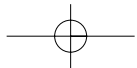
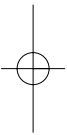
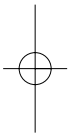




# TO LEAD AND TO SERVE

*GUIDELINES  
FOR EFFECTIVE LEADERSHIP IN THE  
AMERICAN CORRECTIONAL ASSOCIATION*

*FIRST PRINTING  
JULY 31, 2004*





As president of the American Correctional Association (ACA), from 2002-2004, it is a pleasure to serve an organization that has made such a powerful difference in the lives of so many people. Throughout its

history, ACA has spearheaded reforms and ushered in new concepts that have improved corrections as a practice and as a career. I walk in the footsteps of some mighty forebears, some of whom are legends in correctional history. I draw inspiration from the leadership they have shown and the feats they have accomplished.

I have no doubt that we will continue to respond to corrections' challenges with inspired confidence and leadership. To do so, we must keep our eyes focused on what is ahead. In a time of such rapid change, we need to make the most of the opportunities that change presents. Expanding partnerships offer us new ways to reach out to a larger constituency. Evolving technology provides us with more efficient and cost-effective ways to do our work. Greater use of communication allows us to react to critical issues more quickly. Understanding trends and responding proactively to change will help make sure that ACA retains its influential voice as the future unfolds.

*To Lead and To Serve: Guidelines for Effective Leadership in the American Correctional Association* is a reminder to all of us that we cannot just rest on our laurels. We need strong, capable men and women to take the initiative and ensure that we continue to build on our successes as we move ahead. It is important for all of our members to read this handbook and get a clear understanding of how they can take a more active role in ACA.

Charles J. Kehoe  
President from 2002-2004  
American Correctional Association



Since our founding in 1870, the American Correctional Association has weathered the test of time. ACA has, like many organizations, been through times of challenge, times of change and

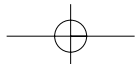
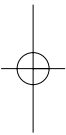
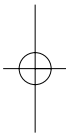
times of success. For more than 130 years, this association has represented the men and women who serve their communities in the profession of corrections. We have responded to the calls of national leaders for our profession to be punitive or rehabilitative and everything in between by being steady in our principles instead. 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. Our elected ACA leadership has always recognized the importance of basic principles in dealing with other people. From our founders to our present officers, our association has been blessed with women and men of honor, of knowledge, of ability and of character.

In order to continue, unbroken, this span of steady, consistent 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 the mark you make will keep unbroken ACA's principles for generations to come.

James A. Gondles, Jr.  
Executive Director  
American Correctional Association



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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 can be made 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.

Motivational author 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, and your neighborhood and fellow citizens.

If you are currently a leader in ACA or if you are aspiring to become a leader, this "handbook" was created to guide you in reaching that goal and to encourage and ensure your most effective contribution as a committee member or chairperson, a member of the Delegate Assembly, a member of the Board of Governors, or a member of the Executive Committee.

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.<sup>1</sup>

## HISTORY OF THE AMERICAN CORRECTIONAL ASSOCIATION

In 1870, leaders in American corrections met with international colleagues in Cincinnati, Ohio. 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, governor of the state of Ohio at the time and later President of the United States, was elected as the Association's first president. In 1907, the NPA was renamed the American Prison Association which 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 corrections leaders in 1870 became the accepted guidelines for the profession in the United States and Europe. These 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 advocating safe, humane and effective correctional operations.

ACA professional membership is composed 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 Commission on Accreditation for Corrections.

ACA has approximately 20,000 individual members in the United States, Canada and other nations. In addition, approximately 75 chapters and affiliates represent other countries, states and 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 and is one of the longest serving professional organizations in America.

## 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 body, "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, and effective practices that strive toward excellence and positive change.

**Competence:** Corrections administrators, supervisors and line employees must 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, legislative position statement 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.

### 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.

As you participate in ACA professional development, training, committees and programs, you will be expected to represent and communicate this Vision and Mission. By doing so, you will advance the profession and shape the future of corrections.

## COMMUNICATING THE VISION

ACA communicates its Vision through its policy-making process and through public information, media relations and education.

### POLICIES, RESOLUTIONS, LEGISLATIVE POSITION STATEMENTS AND STANDARDS

During the long history of ACA and its predecessor organizations, a policy-making 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, legislative positions and standards that guide the corrections profession. ACA's leaders must work within this policy-making process to develop, amend and communicate Association positions to its broadly based constituent groups.

