



**JOB ANALYSIS:
ADULT CORRECTIONS OFFICER, JUVENILE CORRECTIONS
OFFICER, AND PROBATION OFFICER**

DECEMBER 2015

A JOINT PROJECT BETWEEN THE BSCC AND CPS-HR CONSULTING



EXECUTIVE SUMMARY

California's approach to juvenile and adult community corrections has been changed and influenced in recent years by legislation, voter initiatives, best practices and new technology. This report analyzes how the jobs of corrections staff employed in local jails, juvenile facilities, and probation departments have changed as a result. It also identifies the tasks performed by local corrections staff and the knowledge, skills and abilities required to successfully perform them. The results of this study will be used to review and revise the statewide selection and training standards for these jobs.

This report describes the methodology and results of a job analysis conducted by CPS HR Consulting (CPS HR) in collaboration with the Standards and Training for Corrections (STC) division of the Board of State and Community Corrections (BSCC) for the entry-level classifications of Adult Corrections Officer (ACO), Juvenile Corrections Officer (JCO), and Probation Officer (PO) as they are used within local corrections and probation agencies throughout the State of California. The main purpose of the study was to identify the important job duties performed as well as the knowledge, skills, and abilities (KSAs) required for successful performance of those duties and the extent to which the job duties are shared across classifications. The job analytic results will assist the BSCC in identifying appropriate revisions to existing selection and training standards for these classifications and the ability to develop shared standards where appropriate. The job analytic methodology also fulfilled an additional purpose of determining the ways in which the jobs have changed from the time of the last job analysis that was conducted in 2002.

The job analytic project utilized a job families approach to the analysis, a technique that allows for the concurrent study of related classifications to identify tasks and KSAs that are shared as well as those that are unique to each classification. It also utilized multiple empirical procedures that employed the extensive participation of Subject Matter Experts (SMEs) from agencies throughout the State. Job analysis steps included a review of existing job analyses and job descriptive information, consultation with SMEs in the field and in SME workgroups regarding the duties and requirements of the jobs, and the development and administration of a job analysis survey to a representative sample of SMEs throughout the State to obtain task and KSA ratings for the target classifications. The ensuing report was designed to adhere strictly to the requirements set forth in the Uniform Guidelines, Section 15(C), for documenting a job analysis study to provide a basis for the validity of selection procedures that are developed on the basis of the job analysis results.

A total of 4,750 line staff and supervisors from all three classifications proportionally representing small, medium, and large agencies across all of the geographic regions of the state responded to a Job Analysis Questionnaire that contained 343 task descriptions, 102 KSAs, and 99 equipment items. The results showed that while each classification possesses unique characteristics in terms of its job duties, there is substantial overlap across the ACO, JCO, and PO classifications. Slightly over half, 52%, of the job tasks performed on the job such as pursuing individuals on foot, handcuffing a resisting individual, defending oneself or others using less than lethal force, completing forms and preparing correspondence (e.g., email, memos), and writing department reports (e.g., incident, medical, disciplinary, arrest, use of force) are common to all three classifications. Like the tasks, there are KSAs required by each classification that are unique to each body of work; however, there is also substantial overlap between the classifications. The results showed that 92% of the KSAs are considered important KSAs across all three classifications. Further, the results helped identify 35 KSAs that are

potentially suitable to assess in a selection procedure for all three of these classifications. This overlap results in the BSCC's ability to develop selection and training standards that can be shared by these classifications.

Analysis of the data identified very few new tasks being performed by these jobs; however, there were substantial changes in the frequency and importance of those tasks. Some tasks were performed more often now than they were in 2002, whereas others were performed less often. Analogous changes were seen in terms of importance; that is, some tasks were viewed as more important to job performance now than they were before. It is also important to note that changes in frequency and importance may have been in different directions. For example, ACO Task 90, *Escort an individual or groups to and from locations within facility*, was rated as being performed less frequently but as being more important to job performance now than it was in 2002. The following is a summary of some of the job change findings for each of the three classifications.

Tasks exhibiting moderate to substantial change for the ACO classification were observed within 28 of the 38 task categories. Overall, changes in the ACO job were attributed by subject matter experts to an increased proportion of inmates demonstrating "sophisticated" behavior as well as the longer commitment periods resulting from Public Safety Realignment. Approximately 34% of the tasks demonstrated a moderate to substantial change in frequency and 57% had a moderate to substantial change in importance. Of all of the tasks, 16% exhibited moderate to substantial change in both frequency and importance. For example, both Task 204, *Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules* and Task 234, *Maintain and monitor communications/radio systems* increased in both frequency and importance from 2002 to 2014.

Tasks exhibiting moderate to substantial change for the JCO classification were observed within 30 of the 38 task categories. Overall, changes in the JCO job were attributed by subject matter experts to a decrease in the youth offender population but an increase in the proportion of youth with complex medical and mental health needs. Approximately 38% of the tasks demonstrated a moderate to substantial change in frequency and 48% had a moderate to substantial change in importance. Of all of the tasks, 17% exhibited moderate to substantial change in both frequency and importance. For example, both Task 129, *Instruct/Train/Coach individuals in vocational activities and projects* and Task 207, *Read documents to individuals to ensure understanding* increased in both frequency and importance from 2002 to 2014.

Tasks exhibiting moderate to substantial change for the PO classification were observed within 30 of the 38 task categories. Overall, changes in the PO job were attributed by subject matter experts to an increase in community supervision with a more sophisticated offender. Approximately 44% of the tasks demonstrated a moderate to substantial change in frequency and 53% a moderate to substantial change in importance. Of all of the tasks, 21% exhibited a change in both frequency and importance. For example, both Task 22, *Handcuff a non-resisting individual* and Task 36, *Search individuals for weapons, contraband, and/or drugs* increased in both frequency and importance from 2002 to 2014.

The findings of this project will allow STC to determine the areas of overlap between the three job classifications as well as areas of change in the jobs. This information will aid in the development of a single selection examination and shared training curriculum across the classifications, saving both agency time and resources. Identifying how individual agencies differ from statewide findings will also assist agencies in choosing and utilizing agency-specific selection and training tools. The findings of

moderate and substantial changes between 2002 and 2014 will also be utilized to identify and address gaps in current training in order to better reflect the current demands of the jobs.

ACKNOWLEDGEMENTS

This project would not have been successful without the cooperation and support of numerous individuals acting as Subject Matter Experts, as well as Administrators, throughout the project. We wish to acknowledge and sincerely thank the individuals who participated in the job analysis meetings and provided feedback regarding the overall project. These Subject Matter Experts and Administrators are listed within Appendix A, B, WW, and DDD of this report.

Finally, we would like to extend our gratitude to the many individuals who completed the job analysis questionnaires, as well as the individuals who helped coordinate the logistics necessary to disseminate and submit these numerous questionnaires. The hard work and dedication of all these individuals helped ensure the success of the entire project.

Table of Contents

EXECUTIVE SUMMARY	II
ACKNOWLEDGEMENTS.....	V
LIST OF TABLES.....	VIII
LIST OF APPENDICES	IX
INTRODUCTION.....	1
OVERVIEW.....	1
PURPOSE OF PROJECT.....	2
PROJECT APPROACH.....	5
SECTION I: JOB ANALYSIS.....	10
JOB ANALYSIS DATA COLLECTION.....	10
INITIAL PROJECT STEPS	10
LITERATURE REVIEWS	11
JOB OBSERVATIONS	11
TASK, EQUIPMENT, AND KSA STATEMENTS.....	12
JOB ANALYSIS QUESTIONNAIRE COMPONENT DEVELOPMENT	17
JOB ANALYSIS QUESTIONNAIRE ASSEMBLY AND ADMINISTRATION	21
JOB ANALYSIS QUESTIONNAIRE ANALYSES	24
OVERALL TRACKING AND RESPONSE RATES.....	24
DATA CLEANING.....	25
INCUMBENT VS. SUPERVISORY ANALYSES	26
DEVELOPMENT OF RATING SCALE CUTOFF CRITERIA	27
ADULT CORRECTIONS OFFICER STATEWIDE JAQ RESULTS	29
STATEWIDE ACO JAQ DEMOGRAPHIC RESULTS.....	29
STATEWIDE ACO TASK RATING RESULTS	30
STATEWIDE ACO EQUIPMENT RATING RESULTS.....	53
STATEWIDE ACO KSA RATING RESULTS.....	54
JUVENILE CORRECTIONS OFFICER STATEWIDE JAQ RESULTS	58
STATEWIDE JCO JAQ DEMOGRAPHIC RESULTS.....	58
STATEWIDE JCO TASK RATING RESULTS	59
STATEWIDE JCO EQUIPMENT RATING RESULTS.....	82
STATEWIDE JCO KSA RATING RESULTS.....	82
PROBATION OFFICER STATEWIDE JAQ RESULTS	86
STATEWIDE PO JAQ DEMOGRAPHIC RESULTS	86
STATEWIDE PO TASK RATING RESULTS	87
STATEWIDE PO EQUIPMENT RATING RESULTS.....	109
STATEWIDE PO KSA RATING RESULTS	110
RESULTS REVIEW MEETING AND TASK-KSA RELATIONSHIPS	114
ADULT CORRECTIONS OFFICER POLICE DEPARTMENT (PD) STATEWIDE JAQ RESULTS	116
ACO (PD) RESULTS APPROACH	116
STATEWIDE ACO-PD JAQ RESPONSE RATES AND DEMOGRAPHIC RESULTS.....	116
STATEWIDE ACO-PD TASK RATING RESULTS.....	117
STATEWIDE ACO-PD EQUIPMENT RATING RESULTS	139
STATEWIDE ACO-PD KSA RATING RESULTS.....	140
ADULT CORRECTIONS OFFICER NON-POLICE DEPARTMENT (ACO) STATEWIDE JAQ RESULTS.....	145
STATEWIDE ACO RESPONSE RATES AND JAQ DEMOGRAPHIC RESULTS.....	145
STATEWIDE ACO DEPARTMENT TASK RATING RESULTS.....	146
STATEWIDE ACO EQUIPMENT RATING RESULTS.....	170

STATEWIDE ACO KSA RATING RESULTS.....	171
JOB ANALYTIC RESULTS OF ACO-PD VS. ACO	175
COMPARATIVE ANALYSES OF ACO-PD VS. ACO	175
JOB FAMILIES RESULTS	200
OVERVIEW OF APPROACH AND USE OF RESULTS	200
COMMON TASK RESULTS ACROSS ACO, JCO, AND PO	200
COMMON EQUIPMENT RESULTS ACROSS ACO, JCO, AND PO	217
COMMON KSA RESULTS ACROSS ACO, JCO, AND PO	218
SUMMARY	223
DOCUMENTATION, USES, AND APPLICATIONS	223
ACCURACY AND COMPLETENESS.....	223
SECTION II: HOW THE JOBS OF ACO, JCO, AND PO HAVE CHANGED BETWEEN THE PREVIOUS AND PRESENT JOB ANALYSES	224
POSSIBLE REASONS FOR JOB CHANGES	224
THE GENERAL APPROACH UNDERLYING THE COMPARISON PROCESS	225
PAIRING UP THE 2002 TASKS WITH THE 2014 BROAD TASK STATEMENTS.....	225
DEVELOPING AN INDEX OF CHANGE.....	226
THE CATEGORIES COMPRISING OUR EFFECT SIZE INDEX	228
SOURCES USED TO ASSESS JOB CHANGE	228
CHANGES IN THE ACO, JCO, AND PO JOBS FROM 2002 TO 2014	231
CHANGES IN FREQUENCY AND IMPORTANCE OF PERFORMING ACO TASKS FROM 2002 TO 2014	231
ACO EQUIPMENT RATING COMPARISON	255
CHANGES IN FREQUENCY AND IMPORTANCE OF PERFORMING JCO TASKS FROM 2002 TO 2014	256
JCO EQUIPMENT RATING COMPARISON	282
CHANGES IN FREQUENCY AND IMPORTANCE OF PERFORMING PO TASKS FROM 2002 TO 2014	283
PO EQUIPMENT RATING COMPARISON.....	312
SUMMARY AND IMPLICATIONS.....	313
REFERENCES	314
APPENDICES.....	315

