.1 Demonstrates knowledge of the mission, vision, goals, and history of WIC. |
| | | 1.1.2 Demonstrates knowledge and understanding of impact that social determinants and health inequity have on WIC population. |
| | | 1.1.3 Maintains high-level knowledge of all WIC program aspects, including program eligibility, budget, work plan, data systems, program policies, and contract deliverables. |
| | | 1.1.4 Demonstrates knowledge of organizational structures (including USDA, NYSDOH, and Local WIC Program). |
| | | 1.1.5 Demonstrates knowledge of sponsoring agency policies and procedures. |
| | | 1.1.6 Provides direct leadership to maintain program integrity. |
| | 1.2 Demonstrates effective leadership skills. | 1.2.1 Develops and/or implements a strategic vision, direction, and work plan for the Local WIC Program. |
| | | 1.2.2 Demonstrates a high level of critical thinking and problem solving skills; anticipates potential programmatic or organizational obstacles, and develops plans to address obstacles. |
| | | 1.2.3 Ensures leadership continuity within the program and encourages staff growth and development through mentorship (mentoring/succession planning) and delegation of tasks to key staff members. |
| | | 1.2.4 Inspires and fosters team building by facilitating cooperation and motivating staff to accomplish group goals. |
| | | 1.2.5 Leads by example/role modeling. |
| | | 1.2.6 Facilitates open communication within Local WIC Program. |
| | | 1.2.7 Ensures staff has knowledge of WIC mission, vision, goals, and history. |
| | 1.3 Demonstrates effective interpersonal and communication skills. | 1.3.1 Effectively communicates relevant program information to staff in a timely and open manner, and offers clear direction. |
| | | 1.3.2 Demonstrates effective oral and written communication skills. |

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| | | <p>1.3.3 Effectively models participant-centered communication skills and communicates effectively with participants.</p> <p>1.3.4 Demonstrates active listening when engaging in conversations with staff, participants, community partners, and stakeholders.</p> <p>1.3.5 Uses discretion and demonstrates sensitivity to confidential information and concerns.</p> <p>1.3.6 Maintains relationships with stakeholders and/or sponsoring agencies as they relate to policies, and negotiates when there are challenges.</p> |
| | 1.4 Demonstrates high level of knowledge of code of ethics for WIC professionals. | <p>1.4.1 Recognizes and manages conflicts of interest.</p> <p>1.4.2 Understands the impact of personal values and beliefs on practice.</p> <p>1.4.3 Engages stakeholders with honesty, integrity, transparency, and fairness.</p> <p>1.4.4 Recognizes and maintains appropriate relationships and boundaries with regional office, central office, etc.</p> <p>1.4.5 Recognizes and manages situations with ethical implications.</p> <p>1.4.6 Understands the difference between education and advocacy.</p> <p>1.4.7 Understands the rules around education and advocacy.</p> |
| 2. Operational Management | 2.1 Ensures effectiveness and efficiency in the delivery of services. | <p>2.1.1 Ensures that the clinic is set up in a manner aligned with the participant-centered approach.</p> <p>2.1.2 Establishes clear policies on appointment scheduling, walk-ins, late arrivals, WIC services, and monitors clinic flow regularly.</p> <p>2.1.3 Engages team to evaluate clinic flow and recommend modifications as needed.</p> <p>2.1.4 Ensures safe, clean, and accessible clinic environment with required signage and appropriate, up-to-date nutrition and breastfeeding information posted.</p> <p>2.1.5 Establishes, communicates, and maintains clinic hours that meet contractual requirements and participant needs.</p> <p>2.1.6 Ensures all staff have adequate training about appropriate resources and referrals in the community.</p> <p>2.1.7 Ensures all staff can appropriate document referrals provided.</p> |

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| | 2.2 Effectively manages programmatic conflict and crisis. | <p>2.2.1 Proactively anticipates, manages, and constructively resolves conflicts and disagreements.</p> <p>2.2.2 Uses critical thinking skills to react to and manage programmatic crises.</p> <p>2.2.3 Documents conflict and/or complaints between staff and participants/others, and engages personnel management as needed.</p> <p>2.2.4 Ensures existence of disaster plan that is regularly reviewed, updated when appropriate, and communicated to participants and staff.</p> |
| | 2.3 Demonstrates sound contract and budget management skills. | <p>2.3.1 Manages program objectives against contractual obligations.</p> <p>2.3.2 Translates programmatic objectives, priorities, and analysis of current resources into accurate and clear budget proposals.</p> <p>2.3.3 Understands grants management and Request for Applications (RFA) process.</p> <p>2.3.4 Works in collaboration with sponsoring agency and regional office to develop and manage budget, allocate funds appropriately, and ensure accountability/compliance.</p> |
| | 2.4 Ensures equipment is maintained and supplies are ordered. | <p>2.4.1 Ensures up to date inventory log of equipment and supplies in accordance with WIC Program Policies.</p> <p>2.4.2 Ensures equipment and supplies are approved, in good working order, and adequate supplies are maintained in accordance with policy directives.</p> <p>2.4.3 Ensures security and maintenance of computer hardware, software, WIC data, and supplies.</p> <p>2.4.4 Follows WIC Program Policy guidance for disposal of obsolete, damaged, or broken equipment.</p> |
| | 2.5 Ensures participant confidentiality in all aspects of program operations. | <p>2.5.1 Ensures program space and clinic set up maximize confidentiality.</p> <p>2.5.2 Effectively records and manages data to secure participant information.</p> <p>2.5.3 Develops and enforces policies to protect participant information.</p> <p>2.5.4 Develops and enforces policies regarding social media and confidentiality.</p> |

