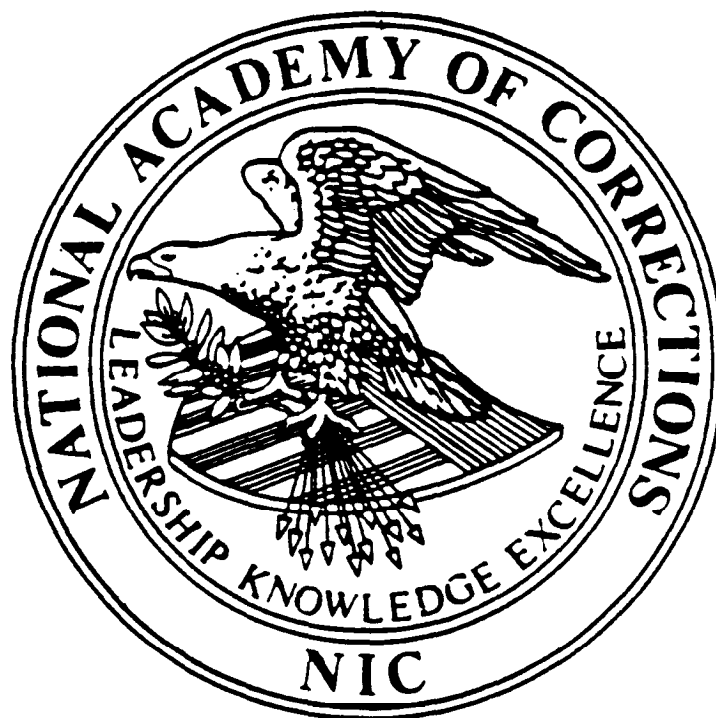

COMPETENCY PROFILE OF STATE DIRECTOR OF CORRECTIONAL EDUCATION

Sponsored by



U.S. DEPARTMENT OF JUSTICE
National Institute of Corrections

September 4 - 5, 1990

STATE DIRECTOR OF CORRECTIONAL EDUCATION

... provides primary leadership and coordination in agency education matters including budget, staff development, curriculum planning and implementation, and standards compliance in order to enhance offenders' ability to be more productive while incarcerated and to contribute to their successful reintegration into society.

Duties



A

Manage education program operations

A-1 Implement new programs	A-2 Monitor programs (i.e. program reports, on-site visits)	A-3 Conduct scheduled program reviews	A-4 Analyze student achievement data	A-5 Coordinate/administer library services
A-13 Administer/coordinate transition services (i.e. job placement, pre-release)	A-14 Facilitate change within the correctional educational program	A-15 Establish and maintain data collection systems		

B

Plan correctional education programs

B-1 Review needs assessment data	B-2 Review/update written policy statements (i.e. mandated programs)	B-3 Review state/federal legislative requirements	B-4 Review accreditation standards	B-5 Comply with court ordered mandates
B-13 Determine needed supplies, materials, equipment	B-14 Determine cost of proposed programs and funding options	B-15 Seek concurrence of program proposals from administration	B-16 Complete funding source application as appropriate	

C

Administer correctional education program budgets

C-1 Develop proposed budget with justification for state appropriated funds	C-2 Submit budget to appropriate state agencies for approval	C-3 Revise budget based on final appropriations law	C-4 Develop and submit budget based on federal allocations	C-5 Develop institutional budgets based on federal and state appropriations
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D

Manage central education office

D-1 Establish staff work plan	D-2 Coordinate program activities with other divisions	D-3 Develop and administer central correctional education office budget	D-4 Recruit and select staff	D-5 Conduct staff evaluations (i.e. follow-up, feedback, and discipline)
D-13 Provide relevant information to stake holders	D-14 Transmit and receive electronic data			



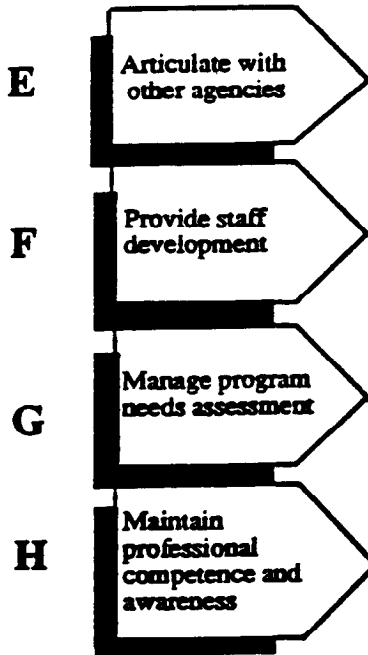
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Boulder, Colorado