LIST OF TABLES

Table Number(s)	Table Description	Page Number(s)
1	Job Analysis Steps	4-5
2	Strategy Meeting Dates	6
3	Final Task Categories	16
4	JAQ Task Rating Scales	18
5	Equipment Rating Scale	18
6	JAQ KSA Rating Scales	19
7	JAQ Demographic Topics	20
8	JAQ Versioning	21
9	Initial Returned JAQs	24
10	JAQs Removed from Data Set	25
11	JAQ Response Rates	26
12-46	Statewide ACO Task Rating Results	31-53
47	Statewide ACO KSA Rating Results	55-57
48-79	Statewide JCO Task Rating Results	60-81
80	Statewide JCO KSA Rating Results	83-85
81-115	Statewide PO Task Rating Results	88-109
116	Statewide PO KSA Rating Results	110-113
117-144	Statewide ACO-PD Task Rating Results	118-139
145	Statewide ACO-PD KSA Rating Results	141-144
146-180	Statewide ACO Task Rating Results	147-170
181	Statewide ACO KSA Rating Results	172-175
182-217	Comparative analyses of ACO-PD vs. ACO	176-199
218-247	Common Task Results across ACO, JCO, and PO	201-216
248	Common KSA Results across ACO, JCO, and PO	220-221
249	Descriptive Statistics for Absolute Effect Size Values for ACO, JCO, & PO	226
250-277	ACO Task Categories 1-38	230-253
278-307	JCO Task Categories 1-38	255-280
308-337	PO Task Categories 1-38	282-311

LIST OF APPENDICES

Appendix	Appendix Description	Page Number
Appendix A:	Acknowledgement of SME Participation	315
Appendix B:	Administrator Meeting Participants	317
Appendix C:	Task Review Meetings #1 and #2 SME Characteristics	319
Appendix D:	Online Job Analysis Questionnaire Content	322
Appendix E:	KSA Review Meeting SME Characteristics	362
Appendix F:	Hard Copy Job Analysis Questionnaire Samples	364
Appendix G:	FAQ for JAQ Coordinators and Participants	471
Appendix H:	Respondent Demographic Results ACO, JCO, PO	475
Appendix I:	ACO Overall Task Results	501
Appendix J:	ACO Important Performed Tasks	533
Appendix K:	ACO Tasks Not Performed and/or Not Important	555
Appendix L:	ACO Equipment Results	565
Appendix M:	ACO Overall KSA Results	574
Appendix N:	ACO Important KSAs	588
Appendix O:	ACO KSAs Suitable for Selection-Related Purposes	601
Appendix P:	JCO Overall Task Results	608
Appendix Q:	JCO Important Performed Tasks	639
Appendix R:	JCO Tasks Not Performed and/or Not Important	662
Appendix S:	JCO Equipment Results	671
Appendix T:	JCO Overall KSA Results	680
Appendix U:	JCO Important KSAs	694
Appendix V:	JCO KSAs Suitable for Selection-Related Purposes	707
Appendix W:	PO Overall Task Results	714
Appendix X:	PO Important Performed Tasks	745
Appendix Y:	PO Tasks Not Performed and/or Not Important	768
Appendix Z:	PO Equipment Results	791
Appendix AA:	PO Overall KSA Results	800
Appendix BB:	PO Important KSAs	814
Appendix CC:	PO KSAs Suitable for Selection-Related Purposes	827
Appendix DD:	Job Analysis Results Review/Linkage Meeting SME Characteristics	834
Appendix EE:	ACO Task-KSA Linkage Results	836
Appendix FF:	JCO Task-KSA Linkage Results	845

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Appendix GG:	PO Task-KSA Linkage Results	855
Appendix HH:	Respondent Demographic Results ACO-PD/Non-PD	864
Appendix II:	ACO-PD Task Results	884
Appendix JJ:	ACO-PD Equipment Results	915
Appendix KK:	ACO-PD KSA Results	924
Appendix LL:	ACO Task Results	938
Appendix MM:	ACO Equipment Results	969
Appendix NN:	ACO KSA Results	978
Appendix OO:	Overall ACO-PD vs. ACO Results	992
Appendix PP:	Comparative Means of ACO-PD vs. ACO	1034
Appendix QQ:	Comparison of Task Rating Results Across ACO, JCO, PO	1066
Appendix RR:	Common Tasks Across ACO, JCO, PO	1087
Appendix SS:	Comparison of Equipment Rating Results Across ACO, JCO, PO	1099
Appendix TT:	Comparison of KSA Rating Results Across ACO, JCO, PO	1105
Appendix UU:	Common Important KSAs Across ACO, JCO, PO	1119
Appendix VV:	Common KSAs Suitable for Selection-Related Purposes Across ACO, JCO, PO	1132
Appendix WW:	SME Job Change Work Group Participants	1138
Appendix XX:	ACO Job Change	1140
Appendix YY:	JCO Job Change	1157
Appendix ZZ:	PO Job Change	1176
Appendix AAA:	ACO Equipment Rating Comparison	1193
Appendix BBB:	JCO Equipment Rating Comparison	1199
Appendix CCC:	PO Equipment Rating Comparison	1205
Appendix DDD:	Acknowledgement of Second Administrators Meeting Attendees	1211

INTRODUCTION

This report describes the job analysis efforts for the entry-level classifications of Adult Corrections Officer (ACO), Juvenile Corrections Officer (JCO), and Probation Officer (PO) as they are utilized within local corrections and probation agencies throughout the State of California. This section of the report describes the background and purpose of this study; subsequent sections of the report provide detailed information regarding the job analysis methodology and results.

Overview

Board of State and Community Corrections

The Board of State and Community Corrections (BSCC) was established on July 1, 2012, was formerly known as the Corrections Standards Authority (CSA), and prior to 2005, as the Board of Corrections (BOC). The BOC was created in 1944 to provide leadership and coordination in local California corrections. The BOC set minimum standards for local adult detention facilities and operations and had statutory responsibility for establishing selection criteria and training standards for local corrections personnel (Sheriff, Probation, Police, and Departments of Correction). These responsibilities continue under the BSCC and are defined in California Penal Code Sections 6024 through 6036.

Standards and Training for Corrections

The Standards and Training for Corrections (STC) program, established in 1980, is a division of the BSCC. The purpose of the STC program is to raise the level of competence of the state's local corrections and probation personnel. The program accomplishes this by developing selection and training standards, providing a course certification and delivery system, technical assistance and support, and training to local corrections agencies statewide. In addition, participating agencies are allocated subvention funding through the STC program.

Through research, planning, design, and assessment, the STC program assists local agencies in ensuring they select and train qualified personnel and maintain staff proficiency through job-related skills training. Job relatedness is defined as a demonstrable relationship between the course subject matter and the job being performed.

STC is charged with the following responsibilities:

- Assisting local corrections agencies in selecting qualified persons for employment and maintaining staff proficiency;
- Promoting development of an efficient and effective training delivery system; and
- Providing technical assistance and support to all participating agencies and providers; and, developing selection and training standards for local corrections personnel.

Counties and cities participate in the STC program voluntarily. Through their participation, agencies receive STC support and subvention funding, and agree to follow all program regulations, policies, and procedures. The job analysis studies for the ACO, JCO, and PO classifications described within this report are studies of these classifications as they are utilized within the local agencies who are participating in the STC program. A complete list of STC participating agencies can be found on the STC home page, under the general BSCC website: www.bscc.ca.gov.

CPS HR Consulting

STC enlisted the help of CPS HR Consulting (CPS HR) for the ACO, JCO, and PO job analytic project. CPS HR is a self-supporting public agency providing a full range of human resource services to public and non-profit agencies. CPS HR has unique expertise in delivering human resource management and consulting services, job analyses, employment testing, and assessment services to government agencies throughout North America. CPS HR provides organizational strategy planning models and systems to assist agencies in the recruitment, selection, and development of employees.

Prior to its establishment as a joint powers agency in July 1985, CPS HR was a unit of the California State Personnel Board, established in 1935 to provide personnel management assistance to government agencies in California.

Purpose of Project

History and Background

In carrying out their responsibilities, STC launched the Local Selection and Training Standards (LSATS) Project. The LSATS project is a comprehensive review and revision of the selection and training standards for the entry level classifications of ACO, JCO, and PO as they are utilized within the local corrections agencies. The LSATS project consists of several major activities beginning with a job analysis of these classifications. A job analysis, which is a systematic study of a job, provides the foundation for multiple human resource related decisions. In particular, the job analysis results will assist STC in identifying training needs and informing subsequent revisions to existing selection and training standards for these classifications under study. Additionally, the job analytic results provide the data necessary to conduct subsequent studies related to these classifications. Specifically, the LSATS project's intended outcome and benefits of the job analysis information resulting from the job analysis process as described herein, included the following.

- Provides the foundation for updating STC's selection and training standards.
- Ensures the defensibility of the revised selection and training standards by providing an evidence-based link between the standards and the job requirements as required by professional and legal standards.
- Allows the ACO, JCO, and PO positions to be compared and contrasted as a foundation for developing shared selection and training standards where appropriate as a time and cost efficiency.
- Allows individual counties to compare their jobs against the statewide standards.
- Provides the ability to compare individual agency experiences with the changes across the state.
- Provides the ability to identify existing training gaps.
- Allows for the study of the impact of Public Safety Realignment on the ACO, JCO, and PO jobs.
- Provides the ability to identify the training needs associated with Realignment.
- Allows for the possibility of the development of a single and updated entry-level written selection examination for the ACO, JCO, and PO positions, which will provide cost and time efficiencies for agencies.

This report is divided into two sections. The first section of the report presents the results of the job analysis, and represents the joint efforts of CPS HR and STC; the second section of the report focuses on the ways in which the jobs have changed over the last 12 years, and represents analyses performed by STC.

STC entered into a contractual agreement with CPS HR on June 1, 2013 for the provision of conducting job analyses for the classifications of ACO, JCO, and PO as they are utilized within the local agencies throughout the State of California. The CPS HR project team consisted of Bryan Baldwin, Amy Bigone, Wil Godsave, Paula North, and Hilary Ricardo, all CPS HR Project Consultants. The job analyses, as outlined in the contractual agreement, were to be conducted in a closely collaborative relationship with STC staff. STC project staff included Dan Cheetham, Evonne Garner, Kasey Stevens, Kelly Hunley, Wayne Landberg, and Larry Meyers.

An initial project-planning meeting was held on July 26, 2013 at BSCC Headquarters in Sacramento. In attendance were Amy Bigone, Geoff Burcaw, and Hilary Ricardo from CPS HR and STC staff members Dan Cheetham, Evonne Garner, Kasey Stevens, Kelly Hunley, Wayne Landberg, and Larry Meyers. At this meeting, the proposed work plan, project steps, and the overall nature of job analysis for purposes of this study were discussed. Issues important to project success and the specific needs of the project were examined, such as timeframes to complete project activities, STC staff and Subject Matter Expert (SME) participation, and each party's specific roles and responsibilities under the contract.

Professional Standards for Job Analysis

A job analysis is a systematic study of a job with the purpose of identifying the behaviors that constitute successful performance of the job, and the personal attributes needed to successfully perform those behaviors. The job analysis study described in this report complies with all relevant professional and legal guidelines for the development of procedures for employment selection and other human resource-related activities. These guidelines include the *Principles for the Validation of Personnel Selection Procedures* (Society for Industrial and Organizational Psychology, 2003), the *Standards for Educational and Psychological Testing* (American Educational Research Association, American Psychological Association, & National Council on Measurement in Education, 1999), the California Civil Service Act (Government Code § 18500), Title 2 of the California Code of Regulations (§ 7287.4), and most notably, the *Uniform Guidelines on Employee Selection Procedures* (U.S. Equal Employment Opportunity Commission et al., 1978) henceforth referred to as the Uniform Guidelines.