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| | 2.6 Demonstrate knowledge of the vendor component of the WIC program. | <p>2.6.1 Maintains basic knowledge of vendor management functions and maintains a relationship with the appropriate vendor management agency (VMA).</p> <p>2.6.2 Identifies participant vendor access issues and communicates with VMA.</p> <p>2.6.3 Ensures complaint procedures are in place and that complaints are documented, addressed, and receive proper follow up.</p> |
| 3. Program Monitoring and Evaluation | 3.1 Ensures that policies and procedures at the federal, state, and local levels are being followed and that quality WIC services are provided to WIC participants. | <p>3.1.1 Institutes quality assurance (QA) measures and implements corrective actions within the program to ensure quality and consistency of services.</p> <p>3.1.2 Ensures regular monitoring for instances of fraud and abuse, and reports instances to appropriate authorities.</p> <p>3.1.3 Actively participates in comprehensive state, federal, local, and USDA reviews to ensure WIC program meets regulations and policies.</p> <p>3.1.4 Maintains Local Agency Policy and Procedure Manual and ensures staff are familiar with requirements outlined in the manual.</p> |
| | 3.2 Conducts ongoing assessment of the local WIC program for program planning and quality improvement purposes. | <p>3.2.1 Develops, implements, and evaluates annual WIC objectives and work plans using programmatic measures and targets.</p> <p>3.2.2 Ensures participant, local WIC program, sponsoring agency staff, and community partner feedback is collected and assessed for quality improvement purposes.</p> <p>3.2.3 Monitors the effectiveness of program services offered to participants to ensure that performance standards are maintained or surpassed (i.e. participant surveys, chart reviews).</p> <p>3.2.4 Plans, oversees, and evaluates initiatives aimed at enhancing WIC services.</p> <p>3.2.5 Ensures collaboration among staff to achieve project goals and targets.</p> <p>3.2.6 Interprets WIC management information system (MIS) reports for ongoing monitoring of local agency operations.</p> <p>3.2.7 Maintains knowledge of current research, best practices, and evidence-based interventions (EBI) relevant to WIC, and ensures that</p> |

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| | | <p>staff use/implement EBIs regularly.</p> <p>3.2.8 Seeks out opportunities for funding and research that will support WIC's mission/goals/services.</p> |
| | 3.3 Manages WIC Program reporting responsibilities. | <p>3.3.1 Ensures that WIC data system reports, statewide queries, agency metrics and other available information including evidence-based data are utilized for program evaluation, QA, needs assessment, coordination/integration, and other management purposes.</p> <p>3.3.2 Complies with timely submission of required reports and requested documentation.</p> <p>3.3.3 Develops and maintains effective data collection systems necessary for local, federal, and state data reporting requirements.</p> |
| 4. Program Promotion and Outreach | 4.1 Maintains knowledge on community Local Agency serves | <p>4.1.1 Effectively utilizes data and resources about community, including DOH dashboards, local data, and community needs assessments</p> <p>4.1.2 Identifies potential community partners for referral services</p> <p>4.1.3 Engages non-traditional community partners to refer to</p> |
| | 4.2 Establishes and maintains effective relationships with community partners to promote and strengthen WIC services. | <p>4.2.1 Represents WIC's mission, goals, and vision to internal and external partners.</p> <p>4.2.2 Ensures participation in community coalitions, task forces, and advisory committees that affect services to WIC eligible families.</p> |
| | 4.3 Develops, implements, and evaluates outreach, retention, and public health detailing activities. | <p>4.3.1 Ensures collaboration with intra-agency staff, health care providers, and community-based organizations.</p> <p>4.3.2 Identifies public health detailing needs.</p> <p>4.3.3 Identifies opportunities for program outreach and promotion.</p> <p>4.3.4 Ensures program outreach activities are documented and evaluated for effectiveness and have maximum impact on those eligible for WIC services.</p> <p>4.3.5 Maintains active Outreach Coordinator and ensures staff are knowledgeable regarding outreach.</p> |