Guiding principles of the ACA policy-making process:

- Represent all components of the correctional system
- Include as many members as practical
- 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 four vehicles that ACA uses to articulate its position on an issue are public policies, resolutions, legislative positions and standards. These written statements are the primary methods by which ACA influences international, national and local correctional policies, standards and practices. Through knowledge, understanding and support of these, leaders and aspiring leaders promote the goals of ACA .

Following are definitions of each of these important documents as outlined in the Constitution and Bylaws of the Association:

#### **Public 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 up to five years, at which time it must be revised, renewed or deleted by the Board of Governors and the Delegate Assembly. For example, ACA has a policy on Community Corrections stating that community corrections is an integral part of a comprehensive correctional system. Because this policy is fundamental to the corrections field, it is likely to be reaffirmed as a policy although it is probable that it will go through many revisions.

Public policies can be initiated by any member, committee or organization in the Association. Draft policies must be presented to ACA members for review and comment before ratification. This process usually takes between eighteen months and two years. Policies are ultimately approved by the Board of Governors and Delegate Assembly. The current process for the development of a policy is outlined in Appendix III.

**Resolution:**

*“A formal statement regarding a desired course of action on a matter or issue related to the objectives of the Association.”<sup>3</sup>*

A resolution addresses an issue that is “time-relevant” and may remain in force for no more than three years. Significantly, a resolution is not subject to the more extensive and time-consuming review process required for the ratification of public policies. A resolution may be transformed into a public policy if the Association believes that the issue is fundamental to the profession.

Like public policies, resolutions can be initiated by any member, committee or organization in the Association. Resolutions require joint approval by the Board of Governors and the Delegate Assembly.

**Legislative Position Statement:**

*“A statement approved by the Delegate Assembly on or related to potential or current legislation.”<sup>4</sup>*

Such statements are developed for the purpose of promoting or shaping legislation at a national and international level. Through this vehicle, the American Correctional Association represents the positions of its members regarding pending legislation that is or may be under consideration. These legislative position statements are utilized by the ACA President, Executive Director, and Government and Public Affairs Director in promoting legislation policies which are consistent with the principles espoused by ACA. Legislative Position Statements synthesize existing ACA policies and do not set new policy.

As a general rule, ACA does not become involved in local or state legislative issues. However, a local issue occasionally has the potential for significant impact on the Association or the profession, in which case, ACA could become involved. State and local corrections agencies often participate in national issues through the ACA state chapters. ACA regularly informs state chapters and affiliates of pending federal legislation and solicits their participation in an effort to influence legislation.

Individual ACA members who are proactive in notifying ACA leadership of emerging issues can have a positive impact on the profession. The current process for the development of a legislative position statement is outlined in Appendix IV.

**Standard:**

*“A statement that clearly defines a required or essential condition to be achieved and maintained.”<sup>5</sup> A standard may prescribe the activities or practices necessary to achieve compliance.*

A performance standard describes a result to be achieved. Performance 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 into performance-based standards. These include the following components:

- Goal Statement
- The Standard
- Outcome Measures
- Expected Practices
- Protocols
- Process Indicators

## PUBLIC INFORMATION, MEDIA RELATIONS AND EDUCATION

In order for ACA's positions, 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 which may be of national interest, comments or quotes are often sought from ACA by the media. In order to assure that the Association's positions are accurately portrayed, ACA's Bylaws specifically designate 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 Executive Director in order to communicate one or more policy positions taken by the Association. No other person is authorized to speak on behalf of the American Correctional Association at any time.

Through its professional development department staff, ACA provides a wide array of training programs which are utilized nationally and internationally. The programs include such diverse offerings as correctional officer courses, seminars, management training, the Online Corrections Academy and the Corrections Certification Program. (For a more complete description of the certification program, see Appendix VI.)

## QUALITIES OF EFFECTIVE ACA LEADERS

Being an effective leader in ACA is much like being an effective leader in your agency. 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 in order 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

Visionary

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 so that they too will 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 lobby the President for appointment to various positions or with requests to advocate 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.

Leaders should be mindful that some members have their own personal agendas which may not be in the best interest of the Association. Election to an ACA office, a distinct honor, is also a very serious commitment to the overall good of the organization, and one should beware of personal individual promises.