The Uniform Guidelines is a set of principles that guide employers in compliance with laws applicable to the use of selection procedures, and is commonly applied by the state and federal agencies, as well as the courts, when enforcing employment-related laws such as Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967, the Americans with Disabilities Act of 1990, and Title I of the Civil Rights Act of 1991. The Uniform Guidelines defines a selection procedure as any procedure used as the basis for making employment decisions.

Because the results of a job analysis can be used for multiple human resources-related purposes, including those resulting in employment decisions, the job analysis process described in this report was designed to conform to the specific requirements set forth in the Uniform Guidelines for demonstrating the validity of selection procedures using a content-validation approach. Additionally, this report conforms to the specific documentation requirements established in the Uniform Guidelines.

Job Analysis Phases

The Uniform Guidelines indicates that a job analysis conducted for the purpose of establishing the content validity of a selection procedure should focus on the job and the work behaviors and tasks associated with successful performance of the job. This job analysis, therefore, followed a task analysis approach that defined the job domain as a set of tasks that are frequently performed and important to successful job performance. The Uniform Guidelines indicates that a knowledge, skill, or ability (KSA) measured by a selection procedure should be one that is “used in and is a necessary prerequisite to performance of critical or important work behavior(s).” Therefore, an important part of this job analysis was to identify the KSAs necessary for successful performance of the important job tasks and to establish the relative importance of the KSAs. The job analysis included combining information from multiple sources, using subject matter experts, and applying rating criteria to evaluate the tasks and KSAs.

The job analysis was conducted in several phases (Table 1), many of which involved the extensive use of SMEs from local agency institutions and agencies who employ ACOs, JCOs, and POs. The SMEs consisted of job incumbents representing each of the three classifications and direct line supervisory classifications. Both job incumbents and supervisors were selected to participate in various phases of the job analysis because of their subject matter expertise from the perspective of performing the jobs under study as well as from supervising those performing the jobs. By including both incumbent and supervisory perspectives, the job analysis project staff was able to compile the most accurate representation of the ACO, JCO, and PO jobs.

Table 1. Job Analysis Steps

	Step	Description of Activity
Data Collection Phase	Step One: Literature Review	The first step in a job analysis is to review existing literature regarding the job. The job analysis project staff reviewed current classification specifications, duty statements, and information regarding related occupations in order to gain an initial understanding of the job, and to develop a preliminary list of tasks and corresponding KSAs.
	Step Two: Conduct Site Observations of the Target Classifications	Job observations allow a job analyst to obtain valuable information about a job. By observing the work environment in which the incumbents perform their jobs, the job analyst is able to gain an understanding of the context in which job tasks are performed. The job analysis project staff met with job incumbents and supervisors to discuss the use of the classifications within some of the local agencies/institutions in order to develop a deeper understanding of the jobs.
	Step Three: Develop Task and KSA Statements with SMEs	A key element of a job analysis is the involvement of Subject Matter Experts – individuals, usually performing and/or supervising the job, who are thoroughly knowledgeable about the job and requirements for successful job performance. The job analysis project staff met with Subject Matter Experts to develop, review, revise, and finalize the task and KSA statements.

	Step	Description of Activity
	Step Four: Develop the Task and KSA Rating Method	A Job Analysis Questionnaire was developed to obtain task and KSA ratings from job incumbents and supervisors.
	Step Five: Collect Task and KSA Ratings	The Job Analysis Questionnaire was administered to incumbents and first-level supervisors.
Results Phase	Step Six: Data Analysis	The questionnaire data were analyzed to identify the frequently performed and important tasks, and the KSAs that are necessary for successful job performance, needed upon entry into each of the classifications, and are suitable for ranking candidates in a selection process.
	Step Seven: Assess the Task/KSA Relationships	A linkage process was conducted to obtain SME judgments regarding whether each KSA is needed for successful performance of at least one of the important tasks of the job.
	Step Eight: Prepare a Technical Report	A job analysis report provides a detailed record of the methodology and results of a job analysis. Additionally, proper documentation of a job analysis is necessary for demonstrating the content validity of selection procedures developed using the job analysis results. This technical report was developed for the above purposes following all applicable professional standards.

Project Approach

Job Families

Most often, job analysis is performed on one job classification at a time (for example, correctional officer). However, STC is responsible for setting the employee selection and training standards for ACO, JCO, and PO classifications. Creating and conducting employee selection and training standards for each of these classifications separately can be prohibitively expensive and time-consuming. In addition, individuals applying for these positions in various local agencies often have to take multiple examinations if they want to apply for more than one of these classifications. Further, individuals who are new hires into these classifications each have to meet various training standards overseen by STC. Over the years, STC has been aware that the current ACO, JCO, and PO selection exams have a great deal of overlap of the underlying KSAs that the selection exams have been assessing. Further, STC noticed that the training curriculum for these three classifications also contained overlap. STC determined that a job analytic study could potentially identify overlapping tasks and subsequent KSAs that individuals in these classifications must possess to perform these tasks. Therefore, as a part of this project, STC and CPS HR staff determined to not only assess the individual jobs for each of these classifications, but also assess what, if any, overlap in terms of content there is across the three

classifications. This potential overlap allows for the possibility of using a “job components” or “job families” approach to employee selection and training. Through this approach, the common building blocks of these three job classifications can be discovered and organized. These job components that cut across multiple job classifications then serve as the unit of analysis for developing selection and training tools and practices. If several jobs share comparable components, STC can capitalize on this overlap and standardize many selection and training materials and procedures across jobs, and therefore, work much more efficiently.

Among these three classifications, it is known that there are substantial differences in the responsibilities of and duties performed by incumbents; however, there may be a measure of overlap, even among classifications of a disparate nature. For example, regardless of whether an incumbent is employed in an adult institution or a juvenile institution, duties in areas relating to preparing reports and record keeping are similar in terms of the KSAs required for successful performance of the associated tasks. This hypothesis, that overlap exists in the duties performed by individuals within these three classifications as they are utilized in the local agencies throughout the State of California, provided the vehicle for first analyzing the jobs of each of the three classifications independently as described herein, but also grouping the ACO, JCO, and PO classifications and analyzing them together based on their job functions and duties. The subsequent steps and results are described further in this report.

Strategy Group Meetings

Another component of this particular job analysis project was the contractual intent of working collaboratively with various individuals for the purpose of obtaining the most accurate and reliable job analytic results. Given the number of local agencies employing the ACOs, JCOs, and POs throughout the State of California, and the subsequent complexity as a result of this, STC staff believed that the best approach for conducting the job analyses would be to involve as many knowledgeable individuals as possible to complete the job analytic studies. Therefore, the job analytic team included the STC project team and the CPS HR project team as outlined herein. This combined project team conducted the job analytic steps in a collaborative process, with CPS HR staff providing input related to job analytic best practices and conducting many of the job analytic tasks, and the STC project team providing their input related to their understanding of how the classifications are utilized within the local agencies, the structure, and needs of the BSCC, as well as their input related to the job analytic processes. This strategy team met consistently throughout all of the phases of the job analytic study. A breakdown of these strategy meeting dates can be found in Table 2.

Table 2. Strategy Meeting Dates

Strategy Meetings			
August 12, 2013	January 14, 2014	May 29, 2014	September 17, 2014
August 22, 2013	February 21, 2014	June 18, 2014	October 29, 2014
October 30, 2013	March 26, 2014	August 18, 2014	
November 18, 2013	April 9, 2014	August 21, 2014	
December 16, 2013	April 30, 2014	September 3, 2014	

Previous Job Analyses

In May 2002, job analyses for these same classifications were conducted in collaboration with a vendor utilized by STC staff. Separate job analyses were conducted for each classification and reported in separate, subsequent reports. Best practices indicate that job analyses should be updated and reassessed approximately every five to ten years or sooner if it is suspected the nature of the jobs have substantially changed. Given the length of time that has transpired since the last job analysis, time was a major component of this study to ensure that the job analytic results are the most up-to-date and are accurate. Further, in 2011, Governor Brown signed into law Assembly Bill (AB) 109 and AB 117, hereafter referred to as Realignment, which made “fundamental changes to California’s correctional system to stop the costly, ineffective, and unsafe “revolving door” of lower-level offenders and parole violators through our state prisons” (Office of Governor, Edmund G. Brown Jr., 2011). According to the BSCC website, Realignment did the following.

- Shifted responsibility for all sentenced non-violent, non-serious, non-sex offenders from state to local jurisdictions;
- Established Post-Release Community Supervision (PRCS);
- Changed the parole revocation process;
- Tasked Community Corrections Partnerships (CCPs) with planning for the change and implementing the local plans; and
- Gave local law enforcement the right and the ability to manage offenders in smarter and more cost-effective ways.

Due to Realignment and the possible contextual changes within which ACOs, JCOs, and POs work, it was important to reassess the job analytic results that were conducted in 2002 before Realignment. As discussed herein, STC staff conducted subsequent comparative studies between the pre Realignment job analytic results and the post Realignment job analytic results. However, in order to perform these subsequent comparative studies, the current job analyses needed to follow some of the parameters of the 2002 job analyses. Therefore, it was important that the job analysis project staff work closely within the parameters of the 2002 job analyses of which the job analysis strategy team took great care to do so. Examples of these parameters that were utilized for the 2002 study and were carried over into the current study, were the use of some of the 2002 job analysis rating scales and inclusion of the 2002 tasks and knowledge, skills, and abilities into the current study. Additional descriptions of how the current job analysis study followed the 2002 job analysis study are included throughout this report.

Classifications under Study

According to STC, there were approximately 13,365 ACOs, 6,337 JCOs, and 6,293 POs employed, as well as 2,849 correctional supervisors and managers employed by local corrections and probation agencies within the State of California at the time of this study.

As previously described, the original BOC set minimum standards for local adult detention facilities and operations, and had statutory responsibility for establishing selection criteria and training standards for local corrections personnel (Sheriff, Probation, Police, and Departments of Correction). These responsibilities continue under the BSCC and are defined in California Penal Code Sections 6024 through 6036. STC, as a division of the BSCC, is in charge of developing selection and training standards, providing a course certification and delivery system, technical assistance and support, and training to

local corrections agencies statewide who participate in the STC program. Agencies eligible for participation in STC include those of any county, city and county, or city defined as:

county probation departments; county sheriff's office operating jails designated as Types I, II, III, or IV by Title 15 CCR; county departments of correction operating jails designated as Types I, II, III, or IV by Title 15 CCR; and, city police departments operating jails designated as Types I, II, III, or IV by Title 15 CCR.

Because there are numerous STC participating local agencies employing those in the overarching classifications of ACO, JCO, and PO, there are numerous and varied working titles utilized for individuals in these classifications at the various local agencies. STC, however, provides guidelines to identify the entry-level job classifications of ACO, JCO, and PO and how the individual agency working titles best fit under the ACO, JCO, and PO classification titles.

According to the BSCC's *Policy and Procedure Manual for Participating Agencies, January 2014*, when agencies are unsure about an individual's job classification, STC staff instruct agencies to focus on the job function to determine the STC job classification rather than the individual's job title. Agencies are instructed, therefore, to use the definitions noted in the following sections to determine the appropriate STC job classifications for their training program.

Classification Titles for Entry-Level Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer Positions

These positions include individuals who have not completed the BSCC's entry-level standards, including core training. Titles typically include Corrections Officer I, Juvenile Corrections Officer I, Juvenile Institutional Officer I, Deputy Probation Officer I, Custodial Officer I, Deputy Sheriff, and Police Officer. (Records Clerks, Bailiffs, Transportation, Maintenance, Medical, Food Services, and Education/Program staff are not covered under this definition.)

