

To Lead and to Serve



**Guidelines for effective
leadership in the
American Correctional Association**



First printed July 31, 2004

Revised February 2017

The American Correctional Association has weathered the test of time. ACA has, like many organizations, been through times of challenge, times of change, and times of success. For more than 146 years, this association has represented the men and women who serve their communities in the profession of corrections. We have been steady in our principles in response to the call for national leadership in our profession. Political and philosophical winds may shift, but the guiding principles of ACA have not — they are as much intact and important to us today as they were in 1870. A major reason for this “steady ship of state” was, is and will continue to be the leadership of our association.

From our founders to our present officers, our association “strives to ensure” that women and men of honor, knowledge, ability, and good character assume leadership positions.

To continue an unbroken chain of productive leadership, this guidebook has been written to assist any person interested and willing to take up the mantle of leadership in ACA.

Your service is vital, your efforts are appreciated, and your mark will maintain ACA’s principles for generations to come.

— *ACA Past Presidents’ Council and Executive Director*

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Introduction

The assumption of an effective leadership role in the American Correctional Association (ACA) is one of the greatest contributions that you can make in your career. ACA leadership will enhance the entire corrections field, as well as your own leadership skills and correctional knowledge, which will inevitably result in benefits to your agency, your community and your career.

Motivator and speaker Steven Covey has said, “The world we live in is the legacy of those who have gone before us. The choices we make in our work and in our personal lives create a legacy for those who will follow. The past is a prologue. What legacy will we leave?” Through leadership involvement in ACA, you can leave a legacy on which others can build. Your contribution can make the corrections profession a richer experience for you, your colleagues, your clients or charges, your neighborhood, and fellow citizens.

If you are currently a leader in ACA or if you are aspiring to become a leader, this handbook will guide you in reaching that goal. It will help encourage and ensure your most effective contribution as a committee member or chairperson, a member of the Delegate Assembly or the Board of Governors, or in any of the other leadership opportunities.

The members of the Past Presidents’ Council of the American Correctional Association have developed these guidelines based on their experiences with the hope that the information will inspire you “To Lead and to Serve.”¹

History of the American Correctional Association

In 1870, leaders in American corrections met with international colleagues in Cincinnati. Together, they developed inaugural principles stating the ideas and objectives underlying the practice of their profession. Subsequently, the National Prison Association (NPA) was founded. Rutherford B. Hayes, then-governor of the State of Ohio and future president of the United States, was elected as the association's first president. In 1907, the NPA was renamed the American Prison Association; it ultimately became the American Correctional Association (ACA) by action taken at the 1954 Congress of Correction in Philadelphia. This name change reflected the growing recognition of community corrections and juvenile programs, as well as all facets of the profession.

The Declaration of Principles developed by the corrections leaders in 1870 became the accepted guidelines for the profession in the United States and Europe. Those guidelines — revised and updated at ACA's centennial Congress of Correction in 1970, again at the ACA Winter Conference in January 1982, and most recently at the Congress of Correction in August 2002 — have remained the core belief of the association. Guided by these principles, ACA has been the driving force in establishing national correctional policies and operational standards and otherwise advocating safe, humane and effective correctional operations.

ACA's professional membership is comprised of individuals, agencies and organizations involved in all aspects of the corrections field, including adult and juvenile services, community corrections, probation, parole, and jails. Adult and juvenile correctional facilities, jails, and corrections programs throughout the world are accredited based on compliance with standards established by ACA's Standards Committee and administered by the Commission on Accreditation for Corrections.

ACA has thousands of members in the United States, Canada, Mexico and other nations. In addition, approximately 131 chapters, affiliates and student chapters represent other countries, states,

provinces, regions or professional specialties. (See Appendix II for a complete listing of these organizations.)

The American Correctional Association is the oldest and largest corrections organization in the world, as well as one of the longest serving professional organizations in America and the world.

Fundamental Beliefs of ACA

Declaration of Principles

Oliver Wendell Holmes is said to have commented, “If you don’t know where you are going, you will never know if you got there.” Accordingly, a leader in the American Correctional Association can and should be guided by ACA’s Declaration of Principles, which are the basic beliefs and tenets of the profession. These principles are intended to stand the test of time and, as stated in their content, “guide sound corrections practices, make clear our philosophy and aims, and inspire cooperation and support from leaders of local, state, national and international communities and organizations.”

ACA has adopted the following fundamental principles to guide the profession:

Humanity: The dignity of individuals, the rights of all persons, and the potential for human growth and development must be respected.

