Competencies of high-performing correctional officers of jails and prisons: developing tomorrow’s officers

Douglas Woodfin Murphey II

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Abstract
Correctional facilities continue to be built to hold an ever-growing inmate population that must be managed by competent correctional officers. This study utilized three subject-matter expert groups to create and validate the core competencies required to be a high-performing correctional officer. The first group of eight high-performing correctional officers from the Chesterfield County Sheriff's Office created the initial list of competencies. The second group of eight expert correctional consultants rated the competency list. The third group of sixteen senior correctional administrators from outstanding sheriff's offices and correctional facilities in the United States also rated the competencies. The core competencies were clustered into roles and compared to the Correctional Leadership Competency Model advanced by the U.S. Department of Justice and the National Institute of Corrections in 2005. The Correctional Officer Competency Model may be used by the corrections industry to develop today's high-performing correctional officers and those of tomorrow.

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