Minimum Selection Standards

In addition to the requirements in Section 830 et seq. of the Penal Code and Section 1029 et seq. of the Government Code, the BSCC standards in Title 15, Sections 130-133 CCR shall apply. The standards for entry-level PO positions, entry-level JCO positions, and entry-level ACO positions shall include but not be limited to the following:

- 1) Basic abilities and other characteristics important for successful job performance by passing the BSCC's written examination. An alternative examination may be substituted pursuant to Title 15, Section 131 CCR;
- 2) Competence in oral communication as demonstrated in an interview;
- 3) Past behavior compatible to job requirements as demonstrated by a background investigation;
- 4) Competence in the knowledge, skills, and abilities necessary for entry-level job performance, as demonstrated by successful completion of the required core training curriculum;
- 5) Competence in the performance of entry-level duties as demonstrated by successful completion of the employer's probationary period;

- 6) Possession of the skills and abilities for the position as demonstrated by meeting the BSCC's current guidelines for vision, hearing, and medical screening; and,
- 7) Be at least 18 years of age before appointment.

Further, according to BSCC's *Policy and Procedure Manual for Participating Agencies, January 2014*, allocation of position level between the entry-level ACO, JCO, and PO classifications that are under study for this job analysis project, differ for the journey-level ACO, JCO, and PO. The following defines the next allocation level and description of the journey-levels for these classifications.

Journey-Level Adult Corrections Officer

With minimal supervision, the journey-level ACO in an adult detention facility performs the full range of inmate custody, supervision, and counseling. Incumbents may have lead responsibility and may or may not have peace officer status. Titles typically include Corrections Officer, Custodial Officer, and Deputy Sheriff. (Records Clerks, Bailiffs, Transportation, Maintenance, Medical, Food Services, and Education/Program staff are not covered under this definition.)

Journey-Level Juvenile Corrections Officer

With minimal supervision, the journey-level JCO in a juvenile institution performs the full range of custody, supervision, and counseling for youth offenders. Incumbents may also have lead responsibility. Titles typically include Group Counselor, Group Supervisor, Juvenile Institutional Officer I, and Detention Services Officer. (Records Clerks, Transportation, Maintenance, Medical, Food Services, and Education/Program staff are not covered under this definition.)

Journey-Level Probation Officer

With minimal supervision, the journey-level PO in a probation department or a correctional services agency performs the full range of juvenile and adult probation assignments. Incumbents may also have lead responsibility. Titles typically include Deputy Probation Officer and Senior Deputy Probation Officer.

SECTION I: JOB ANALYSIS

JOB ANALYSIS DATA COLLECTION

Initial Project Steps

Administrator Meeting

The job analysis began by meeting with a set of administrators of representative agencies across the State of California that utilized the ACO, JCO, and PO positions. The meeting was held at BSCC's headquarters, in Sacramento, CA, on September 26, 2013. The participants in the meeting were administrators from 12 agencies ranging in size from small, medium, and large, from various regions such as northern California, southern California, central California, the bay area, and the greater Sacramento area who could speak to changes in the three job classifications. The intent of this meeting was threefold: first, it was to provide a means of outreach not just to this particular group of administrators, but also to ask them to act as ambassadors for the project overall so that they could relay the intended use of the job analysis results of the project and the subsequent gains for each of their agencies to others out in the field. Second, it was an opportunity for the job analysis project team to relay the necessity of staff participation to complete the job analysis studies and outline what the job analysis project team would be requesting of the administrators' staff throughout the life of the project. Finally, the meeting was an opportunity to conduct facilitated discussions with the administrators to gain their input regarding how the targeted jobs may have changed due to Realignment and other factors in the last ten years such as policy change and the introduction of technology. The results of these discussions were used as a high-level starting point to develop topic areas for the development of new task statements for the job analysis project.

This full-day meeting was facilitated by STC project staff in collaboration with CPS HR project staff. The first part of the meeting consisted providing administrators with an overview of the overall goal of the Local Selection and Training Standards (LSATS) as well as what a job analysis is. The remainder of the meeting focused on both large and small group discussions centered on various topics as they relate to the duties performed by ACO, JCO, and/or PO classifications. Using previous job analyses and Core manuals, 10 topic categories were created and then assigned, in clusters of three or four, to one of three stations. One group at a time, the administrators would rotate around all three stations, evaluating each topic individually before moving on to the next station. Administrators were asked to respond to any sub-topics that were pre-populated from anecdotal information, verifying the pertinence of the information and to whom it would pertain. Upon arriving at a new station after finishing their set of categories, a group would first view the work done by those who were previously at that station, and then would make revisions as necessary, include additional information deemed as important, and evaluate to which job the information was applicable. This system was adopted in order to provide to each administrator the opportunity of giving input for the range of topics. In particular, discussion was focused as to whether or not Realignment, or other factors, may have changed the duties related to certain topic areas, and which positions were impacted by the change and whether these impacted positions were line staff or supervisor/managers. Detailed notes were taken by the job analysis project team staff. These notes were then consolidated after the meeting by STC project staff with the intent

to use the resulting information to assist job analysis project staff and SMEs in creating new task statements that would be used in the job analysis project. Therefore, this subsequent consolidated topic list from this administrator meeting was taken to the SME Task Review Meeting for SME review and discussion as described later within this report. Administrators participating in this meeting can be found in Appendix B. Notes and corresponding materials utilized for this administrator meeting can be found in the STC's job analysis project files.

Literature Reviews

Step one of the job analysis process consisted of reviewing documents related to the ACO, JCO, and PO classifications as they are utilized by the local corrections agencies. This included as many of the current classifications' job specifications, duty descriptions, and duty statements as possible. Agencies were requested by STC staff in early August 2013 to submit their job duty classification specifications, duty descriptions, duty statements, and any other related documentation regarding the ACO, JCO, and PO classifications at their agency to STC staff via email. Over an approximately one month period, agencies sent this information directly to STC staff who then forwarded it on to CPS HR staff. This information was reviewed thoroughly in order for the job analysis project staff to obtain a broad understanding of how these classifications are utilized by the various local agencies. Further, job analysis project staff obtained additional information related to these classifications, consisting of the following: occupational information for similar jobs obtained from the U.S. Department of Labor's O*NET database (online at <http://online.onetcenter.org>), previous job analytic reports from 2002 conducted by a vendor working for the STC for these same classifications, and job analytic reports for similar classifications conducted by STC staff and CPS HR staff. Additionally, the BSCC website was reviewed for information regarding how these jobs may have changed due to various factors, such as time since the last job analysis, and changes in the context of how these job are performed, such as Realignment. The job analysis project staff used this information to develop a better understanding of these job classifications and how they may be utilized within the local agencies.

Job Observations

In step two of the job analysis, job observations and site visits were conducted by job analysis project staff. The main purpose of these observations and site visits was for the job analysis project staff to gain a general understanding of the work environment and context in which ACOs, JCOs, and POs work so that the project staff could have more meaningful discussions with the SMEs throughout the job analysis steps. Therefore, the job analysis project staff worked collaboratively to determine the local agency facilities that the project staff could visit to obtain the most valuable information regarding the ACO, JCO, and PO classifications, and the various ways the agencies utilize these classifications. The intent was to maximize physical operating diversity. As a result of discussions with staff of STC and other divisions of BSCC, it was determined that two locations, San Joaquin County and Butte County, would provide a variety of correctional physical differences.

Job analysis project staff first visited the San Joaquin County Jail, Juvenile Hall, and Probation Department in Stockton, California on September 20, 2014. Next, job analysis project staff visited the Butte County Jail, Juvenile Hall, and Probation Department in Oroville, California on September 27, 2014. ACOs, JCOs, and POs were observed at these various facilities. Additionally, in each location, job analysis project staff were able to visit a day reporting center. Day reporting centers are typically run

by probation departments with cooperation from the Sheriff's Office. The San Joaquin County Jail also has the Honor Farm which was visited by the job analysis project staff to gain a better idea of the context in which individuals in these classifications work.

Site visit notes, names of participants, and materials gathered during these visits are contained in CPS HR's project history files.

Task, Equipment, and KSA Statements

Step three of the job analysis consisted of compiling and developing task statements, KSA statements, and equipment items. As described previously, it was necessary to include the 2002 job analytic statements as part of this current job analysis process so that subsequent studies could be conducted by STC staff to compare the job analytic results from 2002 against the job analytic results from the current study.

Task Statements

The previous 2002 job analyses were conducted for the ACO, JCO, and PO classifications separately, so the first step in developing the current list of task statements was to compile the previous task statements from 2002 across all three classifications. As also previously discussed, for this current job analytic study, a job families approach was taken. The task statements from the three separate job analyses were compiled into a single list of tasks to provide the means to identify where overlap may occur between the ACO, JCO, and PO classifications. All task statements assembled resulted in an initial compiled list of 803 task statements. Because there was overlap between the task statements across the ACO, JCO, and PO classifications in 2002, this current compiled task list contained numerous duplications and statements with the same or similar meanings. In order to deal with duplications in tasks, the job analysis project staff used an iterative review process to consolidate the statements into an unduplicated list of task statements. The consolidation process involved the following steps:

- Sorted the list alphabetically and eliminated exact duplicates of task statements.
- Combined similar statements with the same meaning into more general, or broad, task statements.
- Selected the clearest wording for each duplicative group of statements.
- Rewrote statements to improve quality.

Traditional job analysis task statement development includes a detailed construction of task statements to define what action is being performed, why the action is being performed, and what tools are used to perform the action. Based upon the necessity to utilize the 2002 task statements for this current job analysis study and the use of the job families approach, it was determined that the task statement construction method be limited to the action performed because it is a better fit with the chosen job analysis approach (a job families approach) and made comparison between the 2002 job analysis study easier. Further, these simplified, broad task statements are more easily recognizable between classifications. The task consolidation effort produced the next iteration of the task statement list to a total of 320 ACO, JCO, and PO task statements which were then grouped into 26 categories of tasks based on duty area. This revised list was then taken to a group of SMEs for their review and input as described herein.

Any revised task statement that originated from the original 2002 task statement was tracked so that there was a clear record of relationships between the task statements. This tracking will allow STC staff to conduct any subsequent studies between the 2002 job analyses and the current job analytic results.

Equipment Items

In addition to the development of task statements, another component that is sometimes added to the job analytic process is a listing of equipment items used in the performance of a job. The 2002 job analyses included equipment items in the studies. Thus, the current study also included the equipment list as a component of this study. Combining the equipment items from the 2002 ACO, JCO, and PO job analyses resulted in a list of 195 equipment items. Job analysis project staff dealt with duplicative equipment items using an iterative review process which resulted in an initial total combined list of 100 equipment items possibly used in the performance of the ACO, JCO, and PO classifications. Further, to assess if there were new equipment items that needed to be included that were not originally included in the 2002 study, STC staff presented the compiled equipment item list to a number of field representatives from BSCC. The field representatives, who work directly with local corrections and probation agencies and who are knowledgeable of the ACO, JCO, and/or PO classifications, provided additional equipment items to add to the list and this resulted in a list of 118 equipment items. This list was then further edited by STC project staff and then taken to the Task Review Meeting as discussed on the following pages to obtain additional SME input.

KSA Statements

A similar process was conducted to compile and consolidate the KSA statements. The 2002 job analytic KSA statements for ACO, JCO, and PO were compiled into one list. This resulted in 295 KSA statements. The job analysis project staff followed the same iterative review process as with the task statements using the following steps:

- Sorted the list alphabetically and eliminated exact duplicates of KSA statements.
- Determined whether each statement was truly a knowledge, skill, or ability using industry approved definitions.
- Combined statements that were essentially identical just using different wording, resulting in more general KSA statement levels, or broad KSAs.
- Modified the wording of statements to improve clarity.

