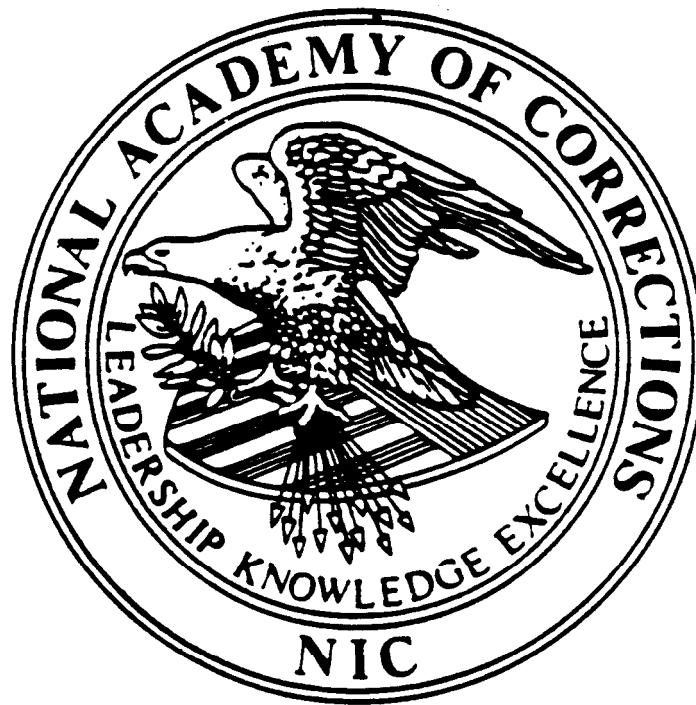

COMPETENCY PROFILE OF EDUCATION DIRECTOR CORRECTIONAL FACILITY/FACILITIES

Sponsored by



U.S. DEPARTMENT OF JUSTICE
National Institute of Corrections

September 6-7, 1990

EDUCATION DIRECTOR, CORRECTIONAL FACILITY/FACILITIES

... design, manage and promote correctional education programs through creative leadership which complies with state and federal laws.

Duties

A	Establish and maintain education philosophy, goals and objectives	A-1 Review existing relevant policies (i.e. laws, federal, state, institutional)	A-2 Identify and seek input from stakeholders	A-3 Develop mission statement	A-4 Develop goals and objectives	A-5 Develop policies and procedures
		B-1 Assess inmate educational needs	B-2 Assess institutional education needs (i.e. institutional philosophy, and goals)	B-3 Establish and utilize advisory councils and committees	B-4 Review educational standards and course requirements	B-5 Draft educational master plan
B	Plan, develop and maintain education programs/services	B-13 Develop a program of on-going counseling and guidance	B-14 Monitor activities of support staff	B-15 Inform inmates of educational opportunities	B-16 Monitor assessment, placement, and orientation of students	B-17 Schedule programs, events, and staff
		B-25 Generate appropriate education reports	B-26 Prepare for auditing, quality review, and accreditation of programs	B-27 Maintain libraries (recreational or legal) if applicable		
C	Manage education personnel	C-1 Develop and implement a staffing plan	C-2 Write job descriptions	C-3 Hire and recommend staff (advertise, recruit, interview)	C-4 Provide orientation for new staff	C-5 Ensure compliance with safety and security procedures
		D-1 Provide for ongoing staff development (mentoring, employee assistance, training)	D-2 Provide support services to staff (i.e. mentoring, employee assistance program, incentives)	D-3 Supervise classroom instruction	D-4 Complete formal performance evaluations	D-5 Provide on-going staff evaluations
D	Provide on-going staff supervision	E-1 Project and justify budget needs	E-2 Develop budget	E-3 Manage budget expenditures	E-4 Seek creative funding (i.e. grants, special projects)	E-5 Maintain documentation of expenditures
E	Manage fiscal operations					



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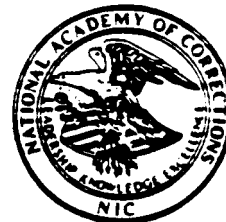
Tasks

A-6 Develop an organizational structure	A-7 Develop action plans	A-8 Distribute written philosophy, goals, and objectives to stakeholders	A-9 Review and revise goals, objectives, policies, and procedures			
B-6 Review and incorporate educational trends	B-7 Examine labor market demands	B-8 Incorporate state-of-the-art educational technologies	B-9 Design programs	B-10 Establish the curricula	B-11 Supervise selection of curricula materials	B-12 Establish a student assessment program
B-18 Coordinate inmate movement in the institution	B-19 Assure placement of educational information in institutional files	B-20 Maintain permanent educational records	B-21 Provide for and monitor classroom instruction	B-22 Monitor compliance of special programs and projects (i.e. Chpt I, Special ed, grants)	B-23 Monitor student outcomes	B-24 Provide on-going program evaluation
C-6 Plan and conduct staff meetings	C-7 Promote staff involvement and shared leadership	C-8 Monitor the exiting process for employees separating from the agency	C-9 Implement collective bargaining agreement as needed			
D-6 Mediate staff conflicts	D-7 Document potential/disciplinary staff problems	D-8 Recommend and/or enact disciplinary actions				
E-6 Maintain inventory control (capital and non-capital)	E-7 Develop fiscal reports as required					