Tasks ➔

A-6 Respond to audit reports	A-7 Develop/negotiate grants and contracts	A-8 Monitor/administer grants & contracts for compliance	A-9 Conduct scheduled meetings with central & institutional educational administrators	A-10 Monitor correctional education purchases	A-11 Promote and support equity in program opportunities (i.e. race/gender)	A-12 Coordinate operations with other programs (i.e. work, religion, volunteer, etc.)
B-6 Assure that programs meet equity requirements	B-7 Review/update program mission statements	B-8 Determine/propose programs to be offered	B-9 Determine appropriate delivery options	B-10 Update/plan curriculum as appropriate	B-11 Review and determine needed staff resources	B-12 Assure that appropriate program space is available
C-6 Monitor program expenditures	C-7 Revise program budgets as needed	C-8 Develop and submit final program expenditure reports	C-9 Identify, obtain, and allocate other revenues (i.e. pell grants, foundations)			
D-6 Maintain educational program records	D-7 Coordinate work/travel schedules	D-8 Initiate and respond to correspondence (i.e. offender grievances)	D-9 Initiate and respond to verbal communication (i.e. phone calls, appointments)	D-10 Approve requisitions of materials, supplies, and equipment	D-11 Plan and conduct staff meetings	D-12 Provide staff "perks"

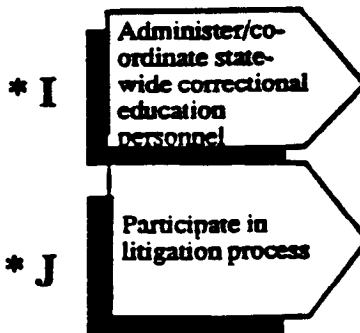
STATE DIRECTOR OF CORRECTIONAL EDUCATION

Duties



E-1 Collect and report data	E-2 Participate in statewide planning (i.e. vocational, adult education)	E-3 Participate on boards and councils	E-4 Manage inter-agency agreements	E-5 Respond to legislative initiatives
F-1 Propose and establish policy and procedures	F-2 Establish program objectives	F-3 Facilitate needs assessment	F-4 Obtain administrative support for training	F-5 Identify and obtain financial resources
G-1 Collect and analyze data on future employment trends	G-2 Review offender demographics	G-3 Survey offender educational interests	G-4 Coordinate programs with prison industries	G-5 Coordinate with other correctional programs (i.e. sex offender, mental health)
H-1 Seek and participate in professional development activities	H-2 Read professional publications	H-3 Maintain and encourage membership in professional organizations	H-4 Support and participate in research	

This competency profile reflects a comprehensive listing of the educational duties and tasks of a state director of correctional education. Due to the different state organizational structures, some duties and tasks may not apply. Those duties and tasks identified with an * may not apply to all positions.



I-1 Monitor implementation of CBA as it applies to personnel transactions	I-2 Conduct interviews	I-3 Review and approve job descriptions	I-4 Monitor advertisement and posting of positions	I-5 Comply with hiring/firing policies
J-1 Update policy and procedures, if needed, to avoid litigation	J-2 Monitor policy compliance	J-3 Assign staff to coordinate litigation activities	J-4 Orient legal counsel as to correctional educational processes	J-5 Maintain and monitor documentation in accordance with policy or practice



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Tasks →

E-6 Interact with state/federal agencies	E-7 Interact with special interest groups (i.e. literacy councils, not-for-profits, community based)	F-8 Establish program calendar for training	F-9 Conduct internal training	F-10 Promote career development (i.e. formal mentoring, continuing education)	F-11 Evaluate staff development programs	
F-6 Identify human resources (i.e. vendors, consultants, peers)	F-7 Identify external training opportunities (i.e. credit reimbursement, conferences, and, workshops)					
G-6 Review offender classification levels by institution	G-7 Review offender work assignments by institution	G-8 Review existing education programs	G-9 Identify available/potential facilities	G-10 Consult with stakeholders		

I-6 Provide technical assistance	I-7 Monitor teacher credentials for accuracy	I-8 Promote and support equal employment opportunities				
J-6 Review/respond to interrogatories and affidavits	J-7 Give depositions and testify in court	J-8 Encourage and participate in pre-trial conferences with staff and counsel	J-9 Assist counsel in developing courtroom strategies	J-10 Review and propose settlement agreements	J-11 Implement court decisions	

Traits and Attitudes

Creative Professional Flexible Decisive Empathetic Dependable Tactful Ethical	Assertive Energetic Sense-of-humor Tenacious Dedicated Committed People-oriented Common sense	Proactive Organized Team player Resilient Analytical Poised Emotionally stable Perceptive	Resourceful Attentive Firm/fair Cooperative Sincere Optimistic Self-motivated Risk taker
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Knowledge and Skills

Communication (oral & written)
 Organizational skills
 Management/supervisory skills
 Budgetary skills
 Leadership skills
 Decision-making skills
 Advocacy skills
 Knowledge of new technologies & automated systems
 Knowledge of federal legislation
 Knowledge of department policy & procedures
 Knowledge of labor relations
 Knowledge of institutional programs
 Knowledge of office management
 Knowledge of political/legislative process
 Knowledge of health & safety regulations
 Ability to use community resources
 Ability to work with personnel
 Understand criminal justice system
 Understand dynamics of human behavior
 Knowledge of external services
 Knowledge of correctional educational facilities
 Knowledge of informational resources

Tools and Equipment

Communications equipment
 Computers
 Reference materials (law books,
 policy/procedure manuals, etc.)
 Professional publications
 General office equipment/supplies
 FAX

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CORRECTIONAL EDUCATION
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U. S. Department of Justice
National Institute of Corrections