Justice: Corrections must demonstrate integrity, respect, dignity, and fairness and pursue a balanced program of humaneness, restoration, rehabilitation, and the most appropriate sanctions consistent with public safety.

Protection: Corrections has a duty to ensure the protection of the public, offenders under corrections supervision, corrections workers, and victims and survivors of crime.

Opportunity: Corrections is responsible for providing

programs and constructive activities that promote positive change for responsible citizenship.

Knowledge: Corrections must be committed to pursuing a continual search for new knowledge, technological advances, effective practices and partnerships that strive toward excellence and positive change.

Competence: Corrections administrators, supervisors and line employees should be professionally competent and committed to conducting their responsibilities in accordance with professional standards.

Accountability: Corrections officials shall ensure accountability in regard to the treatment and management of offenders, selection and performance of staff, and the interface with the community and victims.

Effective leaders ensure that these principles are the foundation of every policy, resolution and standard developed for the association and reflected in correctional practice.

Vision Statement

The American Correctional Association shapes the future of corrections through strong, progressive leadership that brings together various voices, and forges coalitions and partnerships to promote the concepts embodied in its Declaration of Principles.

This vision statement, adopted by the ACA membership, makes clear that the present and future success of the association in the achievement of its desired goals is dependent upon its leaders' and members' commitment to ACA's principles as the guide for their professional activities. ACA communicates its vision through its policymaking process and public information, media relations and education.

Mission Statement

The American Correctional Association provides a professional organization for all individuals and groups, both public and private that share a common goal of improving the justice system.

Communicating the Vision

Policies, Resolutions and Performance-Based Standards

During the long history of ACA and its predecessor organizations, a policymaking process has gradually evolved and has been formalized into the association's bylaws. This process is the result of much discussion, debate and compromise, and it provides for input from and participation by ACA members and corrections constituency groups. This process results in public policies, resolutions and standards that guide the corrections profession. ACA's leaders must work within this policymaking process to develop, amend and communicate association positions to its broadly based constituent groups.

There are several guiding principles to the ACA policymaking process:

- Represent all components of the correctional system.
- Provide opportunities for all members who wish to do so to voice their opinion.
- Respect the opinions of others.
- Challenge the status quo.
- Seek consensus.
- Consider and assess criticism.

The vehicles that ACA uses to articulate its position on an issue are public policies, resolutions and standards. These written statements are the primary methods by which ACA influences international, national and local correctional practices, leaders and aspiring leaders to promote the goals of ACA through their knowledge and understanding of these elements.

Following are definitions of each of these important concepts as outlined in the Constitution and Bylaws of the Association.

Public Correctional Policy

“A position statement on a criminal justice issue, consistent with the association’s Declaration of Principles, that will guide and determine present and future decisions of the association and give direction for criminal justice practices.”²

Policies highlight guiding principles and/or research-based correctional practices and are used to advance the profession. Agencies have used these policies to respond to litigation, defend correctional programs and budgets, and increase public awareness regarding effective corrections practice.

A policy addresses a fundamental issue of the profession and is ratified for five years, at which time it must be renewed or allowed to expire. Amendments to a policy may be offered and considered at any time. Public policies can be initiated by any member, committee or organization in the association. Approval by the Executive Committee, Board of Governors and the Delegate Assembly is required for adoption.

Resolution

“A formal statement regarding a desired course of action on a matter or issue related to the objectives of the association.”³

A resolution remains in force for three years until it must be renewed by the governing bodies. A resolution may be transformed into a public correctional policy if the association believes that the issue is fundamental to correctional practices and procedures.

Like public correctional policies, resolutions can be initiated by any member, committee or organization in the association. Amendments may be offered and considered at any time. Resolutions also require joint approval by the Board of Governors and the Delegate Assembly.

Performance-Based Standards

“A statement that clearly defines a required or essential condition to be achieved and maintained.”⁵ A standard may prescribe the activities or practices necessary to achieve compliance. This is distinguished from an “expected practice” that prescribes the activities or practices necessary to achieve compliance with a Performance-Based Standard.

A performance-based standard describes a result to be achieved. Performance-based standards reflect the overall mission and purpose and do not describe the activities or practices that might be necessary to achieve compliance. Performance-based standards reflect ACA’s commitment to measurement, accountability and research-driven correctional practice. Consequently, ACA is in the process of converting all of its standards manuals from the traditional accreditation format to a performance-based format model. These include the following components:

- Goal statement
- The performance standard
- Outcome measures
- Expected practices
- Protocols
- Process indicators

Public Information, Media Relations and Education

For ACA’s policies and resolutions to influence the development of public policy, they must be credible and disseminated widely. Further, during corrections or other criminal justice events or occurrences that may be of national interest, the media often seeks ACA’s comments or quotes. To assure that the association’s positions are accurately portrayed, ACA’s Bylaws designate specific, official spokespersons for the association.