### ETHICAL CONDUCT

*Ethical behavior can be defined as "behavior conforming to accepted principles of right and wrong that govern the conduct of a profession."*

The general public has an expectation that a person convicted of a crime will be monitored by employees who 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 from Lewis University 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, and in August 1994, the Delegate Assembly adopted a Code of Ethics for the Association. (See Appendix IV.)

## 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. <sup>7</sup>

**Appointed Positions:**

The Association has 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 expected to attend all ACA meetings.

**Committee Member:** Serving on a committee is usually the first leadership position within ACA. Committee work is rewarding as 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  | Encourage a diversity of opinions in forming a shared position |
| Generate and make reports to the President and/or Board of Governors | Delegate tasks and responsibilities                            |
| Inspire the committee to a broader goal                              | Monitor completion of tasks                                    |
| Encourage alliances between members through subgroups                | Recognize good work  |
|  | Develop a tangible 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, legislative position statements 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 thirty-six (36) and never less than three (3) persons who are selected from categories which are specified in the Association's Bylaws. The accreditation procedures are promulgated, and the awards of the Commission are granted by the Board of Commissioners. All standards are approved by a Standards Committee 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 occasionally at one or two other affiliate conferences during the year.

**Delegate to the Delegate Assembly:** The Delegate Assembly is the principal policy-making body of the Association, the powers and duties of which are specified in the Association's Bylaws. More than 200 delegates constitute the Assembly including past presidents; the Board of Governors, including the members of the Executive Committee (Officers); those representing dual membership chapters, state affiliates, professional affiliates, and geographical affiliates; 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, resolutions and position statements 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. Assembly members are requested to visit exhibitors as an expression of appreciation for their participation. Attendance at all Delegate Assembly meetings is required and the president should be notified of any absence.

**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 17 different 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 ACA staff. Effective board members support the Executive Director in motivating the staff to provide helpful services to the ACA membership. Board members also are asked to visit exhibitors. Likewise, attendance at all ACA meetings is required.

**Officer, Executive Committee:** The Executive Committee is comprised of eight members: the 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 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 all committees and councils and their chairs, other than those committees appointed by the Board and those elected by the Delegate Assembly. 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 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

Since 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 appearance or even the suspicion of staff dissatisfaction or negative relationships with elected leaders can seriously damage the efforts of the organization.

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

Having reviewed these guidelines for effective association leadership, we hope you will:

- Become a positive leader
- Bring new ideas to ACA meetings
- Think of one new quality you will strive to obtain
- Enhance your leadership skills by reviewing some of the publications listed in Appendix I as “Suggested Reading.”

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!**

### ACKNOWLEDGMENTS

It was a basic catalytic draft by ACA Past President Bobbie Huskey that inspired dynamic dialog and the development of this resource. However, all of the participating past presidents contributed to the final publication. Throughout the process we benefited from the organizational skills of Debbi Seeger, ACA Administrative Manager. Past President Don Hutto and his wife, Nancy, worked magic to mold our collective efforts into a meaningful message. To all involved, I am and we should all be indebted.

--- John Braithwaite, Chair, Past Presidents' Council

#### ACA Past Presidents Council Members

<b>John W. Braithwaite, Chair</b>	<b>T. Don Hutto</b>
<b>Norman A. Carlson, Vice Chair</b>	<b>Perry M. Johnson</b>
<b>Betty Adams Green</b>	<b>Richard L. Stalder</b>
<b>Helen G. Corrothers</b>	<b>Samuel Sublett, Jr.</b>
<b>Su Cunningham</b>	<b>Louie L. Wainwright</b>
<b>Bobbie L. Huskey</b>	<b>Reginald A. Wilkinson</b>

<sup>1</sup>The 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.

<sup>2</sup> Bylaws, The American Correctional Association, Article VI, Section 4.B.

<sup>3</sup> Ibid, Article VI, Section 4.A.

<sup>4</sup> Ibid, Article VI, Section 19 and Article IV, Section 2.F.

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

<sup>6</sup> Op. cit. Bylaws, Article VI, Section 11.

<sup>7</sup> The duties, roles and responsibilities of elected and appointed positions are fully addressed in the Association’s Bylaws.