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| | 4.4 Develops or utilizes available educational outreach material and ensures distribution. | <p>4.4.1 Ensures any locally-developed educational outreach materials represent best practices, contain the most up-to-date information, follow program policies, and are vetted by regional office and USDA as needed.</p> <p>4.4.2 Ensures outreach materials are representative of cultural needs of community.</p> |
| | 4.5 Guides implementation of technology initiatives. | <p>4.5.1 Provides oversight to social media and technology initiatives to promote WIC program, following sponsoring agency policies.</p> <p>4.5.2 When applicable, communicates with sponsoring agency to ensure WIC portion of website remains updated.</p> <p>4.5.3 Ensures all online representations of WIC program (i.e. website, Facebook, Twitter) adhere to privacy policies (i.e. confidentiality, civil rights).</p> |
| 5. Participant Centered Services | 5.1 Ensures participants are enrolled in accordance with WIC program eligibility requirements. | <p>5.1.1 Ensures staff competency in WIC program eligibility requirements and enrollment of participants in accordance with requirements.</p> <p>5.1.2 Monitors compliance with state and federal requirements (e.g. QA observations, chart reviews).</p> <p>5.1.3 Ensures participants are educated on rights and responsibilities of WIC benefits.</p> |
| | 5.2 Ensures provision of quality participant-centered services. | <p>5.2.1 Ensures staff are trained in participant-centered nutrition services (PCNS) assessment and education.</p> <p>5.2.2 Ensures breastfeeding promotion and support is the norm throughout the clinic.</p> <p>5.2.3 Ensures PCNS skills are used to complete nutrition and health assessment and education.</p> <p>5.2.4 Ensures PCNS skills are used for high-risk population care plan development.</p> <p>5.2.5 Ensures participant receives WIC services and program materials in their preferred language.</p> <p>5.2.6 Ensures participants receive fair, non-discriminatory treatment.</p> <p>5.2.7 Ensure all staff demonstrate critical thinking skills.</p> <p>5.2.8 Develops and implements QA process to ensure high quality</p> |

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| | | nutrition services and education are provided to all WIC participants. |
| | 5.3 Oversees issuance of benefits to WIC participants. | 5.3.1 Ensures benefits are tailored to meet participant needs/preferences and issued in accordance with state and federal policies. 5.3.2 Ensures participants are educated on the use of WIC benefits. |
| 6. Personnel Management | 6.1 Effectively manages staff hiring, orientation, supervision, training and termination processes. | 6.1.1 Builds and manages a workforce based on organizational goals, budget considerations, staffing needs, and local agency structure. 6.1.2 Identifies key capabilities and credentialing requirements to perform staff roles and uses available resources to ensure that the right people are in the right positions. 6.1.3 Assesses training needs based on competency assessment and ensures staff training and professional development opportunities are provided. 6.1.4 Ensures that each staff member has a training plan tailored to their needs. 6.1.5 Ensures performance appraisals complete for each staff member. 6.1.6 Ensures performance and conduct issues are addressed as indicated. 6.1.7 Ensures compliance with state and sponsoring agency guidelines for hiring, employee discipline, and termination. 6.1.8 Ensures accurate and up to date job descriptions in accordance with sponsoring agency. 6.1.9 Maintains up to date knowledge of labor law and union policies pertaining to sponsoring agency. 6.1.10 Seeks assistance from Regional Office staff or other staff for assistance in hiring when required. |
| | 6.2 Supports and cultivates diversity and inclusiveness in workforce. | 6.2.1 Recruits, develops, and retains a diverse, high-quality workforce reflective of the community or communities served. 6.2.2 Demonstrates a strong commitment to diversity principles. 6.2.3 Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the organization's goals. |
| | 6.3 Fosters a culture of respect, continuous improvement, and | 6.3.1 Promotes efforts aimed at improving current processes through a team approach that fosters continuous improvement and innovation. |
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| | development. | <p>6.3.2 Delivers feedback in a timely and supportive manner with the employee leaving with clear expectations.</p> <p>6.3.3 Promotes and identifies opportunities for ongoing career growth and development of staff.</p> <p>6.3.4 Displays integrity and honesty through the promotion of mutual trust and respect.</p> <p>6.3.5 Demonstrates and fosters high ethical standards.</p> <p>6.3.6 Encourages others to express their ideas and opinions.</p> <p>6.3.7 Treats others fairly and ethically, with appropriate attitudes and knowledge of participants living in poverty.</p> |
| | 6.4 Demonstrates conflict management strategies. | <p>6.4.1 Proactively anticipates, manages, and addresses disagreements between staff.</p> <p>6.4.2 Manages and constructively addresses disagreements between staff and participants and/or between participants.</p> <p>6.4.3 Takes appropriate action to address other conflicts among staff according to WIC program and sponsoring agency policies.</p> |
| 7. Technology and Data System Management | 7.1 Manages WIC computer technology. | <p>7.1.1 Uses WIC MIS for program data entry and retrieval according to policy.</p> <p>7.1.2 Ensures all staff receiving training on and understand the data management system.</p> <p>7.1.3 Ensures that WIC staff demonstrate working knowledge, competency, and ability to troubleshoot hardware and software issues.</p> <p>7.1.4 Works with sponsoring agency to ensure IT support.</p> <p>7.1.5 Effectively use computers and software to complete job tasks.</p> <p>7.1.6 Ensures staff have access to and know how to use computers and software.</p> |

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