

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:	Requires skills in:	Requires ability to:
Organizational vision/mission, policy, procedure, and accountability measures	Assuring that decisions are transparent and made within the parameters of the jail’s policies and procedures Using decisions to reinforce accountability, provide positive examples, and complement the vision/mission	Think logically Appreciate the effect of decisions on others
Laws and legal guidelines, accreditation standards, relevant state standards; administrative regulations	Assuring that decisions are made legally, in a manner that reinforces relevant operating and administrative standards	Think logically Analyze complex material
Decision-making theories and techniques	Recognizing when to use various decision-making techniques (e.g., consultation, delegation, unilateral, etc.) Gathering sufficient information to make an informed decision Proactively anticipating reactions to and impact of decisions Justifying potentially unpopular decisions	Select the appropriate decision-making technique for the situation Appreciate the effect of decisions Be empathetic Be a good role model