

Jump Start Your Jail's Leadership Development

Application of the Jail Leadership Core Competencies

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Growing Your Jail's Next Leaders

"Growing other leaders from the ranks isn't just the duty of the leader, it's an obligation."

Warren Bennis

What skills, knowledge and abilities do individuals need to possess to be an effective jail leader? How can organizations grow their next leaders?

Leadership development remains a priority for the profession. Members of the Baby Boomer generation are retiring each day, and specific initiatives to prepare the next leaders lag behind the needs.

Need for Leadership Development

A recent survey of jail leaders revealed that 96% of respondents had a high or medium priority need for leadership development in their jails.

Leadership development doesn't happen in the boss's office or in a closed conference room. The initiative needs to have vision, be shared, and enlist supporters through the community. Jail leadership is a public safety issue. To be successful, the initiative must have transparency and inclusion.

What's Here?

This toolkit is intended to provide the foundational information needed by jails to jump start or refine leadership development programs. Providing

foundational ideas means that jail leaders will need to invest time in their exploration of ideas presented here.

This toolkit 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.

The competencies define the specific skills, knowledge and abilities needed by jail leaders. Articles, published in *American Jails*, expand on each of the competencies and provide information to use to activate a leadership program, including resources and a suggested leadership library. For a personal leadership development assessment, a checklist is provided for a self-rating. Using this information can inform the reader's own leadership needs and plot the journey.

Who can use this toolkit?

- Jail leaders, emerging leaders, mid-managers, supervisors, including jail training personnel.
- Human Resources professionals.
- Criminal Justice Educators.
- Local and state criminal justice policy and decision-makers.
- Elected officials.
- Community and businesses.

- Public safety colleagues outside corrections/jails.

Benefits to those using this toolkit include, but are not limited to:

- Identify objective information to hire, promote, and develop jail professionals.
- Provide opportunities for professional and personal growth.
- Inform decision-makers, funders, the community and business regarding the skills, knowledges and abilities needed to lead jails.
- Identify platforms for collaboration with other public agencies needing to develop the next generation of leaders.
- Establish cost effective strategies to develop leaders.
- Give an evidence-base to human resources' functions – update/develop job descriptions, promotional processes, and training.

Development of the Twenty-Two Core Competencies

The core competencies were developed in a collaborative, national effort, funded by the U. S. Dept. of Justice, Bureau of Justice Assistance. The full report is available 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)

The core competencies were developed by jail leaders from all regions of the United States, all sizes of jails, and representing different organizational structures (e.g. sheriff, county, regional, tribal).

The word “jail” does not often appear in the core competencies. The team developing the competencies was clear that leadership is much broader than “jail.” The coalition assumed that someone preparing for jail leadership is competent in the “nuts and bolts” of operations. This is why collaboration with other organizations and public safety agencies is possible using the core competencies.

Starting in August 2015, *American Jails*, the publication of the American Jail Association (<https://www.americanjail.org>), included in each of the bi-monthly magazine, an exploration of each of the core

competencies, which included a “leader’s library” to provide further suggestions for organizational and personal development.

The articles are achieved at <http://www.cipp.org/core-competencies.html> and on the AJA website at <https://www.americanjail.org/content.asp?contentid=228>

The core competencies are the foundation for current national and regional jail leadership programs, including the National Jail Leadership Command Academy (<http://nationaljailacademy.org>), the Jail Executive Development Program, the Southwest Florida Jail Leadership Initiative, the California Jail Command Academy, the Virginia Association of Regional Jails Leadership Initiative, and the New Jersey Correctional Leadership Series. (See <https://www.americanjail.org/jli> for more information). Other states, and regions are also exploring leadership program based on the core competencies.

While it is unlikely that all 22 competencies can be addressed in any single leadership program, collaborations among participants have identified the top priorities for those organizations.



Overview - The Twenty-Two Core Competencies for Jail Leaders

The jail leaders developing the competencies did not prioritize them, and this is an alphabetical list with the link to the article about each. **Appendix A** includes the specific skills, knowledge and abilities for each of the competencies.

#	Core Competency/Link to Articles
1	Critical Thinking: anticipate, analyze and resolve organizational challenges and conflicts http://www.cipp.org/uploads/3/7/5/7/37578255/1_critical_thinking.pdf
2	Assure organizational accountability http://www.cipp.org/uploads/3/7/5/7/37578255/2_organizational_accountability.pdf
3	Build and maintain positive relationships with external stakeholders http://www.cipp.org/uploads/3/7/5/7/37578255/3_external_stakeholders.pdf
4	Build and maintain teamwork; mentor and coach others http://www.cipp.org/uploads/3/7/5/7/37578255/4_mentoring_and_coaching_others.pdf
5	Communicate effectively, internally and externally 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
7	Develop and maintain a positive organizational culture that promotes respect for diverse staff http://www.cipp.org/uploads/3/7/5/7/37578255/7_positive_organizational_culture.pdf
8	Develop and sustain organizational vision/mission http://www.cipp.org/uploads/3/7/5/7/37578255/8_vision_organization_mission.pdf
9	Engage in Strategic Planning http://www.cipp.org/uploads/3/7/5/7/37578255/9_strategic_planning.pdf
10	Enhance self-awareness; maintain proactive professional commitment http://www.cipp.org/uploads/3/7/5/7/37578255/10_self-awareness_professional_commitment.pdf
11	Establish organizational authority, roles, and responsibilities http://www.cipp.org/uploads/3/7/5/7/37578255/11_establish_authority.pdf
12	Leverage the role of the jail in the criminal justice system http://www.cipp.org/uploads/3/7/5/7/37578255/12_jails_role_in_cj_system.pdf
13	Make sound decisions http://www.cipp.org/uploads/3/7/5/7/37578255/13_sound_decisions_no_ads.pdf
14	Manage Change http://www.cipp.org/uploads/3/7/5/7/37578255/14_change_no_ads.pdf
15	Manage employee and labor relations http://www.cipp.org/uploads/3/7/5/7/37578255/15_manage_labor_relations.pdf
16	Manage power and influence http://www.cipp.org/uploads/3/7/5/7/37578255/16_manage_power_and_influence.pdf
17	Manage time http://www.cipp.org/uploads/3/7/5/7/37578255/17_time_management.pdf
18	Obtain and manage human resources http://www.cipp.org/uploads/3/7/5/7/37578255/18_human_resources.pdf
19	Oversee inmate and facility management http://www.cipp.org/uploads/3/7/5/7/37578255/19_inmate_facility_management.pdf
20	Oversee physical plant management http://www.cipp.org/uploads/3/7/5/7/37578255/20_physical_plant_management.pdf
21	Reduce jail-related liabilities http://www.cipp.org/uploads/3/7/5/7/37578255/21_reduce_jail-rel...[3525].pdf
22	Understand and manage emerging technology http://www.cipp.org/uploads/3/7/5/7/37578255/22_managing_emerging_technology.pdf

Now What? Using the Core Competencies for Organizational Development

How can a jail use the core competencies to improve the **ORGANIZATION and jump start jail leadership initiatives?** The jail's leadership team should review all the competencies, assess their organization's alignment and set priorities. Without extraordinary resources, no jail is likely to credibly implement a totally comprehensive system. Progress requires the shared commitment of human resources and fiscal staff. You'll find a discussion of many these suggestions in an article on core competencies.

*As the Chinese proverb tells us:
"A journey of a thousand
miles begins with a single step."*

1. Begin a leadership development initiative.

Document the need for a formalized, proactive leadership development program in your jail. What's the data – how many are retiring? What is the immediate future of retirements in your jail? Are supervisors and mid-managers being prepared for leadership roles? How are leaders currently being prepared? How can this data be used to support/justify the costs of a leadership development program?

What are leadership in your community – for example, in local law enforcement or other criminal justice and public service agencies? Chances are if the jail is

struggling with leadership development, so are brother/sister agencies. Reach out, build coalitions, share information, develop collaborative programs.

A jail cannot be an effective partner with others in leadership development initiatives if it has not defined for itself what it needs, and can professionally articulate those needs.

Assure that the internal culture is assessed, identified, and addressed as such a new initiative begins. Who are the helpers, who are the detractors, and how can an internal coalition be built and maintained?

Use the personal leadership inventory to assess the status of skills, knowledge and abilities among emerging jail leaders.

What Data Can Help?

Relevant basic information jails should maintain include:

- Accurate annual attrition data by rank;
- Anticipated retirements;
- Effectiveness and timeliness of the promotional process;
- Current leadership initiatives;
- Why employees are leaving;
- Skill sets of emerging leaders;
- Needs/initiatives of local public safety agencies;
- Resources available at local colleges and universities; and
- Interest of staff in promoting.

2. Adopt and practice a genuine commitment to the next generation of leaders.

Is there a clear commitment to the next generation of leaders in your jail? Damage from “pretending” there is a commitment measured against actions may be a substantial gap. Do the jail’s leaders walk the talk? How can a commitment, even with limited resources, be initiated?

Create/revise/update the jail’s mission, vision and values statements based on core competencies that includes a commitment to staff development. Align practices with mission, vision, values and core competencies.

Seek to abandon the notion that “if it ain’t broke, don’t even look at it” – infuse the organization with the freedom to challenge how things are done and focus on continuous improvement.

When was the jail’s mission, vision or value statements last updated? Does this document provide the foundation for how to grow the next generation of leaders?

Actions may include:

- Conduct on-going assessment of staff-readiness for promotions to leadership positions;
- Hold leadership seminars based on needs and interests, and include as many staff who are interested.
- Find mentors for emerging leaders.
- Affirm the position that all employees are leaders regardless of rank.

- Involve, communicate and communicate leadership vision

What else?

- Align training to the core competencies.
- Align training to mission, vision and values.
- Involve the local community and stakeholders.
- Outreach to the neighbors the jail serves, let the citizens get to know the jail’s leaders (formal and informal).

3. Assess the Organizational Structure and the People

Build on a credible foundation. When was the last time the jail’s organizational structure was objectively evaluated? Are the right people in the right jobs?

Is the organization top-heavy, decentralized, responsive, well-performing? Are supervisors of high quality and worthy of being role models? Is the real accountability in the agency? Seek through leadership development to perpetuate or replicate an organization that is high functioning, well respected, and seen as an ethical organization.ⁱ

4. Core Competencies Guide Daily Operations

Consider assuring the core competencies are incorporated into daily operations through internal education, achieving buy-in, identifying priorities, and developing and implementing action plans. If the jail is not able to take on a leadership development program, start by smaller initiatives. Review operations through the lens of the core competencies. Is the jail up-to-date on accepted or emerging practices?