Traditionally in a job analysis process, knowledge statements are written to define the specific learned information that is applied in the performance of job tasks, and skills and abilities are described in terms of observable behaviors or measurable outcomes. However, as with the task statements, based upon the necessity to utilize the 2002 KSA statements for this current job analysis study and the use of the job families approach, it was determined that the KSA statement construction method be limited to a simplified, broad KSA statement because it is a better fit with the chosen job analysis approach (a job families approach) and allowed for easier comparison. Further, these simplified, broad KSA statements are more easily recognizable between classifications. In some cases, the statements were modified to adhere to these statement formatting principles to improve their clarity. When this was done, the following KSA definitions were utilized.

- Knowledge – the existence in memory of retrievable facts, concepts, language, procedures, etc.

- Skill – developed or trained capacity to perform tasks that require tools, equipment, machinery, etc.
- Ability – having the capacity to acquire skills or knowledge to carry out tasks, where tools, equipment, or machinery are not major elements.

Eliminating duplicates reduced the compiled KSA list to 160 KSAs. The iterative review process outlined above was then followed with further combining and reductions. This list was then taken to SMEs for their review and input as described herein.

Any revised or combined KSA statement that originated from the original 2002 KSA statement was tracked so that there was a clear record of relationships between the KSA statements. This tracking will allow STC staff to conduct any subsequent studies between the 2002 job analysis and the current job analytic results.

Task Statement Review

The next component of step three in the job analysis process is to review the drafted and compiled task statements with SMEs to obtain their input and ensure a comprehensive list of task statements that describe the job of each of the classifications. Given that a job families approach was utilized, the task statement review meeting needed to include ACOs, JCOs, POs and some first-level supervisors over these classifications to ensure representation and perspective was added from each of these various viewpoints. To identify SME participants for this meeting, therefore, a sampling plan was developed by the job analysis project staff.

Sampling Plan for Task Review Meeting

A sampling plan was created to ensure that the SME group was representative of county size, region, and classification. All agencies were categorized into five regions (North, Sacramento, Bay, Central, and South) and three sizes (small, medium, and large). The number of SMEs requested from each region and size agency were matched as closely as possible to the target sample of agency representation across the State of California. It was determined that there would be two task review meetings, one with a group of incumbents and another with a group of first-level supervisors. For each meeting, therefore, it was determined that a group of 22 SMEs, per meeting, would provide adequate representations. Of these 22 SMEs, it was determined that five should be from the North region, four from the Sacramento region, four the Bay region, five from the Central region, and four from the South region. Additionally, it was determined that eight should be from small counties, seven from medium sized counties, and seven from large counties. Because a job families approach was utilized, representation was also necessary across all three classifications and, as a result, it was determined that there should be seven Sheriff ACOs, one Police Department ACO, seven JCOs, and seven POs requested, per meeting. Finally, care was also taken to ensure that SME participants identified for participation in the task review meetings were representative of gender and ethnicity demographics.

Task Statement Review Meetings

A meeting was convened with the SMEs on December 4th and 5th, 2013, in Sacramento CA, to review the task statements in order to determine whether the task statements resulted in accurate depictions of tasks performed for the ACO, JCO, and/or PO classifications as they are used in local corrections and probation facilities throughout the State of California, for the goal of consolidating the three separate

Job Analysis Questionnaires into a single measure that could be utilized for all three job classifications. This meeting was held at the Natural Resources Building of the California Department of Parks and Recreation in Sacramento as a meeting room on loan to the BSCC. In this meeting, the job analysis project staff first provided a brief overview of the project, the job analytic process, and specific instructions for the day's activities. The SMEs were then divided into smaller groups to review specific task statement sections within the draft task list previously compiled as described in this report. The goal of the review was to ensure the task statements accurately depicted the ACO, JCO, and/or PO classifications and were written broadly enough to be generalizable, but specific enough to be understandable by respondents who would eventually provide ratings for each of these task statements. Additionally, the goal of the SME groups was to determine if there were task statements missing and, therefore, if new task statements needed to be written. Each group of SMEs collaboratively reviewed, revised, and wrote new statements that were then incorporated into the draft task statement list.

A summary of the SME characteristics for the attendees of the task statement review meeting can be found in Appendix C.

A second SME meeting was then convened with a different set of 23 SMEs, first-level supervisory SMEs, on December 11, 2013 at BSCC's facilities. The intent of this meeting was to obtain additional input from a new set of SMEs regarding the task statement list after it had already been reviewed and revised based upon the SME input obtained from the previous task statement review meeting held on December 4th and 5th, 2013. As had been done at the previous week's meeting, the job analysis project staff first provided an overview of the project, background information on the job analytic process, and specific instructions for the day's activities. The group was then divided into similar small-group structures and given the opportunity to review, revise, and/or add to the task statements. This resulted in a further edited task statement list. A summary of the SME characteristics for the attendees of this task statement review meeting can also be found in Appendix C.

During all of the task statement review meetings, the SMEs were first given an opportunity to independently review the draft task statements. Once they were familiar with them and placed into their small working groups, they were then able to discuss the task statements with other SMEs and job analysis project staff and were given an opportunity to provide input regarding these tasks. The draft task statements that the SMEs reviewed were comprised of the 2002 historical task statements from the previous job analyses for the ACO, JCO, and PO classifications, as well as the combined and edited broad task statement list as it was developed by the job analysis project team and as described previously within this report. SMEs were provided with the original 2002 task statements as they were previously written, as well as the current and consolidated revised task statements so that they could understand the iterations and history of how the current task statement list was developed.

In order to facilitate discussions within the groups, for both task statement review meetings, the job analysis project staff asked the SMEs if the revised draft task statements were written clearly and understandably, as well as if the statements were placed under the appropriate task category. Further, as a result of the feedback and notes taken from the Administrator Meeting as described herein, draft areas of possible new tasks applying to either ACOs, JCOs, and/or POs were noted and these topic areas were taken to the SMEs during these meetings. New task statements were then written by the SMEs to add to the task list, as necessary. There were approximately 26 new task statements added to the

task statement list and additional consolidation and editing occurred, as well as new task categories added.

At the end of the final task statement review meeting, the job analysis project team further refined and edited the task statements based upon all of the SME input and this resulted in a final task statement list of 343 task statements categorized into 38 categories. The final list of task statements can be found in Appendix D and the final list of task categories can be found in the appendix as well as in the table below.

Table 3. Final Task Categories

Final Task Categories		
1) Physical Tasks	14) Searching	27) Emergencies
2) Handcuffs and Restraints	15) Evidence and Contraband	28) Current Knowledge
3) Officer Safety	16) Drug and Substance Testing	29) Finances
4) Initial Processing and	17) Restitution and Fines	30) Work Details
5) Medical	18) Prepare Reports	31) Family Court Duties
6) Escorting and Transporting	19) Security*	32) Investigations
7) Supervising Personnel	20) Referrals	33) Monitor Compliance
8) Record Keeping	21) Supervising and Monitoring	34) Establish Relationships
9) Meals	22) Court-Related Duties	35) Notifying
10) Activities	23) Alternative Programs	36) Making Recommendations
11) Visiting	24) Oral Communication	37) Release Decisions
12) Counseling	25) Service to Community	38) Miscellaneous
13) Mail	26) Developing Case Plans	

**This category was finalized by the SMEs as "Security"; however, it was inadvertently categorized as "Searching" in the Job Analysis Questionnaire (JAQ). Nevertheless, the security type task statements within this category were accurately portrayed within the JAQ. Since it is the actual task statements that are rated by JAQ respondents rather than task categories, the rating results should not be effected.*

Finally, as an additional component of both of these meetings, the equipment item list was also reviewed by the SMEs to ensure the list was accurate, up-to-date and was inclusive of the types of equipment that are possibly used on the job by ACOs, JCOs, and/or POs. Further edits were made to this list and the final equipment list contained 99 equipment items. The equipment list can also be found in Appendix D.

KSA Statement Review Meeting

A series of meetings were convened with SMEs on April 22, 2014, May 13, 2014, and May 16, 2014 to review the revised and consolidated KSA statements. These meetings were conducted by STC job analysis project staff and held at the San Joaquin County Jail, Sacramento County Probation Department, and the Napa County Juvenile Hall on each of the respective meeting dates outlined above. The intent of these reviews was to determine whether the KSA statements were accurate representations of the type of KSAs ACOs, JCOs, and/or POs must possess in order to perform their job tasks.

For each of these meetings, the project staff member first provided a brief overview of the project, the job analytic process, and specific instructions and goals for the meeting. The project team member then

directed the SMEs to review all of the drafted KSA statements. The SMEs were asked to then provide input regarding each KSA statement and were asked to revise statements as necessary, as well as add KSA statements that may be missing with the goal to provide an accurate and complete listing of KSAs that ACOs, JCOs, and POs must possess to perform the tasks of the jobs. At the conclusion of this meeting, the final KSA list contained 102 KSAs. The final list of KSAs can also be found in Appendix D. The SME attendees can be found in Appendix E.

Job Analysis Questionnaire Component Development

Step four of the job analysis consisted of developing a Job Analysis Questionnaire (JAQ) to obtain task, KSA, and equipment ratings from incumbents and first-level supervisors in the ACO, JCO, and PO classifications. A JAQ is a structured survey which in a job analysis, typically contains the final list of task statements, equipment items, and/or KSA statements, along with corresponding rating scales used to ask those knowledgeable of the jobs to provide information related to each of the statements. Given that most of the incumbents and first-level supervisors in these classifications have access to computers, it was determined that an on-line JAQ would be the most convenient and expeditious method for obtaining these ratings. However, job analysis project staff were made aware that some individuals in these classifications may not have access to computers or the internet and to account for this, hard copy JAQs were also developed as an alternative method of JAQ completion.

Given the length of the JAQs and the time it would take to complete, it was determined that an incumbent JAQ would be created along with a version for first-level supervisors, with the different versions containing slightly different information for respondents to rate. The intent of developing two different JAQ versions was to minimize the length of the JAQs. Both versions included a demographic section consisting of questions regarding the respondents' background information. Demographical topics included within the JAQ can be found in more detail below. Both versions of the JAQ also included the final task statements and asked respondents to rate each statement using two task rating scales. Further, both versions of the JAQ included the final KSAs along with three rating scales to be utilized for each of the KSA statements. The JAQ for the incumbents also included the final equipment item list along with a corresponding rating scale pertaining to how often the equipment was utilized, if at all. It was determined by the job analysis project staff that incumbents in the field most likely had the best understanding of which equipment items were in use and were, therefore, able to provide the best expertise on rating those items. The JAQ for the first-level supervisors included a listing of competency statements with corresponding rating scales instead of the equipment list as described above. This competency information was included by the STC project staff as an addendum to the first-level supervisor JAQ for use in subsequent studies at a later date. Information regarding the competencies, the competency results, and all steps associated with the competencies will be outlined in subsequent reports conducted by STC project staff at a later date.

The task, equipment, and KSA rating scales contained within the JAQs are described in further detail.

Task Rating Scales

As described herein, in order to ensure comparative analyses could be conducted by STC project staff between the 2002 job analysis studies and the current job analyses, it was necessary to ensure that the

same rating scales used in the 2002 studies were also used in the current study. Therefore, the task rating scales depicted below are the task rating scales that were used in the previous job analytic studies.

The task statements were rated on a 10-point scale according to the frequency with which they are performed, with “0” indicating the task is not part of the job, and increasing numbers indicating increasing frequency. The task statements were also rated on a 6-point scale according to their importance for successful job performance, with “0” indicating the task is not important to successful performance of the job, and increasing numbers indicating greater importance. The two task rating scales are shown in the table below.

