Competency Profile of ADMINISTRATOR OF SUBSTANCE ABUSE SERVICES

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U.S. DEPARTMENT OF JUSTICE

National Institute of Corrections

September 1993 Longmont, **Colorado**

ADMINISTRATOR OF SUBSTANCE ABUSE SERVICES

. . . develops, implements, and directs a continuum of substance abuse services in a correctional system.

	Duties	4				
A	Plan and administer programs	A-1 Develop goals and objectives	A-2 Establish program performance criteria	A-3 Develop/ update program curricula	A-4 Plan program implementation	A-5 Provide direction to pilot/ongoing programs
В	Seek funding/ grants	B-1 Research funding opportunities	B-2 Review request for applications to match program needs	B-3 Develop concept paper for administra- tive approval	B-4 Collaborate with and solicit support from other agencies	B-5 Write budgets/ program plans and applications
С	Develop and monitor budgets	C-1 Determine available funding	C-2 Allocate funds to programs	C-3 Review spending	C-4 Adjust/ reallocate budgets as necessary	
D	Develop/ administer contracts/grants	D-1 Determine program needs and write proposal request	D-2 Oversee proposal evaluations	D-3 Negotiate contracts	D-4 Approve and submit reimbursement requests	D-5 Write and/or review periodic pro- gress reports
E	Manage/ supervise contractors and staff	E-1 Define job duties	E-2 Coordinate staff recruit- ment, selection, and orientation	E-3 Write performance standards	E-4 Conduct performance appraisals	E-5 Monitor and consult with contractors/ staff
F	Develop policies and procedures	F-1 Determine the need for a specific policy/ procedure	F-2 Review national trends and accepted standards	F-3 Research/ comply with applicable sta- tutes/guidelines	F-4 Involve staff/ administrators in review/ develop- ment process	F-5 Review existing policies
G	Collaborate with other agencies/ departments	G-1 Develop/ monitor inter- and intra- agency agreements	G-2 Develop information sharing forums	G-3 Identify needs and conduct cross- training	G-4 Develop and implement a continuum of care plan	G-5 Provide support for other agencies' initiatives

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A-6 Propose innovative program activities	A-7 Collect, analyze, and maintain program data	A-8 Develop and revise forms	A-9 Conduct program monitoring visits	A-10 Monitor and approve purchase requests	A-11 Prepare and submit yearly/monthly reports	A-12 Advocate for programs/ resources
B-6 Seek in-kind and matching contributions	B-7 Update internal/external funding sources			·		
D-6 Monitor compliance	D-7 Implement corrective actions					
F-6 Write policy and procedure drafts	F-7 Disseminate drafts to appropriate staff for comments	F-8 Implement approval process	F-9 Maintain historical file			
G-6 Coordinate activities to eliminate dupli- cation of services						

DACUM Facilitators from the National Institute of Corrections Academy

> Ida Halasz, Ph.D. and Susan Davis, Ph.D.

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Manage quality assurance	H-1 Identify areas needing quality assurance	H-2 Develop/im- plement/maintain quality assurance programs	H-3 Write/ update audit standards	H-4 Conduct program audits	H-5 Monitor corrective action plan
Educate/train staff and stakeholders	I-1 Consult with and advise internal policy/ decision-makers	1-2 Write/ oversee training curricula	I-3 Contract for specialized training	I-4 Seek relevant professional development for staff	I-5 Conduct training
	I-6 Coordinate training with academy/ regional facilities				
Direct/oversee drug testing program	J-1 Arrange/ manage testing and lab services	J-2 Compile/ analyze/report test result data	J-3 Review quality assur- ance checks		
Conduct public relations activities	K-1 Provide information to Public Information Officer	K-2 Respond to information requests/testify at hearings	K-3 Serve on state and local committees	K-4 Consult with and advise outside policy/ decision- makers	K-5 Interact with community agencies
	K-6 Speak at public meetings/ classes				
Participate in professional development	L-1 Read/ review profes- sional publica- tions	L-2 Participate in seminars/ workshops/ continuing education	L-3 Participate in professional organizations	L-4 Investigate other agency treatment programs	
Develop, direct and monitor eval- uation /research activities	M-1 Identify need and/or research questions	M-2 Define projects	M-3 Evaluate research proposals	M-4 Develop reporting requirements	M-5 Monitor projects
	M-6 Review and approve final reports	M-7 Disseminate relevant research			

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Traits & Attitudes

Professional Creative iexible Decisive Logical

Persistent Persuasive

Optimistic

Patient

Committed

Energetic

Loyal Tactful

Resourceful

Drug-free

Broad-minded Sense of humor

Analytical Articulate

Visionary

Conceptual

Resilient

Diverse

Empathetic

Assertive

Ethical

Organized Pependable

elf-motivated

Knowledge & Skills

Knowledge of:

Certification/licensure requirements
Drug testing technology
Correctional rehab. principles
Chemical dependency
Research techniques
Institutional security procedures
Drug treatment methodologies
Systems management principles
Budgeting
Technical assistance resources
Applicable statutes, rules,
guidelines, policies, etc.

Skills in:

Leadership Grant writing

Communication (oral and written)

Staff motivation Investigating Planning Conceptualizing

Evaluating

Negotiating/Persuasion Stress management

Listening

Critical thinking

Time management

Resources & Equipment

Resources:

Federal/state regulations
Program licensure regulations
Federal technical assistance programs
DSM-IIIR/IV
Urinalysis testing technical manuals
Counselor certification/licensure regs.
Alcohol & drug reference books
NIJ/NIC resource libraries
Local/state/federal service directories

Equipment:

Communications equipment Computer/PC FAX machine Audiovisual aids/equipment

Education/Licenses

BA/BS Degree (Master's preferred)
Alcohol and/or other drug counseling
certification

ADMINISTRATOR OF SUBSTANCE ABUSE SERVICES Panel Members

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National Institute of Corrections Academy



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