5. Develop assessment centers and/or job simulations for emerging leaders based on the core competencies to identify their strengths and weaknesses. Act on results.

Traditional assessment centers used for promotion, if solidly linked to bona fide job duties and core competencies, are invaluable to growing future leaders. Mini-assessment centers, or job-simulation activities, can be used to give both the organization a benchmark on what the next generation needs, and highlight what individuals might want to improve. Start with assessment of a few competencies and build on success. Ask emerging leaders to: prepare next year's budget (or part of the budget); assess the jail's chain-of-command and develop recommendations; and/or implement accountability-based management in your jail.

Appendix B contains an instrument that individuals can use to assess their own progress with acquiring the skills, knowledge and abilities of the 22 core competencies. Using this same

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instrument to look more widely at employees can be a mini-assessment center – and can inform and prioritize training needs.

Time to Objectively Critique All Training

- Are training strategies designed to address the different learning styles such as:
- Are adult learning concepts built in to the system?
- Are the learning styles of the different generations built in. Do millennials rely more technology in their learning?
- Is your training in touch with the actual job being done?
- Do the instructors come from the staff doing the work? If professional trainers what are the implications on your culture?

6. Critically examine current training and employee development programs.

What training is provided to employees, when, by whom, and is the training directly linked to required job duties. Do training dollars have a positive return for the jail? Have training strategies been updated to address for the needs of Millennials and Generation Zs? Are instructors trained and competent? Does your jail have an FTO/CTO program, formalized in policy/procedures? How does the requirements of that program line up with the core competencies?ⁱⁱ

Critically review existing leadership development initiatives – internal/external, that is intended to prepare the next leaders. Make a list. What is available and what is used? How

many people have attended various programs. What is their feedback? How has the participation of staff in various programs provided concrete improvements based on their experiences? Is there a mentorship or shadowing program? How do new supervisors, mid-managers and leaders learn to LEAD?

Consider the needs that can be revealed if employees self-assess their leadership needs, for example, by using a tool like Appendix B.

7. Establish a mentorship program (Resources available at: <http://www.cipp.org/jail-mentoring-program.html>)

Mentorship programs are helpful for the mentor and the mentee. These are informal programs, but require a level of oversight to organize, observe, assess, and modify as needed.

The organization can focus on mentoring for different organizational levels (for example, for executive, for first line supervisors) and for job duties – always including the civilian staff.

8. Human Resources Fusion

The Human Resources personnel who are to serve the jail require education, alignment, nudging, and involvement to jump start jail leadership. Among the collaborations are:ⁱⁱⁱ

- a. Improve promotional processes. Revise assessment centers for selection of mid-manger/leader incorporating the core competencies. Revise job interview questions and accepted responses based on core

competencies. Develop study materials based on core competencies.

- b. Link promotional opportunities for mid-managers and leaders to the core competencies. Can those who wish to be promoted demonstrate their proficiency? Are promotional materials linked to the core competencies? Communicate, concretely what it takes to become proficient and advance in the organization.
- c. Revise performance appraisals with benchmarks anchored in the core competencies. Performance appraisals should be more than *whether people show up to work on time and have neat uniforms. As job descriptions are updated, also update and align performance appraisals to the core competencies.*
- d. Assess job announcements/recruitments/solicitations for all levels of positions in the organization. Many jails now note a preference in hiring and promotion for leadership level positions for Certified Jail Managers (CJMs). Revise materials to include the skills, knowledge and abilities of the critical core competencies? Another opportunity to involve staff from human resources.
- e. Update/revise job descriptions for first line, mid-managers and leadership positions. The core competencies provide information that can be used to update the job descriptions for leaders. Whether used for internal promotional processes or to recruit outside the organization, there are clear skills, knowledge and abilities needed.

9. External stakeholders.

Share information about the professional expectations of jail leaders with funders, community leaders, stakeholders and other public agencies in your jurisdiction.

We know that about half the adults in the US have a loved one who has been or is incarcerated. There is a constituency who sees the need for well-run, safe jails. Educate the funders, community leaders, citizens about what your jail needs – especially in terms of the next leaders.^{iv}

10. Seek collaborations; co-develop leadership initiatives. Review leadership opportunities in your county, region, state or near-by states.

There are public and private sector agencies experiencing the same leadership crisis as the jail. Find them, invite them in, find the common threads, develop action plans. There are only a small number of the core competencies that speak to the specifics of jail operations. Most competencies are focused on leadership – regardless of the organization. Capitalize on this. Identify who can provide what resources. Who are the business leaders in the community and can they commit to improving the jurisdiction through leadership initiatives? Collaborate on Distance and eLearning platforms.

While it may seem that technical colleges, colleges and universities know what is needed in the jail for leadership – they most likely do not. Involve them, learn from them, they will learn from you and be a more effective partner.

11. Role model and encourage reading the competency articles among shifts, work groups, or staff meetings. Create a leadership lending library – hard copy or electronic.

If the leadership doesn't think this topic is important, neither will anyone else. Ask staff to take the lead in book group discussions. Find ways to introduce the competencies and the vision of the agency for the next leaders.

Establish the jail's place as a learning environment – setting expectations for increasing professional and leadership capabilities using the competencies.

Develop shift briefings/roll call trainings. Share information there. Create the expectation that all employees are leaders.

12. Hold agency sponsored seminars, inviting other public safety organizations and jails.

Take the jail to a new level and host events, seminars, learning opportunities for employees, local governments workers, and peers. Find hot topics, invite experts to be involved. Establish a positive presence in the community.

13. Work to establish an environment and internal culture where people are excited about coming to work.

Identify what is important to staff. Conduct "stay interviews." Fix what you can. Find ways to increase opportunities and job satisfaction. Learn about the newest generations in the work place.

Provide for job rotation and opportunities where permitted by work rules.

14. Encourage/pay for professional certification programs

Examine ways to reward staff for leadership initiatives – whether seeking a CJM, Certified Public Manager, or attending the state jail conference – increase the employees’ exposure to other ways of doing things and other ways of thinking.

15. Establish an educational incentive program collaborating with local institutions of higher education and technical skills.

Identify resources to encourage attending programs, in person or on-line. May be more pay doesn’t fit in the budget, but opportunities for promotions, or different job assignments do. Reevaluate options.

Conclusion – For the Organization

These are just a few ideas about how core competencies can be used to advance the jail’s leadership development initiatives. There are undoubtedly more and networking with peers will result in more ideas.

Using the Core Competencies for Personal Development

Self-improvement is up to you. You set your personal priorities. As Thomas Edison observed – ***whether you think you can or think you can't, you're right.*** It's all in the attitude.

One way for you to get insight into your abilities is to use Appendix B. This is a checklist that allows you to honestly assess your own leadership skills. If you choose to use this tool – plot your path based on your results.

1. Read the articles, assemble a personal library. Expand your base of knowledge about leadership.

Time is important to all, and how you allocate your time is your prerogative. Include in your week a commitment to read one book, one article, or network with peers outside your jail. See the Resources and Bibliography included in this tool kit. If you don't make your goal, keep trying. Sign-up for the many of the news aggregators which bring information to your inbox.

2. Honestly assess your skills, knowledge and abilities with each core competency.

Be honest with yourself. No one else needs to know what you identify as your strengths or weaknesses. Figure out what the top three or five things are you need to do. Maybe you don't aspire for a promotion in this job, and you can focus on your personal satisfaction in your job and improving those you work with. It may take a few months, or years, but

mentor who can help you with looking at yourself, giving ideas, and providing encouragement.

Identify professional certifications and, as appropriate, obtain those certifications.

See Appendix B.

3. Bloom where you are planted.

Assess how to improve operations, resource management, etc. which are under your control and develop and work a plan.

You may be frustrated because you don't see your jail's leadership moving forward, supporting employees, or being transparent. After you've tried to change the status quo – consider an altered agenda – focus on the people, process and things you can control.

4. Find a mentor, inside or outside the organization.

Having a person to be a listener, a guider, a corrector, and a cheerleader makes all the difference. Find someone who will be honest with you and mirror back with you are saying. Find someone who is willing, approachable, honest, credible, transparent, visionary, and committed to your success.

5. Mentor someone.

Reach out and offer your knowledge to someone else. Do it because they are willing to hear you, and because you will be better because of the experience. It is NOT what's in it for you, but your satisfaction in watching someone else grow.

6. Reach out to peers in other agencies (not just jails) to increase your perspective and knowledge.

Network. Often, we only know what we know – and having other ideas is invaluable. Maybe they won't work in your jail, but they will give your perspective. Find others on list serves and blogs what inspire to move you toward leadership learning.

7. Join community groups, attend public meetings, learn about stakeholders.

The boss should not be the only one expected to interact with the community, attend public hearings, defend the jail's budget, or keep the neighborhoods up to date on the jail. Join in. Learn why it is that the animal shelter's budget will be approved and the jail's will be cut. Find out how powerful a community organization can be in shaping public policy. Invite people to the jail for tours, start a citizen's advisory board or a citizen academy.

8. Attend professional conferences.

Even if you sometimes have to use your own resources, commit to improving by networking and expanding you.

9. Share what you know.

Write an article, develop curriculum, volunteer to present at conferences – stretch yourself. See above, find a mentor to help you.