The official spokesperson for the association during his/her term of office is the president. Additionally, the executive director is authorized to speak for the association to communicate association policies, standards, resolutions and positions. ACA’s director of Government and Public Affairs, or others so named by the

executive director or president, may be authorized to speak on behalf of the association to communicate one or more policy positions taken by the association.

Through its professional development department staff, ACA provides an array of training programs that are utilized nationally and internationally. The programs include such diverse offerings as on-site training, online training, webinars and the Corrections Certification Program. (For a more complete description of the certification program, see Appendix IV.)

Qualities of Effective ACA Leaders

Being an effective leader in ACA is much like being an effective leader in other pursuits. In this capacity, you are expected to develop and communicate a long-range vision, to support the principles of the profession, to promote promising initiatives, and to inspire others to excel — to serve your colleagues, your charges and your community — in short, “To Lead and to Serve.”

Numerous studies have shown that successful leaders possess the following traits:

They challenge the process. Leaders are not satisfied with the status quo; they challenge it.

They stretch themselves and others. Leaders have a vision; others must also share that vision to become involved.

They enable others to act. Leaders explain the principles behind the goals and give others the opportunity to achieve creatively.

They are customer focused. Leaders always have the needs of their communities and constituents in mind when they develop new directions.

They serve as models. Leaders lead by example; they lead from the front.

ACA has a historical tradition of leaders who have challenged the process; they inspired a new vision; they were principle driven; and they led by example. ACA leaders have become very active in addressing contemporary issues and in developing membership services.

Effective leaders in the American Correctional Association are

- Principle-centered visionaries.
- Goal directed, outcome based, research driven.
- Good-humored consensus builders.
- Problem solvers.
- Effective at conflict resolution.
- Effective communicators.
- Good at follow through.
- Capable of working with diverse groups.
- Knowledgeable of the profession and its issues.
- Most of all, effective leaders in ACA will recognize talented members and mentor them, enabling them to also become ACA leaders.

Obligations of Effective ACA Leaders

Leading a Membership Organization

Leading a membership-driven organization carries with it the obligation to be guided by the aspirations of that membership. Once elected to a position in the governing body, one should remember that ACA exists for all of its members. A person serving in an elected position as a representative of a specific discipline (i.e., juvenile institutions, adult community, medical services, etc.) has a responsibility to represent the interest of that constituency within the framework of the total corrections system. An elected officer, conversely, serves the entire membership.

Officers and other leaders will frequently be approached to advocate on behalf of ACA for a particular cause or issue. The challenge is to consider each request as to its impact on the overall

association. Effective ACA leaders strive for balance, diversity and fair representation within ACA.

Election to an ACA office, a distinct honor, is also a very serious commitment to the overall good of the organization.

Ethical Conduct

“Behavior conforming to accepted principles of right and wrong that govern the conduct of a profession.”

The general public has an expectation that corrections employees will carry out their assigned duties and responsibilities in ways that provide safe, secure and humane care to those in their custody. Unethical behavior by a correctional employee impacts the profession in a negative manner. Whenever the public learns of unethical behavior, its confidence in the profession’s ability to protect society is lowered. Corrections professionals are rightfully subject to public scrutiny and must take care that their behavior on and off the job is appropriate. Ours is a profession that is responsible for peoples’ lives and welfare, so we must expect to be held to the highest of standards.

Dr. Elizabeth Hoppe, professor of philosophy at Lewis University in Illinois said, “Ethics permeates society. It’s like tough love; there is no easy way out. To bring about change, everyone has to come together and attack the problem aggressively. Otherwise, there is no morality and no such thing as right and wrong. Everyone must be aware of what appropriate behavior is, and what the consequences of that behavior are both good and bad.”

From the line officer to the administrator, the ethical commitment must be strong so that ethics permeates our corrections society. A leader has no greater responsibility than to set the example for ethical conduct. Because of the importance of ethical conduct in the corrections profession, ACA has established a Committee on Ethics.