Table 4. JAQ Task Rating Scales

<p>TASK FREQUENCY</p> <p>0 = Never – It is not part of the job.</p> <p>1 = This task is part of the job, but I have never performed it at this agency.</p> <p>2 = I have performed this task in this agency, but not in the last year.</p> <p>3 = Several times or less in the past year.</p> <p>4 = About once a month.</p> <p>5 = Two to three times a month.</p> <p>6 = About once a week.</p> <p>7 = Several times a week.</p> <p>8 = About once a day.</p> <p>9 = More than once a day.</p> <p>TASK IMPORTANCE</p> <p>0 = Not important.</p> <p>1 = Of little importance.</p> <p>2 = Of Some importance.</p> <p>3 = Important.</p> <p>4 = Very important.</p> <p>5 = Critically Important.</p>

Equipment Rating Scales

Likewise, the equipment rating scales used in the 2002 job analytic studies were used in the current job analytic study. The equipment items were rated on a 4-point scale according to how often they have used that equipment in the past year, with “0” indicating the equipment was never used in the past year.

Table 5. Equipment Rating Scale

<p>Equipment Rating</p> <p>0 = Never</p> <p>1 = Occasionally</p> <p>2 = Often</p> <p>3 = Very often</p>
--

KSA Rating Scales

As with the task and equipment rating scales, the KSA Importance Rating Scale used in the 2002 job analytic studies was used in the current job analytic study. For the other two KSA rating scales, the job analysis project staff determined that slight alterations could be made to those scales in order to obtain the information needed to conduct the current study, as well as subsequent studies to be conducted by STC project staff. Therefore, the “When First Needed” and the “Relationship to Performance” scales are not exact replications of the scales used in the 2002 studies and are presented on the following page.

The KSAs were rated on a 6-point scale according to their importance for successful performance of the job, with “0” indicating the KSA is not important for successful job performance, and increasing numbers indicating greater importance. The respondents were also asked to indicate when the KSA is first needed on the job using a 4-point scale representing when that KSA is first required. These ratings were used to identify KSAs for possible use in selection for the classification. These ratings were also collected using this scale so that STC project staff could identify when a KSA is needed for possession if it is not needed day one on the job. The respondents were also asked to use a 6-point scale to indicate whether possession of more of the KSA would lead to better job performance. The purpose of this rating is to assess the direct relationship between possession of the KSA and job performance. If the relationship between possession of the KSA and job performance is determined to be linear, a measurement of that KSA may be used to rank candidates in a selection process.

The three KSA rating scales are shown in Table 6.

Table 6. JAQ KSA Rating Scales

KSA IMPORTANCE

- 0 = Not important for successful job performance.
- 1 = Of little importance.
- 2 = Of some importance.
- 3 = Important.
- 4 = Very important.
- 5 = Critically important.

KSA WHEN FIRST NEEDED

- 0 = Before hire.
- 1 = Before STC core training.
- 2 = Upon completion of STC core training.
- 3 = After completion of STC core training.

RELATIONSHIP TO PERFORMANCE

- 0=No Improvement: Possessing more of the KSA would not result in improved job performance.
- 1=Minimal Improvement: Possessing more of the KSA would result in minimal improvement to job performance.
- 2=Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance.
- 3=Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance.
- 4=Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance.
- 5=Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.

Demographic Question Development

The JAQ collected data on demographic topics, which are presented in Table 7. The online JAQ used a skip logic intelligence to display demographical questions. As a result, not all respondents were presented with the same demographic questions. The hard copy versions, however, listed all of the demographic questions although the incumbent hard copy demographic questions differed slightly from the first-level supervisor questions. Appendix F lists the full incumbent demographic questions in the demographic section of the JAQ. Both incumbent and first-level demographic results are found in Appendix H and described in greater detail in subsequent sections of this report.

Table 7. JAQ Demographic Topics

JAQ Demographic Topics	
<ul style="list-style-type: none"> • Classification 	<ul style="list-style-type: none"> • Age Group of Probationers <ul style="list-style-type: none"> ○ PO
<ul style="list-style-type: none"> • Incumbent or Supervisor 	<ul style="list-style-type: none"> • Day Reporting Center <ul style="list-style-type: none"> ○ PO
<ul style="list-style-type: none"> • Type of Agency 	<ul style="list-style-type: none"> • Years in Current Classification <ul style="list-style-type: none"> ○ ACO ○ JCO ○ PO
<ul style="list-style-type: none"> • Agency Name 	<ul style="list-style-type: none"> • Work Shift
<ul style="list-style-type: none"> • Firearm Carried 	<ul style="list-style-type: none"> • Sex
<ul style="list-style-type: none"> • Type of Facility <ul style="list-style-type: none"> ○ ACO ○ JCO 	<ul style="list-style-type: none"> • Race/Ethnic Group
<ul style="list-style-type: none"> • Level of Security <ul style="list-style-type: none"> ○ ACO or JCO 	<ul style="list-style-type: none"> • Age
<ul style="list-style-type: none"> • Level of Security <ul style="list-style-type: none"> ○ ACO or JCO 	<ul style="list-style-type: none"> • Education
<ul style="list-style-type: none"> • Sex of Population Served <ul style="list-style-type: none"> ○ JCO ○ ACO ○ PO 	

JAQ Versioning

During the planning stages of the JAQ development, it was noted that the questionnaire would be lengthy, given the number of task, KSA, and equipment or competency statements. One concern that arose from this was the potential for respondents to become fatigued while progressing through the questionnaire and increasing the chance of ratings being less accurate, particularly towards the end of the JAQs. It was decided as a method to prevent, or at very least minimize, the impact on the results, to create three versions (i.e., forms) of the questionnaire for both incumbent and first-level supervisor JAQs, rotating the order of statements, with each agency receiving an equal number of each form. The primary difference between the three forms was the order in which the sections were presented. Refer to Table 8 to view the order of the three forms.

Table 8. JAQ Versioning

Section	Form 1	Form 2	Form 3
1	Instructions	Instructions	Instructions
2	Demographics	Demographics	Demographics
3	Tasks	KSAs	Tasks (Dimensions in Reverse Order)
4	KSAs	Tasks	KSAs
5	Equipment/Competencies ¹	Equipment/Competencies ¹	Equipment/Competencies ¹

¹ Incumbents responded to statements related to Equipment, and first-level supervisors responded to statements related to Competencies.

Job Analysis Questionnaire Assembly and Administration

Step five of the job analysis consisted of the rating collection process. Given the number of current ACOs, JCOs, and POs in the local facilities throughout the State of California, it was determined by the job analysis project staff that only a representative sample would be asked to complete the JAQ. To determine this sample, a sampling plan was developed identifying how many potential JAQ respondents were needed based upon demographical criteria as described in the next section.

JAQ Sampling Plan Development

To adequately represent the ACOs, JCOs, and POs in the job analytic results, it was necessary to develop a sampling plan to ensure an adequate number of potential JAQ participants were identified. Therefore, a sampling plan was developed based on the size of each agency throughout the State of California. For agencies with up to 20 incumbents, questionnaires would be sent to 100% of the incumbents and first-level supervisors, for agencies with 21-30 incumbents, questionnaires would be sent to 70% of incumbents and first-level supervisors, for agencies with 31-40 incumbents, questionnaires would be sent to 50% of incumbents and first-level supervisors, for agencies with 41-60 incumbents, questionnaires would be sent to 40% of incumbents and first-level supervisors, for agencies with 61-100 incumbents, questionnaires would be sent to 30% of incumbents and first-level supervisors, for agencies with 101-200 incumbents, questionnaires would be sent to 25% of incumbents and first-level supervisors, for agencies with 201-500 incumbents, questionnaires would be sent to 20% of incumbents and first-level supervisors, for agencies with 501-1,000 incumbents, questionnaires would be sent to 15% of incumbents and first-level supervisors, for agencies with 1,001-2,000 incumbents, questionnaires would be sent to 10% of incumbents and first-level supervisors, for agencies with 2,001-3,000 incumbents, questionnaires would be sent to 8% of incumbents and first-level supervisors, and for agencies with over 3,000 incumbents, questionnaires would be sent to 6% of incumbents and first-level supervisors.

These percentages resulted in an initial sampling of 6,390 potential JAQ participants, broken down by 2,532 ACO (18.95% of the total incumbent population), 1,364 JCO (21.53% of the total incumbent population), 1,526 PO (24.25% of the total incumbent population), and 968 Supervisors (33.98% of the total supervisor population). Data were not available to further break down the supervision category to determine which classification the individuals supervised.

After the development of the initial sampling plan, some agencies indicated that they would not be able to participate in the job analysis study. As a result, a total of 5,981 JAQs were identified to be distributed to potential JAQ respondents, broken down by 2,420 ACO JAQs, 1,338 JCO JAQs, 1,500 PO JAQs, and 723 supervisor JAQs. The job analysis project team verified that this breakdown was representative of region and agency size throughout the State of California.

JAQ Distribution Logistics

As described in the previous section, it was determined by job analysis project staff that there were to be two methods of JAQ distribution and administration; respondents were given the choice to utilize an online JAQ or a hard copy JAQ.

Online JAQ Development

The online JAQ was developed using an online software tool, Qualtrics, which allowed respondents to utilize a unique identification number to access the online JAQ. This unique identification number allowed respondents to enter and exit the JAQ as often as they needed rather than complete the entire JAQ in one sitting. In order to create and deliver the online JAQ link and subsequent unique identification number to each potential JAQ respondent, a logistical plan was put into place by the job analysis project team. Working with BSCC Field Representatives, STC project staff identified contacts (i.e., job analysis coordinators) for each of the local correctional and probation agencies that had expressed their willingness to participate in the JAQ process. Each of these coordinators was then given the number of JAQ participants for their agency that the job analysis project team requested based upon the sampling plan. The job analysis coordinators also received detailed instructions regarding the intent of the JAQ, detailed criteria on how to identify respondents to complete the JAQ based upon various factors such as, time in classification, line staff vs. supervisory staff, as well as information regarding how to disseminate the JAQ unique links for respondents to access the JAQ. Further, with the assistance of the coordinators, the job analysis project team compiled a tracking sheet of all JAQ respondents, per agency, and their corresponding unique identification number. This tracking sheet allowed the job analysis project staff to track response rates per agency at the agency or STC's request. Further, this tracking sheet allowed the project team to track which JAQ form each respondent received to ensure that distribution of the three forms was equivalent across classifications and agencies. Finally, to assist the coordinators as well as the respondents, CPS HR created an email address and phone line specifically for this project so that anyone with questions regarding the logistics of completing the JAQ or about the JAQ itself could have a centralized way in which to obtain information.

For most respondents, the job analysis project team was able to obtain the JAQ respondents' names and email addresses from the coordinators of each agency. In those cases, the project team member was able to send an email directly to each potential respondent containing their unique identification number and link to access the JAQ. This email went out initially to potential respondents on July 1, 2014. For some agencies, this email was sent to their potential respondents on a flow basis over subsequent weeks as respondent contact information was relayed to the project team by the agency coordinators. Additionally, in other cases, the project team member was unable to obtain respondent names and emails for a particular agency. For these individuals, the project team member was able to develop the correct number of unique identification numbers to deliver to the coordinator who then assigned each potential respondent an identification number. Information in the email to respondents

or information sent to the coordinator included instructions for completing the online JAQ, contact information on how to obtain answers to any questions regarding the JAQ, and an initial two week due date to submit the JAQ. After this timeframe, individuals who had not completed the JAQ were sent a reminder to do so, and a due date extension of another two weeks to complete the JAQ was provided. Due to an initially low response rate, the fact that some respondents did not receive access to the JAQ until after the initial JAQ dissemination of July 1, 2014, and to provide sufficient time for respondents to complete the JAQs, an additional due date extension was granted, resulting in a final JAQ due date of September 3, 2014. Online JAQ components can be found in Appendix D.