Conclusion – For You

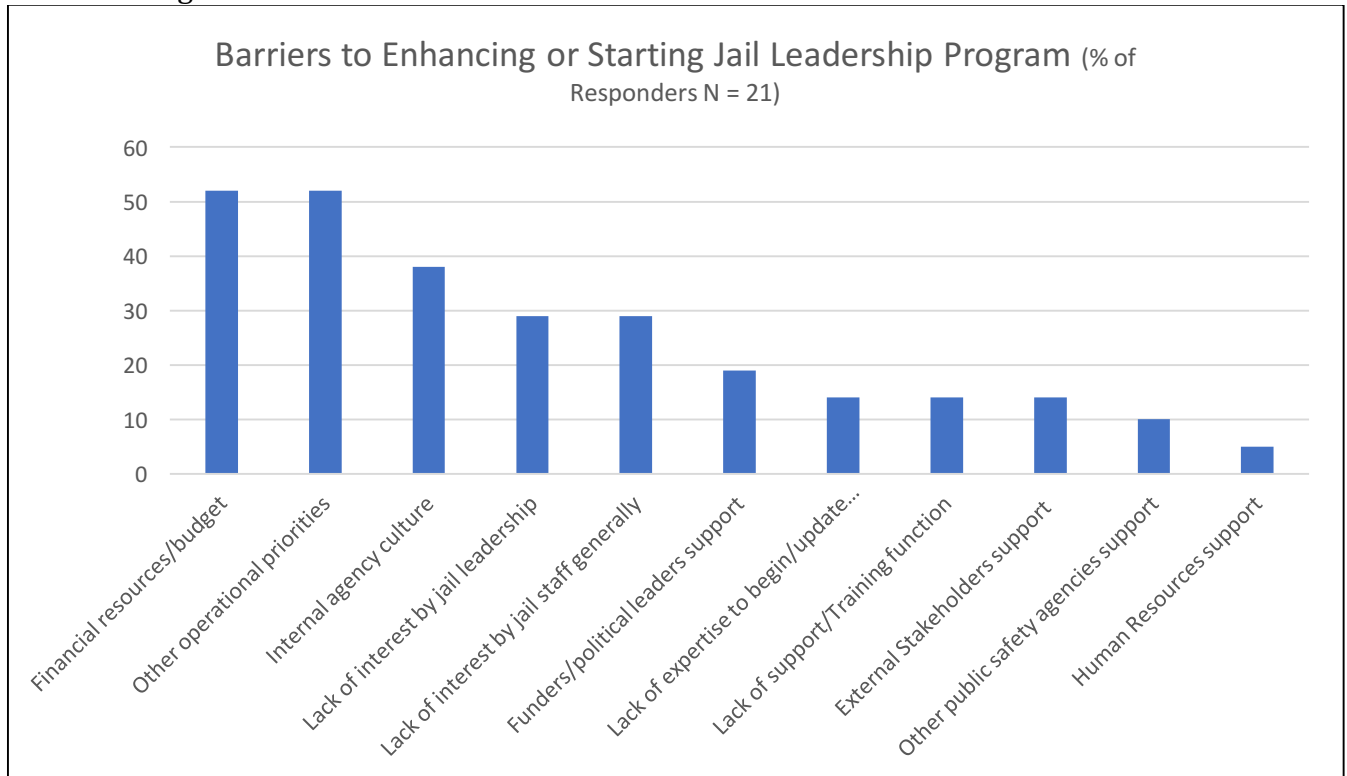
There are many more ideas, or combination of ideas to enable your personal growth and development. For more ideas go to:

http://www.cipp.org/uploads/3/7/5/7/37578255/10_self-awareness_professional_commitment.pdf

What's Next? Overcoming Obstacles and Strategies for Implementation

Leadership development is not self-initiating. It takes an individual, a committed group, and coalition of workers to identify this priority and then start working.

To provide additional information, a survey of twenty-two jail administrators asked them to identify the barriers to beginning or enhancing their leadership program, noting as many of the potential barriers as relevant.



Additional concerns included:

- Insuring generational relevance – exciting both the newest generations, and getting buy-in of older workers
- Verbal commitment from leaders; but no actual follow-through; empty promises
- Lack of staff and technology support
- Overcoming “fear” among older leaders that the “kids” will take their jobs

- Trust of leadership
- Overcoming history of inaction
- Time
- Getting staff motivated with reasons to “buy-in”

Start conversations about what is needed, and how it can happen. Find people who are passionate about this. Recruit those who may not be as motivated, but will be the end-users (the Millennials and Generation Zs). Find community supporters. Involve other public organizations. Enlist the help of the local community college and/or university.

Establish a task force. Assign leadership. Share the work. Review the core competencies. Determine the priorities for your jail. Establish deadlines. Hold each other accountable. Don't let barriers stop progress, find ways around.

There are many formats of action plans and the essential ingredients are:

- Specific actions will occur in clear, objective, measurable statements.
- Who will carry out these actions; identify others who need to be involved.
- By when will the actions take place.
- What resources will be needed to carry out the change.
- How will the process be transparent and communicated?
- Periodic monitoring reports to leadership and management with updates to the plan as necessary.
- Determination of whether the plan resulted in the desired outcome, why or why not.

SMART MODEL

In developing ACTION PLANS, consider:

S – Specific – is the wording precise and unambiguous?

M – Measurable – How will achievements be measured?

A – Action-oriented -Is an action verb used to describe expected accomplishments?

R – Realistic – Is the outcome achievable with given available resources?

T – Time-sensitive – What is the time frame?

FEMA, Retrieved from
<https://www.fema.gov/national-incident-management-system>

Appendix A - Summary of Knowledge, Skills and Abilities

Core Competencies for Jail Leaders

Core Competency 1:

Critical Thinking: anticipate, analyze and resolve organizational challenges and conflicts

Description: Use critical thinking skills, evidence-based practices, and information analysis to inform decision-making and address organizational problems; proactively identify pending crises or opportunities.

Rationale: Jail leaders must be able to not only chart their organization's future course, but also to navigate the present. Dealing with current organizational challenges must be predicated on a sound knowledge of the past and a clear vision of the future, including strategies for preventing organizational conflicts.

Requires knowledge of:

- Elements of critical thinking
- Organization's vision, mission and values
- Existing and potential organizational conflicts
- Organization's internal culture

Requires skills to:

- Accurately identifying jail's emerging organizational conflicts
- Gather information to analyze the conflicts
- Anticipate potential challenges and conflicts
- Effectively overcoming challenges and resolving conflicts
- Understand and managing the agency's internal culture
- Mentoring subordinates to engage in critical thinking and organizational self-analysis

Requires abilities to:

- Think critically to identify challenges and conflicts
- Maintain the confidence of the employees
- Instill a positive attitude within the organization
- Have the courage to lead change
- Be guided by my ethical moral compass
- Think logically and creatively
- Be proactive
- Involve internal stakeholders in problem-solving
- Be patient and persistent
- Avoid procrastination in addressing controversial issues

Core Competency 2:

Assure organizational accountability

Description: Direct the process for collecting ongoing feedback and assessing long-term outcomes; model self-accountability through words and actions.

Rationale: Jail leaders are ultimately accountability to the public, the inmate. This includes identifying, collecting, analyzing, and disseminating the data and information needed to assure accountability in a transparent method that provides a "report card" for stakeholders.

Requires knowledge of:

- Organizational mission, vision, and values
- Relevant data and information (e.g., jail operations, budget, staffing, inmate population, etc.)
- Evaluation and accountability strategies
- What key indicators stakeholders need to know to form an accurate assessment (i.e., the jail's "report card")

Requires skills to:

- Determining how to measure achievement of the organizational vision/mission
- Identifying and collecting relevant data and information in usable format
- Establishing a plan that will yield desired information
- Analyzing and disseminating relevant data and information
- Getting formal and informal feedback through a variety of approaches
- Articulating outcome measures to staff and stakeholders
- Using evidence-based outcomes to guide decision-making and resource allocation
- Implementing changes as indicated by outcome results to ensure accountability, (both individually and organizationally)

Requires abilities to:

- Identify outcome measures
- Operationalize outcome measures
- Analyze
- Evaluate impartially
- Be consistent
- Be a good role model
- Analyze and prioritize
- Be honest and forthright

**Core Competency 3:
Build and maintain positive relationships with
external stakeholders**

Description: Develop reciprocally beneficial external partnerships to achieve shared goals.

Rationale: Since jails are impacted by other criminal justice agencies, local and state policy-makers, and community organizations, they cannot operate effectively without developing working relationships with such groups. Establishing linkages with these stakeholders not only assists with accomplishing the jail's mission, but also with managing related external forces over which jails have no direct control. Identifying and building such relationships is a two-way process for the mutual benefit of everyone involved.

Requires knowledge of:

- Stakeholders and their organizational missions as well as personal agendas
- How external partnerships can productively assist in accomplishing the jail's mission
- Positive advocacy techniques

Requires skills in:

- Identifying and nurturing relevant stakeholders
- Overcoming existing conflicts, and avoiding potential conflicts
- Understanding politics and stakeholder relationships
- Listening to the viewpoints and concerns of partners
- Identifying indicators of a successful partnership
- Collaborating with others
- Creating an MOA (memorandum of agreement)
- Repairing unproductive or ineffective partnerships
- Terminating unsuccessful partnerships
- Convincing others of the jail's needs
- Advocating for the jail's mission

Requires the abilities to:

- Appreciate stakeholders' mission
- See the "big picture" beyond organizational boundaries
- Demonstrate political awareness
- Assess external relationships
- Analyze
- Be objective
- Develop trust

- Be persuasive

**Core Competency 4:
Build and maintain teamwork; mentor and
coach others**

Description: Work with staff to strengthen the team and members of it; lead by example; go beyond the expected to assure the success of all involved.

Rationale: Creating and nurturing a successful team takes thoughtful planning, time, energy, and ongoing attention. This includes building and maintaining teamwork through both formal and informal strategies, such as mentoring, role modeling, and other approaches to uniting the talents of a diversified workforce. Great teams are not accidental, but rather, are the product of great proactive leadership.

Requires knowledge of:

- Team-building processes
- Qualities of an effective team
- Workforce characteristics (e.g., gender, age, race, special skills, etc.)
- The values of diversity
- The stress associated with growth (dynamic tension)

Requires skills in:

- Analyze team members' strengths and weaknesses
- Role model and mentor subordinates
- Inspire and motivate subordinates
- Correct subordinates' behaviors which are out of line with mission/vision
- Understand needs (and utility) of a diverse workforce
- Help yourself and others learn from their mistakes
- Use adversity advantageously to contribute to your personal growth
- Establish programs and processes to improve teamwork and improve team's knowledge, skills, and abilities

Requires abilities to:

- Be approachable to all employees and to inmates
- Help others succeed
- Communicate effectively
- Be a role model
- Know your own strengths and weaknesses
- Analyze people and situations
- Be flexible

**Core Competency 5:
Communicate effectively, internally and externally**

Description: Engage in written and oral communication that is clear, unambiguous, transparent, and consistent with the organizational vision, mission, and values.

Rationale: This competency is a fundamental component of each of the other twenty-one competencies. It includes effectively using all available means of communication (e.g., oral, written, electronic) to manage people, make decisions, and collect and disseminate information in a way that is appropriate, unambiguous, and mutually beneficial.

