Core Competency 11:
Establish organizational authority, roles, and responsibilities

Description:
Assure that duties and responsibilities are properly distributed throughout the organization, along with the authority necessary to fulfill them, in order to promote smooth, efficient functioning within legal parameters.

Rationale:
Jails do not run themselves. While the leader’s job does not extend to day-to-day operational management, it is the leader’s responsibility to develop an overall organizational structure that ensures effective functioning, complies with relevant laws, establishes clear lines of authority and accountability, and ultimately, promotes fulfillment of the jail’s vision and mission.

<table>
<thead>
<tr>
<th>Requires knowledge of:</th>
<th>Requires skills in:</th>
<th>Requires ability to:</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organizational characteristics of an</td>
<td>Assessing organizational needs and priorities based on the jail’s vision/mission</td>
<td>Be visionary</td>
</tr>
<tr>
<td>Effectively functioning jail</td>
<td>Developing a table of organization</td>
<td>Analyze</td>
</tr>
<tr>
<td></td>
<td>Determining the knowledge, skills, and abilities needed for designated positions</td>
<td>Understand people</td>
</tr>
<tr>
<td></td>
<td>Identifying accountability measures</td>
<td>Operationalize plans</td>
</tr>
<tr>
<td></td>
<td>Matching employees with appropriate positions</td>
<td>Maintain professionalism</td>
</tr>
<tr>
<td>Local, state, and federal laws and court decisions</td>
<td>Implementing laws, court decisions, and legal mandates</td>
<td>Interpret laws and court cases</td>
</tr>
<tr>
<td>Organizational concepts (e.g., authority, delegation, chain of command, span of control, etc.)</td>
<td>Applying organizational concepts to jail administration</td>
<td>Translate theory into practice</td>
</tr>
<tr>
<td></td>
<td>Establishing a jail that functions efficiently and effectively</td>
<td></td>
</tr>
</tbody>
</table>