
Competency Profile of STATE DIRECTOR OF JUVENILE CORRECTIONAL SERVICES

National Institute of Corrections

Office of Juvenile Justice
and Delinquency Prevention

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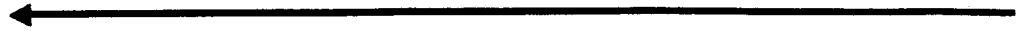
U.S. DEPARTMENT OF JUSTICE
National Institute of Corrections

March 1994
Longmont, Colorado

STATE DIRECTOR OF JUVENILE CORRECTIONAL SERVICES

... directs the implementation of the agency's mission and all aspects of state juvenile correctional services

Duties



A	⇒	Provide vision and leadership	⇒	A-1 Develop/ redefine/affirm vision and mission	A-2 Establish goals/objectives/ plans (short and long range)	A-3 Advocate for services and programs for children, youth, and families	A-4 Provide oversight to the administration of services and programs	A-5 Serve as spokesperson on juvenile justice issues
B	⇒	Direct internal/ external communication	⇒	B-1 Design/ implement marketing strategy	B-2 Develop communications plan and provide staff training	B-3 Obtain gubernatorial/ legislative/ judicial/public support for services	B-4 Maintain open communications with stakeholders	B-5 Advise legislative/executive boards
C	⇒	Develop/direct (agency's budget)	⇒	C-1 Evaluate/ prioritize current and anticipated needs	C-2 Project fiscal impacts of legislation/litigation/significant events	C-3 Analyze prior budgets	C-4 Solicit input and support for budget request	C-5 Prepare/submit budget
D	⇒	Manage policies and procedures	⇒	D-1 Develop and implement internal audit system	D-2 Assess existing policies and procedures	D-3 Identify/ initiate development of needed policies and procedures	D-4 Review draft of policies and procedures with key staff	D-5 Finalize and implement policies and procedures
E	⇒	Develop/direct a continuum of services	⇒	E-1 Assess needs	E-2 Evaluate current services	E-3 Define needed services	E-4 Solicit input from internal/external stakeholders	E-5 Review national service models
F	⇒	Direct agency's human resources	⇒	F-1 Analyze agency's statutory regulations and responsibilities	F-2 Assess organizational climate	F-3 Foster/ promote employee management relations	F-4 Develop annual employee performance plans	F-5 Evaluate employees' performance
G	⇒	Oversee development/ operation of MIS (for youth and classification)	⇒	G-1 Establish Management Information System (MIS) committee	G-2 Assess needs	G-3 Develop MIS plan	G-4 Provide MIS training program	G-5 Implement MIS system

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TASKS



A-6 Use (establish) management practices that encourage staff innovation	A-7 Recognize and reward employee accomplishments	A-8 Respond to emergencies/crisis	A-9 Collaborate on juvenile justice issues at state and national levels	A-10 Support participation in professional activities	A-11 Engage in formal/informal self development activities	
B-6 Educate others regarding mission and services	B-7 Maintain positive media relations	B-8 Respond to inquiries regarding juvenile justice	B-9 Represent governor/appointing authority in public forum	B-10 Network on a national level		
C-6 Present budget	C-7 Support and defend request with data	C-8 Reprioritize needs per amended budget	C-9 Allocate budget to programs, divisions, etc.	C-10 Monitor/manage budget		
D-6 Establish mechanism for annual review of policies and procedures	D-7 Ensure compliance with accreditation/state and national standards	D-8 Review and act on audit findings				
E-6 Establish priorities to direct and redirect resources	E-7 Develop service plans and performance standards	E-8 Determine resources and costs	E-9 Evaluate/determine providers	E-10 Direct/monitor implementation of services	E-11 Evaluate performance of services	E-12 Adjust service to meet youth needs
F-6 Promote and ensure delivery of staff training programs	F-7 Initiate policies/procedures for recruitment, retention, and staff performance	F-8 Establish procedures for employee participation in agency management	F-9 Promote staff personal and career development	F-10 Assure compliance with state/federal regulations, eg., ADA, Affirmative Action, etc.		
G-6 Evaluate data	G-7 Utilize data					

STATE DIRECTOR OF JUVENILE CORRECTIONAL SERVICES

Traits & Attributes

Self control
Flexibility
Humor
Patient
Unflappable
Personable
Open minded
Humility
Genuine
Politically astute
Caring/compassionate
Progressive
Sensitive
Visionary
Positive
Professional presence
Enthusiasm
Confident
Energetic
Stable
Well-rounded/balanced
Integrity
Driven
Dedicated

Education/Experience

Education:

Bachelors degree (minimum)
Masters degree preferred,
with following concentration
areas:
Corrections
Criminal Justice
Social Behavioral Sciences
Public Admin. Education

Experience:

5 yrs. program responsibility
in a Juvenile Justice or
human services position
5 yrs. management
experience

Access to Equipment

Ability to use equipment such as:

Pager
FAX machine
Computer (console, lap top)
Car phone/two-way radios
Teleconference equipment
Office TV/VCR
Dictation equipment

Knowledge & Skills

Knowledge of:

State statute/juvenile codes
Juvenile court
Criminal codes
Adolescent growth and development/
behavioral sciences
Program development, operations, and
evaluation
Continuum of services
Entire Juv. Justice Sys.
Community resources/service
Budget process
Management of diverse populations
(staff & youth)
Legislative process
Current trends/attitudes of public
Policy & procedure process
Systems/management change process
Business management/public
administration

Skills in:

Negotiation/mediation collaboration
Communication
Public relations
Problem solving
Teaching/training
Conceptualization
Visualization
"Taking Charge"
Crisis and prevention management
Listening/hearing
Delegation
Facilitation
Scanning trends
Marketing

**STATE DIRECTOR OF
JUVENILE CORRECTIONAL SERVICES
Panel Members**

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**DACUM Facilitators
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**National Institute of Corrections
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