EDUCATION DIRECTOR CORRECTIONAL FACILITY/FACILITIES

Duties

F	Manage the education office	F-1 Establish education office procedures	F-2 Define office responsibilities	F-3 Establish and manage student education and office records	F-4 Ensure proper office reception and information dissemination	F-5 Procure and maintain office equipment
		F-13 Monitor employee attendance and arrange for substitutes	F-14 Design educational forms	F-15 Submit and/or approve payroll documents		
G	Assure compliance with all applicable policies, regulations & laws (i.e. federal, state, agency)	G-1 Develop policy/procedure to document compliance	G-2 Research and identify laws, policies, and regulations	G-3 Communicate verbal and written policy and procedures to appropriate staff	G-4 Monitor compliance and make necessary corrections	G-5 Prepare for external audits
H	Manage education physical plant	H-1 Conduct regular inspections	H-2 Prepare for major inspections (i.e. visitor, OSHA, fire, and safety)	H-3 Plan and monitor space utilization	H-4 Initiate request for preventative maintenance, repairs, and renovations	H-5 Procure furniture and equipment
I	Represent the education department	I-1 Manage and disseminate educational information	I-2 Develop and manage strategies for public relations/marketing	I-3 Serve on committees, task forces, and special assignments	I-4 Attend and/or present at conferences	I-5 Attend and/or chair meetings
		I-13 Maintain positive relations within the institution	I-14 Network with peers	I-15 Network with contract agencies	I-16 Prepare testimony and respond to "official" inquiries	I-17 Create awareness and showcase programs to public officials when appropriate
J	Promote personal and professional development	J-1 Read professional journals	J-2 Provide consulting services to other organizations	J-3 Participate in professional organizations	J-4 Participate in training for personal/professional development (i.e. short-term, long-term)	J-5 Participate in required training



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Tasks

F-6 Approve requests for materials and supplies	F-7 Verify receipt of requested materials and supplies	F-8 Coordinate special events (i.e. graduation, tours, visitation)	F-9 Generate reports	F-10 Maintain educational resources (i.e. directories, catalogs, supplies, forms)	F-11 Inform all staff of changes in security and safety procedures	F-12 Approve and process requests for keys
H-6 Comply with inventory control systems	H-7 Plan and/or monitor janitorial services	H-8 Negotiate for additional space	H-9 Participate in planning and design of new construction			
I-6 Conduct tours	I-7 Speak at outside functions	I-8 Maintain liaisons with civic/service clubs and community-based organizations	I-9 Prepare promotional materials	I-10 Seek private funding and support (i.e. foundations, industry)	I-11 Arrange for media coverage	I-12 Promote education department with the executive staff (i.e. institution, central office, board of education)
I-18 Participate in negotiations for agency/intergovernmental contracts						

Worker Traits & Attitudes

Introspective of values & benefits
 Tenacious
 Diplomatic
 Firm
 Fair
 Task-oriented
 Visionary
 Motivational
 Proactive
 Confident
 Kind
 Able to adjust to changes/ interruptions

Principled
 Compassionate
 Self-motivated
 Sense-of-humor
 Flexible
 Articulate
 Creative
 Loyal
 Committed
 Change agent
 Understanding
 Assertive
 Logical

Thick-skinned
 Risk-taker
 Capable of abstract thinking
 Willing to accept change
 Patient
 Consistent
 Resourceful
 Responsive to others' needs
 Open
 Energetic
 Conscientious
 Dedicated

General Knowledge & Skills

Skills in ...

Time management
 Mediation
 Leadership
 Communication (oral & written)
 Interpersonal behavior
 Listening
 Organization
 Management/supervise
 Conducting negotiations
 Software evaluation
 Interpreting information
 Problem solving
 Interpreting bid specifications
 Delegating responsibilities
 Report writing
 Negotiation
 Conflict resolution
 Curriculum development
 Conducting meetings

Knowledge of ...

Legislative process
 Business management practices
 New technologies/awareness automated systems
 Prisoners' rights
 Stress management techniques
 Professional standards
 Team building
 Planning techniques
 Educational systems
 Audit procedures
 Program evaluation
 Instructional strategies
 EEO/affirmative action
 Learning theory
 Security requirements
 Grant & proposal procedures
 Changing demographics
 Multi-cultural issues
 Government & correctional judicial system
 Dynamics of human behavior

Tools & Equipment

Computers/software
 Typewriters
 Telephones
 General office supplies/equipment
 Support equipment for vocational education
 FAX
 Duplicating machines
 Audio visual equipment
 Microfiche
 Educational/management software

**EDUCATION DIRECTOR
CORRECTIONAL FACILITY/FACILITIES**

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