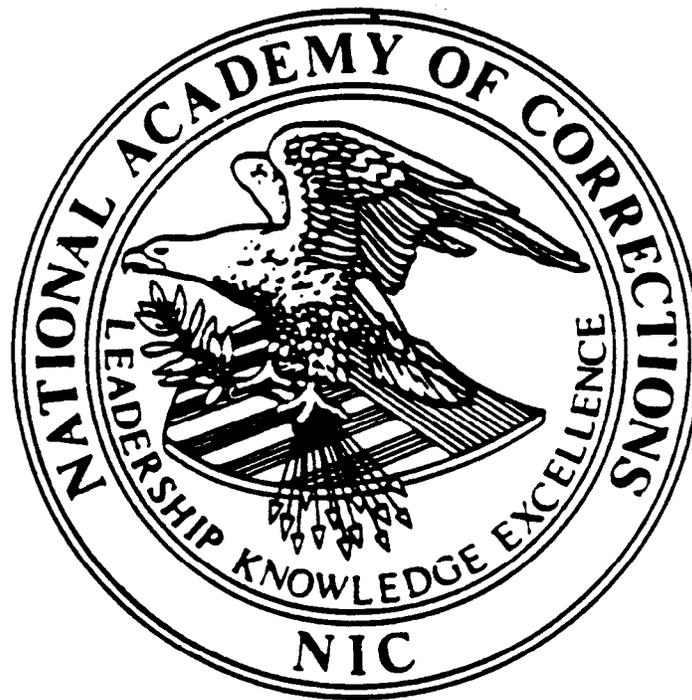

COMPETENCY PROFILE OF EDUCATION DIRECTOR CORRECTIONAL FACILITY/FACILITIES

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	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-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	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
E	Manage fiscal operations	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



September 6 - 7, 1990
Boulder, Colorado

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	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> Manage the education office </div>	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	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> Assure compliance with all applicable policies, regulations & laws (i.e. federal, state, agency) </div>	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	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> Manage education physical plant </div>	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	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> Represent the education department </div>	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-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
J	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> Promote personal and professional development </div>					



September 6 - 7, 1990
Boulder, Colorado

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**

Mary Lou Browning
Program Administrator
Martinez Detention Facility
100 Ward St.
Martinez, CA 94553

Hendrik Hoekema
Prison Ed Programs & Library Svcs.
Office of Continuing Studies
Frasier University
Burnaby, BC B5A1S6

Norma Green
Principal
Austin H. MacCormick Island Acdmy.
1800 Hazen St.
East Elmhurst, NY 11370

Michelle Huff
Arizona State Prison Complex/Winslow
2100 S. Hiway 87
Winslow, AZ 86047

Yoswa Gwalamubisi
Education Director
Washington Corr.Center for Women
5900 S. 12 St.
Tacoma, WA 98465

Betty Rich
Education Supervisor
Valdosta Correctional Institution
P. O. Box 310
Valdosta, GA 31603

Bruce Hanson
Education Director
MN Correctional Facility/St. Cloud
Box B
St. Cloud, MN 56302

DACUM Facilitated by:

Staff of the
National Academy of Corrections:

Dick Barnhart
Jim Coleman
Chuck Formeck
Kevin Jackson
Peg Ritchie

Organized by:
Dianne Carter

President
National Academy of Corrections