

## Defining the Roles of Leadership

### Authority

The **executive-level** leader is the head of a correctional agency/organization, often elected to the post or appointed by an elected official. Working within a broad and often vague mandate, this leader sets the direction and policy for the organization. This leader works extensively with stakeholders outside the organization that have influence in the political and policy arenas. In some systems, the deputy director may also be considered an executive-level post.

The **senior-level** leader is elected or appointed by the correctional agency/organization director. This leader advises the director in the development of policy and interprets policy within the parameters set by the executive. He or she works extensively with internal stakeholders in aligning organizational systems with the executive's vision. This individual is usually within the upper third of the organizational structure.

The **manager** is above supervisors in the chain of command and is typically in the middle ranks of a correctional agency/organization. The manager advises senior-level leaders about policy development but is primarily responsible for interpreting and implementing correctional agency/organization policy. Their major focus is working with internal stakeholders to create the systems and services needed to fulfill correctional agency/organization policy.

The **supervisor** manages the staff who work directly with the client or constituent group. The supervisor makes recommendations to improve systems and service delivery and monitors operations for compliance with correctional agency/organization policy. A supervisor position is typically one or two steps above the line or entry-level position in the organization. In the chain of command, a supervisor usually provides direct oversight of line staff and/or performs administrative duties assigned by the manager.

### Responsibilities

**Executive:** The executive is responsible for the leadership and effective management of all correctional operations and services within a level of government. The executive is expected to:

- Establish the correctional agency/organization's **vision and mission**.
- Set clear **goals and objectives** to ensure the alignment and/or development of the organizational and administrative systems to support the correctional agency/organization's mission. Evaluate progress toward desired outcomes.
- Build an **organizational culture** that supports the attainment of desired outcomes.
- Secure the **resources** needed for successful implementation of the correctional agency/organization's mission and ensure that those resources are managed effectively and efficiently.
- Manage the **external environment**, including relations with other departments, agencies, and organizations; the community; and other stakeholders.
- Influence and develop **public policy** that supports the correctional agency/organization's mission.
- Develop a **competent and diverse senior-level staff** to ensure that the correctional agency/organization's vision, mission, and goals are achieved.

*Excerpts from Campbell, N. (2005) Correctional Leadership Competencies for the 21st Century: Executive and Senior-Level Leaders, Washington, DC: National Institute of Corrections*

**Senior-level leader:** The senior-level leader is responsible for the overall management of a division, an institution, field services, or another major organizational component of a correctional agency/organization such as administrative, program, and support services. The senior-level leader is expected to:

- Implement the correctional agency/organization's **vision and mission**.
- Implement **goals and objectives** that align and/or develop the organizational and administrative systems and evaluation processes that support the correctional agency/organization's mission.
- Build an **organizational culture** within the division that supports the attainment of desired outcomes.
- Coordinate and manage the development and oversight of the **budget and finances** to ensure congruence with the correctional agency/organization's vision and mission.
- Manage the **external environment**, including relations with other departments, agencies, and organizations; the community; and other stakeholders.
- Influence and develop **public policy** that supports the correctional agency/organization's mission.
- Create and maintain a **competent and diverse workforce**.

**Manager:** The manager is responsible for the implementation, oversight, and management of a unit, program, or department within a division, institution, or field setting. The manager is expected to:

- Ensure the implementation of short- and long-term goals and objectives that are congruent with the correctional agency/organization's **vision and mission**.
- Develop **procedures** to ensure the alignment of the unit or program with correctional agency/organization policy and best practices.
- Build an **organizational culture** within the unit/program that supports the attainment of desired outcomes.
- Manage the unit/program's **budget and finances** to ensure implementation of the correctional agency/organization's vision and mission.
- Manage the **external environment** related to the manager's area of responsibility.
- Ensure that unit/program staff understand and support the correctional agency/organization's **public policy** agenda.
- Provide leadership to and supervise **staff**.

**Supervisor:** The supervisor is responsible for the effective delivery of services to a client (customer/constituent) and/or staff population. The supervisor is expected to:

- Ensure that correctional agency/organization policies, procedures, standards, and contracts are implemented and support the correctional agency/organization's **vision and mission**.
- Implement **procedures** to ensure the alignment of the unit or program with correctional agency/organization policy and best practices.
- Build an **organizational culture** within the unit/program that supports the attainment of desired outcomes.
- Ensure that **resources** are expended wisely and as prescribed by correctional agency/organization policy and procedures.
- Interact with the **external environment**.
- Ensure that unit/program staff understand and support the correctional agency/organization's **public policy** agenda.
- Provide **supervision** to direct reports and model best supervision practices.

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