Hard Copy JAQ Development

The hard copy version of the JAQ was developed in Microsoft Word using the online JAQ version as the template. The intent of the hard copy version was to have a JAQ in place to send to potential respondents who did not have computer or internet access. Hard copy JAQs were printed, collated, and disseminated by STC job analysis project staff to the coordinators who requested hard copy JAQs. Tracking of hard copy recipients was conducted to identify how many were disseminated to which agencies, how many were completed and submitted by respondents, and to ensure that an equivalent number of each form of the hard copy JAQ across classifications was submitted to each requesting agency. The online JAQ utilized skip logic to identify which demographic questions each respondent received so that incumbents and first-level supervisors received different demographic questions. Since the hard copy versions could not use skip logic, for each of the three versions of the hard copy JAQ, a hard copy JAQ for incumbents and a hard copy JAQ for first-level supervisors was developed. An appropriate hard copy JAQ was sent to each requesting coordinator dependent upon how many respondents were completing the hard copy JAQ as incumbents or as first-level supervisor over incumbents, all based upon the sampling plan. Hard copy JAQs were printed, collated, tracked, and submitted on an ongoing basis during the JAQ timeframe of July 1, 2014 through the final due date of September 3, 2014, dependent upon when each agency requested hard copy JAQs. A hard copy version of the JAQ can be found in Appendix F.

A copy of the frequently asked questions provided to the coordinators and potential JAQ respondents can be found in Appendix G.

JOB ANALYSIS QUESTIONNAIRE ANALYSES

Step six of the job analysis consisted of compiling and analyzing the JAQ data. After the final due date of September 3, 2014, the results from the online survey program were downloaded and imported into SPSS, a statistical software package, in order to conduct the data analysis. Concurrently, after the due date of September 3, 2014, an additional one week timeframe was allowed for the hard copy JAQs to continue to arrive to CPS HR facilities via mail. After this time, the hard copy JAQs were hand entered directly into the online survey platform, Qualtrics. Care was taken to ensure that the correct data entry was conducted dependent upon the hard copy JAQ form and dependent upon whether or not the hard copy JAQ was for an incumbent or for a first-level supervisor. A detailed tracking sheet of all data-entered hard copy JAQs was created by CPS HR job analysis project staff to be able to identify which hard copy JAQs were entered, by whom, and when. Additionally, quality control was incorporated into the data entry process by devising a plan for a second, different project staff team member to review a portion of the JAQs entered to identify any errors. In any cases where JAQ data entry errors were found, the original data enterer was identified and any other JAQs that person entered were thoroughly reviewed for every entry on every rating scale to identify any other data entry issues. Once all of the hard copy JAQs were data entered into Qualtrics, the data were then downloaded into SPSS and combined with the online JAQ data in order to conduct the data analysis.

Overall Tracking and Response Rates

As discussed above, detailed tracking was conducted of all disseminated JAQs, both online and hard copy. The job analysis project team was able to identify respondents based upon agency and other demographical identification. The purpose of this was to determine if the JAQ response rates complied with the JAQ sampling plan and if there were sufficient JAQ responses.

As outlined in the JAQ sampling plan, the job analysis project team originally requested a total of 5,981 respondents for completion of the JAQ with a breakdown of a request of 2,420 ACOs, 1,338 JCOs, 1,500 POs, and 723 first-level supervisors to complete the JAQs. These requested numbers spanned across 151 local corrections and probation agencies. However, for various reasons, some agencies were ultimately, unable to provide the job analysis project team with JAQ participants. As a result, the total number of JAQs that were actually distributed was 5,703. Per agency requests, this resulted in a total of 5,385 online JAQs disseminated and a total of 318 hard copy JAQs disseminated.

Initially, after the final due date for the JAQs, the job analysis project team received a total of 4,996 JAQ responses, with a breakdown between classifications and online vs. hard copy in Table 9.

Table 9. Initial Returned JAQs

	Qualtrics							Hard Copy						
	ACO		JCO		PO		Unknown	ACO		JCO		PO		Unknown
	Inc	Sup	Inc	Sup	Inc	Sup	Unknown ¹	Inc	Sup	Inc	Sup	Inc	Sup	Unknown
# Initially Returned	1,662	374	821	172	1,444	246	41	103	5	101	18	6	2	1² ACO

¹There were 41 JAQs returned via Qualtrics that were deleted because the respondents did not complete demographics to identify which classification they were completing the JAQ for.

²There was 1 ACO Hard Copy returned and retained that did not mark Incumbent or Supervisor.

The initial JAQ responses came in from 146 agencies (50 Sheriff Offices, 2 Department of Corrections, 38 Police Department, and 56 Probation Department). Further, upon initial review of the demographics from the returned JAQs, the JAQ respondents spanned across various demographic factors such as ethnicity, age, incumbent vs. first-level supervisor, etc. as can be seen in Appendix H.

Data Cleaning

Once all of the JAQ data were downloaded and combined across the online JAQ data and the hard copy JAQ data, CPS HR job analysis project staff then conducted a series of clean-up steps on the data set. The intent of this data cleaning was to eliminate the JAQ respondents who either did not complete any ratings or only completed the demographic questions but no statement ratings. The data were also assessed for lack of variability in responses, indicative of the respondent providing responses to statement ratings without reading the actual rating scales. Given that it is very unlikely that an entire section of task ratings per rating scale or KSA ratings per rating scale would have the same identical ratings across all the statements, each section was assessed and any respondent’s rating response that had zero variability across all the rating scales within the section was deleted.

The number of JAQs that were removed from the data set after this data cleaning are outlined in Table 10.

Table 10. JAQs Removed from Data Set

	Form 1 Online	Form 1 Hard Copy	Form 2 Online	Form 2 Hard Copy	Form 3 Online	Form 3 Hard Copy	TOTALS
Removed due to no responses	19	0	12	0	9	0	40
Removed due to no responses beyond demographics	20	0	116	0	33	0	169
Removed due to JAQ being a duplicative result/false starts	11	0	7	0	12	0	30
Removed due to zero variability across all task AND KSA scales.	1	0	2	0	1	0	4
Technical test cases removed (when CPS HR/Qualtrics was testing)	--	--	2	--	1	--	3
Removed task ratings due to zero variability across all task scales. (Only this section was removed for these respondents - the JAQs themselves were retained for the other JAQ components)	0	0	4	0	0	0	4
Removed KSA ratings due to zero variability across all KSA scales (Only this section was removed - the JAQs themselves were retained for the other JAQ components)	55	2	29	0	52	0	138
TOTAL JAQs REMOVED prior to analysis	51	0	139	0	56	0	246
TOTAL RETAINED JAQs	1,547	88	1,451	83	1,516	65	4,750

Approximately 5% of the originally received JAQ data set was removed during this cleaning phase. This resulted in an overall response rate of 4,750 JAQs received that were usable with the following breakdowns.

Table 11. JAQ Response Rates

	ACO	JCO	PO	SUP/MGR	TOTAL
No. Total in Classification	13,365	6,337	6,293	2,849	28,844
No. Requested Responses per the Sampling Plan	2,420	1,338	1,500	723	5,981
No. Total Usable Responses Received	1,678	896	1,410	766	4,750

The overall response rates compared to the requested number of responses as outlined in the sampling plan and per classification were 69% for ACO, 67 % for JCO, and 94% for PO, with over 100% for first-level supervisors (more supervisors than originally requested received and completed the JAQ), which the job analysis project team determined to be sufficient for purposes of this job analytic study. Additionally, the breakdown of the JAQ respondents’ demographic information depicted sufficient representation across various demographic factors after the data were cleaned. Demographic information such as incumbent vs. first-level supervisors, sex of the respondents, and agencies can be seen in Appendix H.

Additionally, once the hard copy JAQ versions were completed, submitted, and data entered, it was discovered that the hard copy JAQ versions contained one erroneous scale point on the scale assessing when each of the KSAs was first needed on the job. This extra scale point was not logically continuous with the other scale anchors. The job analysis project team met to discuss this extra scale point, to review the extent that hard copy JAQ respondents utilized the erroneous scale point, and to discuss potential options on how to handle and resolve the discovery. Given that the number of JAQ respondents who actually received the hard copy JAQ compared to the online JAQ, which did not contain this erroneous scale point, was a small percentage of the overall JAQ respondents (approximately 6%), the job analysis project team determined that the impact to the overall data set from this erroneous scale point was minimal. Further, not every JAQ respondent who received the hard copy JAQ utilized this scale point, so the extent of the issue was further diminished. The job analysis project team also reviewed the data in various ways in order to determine the best course of action. Possible solutions were discussed and, ultimately, it was decided that any time that scale point was utilized by the hard copy JAQ respondents, that scale point would be treated as a missing value in the final data set. This remedy allowed for none of the hard copy JAQs to have to be deleted from the data file and only the -affected ratings deleted.

Incumbent vs. Supervisory Analyses

Given that both incumbents and first-level supervisors were asked to complete the JAQs from each of their perspectives, and their JAQ responses were contained in one data file, two statistical procedures were implemented to enhance the psychometric soundness of the preliminary JAQ data results. The first was the calculation of Hedge’s *g* effect size – which measures the strength of the difference between the two groups. In this study, a weak effect size was desired as the goal was to show that there was little difference between the incumbent and supervisor ratings in order to justify combining the ratings as one representative group for each classification. Upon evaluation, it was determined that the ratings of the incumbents and supervisors could be combined for the scales measuring task

importance, KSA importance, when the KSA is first needed, and if having more of the KSA leads to better performance. However, there was a discrepancy between the rating results between incumbents and first-level supervisors for some of the task statement ratings on the task frequency scale, depicted by stronger effect sizes indicating stronger differences in the ratings. This may have been a result of how the incumbents vs. the first-level supervisors interpreted the task frequency rating scale. Therefore, to account for these effect size differences, it was determined by the job analysis project team that only the incumbent data would be used for the task frequency ratings while a composite of the incumbent and first-level supervisor ratings would be used for the remaining scales. The decision to utilize the incumbent only data for the task frequency ratings was based upon the assumption that since the incumbents are performing the tasks, they may be in the best position to relay if and how often the tasks are performed. The decision was then implemented in order to conduct further data analyses as described below.

Development of Rating Scale Cutoff Criteria

To assess whether or not statements are retained for further analysis, cutoff criteria need to be established for each rating scale, prior to further JAQ analysis. The cutoff points are established in accordance with the Federal *Uniform Guidelines on Employee Selection Procedures* (U.S. Equal Employment Opportunity Commission et al., 1978)

Descriptive statistics for the task ratings using the task importance and frequency ratings scales were included in this study. Specific criteria were applied to determine if each task statement should be retained as part of the job. These criteria, based on commonly accepted methodologies, are as follows:

1. A clear majority (greater than 50%) of the respondents (incumbents in this case) must have assigned a frequency rating of 1 or higher, which represents the task being part of the job even if the incumbent had not actually performed it.
2. The mean importance rating provided by the incumbent and first-level supervisor for the task must be at least 3.0, the mid-point of the rating scale indicating the task was at least “important.”

Specific criteria, based on commonly-accepted methodologies, were also applied to each KSA. These criteria are as follows:

1. For a KSA to be retained, the mean importance rating must be at least 3.0, the mid-point of the rating scale indicating the task was at least “important.”
2. For a KSA to be considered needed at entry, a clear majority (greater than 50%) of the respondents must have indicated so. KSAs meeting the above Importance criterion, but not the Needed at Entry criterion, may not be used in a selection process, but are considered suitable for non-selection-related purposes since they are needed for job performance at some point after hire.
3. For a KSA that is needed at entry to be suitable for ranking candidates in a selection process, a clear majority (greater than 50%) of the respondents must have indicated that possessing more of the KSA leads to better job performance. KSAs considered needed at entry but not meeting this criterion may be used in a selection process on a pass-fail basis only.

