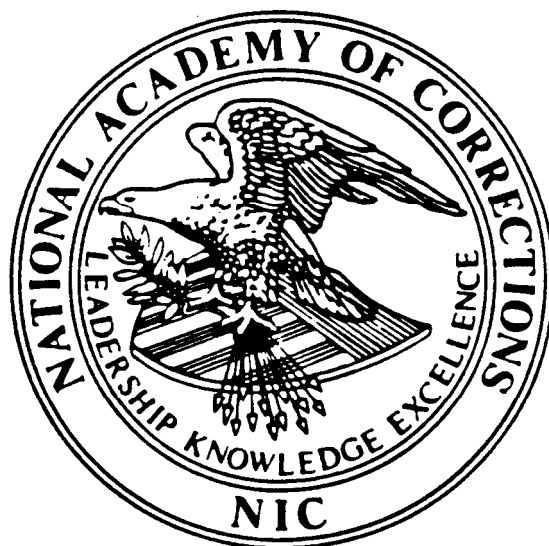

COMPETENCY PROFILE OF INSTITUTIONAL DEPARTMENT HEAD

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

**September 26-27, 1989
Boulder, Colorado**

Institutional Department Head

... is responsible for the supervision and overall management of one or several correctional institution programs/areas/departments.

Duties						
A	Manage and Supervise Human Resources	A-1 Identify staffing needed	A-2 Write position descriptions, job standards and/or post orders	A-3 Recruit staff	A-4 Interview potential staff and make hiring recommendations	A-5 Identify staff training needs and sources of training
		A-12 Assist in staff career development	A-13 Recommend incentive awards and promotions	A-14 Promote communication up and down the chain of command	A-15 Resolve conflicts	A-16 Respond to formal staff grievances
		A-23 Participate in staff functions				
B	Manage Security, Safety, and Sanitation	B-1 Manage by walking around	B-2 Ensure that formal inspections are conducted	B-3 Ensure control of contraband and inmate property	B-4 Ensure control of keys, tools, security equipment, and supplies	B-5 Gather intelligence and initiate investigations
C	Manage Inmates	C-1 Perform inmate classification and/or make assignments	C-2 Provide clear rules and regulations	C-3 Provide an environment that fosters communication	C-4 Ensure staff enforcement of inmate accountability	C-5 Assure delivery of programs and services to inmates
D	Administer Departmental Policy	D-1 Interpret policy	D-2 Obtain staff input on local procedures	D-3 Draft local procedures	D-4 Review/change/update local procedures	D-5 Make policy recommendations
E	Manage the Budget	E-1 Assess past budget performance	E-2 Develop initial budget request	E-3 Develop spending plan based on approved funding	E-4 Develop alternative sources of funds and services	E-5 Monitor and control expenditures
F	Manage Daily Operations	F-1 Review staff record keeping for compliance with standards	F-2 Review, approve, and coordinate services and activities	F-3 Develop management reports	F-4 Monitor daily logs and reports for information	F-5 Prioritize, schedule, and delegate daily tasks
G	Maintain and Develop Professional Expertise	G-1 Identify own professional needs/deficiencies	G-2 Participate in conferences and workshops	G-3 Participate in professional organizations	G-4 Participate in training	G-5 Serve as a resource person
H	Maintain Community Relations	H-1 Represent the institution with community groups	H-2 Maintain good working relations with other government agencies	H-3 Negotiate for free supplemental goods and services	H-4 Conduct tours for external groups	H-5 Serve in local community organizations

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Tasks

5 Prepare and/or provide job-specific training	A-7 Provide for staff training in security, safety, and sanitary procedures	A-8 Schedule staff training	A-9 Identify and make appropriate staff assignments	A-10 Provide staff with feedback on their performance	A-11 Prepare staff performance appraisals
7 Take or commend appropriate disciplinary action	A-18 Administer labor union contract and personnel policies	A-19 Promote an EEO work environment	A-20 Promote affirmative action plans	A-21 Refer staff to appropriate employee assistance programs	A-22 Promote wellness programs
5 Ensure staff awareness of gangs and potential problem inmates	B-7 Ensure compliance with post orders	B-8 Manage emergencies in accordance with policy			
6 Investigate and respond to grievances	C-7 Review and approve inmate payroll	C-8 Enforce rules and regulations	C-9 Provide services and/or programs for special needs inmates		
6 Disseminate local procedures and procedural changes to staff	D-7 Develop goals and objectives for department				
6 Prepare budget adjustment requests	E-7 Account for property and equipment				
6 Receive and respond to communications	F-7 Initiate communications	F-8 Respond to matters requiring immediate attention	F-9 Schedule/conduct/attend meetings	F-10 Monitor staff time, attendance, and work performance	F-11 Participate in or facilitate special projects
6 Review professional literature	G-7 Serve in acting capacities	G-8 Review alternative ways to accomplish professional duties	G-9 Provide testimony in litigations		
6 Promote staff participation in local volunteer organizations					

General Skills and Knowledge

Planning
Training
Auditing
Investigating
inspecting
Motivating
Organizing
Controlling
Budgeting
Analyzing
Teaching
Problem solving
Mediating
Disciplining
Counseling
Conceptualizing

Writing
Speaking
Listening
Delegating
Coordinating
Negotiating
Prioritizing
Decision making
Knowledge of policies and procedures
Knowledge of labor contracts
Knowledge of dynamics of incarcerated persons
Stress management
Time management
Office management

Traits and Characteristics

Diplomacy
Dependability
Creativity
Commitment
Intelligence
Loyalty
Self-control
Enthusiasm
Assertiveness
Tenacity
Professionalism
Self-motivation
Fairness
Cooperativeness
Sense of humor
Resourcefulness
Integrity
Tactfulness
Flexibility
Openness to new methods
Persuasiveness
Respect for the law
Stability
Resilience
Ability to maintain perspective
Ability to accept criticism
Tough mindedness

Tools and Equipment

Office equipment (including computers)
Reference and resource materials
Communications equipment
Security equipment
Department-specific tools and equipment

Facilitator

Allen Wiant
DACUM Services
Columbus, Ohio

Sponsored by

Dr. Dianne Carter, President
National Academy of Corrections
National Institute of Corrections
U.S. Department of Justice

Organized by

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