

Core Competency 18: Obtain and manage human resources

Description:

Obtain the human resources needed to achieve organizational goals, allocating them in a manner that supports the jail’s vision, mission, and values; assess employee strengths/weaknesses; properly delegate authority.

Rationale:

Since a majority of the operating budget of most jails is spent on staff salaries and benefits, recruiting, retaining, and developing competent personnel are significant priorities. Doing so requires insights concerning human resource issues, both nationally and locally. Moreover, assuring a sufficient quantity and quality of well-trained and highly motivated staff is fundamental to safe and secure jail management, administration, and operations.

Requires knowledge of:	Requires skills in:	Requires ability to:
Staffing and training needs analysis	Understanding duty posts, mandated positions, related responsibilities, and associated training needs Assessing human resource needs throughout the organization and developing plans to address them	Objectively analyze and prioritize staffing needs Maintain a commitment to staff training and development
Local, regional, and state employment/ economic conditions	Determining the impact of employment markets on the jail’s ability to recruit and retain staff Collecting and analyzing employment data Advocating for positions and staff salaries/benefits	See the “big picture” Envision how the jail can use employment indicators to its best advantage Obtain necessary human resources
Laws, administrative regulations, bargaining agreements, and policies related to human resources (e.g., ADA, FMLA, etc.)	Analyzing relevant human resources regulations Assuring that organizational decision-making is in compliance with relevant regulations	Make fair selection, retention, disciplinary, and other human resource decisions on the basis of applicable legal rules and regulations
How to objectively evaluate employee performance and promote retention of well-qualified staff	Conveying expectations and assessing performance against valid job requirements Holding employees accountable in accordance with the vision/mission, and drafting remedial plans for inadequately-performing staff Determining what factors may be promoting job dissatisfaction and taking corrective action	Match performance measures with job requirements Uphold ethical standards (on and off the job) Be firm, fair, and consistent, as well as empathetic Be clear, straightforward, and unambiguous