Requires knowledge of:

- What form of communication is most appropriate for the circumstances
- How communication can improve (or detract from) decision-making and organizational internal culture
- The power of communication and absence of communication
The mechanics of professional oral and written communication

Requires skills to:

- Analyze situations accurately
- Know your audience
- Establish effective two-way communications with employees, inmates, external stakeholders
- Possess and demonstrate effective interpersonal communication (both verbal and nonverbal)
- Use professional language and etiquette in emails, text messages, memorandum, and on the telephone
- Write in a clear, concise manner
- Critique reports, policies, etc. to help assure subordinates communicate effectively
- Role model effective written and oral communication, body language
- Stimulate two-way dialogue

Requires abilities to:

- Write and orally communicate professionally
- Lead by example
- Be flexible in personal communications styles
- Encourage and use constructive feedback with subordinates
- Analyze the impact and effectiveness of my personal communications

- Listen without interrupting or judging
- Demonstrate impartiality in personal communication

**Core Competency 6:
Fiscal Management Comprehend, obtain and manage fiscal resources**

Description: Understand the larger financial picture, as well as obtain the fiscal resources needed to achieve organizational goals, allocating resources in a manner that supports the organizational vision, mission, and values.

Rationale: Not only must jail leaders comprehend specifics of the budgeting process, but they must also be able to assure that the jail has sufficient financial resources to fulfill its mission by obtaining stakeholder support. This includes not only assessing what resources are needed, but also managing them in a cost-effective manner by effectively prioritizing, eliminating waste and duplication, identifying alternatives to supplement the budget, and making reductions as necessary.

Requires knowledge of:

- Revenue sources and how to influence them
- The budgetary process and related fiscal procedures
- Current and projected fiscal needs of the organization

Requires skills to:

- Deal with the local funding authority
- Issue and monitor contracts
- Obtain non-traditional funding (e.g., grants)
- Interpret the administrative regulations governing fiscal matters
- Develop and justify the organizational budget
- Monitor and amend the organizational budget
- Using fiscal tools (e.g., electronic spreadsheets, accounting techniques, financial statements)
- Long-range planning
- Identify factors that will impact future budgets
- Distinguish between “needs” and “wants”

Requires abilities to:

- Interact with and influence “holders of the purse-strings”
- Analyze
- Be creative
- Be persuasive
- Interpret fiscal data
- Objectively project fiscal needs
- Think critically

**Core Competency 7:
Develop and maintain a positive
organizational culture that promotes respect
for diverse staff**

Description: Asses the agency's internal culture, assure that it is aligned with the mission, vision, and values; work to change culture as necessary; support culture that moves toward identified organizational goals.

Rationale: Managing a diverse workforce, (and inmate population), requires considerable effort to create "one out of many." This includes identifying, developing, and maintaining an organizational culture that values diversity, embraces change, promotes a positive approach, and is consistent with the organization's vision, mission, and values.

Requires knowledge of:

- The components of an organization's internal culture
- The jail's current internal organizational culture
- How to change organizational culture

Require skills to:

- Assess the jail's current organizational culture(s)
- Mentor subordinates and peers regarding elements of internal culture
- Help subordinates and peers understand their roles of their contributions to the internal jail culture
- Determine the elements of internal culture that are in conflict with the jail's mission, vision and values
- Recognize the attributes contribute to the jail's positive organizational culture
- Identify any gaps between the desired and the jail's current internal culture
- Understand diverse interests and motivations of jail staff
- Encourage staff to set aside differences and unite in pursuit of common goals
- Promote teamwork
- Identify benchmarks to assess impact of culture initiatives
- Reinforce, operationalize, and keep organization aligned with the agency's vision, mission, and values

Requires abilities to:

- Analyze internal culture accurately
- Maintain objectivity in assessing culture

- Maintain tenacity in addressing how changes, if needed, are pursued
- Be respectful of the views of others, even if they disagree with you
- Demonstrate courage in facing culture challenges
- Be a role model

**Core Competency 8:
Develop and sustain organizational
vision/mission**

Description: Establish a long-range purpose for the organization and provide overall direction and guidance for achieving its mission and measuring success.

Rationale: This competency establishes the basis for pursuing all others. It clarifies the essence of the organization's existence by creating, implementing and maintaining the jail's vision and mission through participatory consensus-building with staff and stakeholders.

Requires knowledge of:

- Techniques for developing and updating a vision/mission statement
- How to operationalize a vision/mission statement and create measures of success
- Productive use of feedback
- Strategic planning

Requires skills to:

- Collaboration and teamwork
- Consensus-building
- Forecasting
- Action planning
- Following through
- Identifying appropriate benchmarks
- Implementing change
- Listening
- Making modifications as needed
- Anticipating potential obstacles
- Keeping the vision alive
- Reinforcing the vision

Requires ability to:

- Be visionary
- See different points of view
- Maintain a passion for the vision
- See the "big picture"
- Be courageous
- Keep organized and on track
- Evaluate
- Be patient and persistent
- Obtain constructive feedback
- Be flexible

- Be well-organized
- Maintain a passion for the vision

Core Competency 9: Engage in Strategic Planning

Description: Proactively analyze emerging trends, anticipate organizational needs, and develop strategies for meeting them.

Rationale: Effective leadership, management, and accountability requires short and long-range planning and adjusting operations. This includes maintaining a comprehensive foundation of information, collecting and analyzing relevant data, and working with community stakeholders.

Requires knowledge of:

- National, state, and local trends that may impact the jail and the local justice system.
- The resources which provide data, information, and trends that may impact the jail and the justice system.
- The relationship between the long-range trends and the jail's budget.
- The strategic planning process.

Requires skills to:

- Lead efforts in long-range planning.
- Forecast future trends.
- Synthesizing numerous and diverse sources of information to benefit short and long range planning.
- Applying information and data from other jails and outside disciplines to one's own agency.
- Mentor peers and subordinates regarding their roles in strategic planning.
- Collaborating with external stakeholders.
- Gaining consensus, internally and externally, for the jail's strategic plan.
- Make necessary adjustments to the plan based on feedback and environmental changes.

Requires ability to:

- See the "big picture" of data, trends, initiatives, and policies beyond the jail.
- Analyze emerging trends in the public and private sector.
- Read voraciously; encourage subordinates to do the same.
- Analyze, translate, and apply complex information to the jail's future.
- Visualize the jail's future.
- Assure operations align with the strategic plan.
- Recognize the plan's potential impact on stakeholders and seek partnerships.

- Think critically about the jail and the local justice system.

Core Competency 10: Enhance self-awareness; maintain proactive professional commitment

Description: Identify personal strengths and weaknesses; make use of professional resources (e.g., technical assistance, research reports, professional organizations, peer reviews, networking, etc.).

Rationale: Before anyone can effectively lead others, he or she must have sufficient insight into their own strengths and weaknesses, especially in terms of how they potentially impact their staff. Leaders must be willing to take an objective and in-depth look at themselves and be willing to change.

Requires knowledge of:

- Theories of human behavior; organizational dynamics
- One's own strengths and weaknesses
- How to engage in personal professional development

Requires skills to:

- Obtain and use objective feedback about my leadership from peers and subordinates
- Engage in introspection and self-insight; knowing thyself
- Be able to see yourself and your actions from the perspective of others
- Build on personal strengths and address weaknesses
- Assess personal biases
- Maintain personal integrity
- Actively engage in self-improvement
- Keep current with changes in the field
- Network with peers, stakeholders, community

Requires abilities to:

- Be insightful about personal strengths and weaknesses
- Analyze personal behavior
- Personally change; commit to grow
- Avoid being defensive
- Participate in activities that enhance self-awareness
- Have the courage to admit being wrong
- Adhere to values
- Maintain humility

Core Competency 11: Establish organizational authority, roles, and responsibilities

Description: *Assure that duties and responsibilities are properly distributed throughout the organization, along with the authority necessary to fulfill them, in order to promote smooth, efficient functioning within legal parameters.*

Rationale: *Jails do not run themselves. While the leader's job does not extend to day-to-day operational management, it is the leader's responsibility to develop an overall organizational structure that ensures effective functioning, complies with relevant laws, establishes clear lines of authority and accountability, and ultimately, promotes fulfillment of the jail's vision and mission.*

Requires knowledge of:

- Characteristics of an effectively functioning organization
- Local, state, and federal laws and court decisions
- Organizational concepts (e.g., authority, delegation, chain of command, span of control, etc.)

Requires skills to:

- Assess organizational needs and priorities based on the jail's vision/mission
- Develop and implement a table of organization
- Determine the knowledge, skills, and abilities needed for the jail's posts/positions
- Identify accountability and performance measures for employees
- Use the strengths of peers and subordinates to enhance jail operations
- Implement laws, court decisions, and legal mandates
- Apply organizational concepts to jail administration
- Mentor peers and subordinates to fulfill their organizational responsibilities
- Develop benchmarks to assess effective organizational strategies

Requires abilities to:

- Be visionary
- Provide feedback to encourage positive changes in the behaviors of peers and subordinates
- Analyze the needs of the jail
- Understand people
- Operationalize plans
- Maintain professionalism

- Interpret laws and court cases
- Translate theory into practice

Core Competency 12: Leverage the role of the jail in the criminal justice system

Description: *Maintain outcome-focused interaction with other components of the justice system to identify and resolve problems and advance the vision/mission of the jail.*

Rationale: *Because jails are so profoundly affected by operations of other agencies throughout the criminal justice system, they cannot afford to engage in autonomous policy development or decision-making. Yet all too often, local jails operate as an island, trying to independently solve system-created problems. Local jail leaders need to take the initiative to establish system-wide collaboration. This calls for understanding the interdependent relationships between components of the justice system and developing working relationships that minimize the negative impact of other agencies' actions while maximizing creative synergy among them.*

Requires knowledge of:

- The local, state, and federal justice systems, community attitudes, and public perceptions
- Local jail stakeholders
- Effective partnerships/collaborations to benefit the jail
- How the jail impacts, and is impacted by, other components of the local, state and federal justice systems

Requires skills to:

- Gather relevant information
- Analyze interrelationships of policy, law and case law developments
- Take the "pulse" of the community
- Analyze how system-wide interactions reciprocally affect the jail
- Educate peers and subordinates in their roles to develop, participate and nurture partnerships
- Develop and maintain productive, collegial working relationships across disciplines and with relevant community organizations
- Create a supportive community network to support jail and justice system operations
- Negotiate and build consensus with relevant stakeholders
- Collect and use evidence-based data and information

Requires abilities to:

- View the justice system and related agencies from a comprehensive, community-wide perspective
- Work collaboratively; be a good partner
- Understand the local, state and federal political environment
- Be flexible and compromise
- Remain tenacious in pursuing justice initiatives
- Think critically and analytically
- Know when to ask for help

**Core Competency 13:
Make Sound Decisions**

Description: Establish a decision-making style that is firm, fair, data-driven and consistent, aligned with the organization's mission/vision/values; appreciate the impact of decisions on those in and outside of the organization.