Duties, Roles and Responsibilities of ACA Leaders

The demonstration of leadership skills may lead to an appointment to serve on a committee or to serve as chair of a committee. It may also result in election to serve as a member of the Commission on Accreditation for Corrections, Delegate Assembly, the Board of Governors or as an Officer of the Association.⁶

Appointed Positions

The Association is comprised of Standing Committees and Ad Hoc Committees to which the president appoints chairs and members. The majority of the policy work of the ACA is accomplished through its many committees. Thus, these committees are the lifeblood of the association. Most committees meet twice annually, during the summer Congress of Correction and the Winter Conference. Committee members are encouraged to attend all ACA meetings.

Committee Member: Serving on a committee is usually the first leadership position within ACA. Committee work is rewarding because the work product is often related to a specific area of professional concern and because of the opportunity to work with colleagues from a diverse geographical and professional background.

Committee Chair: Most committee chairs are appointed by and serve at the pleasure of the president.

John F. Schlegel of the American Society of Association Executives writes that among the qualities of an effective chair are being a good communicator; having a willingness to listen; and displaying strong leadership and administrative skills.

The role of the chair is to

- Preside over meetings.
- Generate and make reports to the president and/or Board of Governors.

- Inspire the committee to address the charges established for the committee by the president.
- Encourage alliances between members.
- Encourage a diversity of opinions in forming a shared position.
- Delegate tasks and responsibilities.
- Monitor completion of tasks.
- Recognize good work.
- Develop a tangible work product.

Elected Positions

Holding an elected position in ACA demands taking a stand on various issues. Leaders in ACA are expected to both lead and serve. Election to an office or other position means that the membership has entrusted its faith in your knowledge, leadership skills and integrity in leading the association in a positive direction. Elected leaders initiate and assist in the development of sound policies, resolutions and standards that represent the best practices of the corrections profession and that adhere to ACA's guiding principles.

Commission on Accreditation for Corrections: The Commission is governed by a Board of Commissioners of no more 40 members who are selected from categories which are specified in the association's Bylaws. The accreditation procedures are promulgated, and the award of accreditation is granted by the Commission on Accreditation for Corrections. All standards are approved by a Standards Committee, the members of which are jointly appointed by the Chair of the Commission and the president of the association. The commission holds panel hearings for those seeking accreditation at both of ACA's conferences and other affiliate conferences during the year.

Delegate to the Delegate Assembly: The Delegate Assembly's powers and duties are specified in the association's Bylaws. More than 150 delegates constitute the assembly including past presidents; the Board of Governors, including the members of the Executive Committee (officers); those representing dual membership chapters and affiliates with representation; at-large elected representatives from every

component of the correctional system; and representatives from the four branches of the armed services.

Effective delegates study proposed policies and resolutions prior to the Delegate Assembly meeting. They challenge and debate public policy issues so that these documents are clear and concise and effectively communicate ACA's Principles and Vision as well as the collective will of the Delegate Assembly.

Governor, Board of Governors: The Board of Governors is the governing body for the internal and financial affairs of the association. Currently, there are 19 members of the Board of Governors representing 12 areas of correctional practice. The board has an obligation to review the budget carefully prior to its adoption, ensure that the association is fiscally sound and that the association's executive director provides effective leadership to the field, and to the ACA staff.

Officer, Executive Committee: The Executive Committee is comprised of eight members: president, president-elect, vice president, treasurer, immediate past president, two Board of Governors' representatives and the ACA executive director, all of whom are also members of the Board of Governors and the Delegate Assembly. Between meetings of the Board of Governors, the Executive Committee acts on its behalf.

The officers of the American Correctional Association are responsible to the Board of Governors and shall carry out the duties outlined to them in the Association's Constitution and Bylaws. All officers and governors must sign and abide by a Conflict of Interest Statement that requires disclosure of any potential conflict that an officer or board member's private financial interests may have with the association as a legal entity.

President: The president is responsible to the Board of Governors. The president appoints committees and councils and their chairs. The president is an ex-officio voting member of all committees

and councils and has the right to attend all committee and council meetings. The president performs such other duties as may be assigned to him/her from time to time by the Board of Governors.

President-Elect: The president-elect has such general administrative and other duties as may be assigned by the Board of Governors or the president.

Vice President: In the absence or disability of the president, the vice president has the powers and duties of the president. In the event of a vacancy in the office of president, the vice president shall succeed to that office for the unexpired portion of the term. The vice president shall also have general administrative duties under the direction of the president and such other duties as may be assigned by the Board of Governors.

Immediate Past President: the immediate past president has such duties as may be assigned by the Board of Governors or the president.