## Appendix I

### SUGGESTED READING

- A. The Hudson Institute Report, "The Value of Associations" - Highlights the broad benefits from associations, in that:
- 1) associations educate their members on technical issues and best practices and through the dissemination of research findings, thus raising the quality of services overall; 2) associations set standards, policies and ethical codes of conduct that raise the level of service delivery; associations disseminate information on the profession to policy-makers 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.
- B. *The Leadership Challenge*, James Kouzes and Barry Posner - Describes fundamental traits of effective leaders.
- C. *Managing Delinquency Programs that Work*, edited by Barry Glick, Ph.D. and Arnold P. Goldstein, Ph.D. (ACA 1995) - Contains 16 essays, written by experienced professionals focusing on issues relevant to juvenile justice practitioners. Offers guidance on policy formulation and direction, program development and administration, training and evaluation, and system issues. Explores multi-cultural training and cross-cultural counseling, managing recreation, recognizing multivariable training options, developing aftercare services and handling budgeting concerns. It also addresses the issue of devising public relations strategies, recognizing special needs and concerns of the female offender, staffing treatment programs and understanding the role of professional associations in devising effective strategies to manage juvenile delinquency.
- D. *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.
- E. *Building a Voice: 125 Years of History*, Anthony P. Travisono and Mary Q. Hawkes (ACA 1995) - Charts the history of ACA from its inception in 1870 to the present and examines criminal justice issues that have arisen through the years and relates how ACA has responded. Discusses the evolution of standards and accreditation, and the creation of the publication that is now *Corrections Today*.
- F. *Measuring Excellence: The History of Correctional Standards and Accreditation*, Paul W. Keve (ACA 1996) - Traces the historical progression of standards and accreditation and examines the origins of standards in prisons; the 37 principles ratified at the 1870 Congress of Correction; the evolution of accreditation in the fields of academia and health care; the American Bar Association's Project on Standards for Criminal Justice; Supreme Court rulings; the creation of the Law Enforcement Assistance Administration (LEAA); and the Commission on Accreditation for Corrections (CAC).
- G. *Best Practices: Excellence in Corrections* (ACA 1998) - The direct result of a project initiated to identify "best practices" in 19 areas of corrections. It is the compilation of submissions that exhibited positive results and includes programs which are innovative and which demonstrate quality management principles.

## Appendix II

### ACA CHAPTERS & AFFILIATES (JULY 31, 2004)

#### Dual Membership 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  
 Hawaii Criminal Justice Association  
 Illinois Correctional Association  
 Indiana Correctional Association  
 Kansas Correctional Association  
 Louisiana Correctional Association  
 Maryland Criminal Justice Association  
 Michigan Corrections Association  
 Missouri Corrections Association  
 Nebraska Correctional 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 & Court Services Association  
 Oklahoma Correctional Association  
 South Carolina Correctional Association  
 Virginia Correctional Association  
 Washington Correctional Association  
 Wisconsin Correctional Association

#### Geographical Affiliates

Alabama Council on Crime and Delinquency  
 Caribbean Correctional Association  
 California Probation, Parole, and Correctional Association  
 Florida Council on Crime and Delinquency  
 Integrated Correctional Association of the Philippines, Inc.  
 Iowa Corrections Association  
 Kentucky Council on Crime & Delinquency  
 Middle Atlantic States Correctional Association  
 Minnesota Corrections Association  
 Oregon Criminal Justice Association  
 Pennsylvania Association on Probation, Parole and Corrections  
 Southern States Correctional Association  
 Tennessee Corrections Association  
 Texas Corrections Association  
 Utah Correctional Association  
 Western Correctional Association

#### Professional Affiliates

Alston Wilkes Society  
 American Association for Correctional Psychology  
 American Correctional Chaplains Association  
 American Correctional Food Service Association  
 American Correctional Health Services Association  
 American Institute of Architects  
 American Jail Association

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American Probation and Parole Association	International Correctional Arts Network
Association for Correctional Research and Information Management	Juvenile Justice Trainers Association
Association of Paroling Authorities International	National Association of Adult and Juvenile State Corrections Mental Health Directors
Association of State Correctional Administrators	National Association of Blacks in Criminal Justice
Association on Programs for Female Offenders	National Association of Juvenile Correctional Agencies
Association of Women Executives in Corrections	National Association of Probation Executives
Correctional Accreditation Managers Association	National Correctional Industries Association, Inc.
Correctional Education Association	National Council on Crime and Delinquency
Council of Juvenile Correctional Administrators	National Juvenile Detention Association
Family and Corrections Network	National Major Gang Task Force
Historical Association for Corrections	North American Association of Wardens & Superintendents
International Association of Correctional Training Personnel	Parole and Probation Compact Administrators Association
International Association of Correctional Officers	Prison Fellowship
International Community Corrections Association	The Salvation Army
International Corrections and Prisons Association	Volunteers of America