Rationale: Jail leaders are responsible for the decisions they make, as well as for the decisions made by their subordinates. This includes making decisions in a manner that ensures organizational accountability, as well as consistency with policies, procedures, and effective leadership practices. It likewise means making decisions within legal guidelines, in concert with the jail's vision/mission, and in accord with positive trends in jail management.

Requires knowledge of:

- Organizational vision/ mission, policy, procedure, and accountability measures;
- Laws and legal guidelines, accreditation standards, relevant state standards; administrative regulations
- Decision-making theories and techniques

Requires skills to:

- Assure that decisions are transparent and made within the parameters of the jail's policies and procedures
- Use decisions to reinforce accountability, provide positive examples, and complement the vision/mission
- Assure that decisions are made legally, in a manner that reinforces relevant operating and administrative standards
- Recognize when to use various decision-making techniques (e.g., consultation, delegation, unilateral, etc.)
- Gather sufficient information to make an informed decision

- Proactively anticipate reactions to and impact of decisions
- Justify potentially unpopular decisions

Requires abilities to:

- Think logically
- Appreciate the effect of decisions on others
- Analyze complex material
- Select the appropriate decision-making technique for the situation
- Appreciate the effect of decisions
- Be empathetic
- Be a good role model

**Core Competency 14:
Manage change**

Description: Progressively implement change through strategies that encompass relevant stakeholders.

Rationale: Because change is so discomforting, it is often feared and resisted. Effectively implementing change, therefore, includes awareness of how change impacts organizational and human dynamics, including understanding the change process itself, as well as how to implement change in a manner designed to ensure sustainability.

Requires knowledge of:

- Indicators that change may be needed
- What stakeholders will be affected by the change
- Techniques for implementing and evaluating the change process

Requires skills to:

- Process information from various sources
- Assess current operations
- Obtain valid feedback
- Develop and analyze alternatives
- Think analytically
- Anticipate reactions
- Generate momentum for the change; selling the idea
- Build support; get "buy-in" from those who will be most affected
- Encourage people to relinquish old habits
- Select the most appropriate strategy for the situation
- Assure that the change is sustained over time
- Analyze effects and objectively evaluating outcomes

Requires abilities to:

- Proactively anticipate the need for change

- Make appropriate conclusions from a wide array of information
- Analyze information
- Demonstrate empathy
- Build teams
- Generate consensus
- Listen
- Maintain energetic passion
- Be tenacious
- Use feedback to make modifications
- Persevere

Core Competency 15: Manage employee and labor relations

Description: Work collaboratively with unions/employee organizations and effectively manage collective bargaining agreements.

Rationale: Clear communication, well-defined regulations, and consistent application of rules are integral to good management in any work environment, and with collective bargaining agreements, they are even more essential. Even if a jail does not have a unionized workforce, managing employee issues, grievances, and concerns is a critical competency of the leader. These efforts include understanding the collective bargaining process, related laws, and the implementation of bargaining agreements in order to promote effective personnel management and positive labor/management relationships.

Requires knowledge of:

- Laws governing labor relations, administrative regulations, and the jail's collective bargaining agreements
- Collective bargaining process, and strategies to address workforce issues
- Issues and concerns of the jail's workforce and the characteristics of a healthy workplace
- Local political environment relative to the jail's workforce

Requires skills to:

- Interpret and understand legal documents, rules governing human resource management
- Analyze the impact of bargaining agreements, and/or other workforce agreements
- Negotiating with employees, and/or their representatives regarding employees' issues and concerns
- Collaborate to identify common-ground
- Build supportive coalitions with the workforce
- Use effective interpersonal communications

- to identify workplace issues
- Engage in effective strategies to avoid confrontation
- Mentor peers and subordinates regarding their role in maintaining a healthy workplace
- Understand the local political environment

Requires abilities to:

- Assess the motives and communications of others
- Open and maintain lines of communication during stressful times
- Understand long-term implications of workforce issues, employee grievances, needs of workforce
- Be firm, fair, and consistent
- Remain diplomatic
- Demonstrate patience
- Keep connected to the local political environment

Core Competency 16: Manage power and influence

Description: Understand the organization's history and political climate; use the political process (internal/external and official/unofficial) to accomplish goals; understand the impact of your use of power on the organization and the community.

Rationale: While a certain degree of power accompanies the position of jail leader, the ability to use it effectively and in a responsible manner is a personal attribute. It is especially important that jail leaders understand both the limits and the widespread impact of their power and influence on internal operations as well as external stakeholders.

Requires knowledge of:

- The nature of power and influence, and the legacy of how misuse of power has affected an organization
- The agendas of those with external power and influence (e.g., policy-makers, politicians, community leaders, unions, and others who impact jail management and operations)
- How I use personal power in this job

Requires skills to:

- Identify your formal/ informal sources of power
- Recognize how power can be used to support the jail's vision/mission
- Use power with external stakeholders and the community

- Recognize what mistakes were made regarding the use of power in the past and avoid repeating them
- Understand why the use of unilateral position-based power is often resented and counterproductive
- Network; keep abreast of the current political climate (without becoming consumed by it)
- Use effective interpersonal communications, especially non-evaluative listening
- Mentor peers and subordinates in their use of power
- Understand and influence various agendas of other power brokers who impact the jail

Requires abilities to:

- Be comfortable with using power and influence
- Weigh alternatives for using power
- Learn from past mistakes
- Avoid over-reliance on unilateral power
- Be perceptive and accessible
- Listen and communicate in a non-confrontational manner
- Respect power without being intimidated by it
- Be confident and persuasive

Core Competency 17:

Manage time

Description: Set an agenda that includes realistic deadlines, defines priorities, and addresses critical issues promptly.

Rationale: Because so many issues are competing for the jail leader's attention, it is essential to establish priorities in order to avoid becoming consumed by the job, and to allow the personal time needed to decompress. This includes setting and meeting deadlines, delegating when appropriate, and avoiding the temptation to try to "do it all" at once.

Requires knowledge of:

- Tools and techniques for efficient time management
- Internal and external priorities
- The importance of a balanced lifestyle and how to achieve it

Requires skills to:

- Recognizing time management weaknesses (e.g., procrastinating)
- Remaining focused and on-task
- Delegating appropriately and inspiring others
- Multi-tasking

- Employing technology to enhance efficiency
- Understanding the priorities of one's supervisor as well as influential stakeholders
- Determining a timetable for achieving organizational goals
- Establishing priorities
- Setting and meeting deadlines
- Self-awareness; realizing when you're stretched too thin
- Developing positive, healthy coping techniques
- Proactively reducing sources of stress in the work environment
- Assuring time for yourself and your family

Requires abilities to:

- Be honest with yourself
- Avoid distractions
- Feel comfortable delegating
- Prioritize
- Maintain time sensitivity
- Analyze
- Think strategically
- Balance conflicting priorities
- Balance one's personal and professional life
- Avoid burnout
- Make time for yourself
- Be aware of creating stress for others
- Serve as a role model

Core Competency 18:

Obtain and manage human resources

Description: Obtain the human resources needed to achieve organizational goals, allocating them in a manner that aligns with the approved budget, supports the jail's vision, mission, and values; assess employee strengths/weaknesses; properly delegate authority.

Rationale: Since a majority of the operating budget of most jails are expenditures on staff salaries and benefits, recruiting, retaining, and developing competent personnel are significant priorities. Doing so requires insights concerning human resource issues, both nationally and locally. Moreover, assuring a sufficient quantity and quality of well-trained and highly motivated staff is fundamental to safe and secure jail management, administration, and operations.

Requires knowledge of:

- The jail's staffing needs based on objective analysis, and relationship to the approved budget
- Local, regional, and state

- employment/economic conditions
- Laws, administrative regulations, bargaining agreements, and policies related to human resources (e.g., ADA, FMLA, etc.)
- Processes to evaluate employee performance, and retention strategies to retain the jail's workforce

Requires skills to:

- Effectively collaborate with the human resources functions (controlled by the jail or not)
- Understand staffing analysis, mandated posts, related staffing responsibilities, and associated training needs
- Assess human resources processes (e.g. hiring process, length of time of hiring process, screening) and the impact on hiring and retention
- Determine the impact of employment markets on the jail's ability to recruit and retain staff
- Collect and analyze the jail's employee data (e.g. gender, race, ethnicity, generation); develop action plans as necessary
- Advocate for positions and staff salaries/benefits, as needed, with the funding authority
- Align the organization's decision-making related to human resources with relevant regulations and laws
- Convey expectations and assess employee performance using valid job requirements
- Align staffing with the budget, including use of overtime
- Hold employees accountable, and use remedial plans for inadequately-performing staff

Requires abilities to:

- Objectively analyze and prioritize staffing needs
- Maintain a commitment to staff training, and succession planning
- See the "big picture" in terms of the jail's position as an employer of choice in the community
- Make fair selection, retention, disciplinary, and other human resource decisions on the basis of applicable legal rules and regulations
- Match performance measures with job requirements
- Uphold ethical standards (on and off the job)

Core Competency 19:

Oversee inmate and facility management

Description: Assure that inmates are receiving proper care, custody, and control according to professional and Constitutional standards, as well as appropriate treatment programming.

Rationale: This competency relates to the core mission of local jails. Everything else—from fiscal considerations to use of power, decision-making, team-building, liability concerns, accountability measures, etc.—essentially supports this endeavor. As such, it not only embraces the laws, court cases, policies/procedures, research findings, and industry standards guiding jail operations, but also the good faith of jail leaders to move the field forward in progressive directions based on evidence-based practices.

Requires knowledge of:

- Relevant state and federal laws, court orders, case law, accreditation and health care standards, fire codes, and other policies and procedures governing facility management
- How to translate legal/administrative regulations into operational practices
- Evidence-based practices for jails
- Inmate treatment and community reintegration needs, along with relevant response strategies

Requires skills to:

- Synthesize information from a wide variety of sources
- Keep current with relevant legal and administrative regulations
- Engage in timely review and revision of policies and procedures
- Establish accountability measures for operational functions
- Assure that staff are educated regarding legal/administrative requirements
- Mentor peers and subordinates in their roles
- Establish evidence-based treatment programs to meet inmate needs
- Acquire resources and develop external partnerships to meet inmate needs
- Oversee successful inmate transition back to the community
- Maintain relationships with community stakeholders and treatment providers

Requires abilities to:

- Read, interpret, and analyze legal documents
- Ensure organizational accountability

- Translate complex concepts into operational procedures
- Recognize the jail's role in reducing recidivism
- Research and implement effective treatment programs
- Demonstrate concern about inmate needs and transitional capabilities

Core Competency 20:
Oversee physical plant management

Description: Assure that the physical plant is in proper condition to assure the safety of inmates, employees, and the public.

