

**Core Competency 3:  
Build and maintain positive relationships with external stakeholders**

*Description:*

Develop reciprocally-beneficial external partnerships to achieve shared goals.

*Rationale:*

Since jails are impacted by other criminal justice agencies, local and state policy-makers, and community organizations, they cannot operate effectively without developing working relationships with such groups. Establishing linkages with these stakeholders not only assists with accomplishing the jail’s mission, but also with managing related external forces over which jails have no direct control. Identifying and building such relationships is a two-way process for the mutual benefit of everyone involved.

<b>Requires knowledge of:</b>	<b>Requires skills in:</b>	<b>Requires ability to:</b>
Stakeholders and their organizational missions as well as personal agendas	Identifying and nurturing relevant stakeholders  Overcoming existing conflicts, and avoiding potential conflicts  Understanding politics and stakeholder relationships	Appreciate stakeholders’ mission  See the “big picture” beyond organizational boundaries  Demonstrate political awareness
How external partnerships can productively assist in accomplishing the jail’s mission	Listening to the viewpoints and concerns of partners  Identifying indicators of a successful partnership  Collaborating with others  Creating an MOA (memorandum of agreement)  Repairing unproductive or ineffective partnerships  Terminating unsuccessful partnerships	Assess external relationships  Analyze  Be objective  Develop trust
Positive advocacy techniques	Convincing others of the jail’s needs  Advocating for the jail’s mission	Be persuasive  Analyze  Develop trust