
COMPETENCY PROFILE OF JUVENILE DETENTION DIRECTOR/SUPERINTENDENT

National Institute of Corrections

Office of Juvenile Justice
and Delinquency Prevention

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U.S. DEPARTMENT OF JUSTICE
National Institute of Corrections

January 1994
Longmont, Colorado

JUVENILE DETENTION DIRECTOR/SUPERINTENDENT

... manages all operations of a juvenile detention facility and related programs.

Duties



A	Provide a safe and secure environment	⇒	A-1 Develop resident classification system	A-2 Develop resident behavior management system	A-3 Develop resident orientation to rules and regulations	A-4 Monitor physical plant and security devices	A-5 Monitor compliance with policies, procedures, and post orders									
			B	Manage personnel	⇒	B-1 Develop job descriptions	B-2 Initiate advertising/posting of positions	B-3 Ensure performance reviews and evaluations	B-4 Interview applicants	B-5 Approve hiring of new employees						
						C	Manage budget	⇒	C-1 Assess budgetary needs	C-2 Prepare budget and supporting documents	C-3 Defend the budget request	C-4 Initiate procurement requests	C-5 Authorize expenditures			
									D	Coordinate programs	⇒	D-1 Assess resident needs for programs	D-2 Develop internal programs (e.g., education)	D-3 Ensure scheduling of daily/weekly programs	D-4 Ensure implementation of programs	D-5 Provide resources to meet program goals
												E	Develop and implement policies and procedures	⇒	E-1 Develop mission statement	E-2 Develop written policies using mandates, laws, and standards
F	Direct internal/external communications	⇒	F-1 Establish communication system and processes	F-2 Communicate informally with residents and staff	F-3 Manage dissemination of accurate information	F-4 Consult and advise with individuals and groups										
			G	Coordinate planning	⇒	G-1 Assess agency needs periodically	G-2 Determine resource needs	G-3 Develop long range plans	G-4 Develop short range plans	G-5 Establish short-term objectives						

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Tasks



A-6 Ensure compliance with life-safety and health codes	A-7 Ensure staff training on safety and security	A-8 Review safety and security policies/ procedures at least annually and modify as needed				
B-6 Develop tasks and standards for employee performance	B-7 Ensure implementation of training/skill development program	B-8 Ensure compliance with established personnel policies and procedures	B-9 Schedule/assign staff to develop effective teams	B-10 Review/ approve time & attendance records	B-11 Create/ implement employee recognition program	B-12 Maintain effective union/ management relations
C-6 Monitor compliance with established fiscal procedures	C-7 Monitor expenditures	C-8 Monitor inventory control	C-9 Respond to fiscal inquiries	C-10 Modify budget as needed		
D-6 Ensure program compliance with mandated and professional standards	D-7 Monitor daily/ weekly programs	D-8 Evaluate programs	D-9 Collaborate in detention alternative planning and implementation			
G-6 Develop action plan	G-7 Incorporate a feedback loop in planning					

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H	Manage administrative support functions	⇒	H-1 Ensure delivery of health services	H-2 Ensure delivery of food services	H-3 Ensure delivery of social and mental health services	H-4 Ensure delivery of transportation services	H-5 Ensure delivery of clerical support services
I	Ensure maintenance of the physical plant	⇒	I-1 Inspect physical plant routinely	I-2 Develop relationship with vendors	I-3 Establish preventative maintenance schedule	I-4 Conduct research of products and services	I-5 Implement an equipment replacement schedule
J	Develop systems and processes to manage MIS	⇒	J-1 Assess internal and external information needs	J-2 Develop Management Information System	J-3 Schedule and assign responsibility for periodic reports	J-4 Implement data gathering system	J-5 Review and revise MIS system periodically
K	Ensure quality control	⇒	K-1 Establish performance standards/measures of quality for all operations and programs	K-2 Develop a monitoring system	K-3 Establish a system for corrective action	K-4 Disseminate feedback from assessments to staff	K-5 Train staff to incorporate quality control in the institutional culture
L	Manage public relations	⇒	L-1 Establish policies and procedures to interact with the media	L-2 Develop strategies to promote the agency	L-3 Promote and implement volunteer services within the facility	L-4 Participate and coordinate presentations to community groups	L-5 Establish a community board
M	Manage crises	⇒	M-1 Establish crisis response plan within policies and procedures	M-2 Implement crisis response plan	M-3 Train staff in crisis management	M-4 Schedule and conduct crisis drills	M-5 Establish relationships with medical, psychiatric, law enforcement for response to crisis
N	Participate in professional development	⇒	N-1 Read current literature in the field	N-2 Conduct and participate in training	N-3 Present and participate in presenting at professional conferences	N-4 Serve as consultant and advisor	N-5 Serve on local, state, and national boards

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Tasks



H-6 Establish and monitor a records keeping system	H-7 Manage service agreements and contracts					
I-6 Establish housekeeping schedule						
L-6 Support the activities of the community board						
N-6 Write articles for professional journals	N-7 Participate in the developing of professional standards					

Traits & Attributes

Empathetic
Creative
Resourceful
Ethical
Persuasive
Influential
Flexible
Tactful
Dependable
Analytical
Conceptual
Fair
Self-motivated
Enthusiastic
Patient
Cooperative
Optimistic
Sincere
Credible
Assertive
Resilient
Stable
Sensitive
Sense of humor
Professional
Change-oriented
Positive role-model
Affirming
Open-minded
Caring
Dedicated
Trustworthy
Diligent
Persistent
Intuitive
Perceptive
Adaptable
Inspiring
Motivating
Responsible
Articulate
Consistent

Equipment & Resources

Computers (hardware/software)
Security systems/devices
Technical/legal references
Collective Bargaining Agreement
Timekeeping systems
Presentation aids - e.g., video,
overheads, etc.

Knowledge & Skills

Knowledge of:

Current issues and developments in
field of Juvenile Justice
Labor relations
Policies and procedures
Juvenile code
History and development of juvenile
justice
Legislative process
Adolescent development
Delinquency theories
Management theory and practices
Institutional cultures
Demographic trends
Scheduling and staff deployment
Cultural diversity
Resident classification systems
Budget principles
Supply/inventory practices
Community resources

Skills in:

Motivating staff
Manifesting philosophy in operation
Conflict management
Communications
Public relations
Using resources to maximize
efficiency and effectiveness
Crisis management
Negotiation
Research
Leadership
Evaluation of programs
Group dynamics

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Panel Members

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