Rationale: As the overall facility administrator, it is the jail leader's job to assure that the physical plant is in proper operating condition, to determine when it is necessary to obtain assistance for repairs or preventive maintenance, to plan ahead for projected structural needs, and to ensure that the physical plant will be viable for the anticipated life of the building.

Requires knowledge of:

- Structural features of jail facilities (e.g., schematics, utility maps, life safety systems)
- Emergency/evacuation plans in response to a fire, riot, or natural disaster (e.g., hurricane, tornado, earthquake, flood, etc.)

Requires skills to:

- Interpret blue prints, maintenance plans, etc.
- Conducting physical plant inspections
- Establishing preventive maintenance plans
- Overseeing capital planning when new construction is needed
- Assuring that necessary repairs are made in a timely manner
- Assessing facility capabilities in relation to inmate needs
- Holding staff accountable
- Collaborating with supportive public safety partners
- Assessing the adequacy of emergency plans and facility preparedness
- Writing policies governing the jail's response to emergency conditions

Requires abilities to:

- Evaluate integrity and sustainability of the jail's physical features and infrastructure
- Delegate as necessary to maintenance staff
- Gather information from staff and inmates
- Be proactive
- Establish mutual aid partnerships
- Analyze information

- Be decisive
- Establish an organizational culture where safety is the top priority

Core Competency 21:
Reduce jail-related liabilities

Description: Oversee risk management initiatives to reduce agency vulnerability and assure compliance with state/national standards, laws, and case law.

Rationale: Jails are guided by Constitutional mandates and case law, and thus, can be a focus for litigation for liability lawsuits and civil rights claims. Litigation is costly and time consuming, but can be reduced with well-designed policies, training, accountability, and diligent operational oversight. This includes understanding current case law and industry standards, training staff accordingly, and assuring that operations align with organizational policies and procedures.

Requires knowledge of:

- Case law, relevant legislation, court orders, and state/ national standards, evidence-based jail practices
- Strategies for reduce risk and the techniques to proactively limit liability

Requires skills to:

- Understand how legal/administrative standards apply to jail operations
- Assess whether jail policies and procedures comply with mandates; (if not, taking corrective action)
- Produce clear, concise policies that reflect current legal standards, especially in high-liability areas (e.g., use of force); train staff
- Know national litigative trends to determine what can be adopted for the jail
- Identify areas of the jail's legal vulnerability(is)
- Engage employees to identify how liability could be reduced
- Develop a process for documenting and following-up personnel actions related to risk reduction
- Encourage staff and inmates to communicate openly with administrators
- Assure a valid inmate grievance process is in place and that the data informs operational decisions
- Mentor peers and subordinates in their role in risk assessment and corrections
- Respond appropriately and in a timely manner to inmate complaints

Requires abilities to:

- Analyze legal documents
- Assess if employee training improves operations
- Translate legal concepts into operational practices
- Conceptualize the options to reduce risk
- Anticipate the outcome of emerging trends
- Think creatively
- Use proactive preparedness to reduce liability

Core Competency 22:**Understand and manage emerging technology**

Description: Remain aware of emerging technological innovations and their potential organizational applications.

Rationale: As part of their responsibility to visualize future organizational needs, leaders need to keep abreast of the rapidly changing array of jail-related technology and how it can be used to improve operations. Being an informed consumer of expensive technology is important to assure that funds are spent efficiently and cost-effectively. This includes identifying subject matter experts to evaluate, test, and assess new technology, as well as building a level of personal understanding of relevant hardware, software, and security devices to make knowledgeable procurement decisions.

Requires knowledge of:

- Basic computer skills used in the industry

- Laws pertaining to data sharing data systems currently in use by internal and external partners
- Jail-related technology (e.g., phone recording, video visitation, equipment for attorneys, door control systems, cameras, CED technology, telemedicine, inter-connectivity with other agencies, etc.)

Requires skills to:

- Developing basic computer expertise in hardware, software, and networks
- Interpreting legal restrictions
- Collaborating with partners to implement shared integrated data systems
- Researching the capabilities of technology
- Understanding strengths and weaknesses of products before purchase
- Developing strong, positive relationships with IT staff

Requires abilities to:

- Analyze and evaluate
- Adapt
- Establish partnerships
- Overcome impediments to data-sharing
- Pursue unfamiliar territory
- Visualize what you want to achieve
- Make systematic comparisons
- Distill complex information
- Trust others with greater subject matter expertise
- Maintain the capacity for continued personal growth

Appendix B

My Own Assessment - Read the skills, knowledge and abilities associated with each of the twenty-two core competencies. By placing a checkmark in the appropriate column, rate your competence on a 1 - 5 scale; 1 - no experience, 5 - an expert. At the end of each section - count the checkmarks and place that number in the appropriate "total" column. Transfer this information to the SUMMARY. **Be honest with yourself, or the ratings won't mean much in your leadership journey. NEXT DEVELOP YOUR LEADERSHIP STRATEGIES BASED ON YOUR RESULTS. SEEK TRAINING, COLLEGE COURSE WORK, MENTORS, ATTEND CONFERENCES, ASK FOR HELP.**

What's next? Use the information to plot your own leadership development path. Review the articles describing the core competency for more information and resources.

Definitions:

- *Knowledge ("know")*: A body of information needed to perform one's job—e.g., administrative practices, accounting principles, correctional law.
- *Skill ("do")*: A function acquired over time, with practice, until expertise is developed. Often involves the application of knowledge; e.g., report-writing, hostage negotiation, motor vehicle operation.
- *Ability ("innate")*: Inherent talent or aptitude—a person's "genetic tools"; e.g., IQ, empathy, patience.

My Ratings for Core Competencies

#	Competency	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
1	Anticipate, analyze and resolve organizational challenges and conflicts.					
2	Assure organizational accountability.					
3	Build and maintain positive relationships with external stakeholders.					
4	Build and maintain teamwork; mentor and coach others.					
5	Communicate effectively, internally and externally.					
6	Comprehend, obtain and manage fiscal resources.					
7	Develop and maintain a positive organizational culture that promotes respect for diverse staff.					
8	Develop and sustain organizational vision/mission.					
9	Engage in strategic planning.					
10	Enhance self-awareness; maintain proactive professional commitment.					
11	Establish organizational authority, roles, and responsibilities.					
12	Leverage the role of the jail in the criminal justice system.					
13	Make sound decisions.					
14	Manage change.					
15	Manage labor relations.					
16	Manage power and influence.					
17	Manage time.					

#	Competency	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
18	Obtain and manage human resources.					
19	Oversee inmate and facility management.					
20	Oversee physical plant management.					
21	Reduce jail-related liability risks.					
22	Understand and manage emerging technology.					
	Totals					

There are 20 elements of each core competency rating. Examine those for which you scored yourself lower than others.

Develop your own self-improvement plan.

Use the information in the articles about each core competency noted on page 5.

1	Critical Thinking: anticipate, analyze and resolve organizational challenges and conflicts.	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
Knowledge:						
Elements of critical thinking						
My jail's mission, vision and values						
Existing and potential organizational conflicts						
My jail's internal culture.						
Skills:						
Accurately identifying the jail's emerging organizational conflicts						
Gather information to analyze the conflicts						
Anticipate potential challenges and conflicts						
Effectively overcoming challenges and resolving conflicts						
Understand and manage the agency's internal culture						
Mentoring subordinates to engage in critical thinning and organizational self-analysis						
Abilities:						
Think critically to identify challenges and conflicts						
Maintain the confidence of employees						
Install a positive attitude within the organization						
Have the courage to lead change						
Be guided by my ethical moral compass						
Think logically and creatively						
Be proactive						
Involve internal stakeholders in problem-solving						
Be patient and persistent						
Avoid procrastination in addressing controversial issues.						
Total number of checkmarks in each column. Transfer the number to the summary page to add to your profile.						

2	Assure organizational accountability	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
Knowledge:						
My organization's mission, vision, and values						
Relevant data and information (e.g. jail operations, budget, staffing, inmate population, etc.) to assess the organization's performance						
Evaluation and accountability strategies and techniques						
Evidence-based practices for jail management						
Key indicators your stakeholders need to know to form an accurate assessment of the jail						
Skills:						
Understand what and how my bosses will hold me accountable						
Educate and achieve buy-in from employees for organizational accountability						
Determine how to measure performance against the organization's mission/vision and values						
Establish a strategy that will yield needed and accurate information						
Identify and oversee and/or collect relevant data and information						
Analyze and disseminate relevant information and data						
Articulate outcome measures to external stakeholders and funders						
Encourage and mentor subordinates to engage in critical self-analysis						
Use evidence-based outcomes to guide decision-making and resource allocation						
Abilities:						
Identify outcome measures						
Understand and analyze data						
Consistently apply data						
Role model use of data to inform decisions						
Hold subordinates accountable inspiring them to improve						
Prioritize activities based on data						
Total number of checkmarks in each column. Transfer the number to the summary page to add to your profile.						

3	Build and maintain positive relationships with external stakeholders	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
Knowledge:						
Stakeholders and their organizational missions						
How external partnerships can assist the jail with accomplishing mission/vision						
The local political environment (issues, people, processes).						
Advocacy techniques						
Skills:						
Identify and nurture relevant external stakeholders						
Overcome existing conflicts, and avoid potential conflicts with external stakeholders						
Understand local political and stakeholders' relationships						
Listen to the viewpoints and concerns of partners/stakeholders						
Identify indicators of a successful partnership						
Collaborate with the community						
Repair unproductive or ineffective partnerships; or terminate if necessary						
Inspire subordinates to work with partners/stakeholders						
Advocate for the jail's needs/mission.						
Abilities:						
Appreciate stakeholders' missions.						
See the "big picture" beyond the jail's needs						
Demonstrate political awareness						
Be a collaborative partner with others						
Analyze needs for partnerships						
Develop trust with community and stakeholders						
Be persuasive in public settings						
Total number of checkmarks in each column. Transfer the number to the summary page to add to your profile.						

