

**Core Competency 8:  
Develop and sustain organizational vision/mission**

*Description:*

Establish a long-range purpose for the organization and provide overall direction and guidance for achieving its mission and measuring success.

*Rationale:*

This competency establishes the basis for pursuing all others. It clarifies the essence of the organization’s existence by creating, implementing and maintaining the jail’s vision and mission through participatory consensus-building with staff and stakeholders.

<b>Requires knowledge of:</b>	<b>Requires skills in:</b>	<b>Requires ability to:</b>
Techniques for developing and updating a vision/mission statement	Collaboration and teamwork  Consensus-building  Forecasting	Be visionary  See different points of view  Maintain a passion for the vision  See the “big picture”
How to operationalize a vision/mission statement and create measures of success	Action planning  Following through  Identifying appropriate benchmarks  Implementing change	Be courageous  Keep organized and on track  Evaluate  Be patient and persistent
Productive use of feedback	Listening  Making modifications as needed	Obtain constructive feedback  See different points of view  Be flexible
Strategic planning	Anticipating potential obstacles  Keeping the vision alive  Reinforcing the vision	Be well-organized  Maintain a passion for the vision