



# Leadership Development and Core Competencies

Preparing current employees for leadership roles and giving new employees the vision of their future are important. Few jails have formal leadership development programs linked to the skills, knowledges and abilities needed for success within the organization, and in the wider community.

Jump Start Your Jail's Leadership Development Program: Application of the Core Competencies

[http://www.cipp.org/uploads/3/7/5/7/37578255/cipp\\_jump\\_start\\_leadership\\_development\\_3\\_28\\_19.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/cipp_jump_start_leadership_development_3_28_19.pdf)  
includes:

- A description of the core competencies for jail leaders;
- Strategies to use the core competencies to develop or update a jail's leadership development program;
- Using the competencies for organizational development; Self-development ideas employing the core competencies;
- A self-assessment of the skills, knowledge and abilities of the core competencies; and
- Resources and bibliography.

Assessment of the agency's leadership development needs and a plan to achieve those can be folded into an employee *retention plan*.

The widely accepted *Core Competencies* for jail leaders inform all aspects of jail operations. Competencies are fully examined at [http://www.cipp.org/uploads/3/7/5/7/37578255/final\\_6.6.11bja-jails\\_mentoring-core\\_competencies.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/final_6.6.11bja-jails_mentoring-core_competencies.pdf)

Specifically these competencies are:

1. Critical Thinking [http://www.cipp.org/uploads/3/7/5/7/37578255/1\\_critical\\_thinking.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/1_critical_thinking.pdf)
2. Organizational Accountability  
[http://www.cipp.org/uploads/3/7/5/7/37578255/2\\_organizational\\_accountability.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/2_organizational_accountability.pdf)
3. Managing the External Environment  
[http://www.cipp.org/uploads/3/7/5/7/37578255/3\\_external\\_stakeholders.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/3_external_stakeholders.pdf)
4. Mentoring and Coaching  
[http://www.cipp.org/uploads/3/7/5/7/37578255/4\\_mentoring\\_and\\_coaching\\_others.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/4_mentoring_and_coaching_others.pdf)
5. Communicating Effectively  
[http://www.cipp.org/uploads/3/7/5/7/37578255/5\\_communicate\\_effectively.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/5_communicate_effectively.pdf)
6. Fiscal Management [http://www.cipp.org/uploads/3/7/5/7/37578255/6\\_fiscal\\_resourcesl.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/6_fiscal_resourcesl.pdf)

7. Organizational Culture  
[http://www.cipp.org/uploads/3/7/5/7/37578255/7\\_positive\\_organizational\\_culture.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/7_positive_organizational_culture.pdf)
8. Mission, Vision and Values  
[http://www.cipp.org/uploads/3/7/5/7/37578255/8\\_vision\\_organization\\_mission.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/8_vision_organization_mission.pdf)
9. Strategic Planning [http://www.cipp.org/uploads/3/7/5/7/37578255/9\\_strategic\\_planning.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/9_strategic_planning.pdf)
10. Self-Awareness and Professional Commitment  
[http://www.cipp.org/uploads/3/7/5/7/37578255/10\\_self-awareness\\_professional\\_commitment.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/10_self-awareness_professional_commitment.pdf)
11. Establish Authority Rules and Regulations  
[http://www.cipp.org/uploads/3/7/5/7/37578255/11\\_establish\\_authority.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/11_establish_authority.pdf)
12. Jail's Role in the Criminal Justice System  
[http://www.cipp.org/uploads/3/7/5/7/37578255/12\\_jails\\_role\\_in\\_cj\\_system.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/12_jails_role_in_cj_system.pdf)
13. Decision Making [http://www.cipp.org/uploads/3/7/5/7/37578255/13\\_sound\\_decisions\\_no\\_ads.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/13_sound_decisions_no_ads.pdf)
14. Managing Change [http://www.cipp.org/uploads/3/7/5/7/37578255/14\\_change\\_no\\_ads.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/14_change_no_ads.pdf)
15. Manage Labor Relations  
[http://www.cipp.org/uploads/3/7/5/7/37578255/15\\_manage\\_labor\\_relations.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/15_manage_labor_relations.pdf)
16. Power and Influence  
[http://www.cipp.org/uploads/3/7/5/7/37578255/16\\_manage\\_power\\_and\\_influence.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/16_manage_power_and_influence.pdf)
17. Time Management [http://www.cipp.org/uploads/3/7/5/7/37578255/17\\_time\\_management.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/17_time_management.pdf)
18. Human Resources [http://www.cipp.org/uploads/3/7/5/7/37578255/18\\_human\\_resources.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/18_human_resources.pdf)
19. Inmate and Facility Management  
[http://www.cipp.org/uploads/3/7/5/7/37578255/19\\_inmate\\_facility\\_management.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/19_inmate_facility_management.pdf)
20. Physical Plant [http://www.cipp.org/uploads/3/7/5/7/37578255/20\\_physical\\_plant\\_management.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/20_physical_plant_management.pdf)
21. Reduce Jail-Related Liability Risks [http://www.cipp.org/uploads/3/7/5/7/37578255/21\\_reduce\\_jail-rel...\[3525\].pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/21_reduce_jail-rel...[3525].pdf)
22. Managing Emerging Technology  
[http://www.cipp.org/uploads/3/7/5/7/37578255/22\\_managing\\_emerging\\_technology.pdf](http://www.cipp.org/uploads/3/7/5/7/37578255/22_managing_emerging_technology.pdf)

Each of these articles examining the specific core competency includes resources and references.