



## Competencies for Family Medicine Department Chairs

*Last Revision Date: June 24, 2015*

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

### **Published as an Appendix in:**

Mallon, William T. and Grigsby, R. Kevin. *Leading: Top Skills, Attributes, and Behaviors Critical for Success. AAMC Successful Medical School Department Chair Series.* Washington, DC: Association of American Medical Colleges; 2016.

~~~~~

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.

### 1. Leadership

- 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

- 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

- 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

- 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