Treasurer: The treasurer is the legal custodian of the financial records of the association's investments and funds, subject to the direction and approval of the Board of Governors on the status of the association's financial affairs. In addition, the treasurer makes recommendations regarding the association's fiscal policies and practices as may be recommended by the financial auditors employed by the association, or which may otherwise be indicated.

Executive Director: The executive director is the chief administrative officer of the association and is authorized to communicate association policies, standards, resolutions and positions. The executive director is accountable to the Board of Governors for the administration and conduct of the business affairs of the association. The executive director is responsible for discharging the usual duties of a corporate secretary and recording, or causing to be recorded in books provided for the purpose, the proceedings of the meetings of the association, including those of the Delegate Assembly, the Board of Governors and the Executive

Committee; providing staff support to committees at the discretion of the executive director; assuring that all notices are fully given in accordance with the provision of the Bylaws; being custodian of the records and of the Corporate Seal of the Association; keeping or filing the books, reports, statements, certificates, and all other documents and records required by law; and performing such duties as may from time to time be assigned by the Board of Governors or Executive Committee. The executive director is an ex-officio voting member of all committees and councils and is given notice of and shall have the right to attend all committee and council meetings and is a non-voting member of the Executive Committee, Board of Governors and Delegate Assembly. The executive director is the financial administrator of the association and is responsible for the custody and disbursement of association funds and assets.

ACA Staff and Volunteer Relationships

Because ACA is a professional membership association, all ACA members are, in fact, volunteers. Only the executive director and his/her staff are employees; therefore, the maintenance of positive, interactive relationships among the ACA executive director/staff, Executive Committee, Board of Governors and the Delegate Assembly is of paramount concern to all ACA members and leaders.

The importance of ACA's reputation as a credible organization is heavily dependent on healthy working relationships between members and staff. As a professional association whose task is "to persuade," it is essential that its integrity be unquestioned and its truthfulness accepted.

The executive director as chief executive officer of the association is responsible for the operations and supervision of the ACA staff. Additionally, the executive director has a key role in safeguarding the historical stability, integrity and credibility of the association, thereby, ensuring that its powers of persuasion and influence are maintained. Consistent with these responsibilities, officers and

other members of the ACA leadership can expect the executive director to fulfill such roles as historian pertaining to ACA's past endeavors, and as motivator/encourager concerning on-going tasks. The executive director's effort to achieve proficiency and excellence in exerting a positive influence on national and international correctional policy needs to be shared by all.

Another important role of the executive director is that of mentor/advisor regarding the impact that new plans or initiatives might have on ACA's ability to continue being perceived as a nonpartisan, respected professional association guided solely by its dedication to improve the field of corrections. In essence, the executive director is the "gatekeeper of ACA's flame of integrity and credibility" and is a stabilizing force for ACA and an important resource for an officer and elected leader of ACA.

Overall, it is important that the elected ACA leadership's relationship with the executive director be characterized by mutual respect, strong support and keen awareness that all parties have a vested interest in promoting the association's reputation. Indeed, the level of success that can be experienced by leaders, individually and collectively, during their tenures is dependent on both the actual and perceived integrity and credibility of the association.

Over to You

Your contribution and leadership will create a better future — not just for yourself, but ultimately for our profession and our communities.

We wish you success!

Endnotes

¹The Past Presidents Council, which meets semi-annually to discuss issues of importance to the mission of the association and to carry out other charges from the president, was established in 1998 under President Richard L. Stalder as an “Ad Hoc” Committee. President Stalder appointed Past President Su Cunningham to chair the group. Past President Cunningham was reappointed in 2000 by President Betty Adams Green, and in 2002, President Charles J. Kehoe appointed Past President John Braithwaite as the Chair. Under President Green’s leadership, the council revised the ACA “Declaration of Principles,” which had not been updated since 1982. The Past Presidents Council became a “Standing” Committee in June of 2004 following the Association membership’s affirmative vote on the 2004 election ballot. To Lead and to Serve was developed between 2002 and 2004 as a result of the charge put forth by President Kehoe in 2002.

²Bylaws, The American Correctional Association, Article VI, Section 4.B.

³Ibid, Article VI, Section 4.A.

⁴Ibid, Article VI, Section 19 and Article IV, Section 2.F.

⁵American Correctional Association, *Manual of Performance-Based Standards for Adult Community Residential Services, Fourth Edition*, August 2000.

⁶The duties, roles and responsibilities of elected and appointed positions are fully addressed in the association’s Bylaws.