4	Build and maintain teamwork; mentor and coach others	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
Knowledge:						
Team-building processes and strategies						
Qualities of an effective team						
Workforce characteristics (e.g. gender, age, race, special skills, etc.)						
The values of diversity						
The stress associated with growth and change						
Skills:						
Analyze team members' strengths and weaknesses						
Role model and mentor subordinates						
Inspire and motivate subordinates						
Correct subordinates' behaviors which are not consistent with agency mission/vision						
Understand needs of a diverse workforce						
Learn from your mistakes						
Use adversity advantageously to continue personal growth						
Establish programs and processes to improve teamwork and team's knowledge, skills and abilities						
Abilities:						
Be approachable						
Help others succeed						
Communicate effectively						
Be a role model						
Know your own strengths and weaknesses						
Analyze people and situations						
Be flexible.						
Total number of checkmarks in each column. Transfer the number to the summary page to add to your profile.						

5	Communicate effectively, internally and externally	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
Knowledge:						
What form of communication is most appropriate for different circumstances						
How communication can improve decision-making and organizational culture						
The power of communication; or the absence of communication						
The mechanics of professional oral and written communication						
Skills:						
Analyze situations accurately						
Know your audience						
Establish effective two-way communications						
Possess and demonstrate effective interpersonal communications (verbal and non-verbal).						
Use professional language and etiquette in emails, text messages, memoranda, and on the telephone						
Write in a clear and concise manner						
Critique reports, policies, etc. to help assure subordinates communicate effectively						
Role model effective write and oral communication, and body language.						
Simulate two-way dialogue						
Abilities:						
Professionals communicate in writing and orally						
Lead by example						
Be flexible in personal communication style						
Encourage and use constructive feedback with subordinates						
Analyze the impact and effectiveness of my personal communication						
Listen without interrupting						
Demonstrate impartiality in personal communications.						
Total number of checkmarks in each column. Transfer the number to the summary page to add to your profile.						



6	Comprehend, obtain and manage fiscal resources	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
Knowledge:						
Revenue sources and how to influence						
The budget processes, requirements, and related fiscal procedures						
Standard government accounting practices						
Cost/benefit analysis						
Skills:						
Collaborate effectively with others						
Assure effective contract management						
Obtain non-traditional funding (e.g. grants) to support jail operations						
Interpret the administrative regulations governing fiscal requirements						
Develop and justify the organization's budget						
Monitor and amend the organization's budget						
Use fiscal tools (e.g. spreadsheets, accounting tools, interpret fiscal statements/audits)						
Identify factors that will impact future budgets						
Distinguish between "needs" and "wants"						
Abilities:						
Hold subordinates accountable for funds budgeted to the jail						
Interact with and influence funders						
Appreciate/understand local budget and fiscal issues and the impact on the jail's budget						
Analyze budget needs						
Be creative in use of limited resources						
Be persuasive in advocating for the jail's fiscal needs.						
Interpret and analyze budget and fiscal data.						
Total number of checkmarks in each column. Transfer the number to the summary page to add to your profile.						

7	Develop and maintain a positive organizational culture that promotes respect for diverse staff	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
Knowledge:						
The elements that comprise an organization's internal culture						
The jail's current internal organizational culture						
How to change organizational culture						
Skills:						
Assess the jail's current organizational culture(s)						
Mentor subordinates and peers regarding elements of internal culture						
Help subordinates understand their roles and contributions to internal culture						
Determine the elements of internal culture that are in conflict with the jail's mission, vision and values						
Recognize the attributes that contribute to the jail's positive culture						
Identify gaps between the desired culture existing internal culture(s)						
Understand diverse interests and motivations of staff						
Encourage staff to set aside difference and unit in pursuit of common goals						
Identify benchmarks to assess impact of culture improvement initiatives						
Promote teamwork						
Reinforce, operationalize and align culture to mission, vision and values						
Abilities:						
Accurately analyze internal culture						
Maintain objectivity in assessing culture						
Maintain tenacity in addressing how changes to culture, if needed, are pursued						
Be respectful of the with you of others, even if they disagree with you						
Demonstrate courage in facing internal culture challenges						
Be a role model						
Total number of checkmarks in each column. Transfer the number to the summary page to add to your profile.						

8	Develop and sustain organizational vision/mission	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
Knowledge:						
Techniques/strategies to develop, maintain, and update vision/mission statements						
How to operationalize a vision/mission statement						
Involving external stakeholders in developing/updating the jail's mission/vision						
Skills:						
Collaborate with internal and external stakeholders						
Involve employees and stakeholders to update mission/vision						
Build internal consensus regarding the issues faced by the jail						
Identify emerging threats and opportunities to the jail's mission/vision						
Develop action plans to achieve mission/vision						
Follow through with subordinates, stakeholders						
Identify appropriate benchmarks to measure success						
Update mission/vision as necessary						
Mentor peers and subordinates regarding their role in operationalizing mission/vision.						
Reinforce the vision through your words and actions						
Abilities:						
Be a visionary, courageous leader						
See different points of view						
Maintain a passion for the vision						
See the "big picture"						
Be patient and persistent						
Seek constructive feedback						
Be flexible						
Total number of checkmarks in each column. Transfer the number to the summary page to add to your profile.						

9	Engage in strategic planning	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
Knowledge:						
National, state, and local trends that may impact the jail and the local justice system						
The resources which provide data, information, trends, and ideas for the jail and the justice system						
The relationship between the long-range trends and the jail's budget						
The strategic planning process						
Skills:						
Lead efforts in long-range planning						
Forecast future trends						
Synthesize numerous and diverse sources of information to benefit short and long range planning						
Use information and data from other jails and outside disciplines and apply to jail operations						
Mentor peers and subordinates regarding their roles in strategic planning						
Collaborate with external stakeholders						
Gain consensus, internally and externally, for the jail's strategic plan						
Make necessary adjustment to the plan based on feedback and changes in the environment						
Abilities:						
See the "big picture" of data, trends, initiatives, policies beyond the jail						
Analyze emerging trends in the public and private sector						
Read voraciously; encourage subordinates to do the same						
Analyze, translate, and apply complex information to the jail's future						
Visualize the jail's future						
Assure operations align with the strategic plan						
Recognize the plan's potential impact on stakeholders and seek partnerships						
Think critically about the jail and the local justice system.						
Total number of checkmarks in each column. Transfer the number to the summary page to add to your profile.						

10	Enhance self-awareness; maintain proactive professional commitment	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
Knowledge:						
Theories of human behavior; organizational dynamics						
One's own strengths and weaknesses						
How to engage in personal professional development						
Skills:						
Obtain and use objective feedback about my leadership from peers and subordinates						
Engage in introspection and self-insight; knowing thyself						
Be able to see yourself and your actions from the perspective of others						
Build on personal strengths and address weaknesses						
Assess personal biases						
Maintain personal integrity						
Activity engage in self-improvement						
Keep current with changes in the field						
Network with peers, stakeholder and the community						
Abilities:						
Be insightful about the impact of personal strengths and weaknesses						
Analyze personal behaviors						
Personally change; commit to grow						
Avoid being defensive						
Participate in activities that enhance self-awareness						
Have the courage to admit being wrong; errors						
Adhere to values						
Maintain humility						
Total number of checkmarks in each column. Transfer the number to the summary page to add to your profile.						

11	Establish organizational authority, roles, and responsibilities	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
Knowledge:						
Characteristics of an effectively functioning organization						
Local, state, and federal laws and court decisions						
Organizational concepts (e.g. authority, delegation, chain of command, span of control, etc.)						
Skills:						
Assess organizational needs and priorities based on the jail's vision/mission						
Develop and implement a table of organization						
Determine the skills, knowledge and abilities needed for the jail's posts/positions						
Identify accountability measures						
Use the strengths of peers and subordinates to enhance jail operations						
Implement laws, court decisions, and legal mandates						
Apply organizational concepts to jail administration						
Mentor peers and subordinates to fulfill their organizational responsibilities						
Establish a jail that functions efficiently and effectively						
Develop benchmarks to assess effective organizational strategies						
Abilities:						
Provide feedback to encourage positive changes in the behaviors of peers and subordinates						
Analyze the needs of the jail						
Understand people						
Operationalize plans						
Maintain professionalism						
Interpret laws and court cases						
Translate theory into practice						
Total number of checkmarks in each column. Transfer the number to the summary page to add to your profile.						

12	Leverage the role of the jail in the criminal justice system	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
Knowledge:						
The local, state, and federal justice systems, community attitudes, and public perceptions						
Local jail standards						
Effective partnerships/collaborations to benefit the jail						
How the jail impacts, and is impacted by, other components of the local, state and federal justice systems						
Skills:						
Gather relevant information						
Analyze interrelationships of policy, law and case law developments						
Take the "pulse" of the community						
Analyze how system-wide interactions reciprocally affect the jail						
Educate peers and subordinates in their roles to develop, participate and nurture partnerships						
Develop and maintain productive, collegial working relationships across disciplines and with relevant community organizations						
Create a supportive community network to promote jail and justice system operations						
Negotiate and build consensus with relevant stakeholders						
Collect and use evidence-based data and information						
Abilities:						
View the justice system and related agencies from a comprehensive, community-wide perspective						
Work collaboratively; be a good partner						
Understand the local, state, and federal political environment						
Be flexible and compromise						
Remain tenacious in pursuing justice initiatives						
Think critically and analytically						
Know when to ask for help						
Total number of checkmarks in each column. Transfer the number to the summary page to add to your profile.						

13	Make sound decisions	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
Knowledge:						
Organization's vision/mission, policies, procedures and accountability/performance measures						
Laws and legal guidelines, professional standards, case law, administrative regulations						
Critical jail priorities						
Theories and techniques guiding decision-making						
Skills:						
Assure decisions are transparent						
Align decisions with the parameters of the jail's policies and procedures						
Use decisions to reinforce accountability provide positive examples, and complement the vision/mission						
Assure that decisions are made legally, in a manner that reinforce relevant operational and administrative standards						
Recognize when to use various decision-making techniques (e.g. consultation, delegation, unilateral, etc.)						
Gather sufficient information to make an informed decision						
Mentor peers and subordinates in their roles in decision making						
Be proactive to anticipate reactions to, and impact of decisions						
Justice and community potentially unpopular decisions						
Abilities:						
Appreciate the effect of decisions on others, internally and externally to the organization						
Think logically						
Analyze complex material						
Select the appropriate decision-making technique for the situation						
Hold self accountable for decisions, good or bad						
Not postpone action on potentially unpopular decisions						
Be a role model in managing fall-out of decisions						
Total number of checkmarks in each column. Transfer the number to the summary page to add to your profile.						

