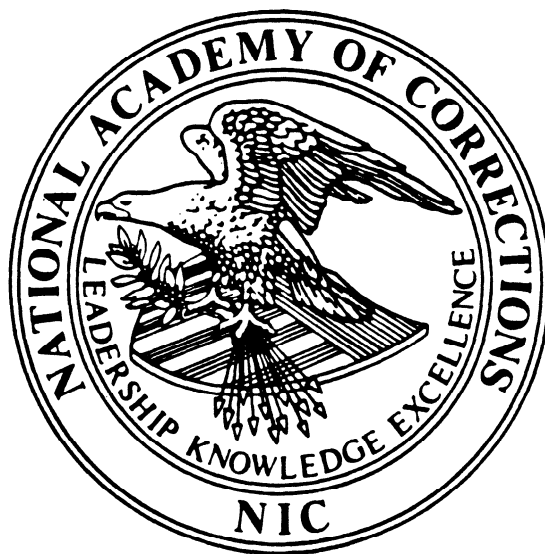

COMPETENCY PROFILE OF JAIL ADMINISTRATOR

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**U.S. Department of Justice
National Institute of Corrections**

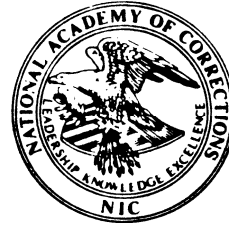
**October 26-27, 1988
Boulder, Colorado**

JAIL ADMINISTRATOR

... is responsible for providing leadership, guidance, direction and control necessary for operation of a jail facility within accepted professional standards and applicable law.

Managerial Duties						
A	Establish & Maintain the Philosophical Direction of the Organization	A-1 Develop & adopt a mission statement	A-2 Implement Policy, procedure & practice consistent with mission statement	A-3 Orient all staff to mission statement	A-4 Monitor compliance to agency mission statement	
B	Direct Strategic Planning Process	B-1 Establish a policy for strategic planning process	B-2 Conduct a needs assessment	B-3 Define stakeholders	B-4 Establish planning team	B-5 Develop goals & objectives
C	Manage the Budget Process	C-1 Define budget preparation process	C-2 Instruct staff & assign budget preparation tasks	C-3 Define statistical information needs	C-4 Review expenditure patterns	C-5 Project fiscal needs for coming year
D	Manage Information	D-1 Establish policy for information management	D-2 Conduct an information needs assessment	D-3 Review forms & information format	D-4 Set priorities for information management	D-5 Identify available information resources
E	Manage Public & Media Relations	E-1 Establish a policy for media & public access to facility, staff & inmates	E-2 Develop a plan for public education	E-3 Make public presentations	E-4 Solicit positive press coverage	E-5 Promote positive public relations
F	Establish/Maintain Relationships with Other Governmental Agencies	F-1 Identify various agencies, roles & relationships	F-2 Establish policy & procedure concerning interagency communication	F-3 Instruct staff on policy concerning interagency communication	F-4 Develop formal & informal networks	F-5 Assess the needs & capabilities of the various agencies

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Tasks

B-6 Define parameters of planning process	B-7 Monitor, refine & redirect planning process, as needed	B-8 Approve the final plan	B-9 Educate staff & public on the plan		
C-6 Establish priorities	C-7 Review & approve final proposed budget	C-8 Present budget justification	C-9 Direct staff on budget implementation	C-11 Monitor budget	C-11 Redirect resources as needed
D-6 Establish controls for access to & dissemination of information	D-7 Review & evaluate information	D-8 Determine information storage & purge criteria			
F-6 Respond to inquiries & complaints from other governmental agencies					