Appendix I. Suggested Reading

- *American Correctional Association Constitution/Bylaws*
- *American Correctional Association Policies/Resolutions*
- *The Hudson Institute Report, “The Value of Associations.”* Highlights the broad benefits from associations, in that associations educate their members on technical issues and best practices and through the dissemination of research findings, thus raising the quality of services overall; associations set standards, policies and ethical codes of conduct that raise the level of service delivery; associations disseminate information on the profession to policymakers and the public thus raising their awareness of the concerns held by the members of the association; and associations provide opportunities for its members to learn new public educational skills and to mentor and train new leaders in the profession.
- *The Leadership Challenge: How to make Extraordinary Things Happen in Organizations, Fifth Edition* by James Kouzes and Barry Posner. Describes fundamental traits of effective leaders.
- *Roberts Rules of Order*. Provides easy access to complex rules about conduct for presiding over meetings. It is considered the bible of parliamentary rules and procedures and is a valuable tool whether one is running a club or civic meeting, gathering with a large group of associates for a seminar, or taking part in a long-distance teleconference.
- *Ethics in Criminal Justice: In Search of the Truth 6th Edition* by Sam S. Souryal (Taylor & Francis, 2015). One of the leading books on ethics in the criminal justice field. Specific chapters focus on corrections.
- *Blink: The Power of Thinking Without Thinking* by Malcolm Gladwell (Back Bay Books, 2005). This work is about how some people can think and make decisions, in the blink of an eye that can have a considerable impact on an organization or on our way of life.

- *The Tipping Point: How Little Things Can Make a Big Difference* by Malcolm Gladwell (Back Bay Books, 2002). Describes the moment when a thought or event becomes the tipping point experience and can change the way people think and act.
- *It Worked for Me: In Life and Leadership* by Colin Powell (Harper Collins Publishers, 2012). These are Colin Powell's principles that shaped his life and his approach to leadership.
- *Man's Search for Meaning* by Viktor E. Frankl (Beacon Press, 2006). Psychiatrist Viktor Frankl's book provides lessons for spiritual survival in the face of suffering. This is an excellent work for all those who are in or will be in positions of leadership.
- *From Jailer to Jailed, My Journey From Corrections and Police Commissioner to Inmate #84888-054* by Bernard B. Kerik (Threshold Editions, 2015). Former Police and Corrections in New York City, Bernard Kerik depicts his incarceration and now his personal battle for criminal justice reform.
- *The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change — 25th Anniversary Edition*, Stephen R. Covey (Simon and Shuster, 2013). For many, this is a book that has changed individuals and leaders for the better. The 7 Habits is a timeless compass that always points the reader in the right direction.
- *A View From the Trenches: A Manual for Wardens by Wardens, 2nd Edition* (ACA 2007).
- *Becoming a Model Warden* (ACA 2004).
- *The Full Spectrum: Essays on Staff Diversity in Corrections* (ACA 2004).
- *A Model of Correctional Leadership: The Career of Norman A. Carlson* (ACA 2010).
- *Current Concepts in Correctional Leadership* (ACA 1998).
- *Conflict Management & Conflict Resolution in Corrections, 2nd Edition* (ACA 2014).

Appendix II. ACA Chapters and Affiliates

Affiliates With Representation

American Catholic Correctional Chaplains Association

American Correctional Chaplains Association

American Jail Association

American Probation and Parole Association

Association of State Correctional Administrators

Association of Women Executives in Corrections

Community Corrections Association of Georgia

Correctional Education Association

Council of Juvenile Correctional Administrators

Florida Council on Crime and Delinquency

International Association for Correctional and Forensic Psychology

International Correctional Arts Network

Middle Atlantic States Correctional Association

National Association of Blacks in Criminal Justice

National Association of Probation Executives

National Correctional Industries Association Inc.

National Organization of Hispanics in Criminal Justice

North American Association of Wardens and Superintendents

Prison Fellowship

The Salvation Army

International Corrections & Prisons Association

Volunteers of America

International Community Corrections Association

General Affiliates

American Correctional Health Services Association

American Institute of Architects

Association of Correctional Food Service Affiliates

Association of Paroling Authorities International

Association on Programs for Female Offenders

Correctional Accreditation Managers Association

Family and Corrections Network

Historical Association for Corrections

International Association of Correctional Training Personnel

Juvenile Justice Trainers Association

National Association of Adult and Juvenile State Corrections

Mental Health Directors

National Association of Correctional Record Administrators and Supervisors

National Association of Juvenile Correctional Agencies

National Council on Crime and Delinquency

National Juvenile Detention Association

Parole and Probation Compact Administrators Association

Caribbean Correctional Association

Integrated Correctional Association of the Philippines (ICAP) Inc.