14	Manage Change	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
Knowledge:						
Indicators that change may be needed						
What internal stakeholders need to be involved in change initiative(s)						
Techniques for planning for, implementing and evaluating the change process						
Skills:						
Process information from various sources to inform the need for change						
Assess current operations						
Mentor peers and subordinates as to their role in the change process						
Select the most appropriate strategy for the situation						
Involve employees and stakeholders in analysis, option identification, and strategy development for change						
Develop and analyze alternatives and options						
Involve community stakeholders and funding authority in the change process						
Generate momentum for the change; get "buy-in" and promote the change initiative(s)						
Assure that the change initiatives are incorporated into internal culture.						
Abilities:						
Proactively anticipate the need for change						
Communicate the change vision						
Demonstrate empathy during the change process						
Build teams that recognize change is part of a healthy organization						
Generate consensus						
Listen						
Be tenacious and persevere with change initiatives						
Use feedback to make modifications						
Total number of checkmarks in each column. Transfer the number to the summary page to add to your profile.						

15	Manage employee and labor relations	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
Knowledge:						
Laws governing labor relations, administrative regulations, and the jail's collective bargaining agreements						
Collective bargaining process, and strategies to address workforce concerns						
Characteristics/indicators of a healthy workplace						
Local political environment						
Skills:						
Interpret and understand legal document, rules governing human resource management						
Analyze the impact of bargaining agreements, and/or other workforce agreements						
Negotiating with employees, and/or their representatives regarding employees' issues and concerns						
Collaborate to identify common-ground						
Build supportive coalitions with the workforce						
Use effective interpersonal communications to identify and solve workforce issues						
Engage in effective strategies to avoid confrontation						
Mentor peers and subordinates regarding their role in maintaining a healthy workplace						
Understand the local political environment						
Abilities:						
Assess the motives and communication of others						
Open and maintain lines of communication during stressful times						
Understand long-term implications of workforce issues, employee grievances, needs of workforce						
Be firm, fair and consistent						
Remain diplomatic						
Demonstrate patience						
Keep connected to the local political environment						
Total number of checkmarks in each column. Transfer the number to the summary page to add to your profile.						



16	Manage Power and Influence	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
Knowledge:						
The nature of power and influence, and the legacy of how misuse of power has affected the organization						
The agendas of those with external power and influence (e.g. policy-makers, politicians, community leaders, unions, and others who impact jail management and operations)						
How I use personal power in this job						
Skills:						
Identify your formal/informal sources of power						
Recognize how power can be used to support the jail's vision/mission						
Use power with external stakeholders and the community						
Recognize what mistakes were made regarding the use of power in the past and avoid repeating them						
Understand why the use of unilateral position-based power is often resented and counterproductive						
Network: keep abreast of the current political climate (without being consumed by it)						
Use effective interpersonal communications, especially non-evaluative listening						
Mentor peers and subordinates in their use of power						
Understand and influence various agendas of other power brokers who impact the jail.						
Abilities:						
Be comfortable with using power and influence						
Weigh alternatives for using power						
Learn from past mistakes						
Avoid over-reliance on unilateral power						
Be perceptive and accessible						
Listen and communicate in a non-confrontational manner						
Respect power without being intimidated by it						
Be confident and persuasive						
Total number of checkmarks in each column. Transfer the number to the summary page to add to your profile.						

17	Manage time	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
Knowledge:						
Tools and techniques for time management						
Internal and external priorities of the jail						
My personal relationship with time (late, early, last minute decisions, meeting schedules and agenda)						
The importance of a balanced lifestyle and how to achieve it						
Skills:						
Acknowledge my time management weaknesses						
Delegate appropriately, and hold others accountable						
Engage in multi-tasking						
Employ technology to enhance efficiency						
Understand the priorities of one's boss						
Determine a timetable for achieving organizational goals, establish priorities, set and meet deadlines						
Develop positive, health coping techniques						
Proactively reduce sources of stress in the workplace						
Understand how I transfer my stress to peers and subordinates						
Assure time for yourself and your family						
Abilities:						
Be comfortable delegating						
Prioritize work for yourself and subordinates						
Maintain time sensitivity						
Balance one's personal and professional life; avoid burnout; make time for yourself						
Be aware of creating stress for others						
Serve as a role model						
Total number of checkmarks in each column. Transfer the number to the summary page to add to your profile.						

18	Obtain and manage human resources	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
Knowledge:						
The jail's staffing needs based on objective analysis, and relationship to the approved budget						
Local, regional, state employment/economic conditions						
Laws, administrative regulations, bargaining agreements, and policies related to human resources (e.g. ADA, FMLA, etc.)						
Process to evaluate employee performance, and retention strategies.						
Skills:						
Effectively collaborate with the human resources functions						
Understand staffing analysis mandated posts, related staffing responsibilities, and associated training needs						
Assess human resource processes (e.g. hiring process, length of time of hiring process, screening) and the impact on hiring and retention						
Determine the impact of employment markets on the jail's ability to recruit and retain staff						
Collect and analyze the jail's employee data						
Advocate for positions, staff salaries benefits, as needed, with the funding authority						
Align the organization's decision-making related to human resources with relevant regulations and laws						
Convey expectations and assess employee performance using valid job requirements						
Align staffing with the budget, including use of overtime						
Hold employees accountable, and use remedial plans for inadequately performing staff						
Abilities:						
Objectively analyze and priorities staffing needs						
Maintain a commitment to staff training, and succession planning						
See the "big picture" in terms of the jail's position as an employer of choice in the community						
Make fair selection, retention, disciplinary, and other human resource decisions on the basis of applicable legal rules and regulations						
Match performance measures with job requirements						
Uphold ethical standards (on and off the job)						
Total number of checkmarks in each column. Transfer the number to the summary page to add to your profile.						

19	Oversee inmate and facility management	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
Knowledge:						
Relevant state and federal laws, court orders, case law, accreditation and health care standards, fire codes, and other policies and procedures governing facility management						
How to translate legal/administrative regulations into operational practice						
Evidence-based practices for jails						
Inmate treatment and community reintegration needs, along with relevant response strategies						
Skills:						
Synthesize information from a wide variety of sources						
Keep current with relevant legal and administrative regulations						
Engage in timely review and revision of policies and procedures						
Establish accountability measures for operational functions						
Assure that staff are educated regarding legal/administrative requirements						
Mentor peers and subordinates in their roles in decision making						
Establish evidence-based treatment programs to meet inmate needs						
Acquire resources and develop external partnerships to meet inmate needs						
Oversee successful inmate transition back to the community						
Maintain relationships with community stakeholders and treatment providers						
Abilities:						
Read, interpret, and analyze legal documents						
Ensure organizational accountability						
Translate complex concepts into operational procedures						
Recognize the jail's role in reducing recidivism						
Research and implement effective treatment programs						
Demonstrate concern about inmate needs and transitional capabilities.						
Total number of checkmarks in each column. Transfer the number to the summary page to add to your profile.						

20	Oversee physical plant management	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
Knowledge:						
Structural features of the jail facility(ies) (e.g. schematics, utility maps, life safety systems)						
Capital budgeting processes						
Emergency/evacuation plans to respond to jail emergencies (e.g. hurricane, tornado, earthquake, flood, etc.)						
Skills:						
Interpret blueprints, maintained plans, etc.						
Conduct or oversee a physical plant assessment, and related budget requests						
Establish preventive maintenance plans						
Oversee capital planning when new construction and/or renovations are anticipated						
Assure that necessary facility repairs are identified and corrected in a timely manner						
Assess facility capabilities in relation to the inmate population and classification						
Hold staff accountable for facility's condition						
Collaborate with local government partners to identify and use potential shared resources						
Conduct critical incident reviews; prepare action plans if necessary to correct identified deficiencies						
Engage emergency managers and partners at the local, state and federal level						
Assure emergency plans and facility preparedness are current and trained						
Abilities:						
Evaluate integrity and sustainability of the jail's physical features and infrastructure						
Gather information from staff and inmates about facility conditions						
Be proactive to, if possible, prevent emergency repairs						
Establish mutual aid partnerships						
Analyze information that pose threats to jail safety and security						
Establish an organizational culture where safety is the top priority						
Total number of checkmarks in each column. Transfer the number to the summary page to add to your profile.						

21	Reduce jail-related liabilities	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
Knowledge:						
Case law, relevant legislation, court orders, and state/national standards, evidence-based jail practices						
Strategies to reduce risk and the techniques to proactively limit liability.						
Skills:						
Understand how legal/administrative standards apply to jail operations						
Assess whether jail policies and procedures comply with mandates						
Produce clear, concise policies that reflect current legal standards, especially in high-liability areas						
Know national litigative trends to determine what can be adopted for the jail						
Identify areas of the jail's legal vulnerabilities						
Engage employees to identify how liability could be reduced						
Develop a process for documenting and follow-up personnel actions related to risk reduction						
Encourage staff and inmates to communicate openly with administrators						
Assure a valid inmate grievance process is in place and that the data informs operational decisions						
Mentor peers and subordinates in their role in risk assessment and correction						
Respond appropriate and in a timely manner to inmate complaints						
Abilities:						
Analyze legal documents						
Assess if employee training improves operations						
Translate legal concepts into operational practice						
Conceptualize the options to reduce risk						
Anticipate the outcome of emerging trends						
Think creatively						
Use proactive preparedness to reduce liability						
Total number of checkmarks in each column. Transfer the number to the summary page to add to your profile.						

22	Understand and manage emerging technology	No experience	A little experience or exposure	Intermediate - average knowledge and application	Good experience/practical application	Extensive Experience/Expert
Knowledge:						
Basic computer-related skills						
Law pertaining to data sharing currently in use by internal and external partners						
Technology options that has the potential to improve jail operations (e.g. phone recording, video visitation, etc.)						
Skills:						
Use basic computer skills/hardware/software/networks						
Interpret legal restrictions regarding technology, data sharing, information release						
Collaborate with partners to implement integrated data systems						
Research the capabilities of technology, determine the costs of acquisition, resources needed for training staff, and on-going costs						
Evaluate the impact of technology on staffing and other costs of jail operations						
Understand strengths and weaknesses of products before purchase						
Mentor peers and subordinates to identify technological options and impact on operations						
Assess technology options against the jail's current and future budgets						
Develop positive relationships with IT staff						
Abilities:						
Analyze technology options						
Adapt jail operations to use technology						
Establish partnerships in the public and private sector to share costs of technology						
Overcome impediments to data sharing						
Map processes to assess technology's use and impact						
Distill complex information to make decisions						
Trust others with greater subject matter expertise						
Ask critical questions						
Total number of checkmarks in each column. Transfer the number to the summary page to add to your profile.						

Resources and Bibliography

(See also the Leader's Library within each of the Core Competencies articles)

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