

**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:	Requires skills in:	Requires ability to:
The nature of the current organizational culture	Assessing the jail’s existing organizational culture Determining what challenges need to be addressed	Analyze objectively Use introspective insight
The components of a positive organizational culture	Recognizing what attributes contribute to an upbeat organizational culture Identifying any gaps between the ideal and the jail’s current culture	Use research findings Maintain objectivity
What is required to achieve a positive organizational culture	Understanding diverse interests and motivations of jail staff Recognizing the dynamics of change Encouraging staff to set aside differences and unite in pursuit of common goals Promoting teamwork Reinforcing, operationalizing, and keeping staff aligned with the agency’s vision, mission, and values	Maintain tenacity Be respectful Demonstrate courage Be a positive role model Unite people with disparate interests toward common goals