Middle Atlantic States Correctional Association

Southern States Correctional Association

Western Correctional Association

Alabama Council on Crime and Delinquency

California Probation Parole and Correctional Association

Iowa Corrections Association

Kentucky Council on Crime and Delinquency

Minnesota Corrections Association

Pennsylvania Association on Probation Parole and Corrections
Tennessee Correctional Association
Texas Corrections Association
Utah Correctional Association

Dual Chapters

Arizona Probation, Parole and Corrections Association
Colorado Criminal Justice Association
Connecticut Criminal Justice Association
Correctional Association of Massachusetts
Department of Corrections and Rehabilitation of Puerto Rico
Chapter
of the American Correctional Association
District of Columbia Criminal Justice Association
Hawaii Criminal Justice Association
Illinois Correctional Association
Indiana Criminal Justice Association
Jamaica Federation of Corrections
Kansas Correctional Association
Louisiana Correctional Association
Maryland Criminal Justice Association
ACA Mexico Chapter
Michigan Corrections Association
Missouri Corrections Association
Nebraska Justice Association
Nevada Correctional Association
New Jersey Chapter
New Mexico Criminal Justice Association
New York Corrections and Youth Services Association

North Carolina Correctional Association
Ohio Correctional and Court Services Association
Oklahoma Correctional Association
Oregon Criminal Justice Association
South Carolina Correctional Association
Texas Criminal Justice Association
Virginia Correctional Association
Washington Correctional Association
Wisconsin Correctional Association
Wyoming Criminal Justice Association

Student Chapters

Appalachian State University–ACA Student Chapter
Arizona State University–ACA Student Chapter
Bellmont High School–ACA Student Chapter
Brown Mackie College–ACA Student Chapter
Central Missouri State University–ACA Student Chapter
Champlain Valley Educational Services–ACA Student Chapter
Clayton State Justice Society
Columbia-Greene Community College
Concordia University Chicago Sociology of Law & Justice Club
Eastern Kentucky University Correctional and Juvenile Justice Students' Association
Harrison College
Hazard Colonels (Hazard Community & Technical College)
ITT-Technical Institute–ACA Student Chapter
Ivy Tech Community College–Terre Haute–ACA Student Chapter
Martin University
Missouri Western University–ACA Student Chapter

Moraine Park Technical College Corrections Club
Northern Illinois University Academic Justice Association
Pierce College Criminal Justice Club
Richmond Community College–ACA Student Chapter
St. Augustine’s College–ACA Student Chapter
University of Cincinnati, School of Justice
University of Illinois/Chicago Criminal Justice Society
Washburn University
Western Illinois University Corrections Club
Westwood College
WITC New Richmond Criminal Justice Club
Correctional Healthcare Providers of the United States

Appendix III. American Correctional Association Code of Ethics

1. Members shall respect and protect the civil and legal rights of all individuals.
2. Members shall treat every professional situation with concern for the welfare of the individuals involved and with no intent to personal gain.
3. Members shall maintain relationships with colleagues to promote mutual respect within the profession and improve the quality of service.
4. Members shall make public criticism of their colleagues or their agencies only when warranted, verifiable, and constructive.
5. Members shall respect the importance of all disciplines within the criminal justice system and work to improve cooperation with each segment.
6. Members shall honor the public’s right to information and

- share information with the public to the extent permitted by law subject to individuals' right to privacy.
7. Members shall respect and protect the right of the public to be safeguarded from criminal activity.
 8. Members shall refrain from using their positions to secure personal privileges or advantages.
 9. Members shall refrain from allowing personal interest to impair objectivity in the performance of duty while acting in an official capacity.
 10. Members shall refrain from entering into any formal or informal activity or agreement which presents a conflict of interest or is inconsistent with the conscientious performance of duties.
 11. Members shall refrain from accepting any gift, service, or favor that is or appears to be improper or implies an obligation inconsistent with the free and objective exercise of professional duties.
 12. Members shall clearly differentiate between personal views/statements and views/statements/positions made on behalf of the agency or association.
 13. Members shall report to appropriate authorities any corrupt or unethical behaviors in which there is sufficient evidence to justify review.
 14. Members shall refrain from discriminating against any individual because of race, gender, creed, national origin, religious affiliation, age, disability, or any other type of prohibited discrimination.
 15. Members shall preserve the integrity of private information; they shall refrain from seeking information on individuals beyond that which is necessary to implement responsibilities and perform their duties; members shall refrain from revealing nonpublic information unless expressly authorized to do so.
 16. Members shall make all appointments, promotions, and

dismissals in accordance with established civil service rules, applicable contract agreements, and individual merit, rather than furtherance of personal interests.