JAIL ADMINISTRATOR

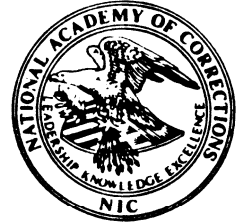
Operational Duties						
G	Monitor Compliance w/ Existing Fire & Safety Codes, Legal Re'qmnts. & Accepted Pro. Standards	G-1 Assemble & maintain a professional library	G-2 Research applicable codes, standards & legal requirements	G-3 Establish a policy for compliance	G-4 Establish & manage a continuous compliance audit process	G-5 Establish training for staff orientation of inmates
H	Manage Jail Personnel	H-1 Establish staff selection criteria	H-2 Participate in recruitment process	H-3 Recommend hiring & terminations	H-4 Order/direct internal investigations	H-5 Evaluate performance
		H-12 Develop job task descriptions & standards of performance	H-13 Distribute workload & allocate resources	H-14 Establish a staff development program	H-15 Develop a system to acknowledge accomplishments of staff	H-16 Develop system to administer discipline staff
I	Manage the Maintenance & Security of the Physical Plant & Equipment	I-1 Establish physical plant inspection & preventative maintenance schedule	I-2 Establish system for documenting maintenance & repairs	I-3 Establish process for procurement & maintenance of equipment	I-4 Establish equipment inventory & control system	I-5 Establish training & exercises for testing facility security systems
J	Manage Liability Exposure & Risk Reduction	J-1 Assess areas of vulnerability	J-2 Research professional literature	J-3 Communicate information concerning liability to staff	J-4 Develop policies & procedures to train staff	J-5 Monitor compliance w/ policies & procedures
K	Establish a Management Presence with Staff & Inmates	K-1 Conduct staff meetings	K-2 Participate in staff briefings	K-3 Conduct formal & informal inspection of facility & operational practices	K-4 Communicate with staff & inmates	K-5 Develop system of accessibility
L	Administer Support Services (i.e., medical, food services, laundry, etc)	L-1 Develop policy & procedures for each support service	L-2 Monitor the quality of product & services delivered	L-3 Supervise support service managers	L-4 Integrate delivery of service(s) into facility operations	L-5 Manage contracts & agreements for services
M	Promote & Maintain Inmate Programs	M-1 Establish policy on inmate programs	M-2 Assign a management position for program coordination	M-3 Assess inmate program needs	M-4 Identify available resources & programs	M-5 Establish relationships public & private social service agencies
		M-12 Evaluate effectiveness of programs				

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Tasks ➔					
G-6 Coordinate with appropriate outside agencies	G-7 Respond to complaints, inquiries & deficiencies				
H-6 Assess & address training needs	H-7 Direct staff activities	H-8 Participate in labor-management negotiations	H-9 Train staff in labor contract/merit system rules	H-10 Enforce labor contract/merit system rules	H-11 Respond to grievances
J Coordinate areas of concern with legal counsel					
K-6 Promote inspections by Sheriff/Director					
M-6 Integrate inmate programs into facility operations	M-7 Establish process for recruitment & selection of program staff	M-8 Establish process for training & orientation of program staff	M-9 Provide orientation on programs for facility staff	M-10 Provide orientation on programs to inmates	M-11 Monitor program staff for compliance with facility procedures

JAIL ADMINISTRATOR



Worker Traits & Attitudes

Good mannered
Tenacious
Principled
Compassionate
Self-motivated
Sense-of-humor
Flexible
Articulate
Creative
Loyal
Committed
Humble

Assertive
Logical
Not afraid of failure
Thick-skinned
Risk-taker
Capable of abstract thinking
Willing to accept change
Patient
Willing to be impatient
Consistent
Resourceful
Responsive to others needs

General Knowledges & Skills

Leadership
Communication (oral & written)
Good interpersonal skills
Facilitation skills
Good reading skills
Good listening skills
Organizational skills
Knowledge of professional standards
Practical application skills
Good judge of human character
Management/supervisory skills
Understand government & correctional judicial system
Understand dynamics of human behavior
Know how to conduct negotiations

Good manipulation skills
Knowledge of legislative process
Knowledge of business management
Knowledge of new technologies & automated systems
Knowledge of prisoners rights
Knowledge of stress management techniques
Ability to interpret information
Good planning techniques
Good problem-solving skills
How to audit
Interpret bid specifications
Know how to delegate responsibilities

Tools & Equipment

Computers
Typewriters
Dictating machines
Two-way radio
Pager
Telephone
General office supplies/equipment

**Jail Administrator
Panel Members
October 26-27, 1988
Boulder, Colorado**

Larry Ard
Chief Deputy
Contra Costa County Sheriff's Office
Martinez, CA

Nate Caldwell
Director
Alachua County Division of Public Safety
Gainesville, FL

Russell Davis
Major
Pima County Sheriff's Department
Tucson, AZ

Donald Manning
Captain
Spokane County Sheriff's Office
Spokane, WA

Gerry Billy
Sheriff
Licking County Sheriff's Office
Newark, OH

Richard Geather
NIC Jail Center
Boulder, CO

DACUM Facilitated By:

Kay Gilley
Correctional Program Specialist
National Institute of Corrections
National Academy of Corrections

Nelda Leon
Correctional Program Specialist
National Institute of Corrections
National Academy of Corrections

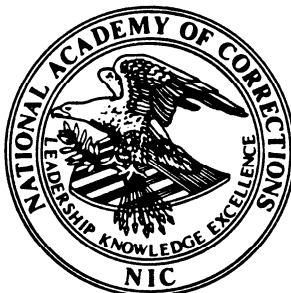
Roger Smith
Correctional Program Specialist
National Institute of Corrections
National Academy of Corrections

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National Institute of Corrections
National Academy of Corrections

Organized by:

Dr. Dianne Carter
President
National Academy of Corrections





U.S. Department of Justice
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