

---

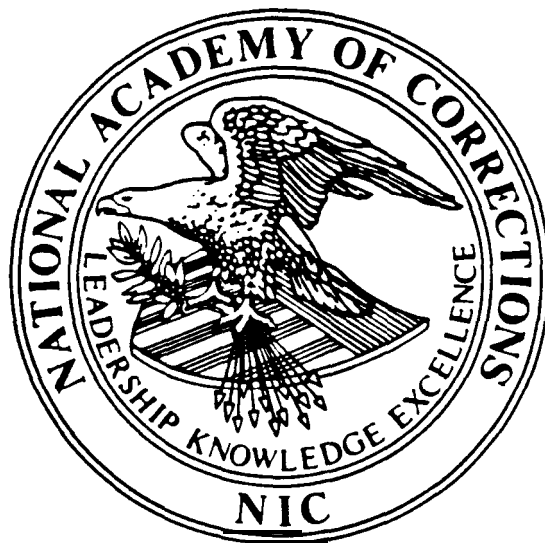
---

# **COMPETENCY PROFILE OF COMMUNITY CORRECTIONS ADMINISTRATOR**

---

---

Sponsored by



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

---

---

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

# COMMUNITY CORRECTIONS ADMINISTRATOR

... provides direction and management to a corrections system that serves the community, courts, and offenders through supervision, treatment, and investigation in response to local needs and values.

Duties						
A	<b>Manage Strategic Planning Process</b>	A-1 Clarify mandates	A-2 Articulate & refine mission statement goals & objectives	A-3 Review data & information for planning purposes	A-4 Evaluate organizational effectiveness	A-5 Involve stakeholders in planning
		B-1 Assess stakeholder needs	B-2 Review current information & data	B-3 Prioritize service needs based on agency mission	B-4 Identify & assess available resources	B-5 Select methods of service delivery based on options
B	<b>Implement Methods of Service Delivery</b>	C-1 Establish a written code of ethics & organizational values	C-2 Mandate training in requirements & performance standards	C-3 Maintain quality control processes	C-4 Modify policies & advocate legislation	
		D-1 Recruit, select & hire qualified personnel	D-2 Take disciplinary action	D-3 Define expectations & evaluate performance of employees	D-4 Reward & recognize employee performance	D-5 Deploy staff resources
C	<b>Ensure Compliance with Laws, Policies &amp; Directives</b>	D-12 Provide access to programs for employee assistance	D-13 Respond to disputes & complaints involving employees	D-14 Assign & delegate work & responsibilities	D-15 Promote employee wellness	
		E-1 Develop & prepare agency budget requests	E-2 Present & negotiate the budget request	E-3 Forecast & project expenditure /revenue impacts	E-4 Reallocate resources	E-5 Review & approve financial reports
D	<b>Manage Personnel</b>	F-1 Advocate for community corrections	F-2 Educate about community corrections	F-3 Disclose appropriate offender information	F-4 Develop constructive media relations	F-5 Serve on & lead committees/ boards as directed
		G-1 Facilitate participation at professional conferences & seminars	G-2 Provide pre-service, entry level & continuing training	G-3 Encourage participation in professional organizations	G-4 Make professional literature available	G-5 Encourage continuing education
E	<b>Administer Finances</b>	H-1 Direct development & maintenance of a MIS	H-2 Set policy on levels of information handling & processing	H-3 Use information to carry out administrative responsibilities	H-4 Review & interpret information to support agency goals & objectives	H-5 Set policy for file & records management, security & retention
		I-1 Direct assessment, acquisition & maintenance of facilities and equipment	I-2 Conduct site inspection/ evaluation visits	I-3 Participate in site selection process	I-4 Set policy & approve procedures to protect government property	I-5 Set procedure to ensure safety of employees, clients & public
F	<b>Interact with and/or Influence the Environment External to the Agency</b>					
G	<b>Promote Professional Competency &amp; Awareness</b>					
H	<b>Manage Information</b>					
I	<b>Manage Facilities &amp; Equipment</b>					

October 26-27, 1988  
Boulder, Colorado



Tasks					
A-6 Review cost impact analysis	A-7 Establish timelines & benchmarks	A-8 Identify & assign planning tasks			
D-6 Establish horizontal & vertical communication among employees	D-7 Implement agency's affirmative action/EEO policy	D-8 Supervise immediate subordinates	D-9 Implement the rules & conditions of employment	D-10 Manage labor relations	D-11 Provide for a safe working environment
E-6 Initiate & respond to internal/external audits	E-7 Manage contracts	E-8 Secure & manage grants	E-9 Approve expenditures & purchases within established procedures	E-10 Identify alternative funding mechanisms	E-11 Manage monetary collections & disbursements from offenders
F-6 Respond to special assignments	F-7 Act as a representative of government leadership	F-8 Attend ceremonies & social functions			
G-6 Provide for a variety of work experiences & opportunities	G-7 Develop & support professional standards	G-8 Implement performance evaluation system			
H-6 Develop & maintain communication with facility neighbors					

# COMMUNITY CORRECTIONS ADMINISTRATOR

## Worker Traits & Attitudes

Integrity  
Survival mentality  
Positive self-image  
Professional appearing  
Analytical  
Trusting  
Intelligent  
Optimistic  
Enthusiastic  
Caring  
Dedicated  
Mentally tough  
Sense of humor  
Flexible  
Energetic  
Diplomatic  
Sensitive to others  
Patient  
Creative  
Professional  
Persistent  
Assertive  
Dependable  
Comfortable with being alone

## General Knowledges & Skills

Knowledge of the law  
Knowledge of corrections theory  
Knowledge of the legislative process  
Knowledge of the justice system  
Basic management principles  
Human resource management  
Labor relations  
Leadership  
Budgeting & fiscal management  
Communication skills (oral & written)  
Listening skills  
Presentation skills  
Political skills  
Persuasive skills  
Ability to deal with ambiguity  
Analytical skills  
Time management  
Organization development skills  
Technological literacy

## Tools & Equipment

NIC Information Center  
Statutes, Ordinance & Charter information  
Computers  
Automobiles  
Off ice equipment  
Communication equipment  
In-house publications  
College & University materials  
Professional organization materials/publications  
Court decisions  
Probation & parole law reports  
Visual aid equipment  
Case law materials  
Directories

---

## Community Corrections Administrator Panel Members

October 26-27, 1999  
Boulder, Colorado

Gerald Buck  
Chief Probation Officer  
Contra Costa County Probation  
Martinez, CA  
Marianne Cook  
Regional Chief  
Adult Probation & Parole Services  
Madison, WI  
Richard DeMars  
Director  
Washington County Department of  
Community Corrections  
Hillsboro, OR  
Tamara Holden  
Regional Administrator  
Field Operations  
Salt Lake City, UT

Nathaniel Kim  
Probation Administrator  
1st Circuit Court, Adult Probation  
Honolulu, HI  
Robert Smith  
Director  
Human Resource Development/  
Department of Corrections  
Waterbury, VT  
James Wichtman  
Director  
Montgomery County Adult Probation  
Dayton, OH

---

## DACUM Facilitated By:

Theresa Lantz  
Correctional Program Specialist  
National Institute of Corrections  
National Academy of Corrections  
Joseph Marchese  
Correctional Program Specialist  
National Institute of Corrections  
National Academy of Corrections  
Thomas Norris  
Correctional Program Specialist  
National Institute of Corrections  
National Academy of Corrections

---

## Organized by:

Dr. Dianne Carter  
President  
National Academy of Corrections