17. Members shall respect, promote, and contribute to a work place that is safe, healthy, and free of harassment in any form.

(Adopted by the Board of Governors and Delegate Assembly, August 1994.)

Appendix IV. Corrections Certification Program

Corrections Professionals are afforded an opportunity to enhance their own professional growth through ACA training programs, seminars, conferences and courses. ACA certification is also available for certain positions.

The Corrections Certification Program offers correctional staff a national, volunteer method of certification. The program is designed to increase the knowledge and skill levels of correctional staff; promote the capabilities and professionalism of correctional staff to the public; enhance the image of corrections and its personnel; assist corrections in recruiting and retaining qualified staff; and encourage correctional organizations to maintain a standard of high performance for staff to achieve.

Certification is currently offered in the following categories:

Adult Corrections

There are four basic certification categories for Adult Corrections.

1. **Certified Corrections Officer (CCO)**
This category includes individuals who work directly with offenders.
2. **Certified Corrections Supervisor (CCS)**
This category includes individuals at the mid-management level who work with both staff and offenders in a correctional setting. It includes those responsible for

implementing agency procedures and supervising/evaluating personnel.

3. **Certified Corrections Manager (CCM)**

This category includes individuals who manage major units or programs within a corrections setting. They are management staff who may contribute to the development of policy and procedures, are responsible for their implementation, and have authority over supervisory personnel.

4. **Certified Corrections Executive (CCE)**

This category includes individuals at the highest executive level who oversee the development of policy and procedures in agencies dealing with adult offenders.

Juvenile Justice

There are four basic certification categories for Juvenile Justice.

1. **Certified Corrections Officer/Juvenile (CCO/JUV)**

This category includes individuals who work directly with juvenile offenders.

2. **Certified Corrections Supervisor/Juvenile (CCS/JUV)**

This category includes individuals at the mid-management level who work with both staff and offenders in a juvenile justice setting. It includes those responsible for implementing agency procedures and supervising/evaluating personnel.

3. **Certified Corrections Manager/Juvenile (CCM/JUV)**

This category includes individuals who manage major units or programs within a juvenile justice setting. They are management staff who may contribute to the development of policy and procedures, are responsible for their implementation, and have authority over supervisory personnel.

4. **Certified Corrections Executive/Juvenile (CCE/JUV)**

This category includes individuals at the highest executive level who oversee the development of policy and procedures in agencies dealing with juvenile offenders.

Health Care

There are three categories for health care.

1. **Certified Corrections Nurse (CCN)**

This category includes staff nurses who work in a correctional environment and who work with both staff and offenders. It includes those responsible for implementing agency policies and procedures.

2. **Certified Corrections Nurse/Manager (CCN/M)**

This category includes individuals who work as nurse managers in a correctional environment. They are management staff who may contribute to the development of policy and procedures, are responsible for the implementation and have authority over staff nurses.

3. **Certified Health Service Administrator (CHSA)**

This category includes individuals who manage major health related units or programs within a correctional setting. They are management staff who may contribute to the development of policy and procedures, are responsible for their implementation, and have authority over staff members. They plan, direct, coordinate and supervise the health care system.

Behavioral Health

The purpose of the examination for the Correctional Behavioral Health Certification is to ensure a candidate's knowledge of national standards and guidelines, legal and ethical principles, relevant security regulations, and the role of correctional professionals associated with behavioral health services in jails, prisons, juvenile justice facilities, community corrections, and other correctional facilities operated by special jurisdictions.

1. **Correctional Behavioral Health Certification–
Correctional Officer (CBHC-CO)**

Adult Correctional Officers and Juvenile Justice Professionals: Individuals responsible for the custody, Safety, security, and supervision of inmates in a correctional facility.

2. **Correctional Behavioral Health Certification–Community Corrections Officer (CBHC-CC)**
Community Corrections Officers: Individuals, including probation or parole officers, that supervise offenders who have been sentenced to non-custodial sanctions or those released from incarceration.
3. **Correctional Behavioral Health Certification–Behavioral Specialty (CBHC-BS)**
Allied Behavioral Health Staff: Nursing, medical support staff, and individuals under the supervision of a qualified mental health professional that provide rehabilitative, recreational, case management, re-entry planning, psycho-educational and other supportive services to mentally ill inmates/offenders.