## Appendix III

### POLICY DEVELOPMENT PROCESS

1. Policies can be proposed by any member, committee, or organization in the Association. Any proposal must be consistent with the Declaration of Principles of the Association.
2. The proposed policy will be reviewed and formatted by the Resolutions and Policy Development Committee. The Committee may refer the proposed policy to another committee for review and comment prior to further action. When this is done, the receiving committee should act on the proposed policy at the time of referral.
3. The Resolutions and Policy Development Committee will bring a recommendation on a proposed policy to the Executive Committee, Board of Governors, and Delegate Assembly for review and action.
4. Upon action by the Executive Committee, Board of Governors, and the Delegate Assembly, the staff of ACA shall redraft the proposed policy incorporating any recommended changes.
5. The proposed policy will be submitted to the general membership and all chapters and affiliates for review. This will be accomplished through publication in *Corrections Today* or *On the Line*. Inherent in this policy is the presumption that a policy introduced at one Conference/Congress may not be ratified or rejected until the following Conference/Congress.
6. After review and comment by the general membership, the policy may be refined by the Resolutions and Policy Development Committee and forwarded to the Executive Committee for review and action as they deem appropriate. The Executive Committee will then submit the final version of the proposed policy, with its recommendation, to the Board of Governors and Delegate Assembly for ratification or rejection.
7. A ratified policy will be reviewed at least every five years by the Resolutions and Policy Development Committee and the governing bodies of the Association.

(Revised and approved by the American Correctional Association Delegate Assembly at the Winter Conference in Nashville, Tenn., Jan. 20, 1999.)

## Appendix IV

### LEGISLATIVE POSITION STATEMENT DEVELOPMENT PROCESS

In order to state clearly the American Correctional Association's position on issues of importance and to influence public policy, the governing bodies of ACA hereby establish a process for the development of legislative position statements.

ACA's legislative position statements will be based on Association public policies and resolutions.

The Legislative Affairs Committee, a standing committee under Article VI, Section 19, of the ACA Constitution and Bylaws, is charged with initial drafting of legislative position statements.

Consistent with the Association's public policies and resolutions, origination of ideas for legislative position statements may come from any member, committee or organization in the Association.

The Delegate Assembly has responsibility for establishing the legislative priorities in accordance with Article IV, Section 2, paragraph F, of the Association's Constitution and Bylaws.

The Delegate Assembly must ultimately approve all position statements and/or revisions to such position statements. Legislative position statements also must be confirmed by the Executive Committee and Board of Governors.

Legislative Position Statements should contain a:

- Call for Action
- Position
- Background Statement

Each Legislative Position Statement must be reviewed by the Legislative Committee at least once every three years in order to determine its current applicability.

Legislative position statements shall have general, national distribution.

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## Appendix V

### 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, Aug. 1994.)

## Appendix VI

### 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 eight categories:

**Certified Correctional Executive (CCE)/Certified Correctional Executive — Juvenile (CCE/Juv)** – includes individuals at the highest level of adult or juvenile corrections who oversee the development and implementation of policies and procedures.

**Certified Correctional Manager (CCM)/Certified Correctional Manager — Juvenile (CCM/Juv)** – includes individuals who manage major units or programs in an adult or juvenile correctional setting. These are management staff who may contribute to the development of policies and procedures and who are responsible for their implementation. They have authority over supervisory staff.

**Certified Correctional Supervisor (CCS)/Certified Correctional Supervisor — Juvenile (CCS/Juv)** – includes mid-management personnel who work with both staff and offenders in an adult or juvenile correctional setting. It includes those responsible for implementing agency procedures and supervising/evaluating personnel.

**Certified Correctional Officer (CCO)/Certified Correctional Officer — Juvenile (CCO/Juv)** – includes “line” personnel in adult or juvenile correctional settings who work directly with offenders.



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