The job analytic data were analyzed utilizing the above rating scale cutoff criteria, as depicted in detail further in the analyses sections of this report. It is important to note, however, that another statistical process was implemented to all of the data analyses once the rating scale cutoff criteria were taken into account and this was to address the potential for measurement error within the JAQ. Ideally, a survey would obtain responses that are 100% reflective of the overall population, however an inherent side effect of surveys is the potential for measurement error where the responses may capture the sample average, but may be off in the overall population average. In order to counteract this potential for error, the Standard Error of the Mean (SEM) was used with a 99% Confidence Interval¹ to determine a margin of error in which a statement could be retained despite not meeting the initial cut-off criterion, as described further below.

¹ The Confidence Interval (CI) was calculated using both a 95% and a 99% baseline and it was decided that the number of retained statements between the two was marginal for the most part and it would be more beneficial to increase the chance that the obtained intervals contained the population mean by using the 99% CI.

ADULT CORRECTIONS OFFICER STATEWIDE JAQ RESULTS

Statewide ACO JAQ Demographic Results

The respondents for the ACO JAQ included both incumbents (1,677) and their first-level supervisors (343). Of the incumbents, 162 (9.7%) were from a small sized county, 321 (19.1%) were from a medium sized county, and 1,194 (71.2%) were from a large sized county. Of the supervisors, 44 (12.8%) were from a small sized county, 76 (22.2%) were from a medium sized county, and 223 (65.0%) were from a large county. In terms of region, 244 (14.6%) incumbents were located in the Bay Area, 284 (16.9%) were located in the Central Region, 120 (7.2%) were located in the North Region, 192 (11.5%) were located in the Sacramento Region, and 837 (49.9%) were located in the South Region. Regionally, the supervisors represented 51 (14.9%) from the Bay Area, 81 (26.6%) from the Central Region, 26 (7.6%) from the North Region, 25 (7.3%) from the Sacramento Region, and 160 (46.7%) from the South Region.

The ACOs and their supervisors were asked the type of agency in which they worked. For the incumbents, 269 (16.0%) were from a Police Agency, 1,352 (80.6%) were from a Sheriff Agency, 40 (2.4%) were from a Local Department of Corrections, and 16 (1.0%) were from a Probation Department. For the supervisors, 70 (20.4%) were from a Police Agency, 261 (76.1%) from a Sheriff Agency, 6 (1.8%) from a Local Department of Corrections, and 6 (1.8%) from a Probation Department. ACOs and their supervisors were also asked if they carried a firearm as part of the job. For the incumbents, 863 (51.2%) said Yes, and 812 (48.4%) said No. For the supervisors, 205 (59.8%) said Yes, and 138 (40.2%) said No. ACOs and their supervisors were also asked the type of facility they worked in. For the incumbents, 383 (22.8%) worked in a Presentenced Inmate Facility, 281 (16.8%) worked in a Sentenced Inmate Facility, 1,302 (77.6%) worked in a Both Presentenced and Sentenced Facility, 65 (3.9%) worked in a Day Reporting Center, 133 (7.9%) worked in an Alternative Work Program, 110 (6.6%) worked in a Work Furlough, 330 (19.7%) worked in a Type 1 Jail, 243 (14.5%) worked in a Temporary Holding Facility, and 62 (3.7%) indicated Other. For the supervisors, 63 (18.4%) worked in a Presentenced Inmate Facility, 49 (14.3%) worked in a Sentenced Inmate Facility, 257 (74.9%) worked in a Both Presentenced and Sentenced Facility, 13 (3.8%) worked in a Day Reporting Center, 27 (7.9%) worked in an Alternative Work Program, 23 (6.7%) worked in a Work Furlough, 84 (24.5%) worked in a Type 1 Jail, 34 (9.9%) worked in a Temporary Holding Facility, and 12 (3.5%) indicated Other. ACOs and their supervisors were also asked the level of security of the facility. For the incumbents, 146 (8.7%) indicated Minimum Security, 135 (8.1%) indicated Medium Security, 274 (16.3%) indicated Maximum Security, and 1115 (66.5%) indicated Mixed. For the supervisors, 28 (8.2%) indicated Minimum Security, 23 (6.7%) indicated Medium Security, 55 (16.0%) indicated Maximum Security, and 237 (69.1%) indicated Mixed. ACOs and their supervisors were also asked the sex of the inmates in their facility. For the incumbents, 384 (22.9%) indicated Male, 62 (3.7%) indicated Female, and 1,228 (73.2%) indicated Both Males and Females. For the supervisors, 60 (17.5%) indicated Male, 8 (2.3%) indicated Female, and 275 (80.2%) indicated Both Males and Females.

With regard to the number of years employed in the position, 359 (21.4%) indicated more than 15 years, with fairly even distributions of incumbents at each year at or below 15 years, with the largest grouping between 6 and 8 years, with an average of 9.7 years. For supervisors, 91 (26.5%) indicated more than

15 years supervising the ACO classification, with fairly even distributions of incumbents at each year at or below 15 years, with the largest grouping between six and nine years, with an average of 9.1 years. When asked which shift was currently worked, 918 (54.7%) incumbents indicated Day Shift, 152 (9.1%) indicated Swing Shift, 569 (33.9%) indicated Night/Graveyard, and 38 (2.3%) indicated Other. For the supervisors, 204 (54.7%) indicated Day Shift, 36 (10.5%) indicated Swing Shift, 95 (27.7%) indicated Night/Graveyard, and eight (2.3%) indicated Other.

The ACOs and their supervisors were also asked a set of optional demographic questions. The first question asked respondents to indicate their sex. For the incumbents, 1,129 (67.3%) indicated Male, 511 (30.5%) indicated Female, and 37 (2.2%) did not respond. For the supervisors, 245 (71.4%) indicated Male, 89 (25.9%) indicated Female, and 9 (2.6%) did not respond. The second optional question asked respondents to indicate their race/ethnic group. For the incumbents, 123 (7.3%) indicated Black or African American, 84 (5.0%) indicated Asian, 28 (1.7%) indicated Native Hawaiian or other Pacific Islander, 754 (45.0%) indicated White, 452 (27.0%) indicated Hispanic or Latino, 21 (1.3%) indicated American Indian or Alaska Native, 47 (2.8%) indicated Other, 92 (5.5%) indicated Two or More Races, and 76 (4.5%) did not respond. For the supervisors, 22 (6.4%) indicated Black or African American, 12 (3.5%) indicated Asian, 1 (0.3%) indicated Native Hawaiian or other Pacific Islander, 167 (48.7%) indicated White, 89 (25.9%) indicated Hispanic or Latino, 2 (0.6%) indicated American Indian or Alaska Native, 6 (1.8%) indicated Other, 23 (6.7%) indicated Two or More Races, and 21 (6.1%) did not respond. Lastly, respondents were asked their highest degree obtained. For incumbents, 5 (0.3%) indicated they had no degree, 195 (11.6%) indicated High school diploma/GED, 35 (2.1%) indicated Technical/Vocational Degree, 701 (41.8%) indicated Some college without a degree, 261 (15.6%) indicated Associate Degree, 315 (18.8%) indicated Bachelor's degree, 51 (3.0%) indicated Some post graduate education without a degree, 38 (2.3%) indicated Master's degree, 4 (0.2%) indicated Doctorate, 10 (0.6%) indicated Other, and 62 (3.7%) did not respond. For supervisors, 1 (0.3%) indicated they had no degree, 38 (11.1%) indicated High school diploma/GED, 7 (2.0%) indicated Technical/Vocational Degree, 134 (39.1%) indicated Some college without a degree, 55 (16.0%) indicated Associate Degree, 63 (18.4%) indicated Bachelor's degree, 16 (4.7%) indicated Some post graduate education without a degree, 14 (4.1%) indicated Master's degree, 1 (0.3%) indicated Doctorate, 2 (0.6%) indicated Other, and 12 (3.5%) did not respond.

As previously identified, the complete breakdown of the demographic results can be found in Appendix H.

Statewide ACO Task Rating Results

In applying the initial task frequency criterion of greater than 50% of respondents indicating the task was a part of the job, a total of 252 task statements were retained. However, once applying the SEM with a 99% Confidence Interval to account for any inherent measurement errors found in self-reporting surveys and as described herein, a total of 257 task statements were retained. Similarly, in applying the initial task importance criterion indicating the task was of at least a 3.0 importance to the job, a total of 301 task statements were retained. However, once applying the SEM with a 99% Confidence Interval to account for inherent measurement errors, a total of 328 task statements were retained for that criterion.

In order to retain a task for further analysis, the statement had to meet both the task frequency and task importance criteria. After applying the initial criteria, a total of 242 task statements were retained for further analysis. However, once applying the SEM with a 99% Confidence Interval to account for inherent measurement error, a total of 249 task statements were retained for further analysis. The overall ACO task rating results can be found in Appendix I. Likewise, only the ACO tasks that were considered to be performed and important can be found in Appendix J and the ACO tasks that did not meet the rating scale cutoff criteria and are considered either not performed by the ACOs and/or not important can be found in Appendix K.

A more detailed breakdown by each of the task categories of which task statements met the rating scale cutoff criterion and are, thus, considered performed and important tasks of the ACO classification as it is used across local agencies within the State of California, are depicted below.

ACO Task Category: Physical Tasks

For the task category of Physical Tasks, 14 tasks were retained by the ACO classification, with seven tasks not being retained: “Climb through openings”; “Climb up and down a ladder”; “Crawl in confined areas”; “Climb up to and/or jump down from elevated surfaces”; “Jump over obstacles”; “Pull oneself up over obstacles”; and “Operate lifting equipment” (Table 12).

Table 12. ACO - Physical Tasks

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
1	Lift, carry, and/or drag heavy objects.	95.9%	3.06
2	Walk or run up or down one or more flights of stairs.	94.3%	3.63
9	Push and/or pull hard-to-move objects by hand.	87.5%	3.07
10	Pursue individuals on foot.	80.1%	3.46
11	Run for a short distance.	92.1%	3.76
12	Walk or stand for long periods of time.	98.1%	3.88
13	Sit for long periods of time.	97.6%	3.30
14	Bend, extend, and/or twist body.	96.8%	3.64
15	Balance oneself on uneven or narrow surfaces.	68.2%	2.95 ¹
16	Drive an automobile for work duties other than to transport individuals.	81.8%	3.25
17	In various degrees of lighting watch for indications of illegal activity or disturbance.	89.8%	4.00
18	Listen for unusual sounds or sounds that may indicate illegal activity or disturbance.	94.7%	4.11
20	Operate and control lights, power, and/or water in cells/rooms/dormitories.	93.6%	3.84
21	Operate gates, doors, locks, sally ports, cells/rooms/dorms, electronically or manually.	98.2%	4.28

¹ Although this statistic did not meet the initial cutoff criterion, however it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO Task Category: Handcuffs and Restraints

For the task category of Handcuff and Restraints, all tasks were retained by the ACO classification (Table 13).

Table 13. ACO – Handcuffs and Restraints

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
22	Handcuff a non-resisting individual.	97.6%	4.26
23	Handcuff a resisting individual.	97.7%	4.42
24	Apply restraint devices other than handcuffs to a non-resisting individual.	92.5%	4.19
25	Apply restraint devices other than handcuffs to a resisting individual.	95.2%	4.31
26	Physically subdue or restrain a resisting or fleeing individual by yourself.	94.6%	4.34
27	Physically subdue or restrain a resisting or fleeing individual with the help of others.	96.1%	4.38
28	Place an actively resisting individual in the seat of a car.	74.3%	4.10

ACO Task Category: Officer Safety

For the task category of Officer Safety, all of the tasks were retained by the ACO classification (Table 14).

Table 14. ACO – Officer Safety

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
29	Defend oneself or others using less than lethal force.	97.8%	4.50
30	Defend oneself or others using lethal force.	84.7%	4.52
31	Defend oneself or others against a combative individual.	98.3%	4.53
32	Defend oneself against an armed individual.	89.0%	4.56
33	Physically separate multiple combative individuals with the help of others.	97.1%	4.43
34	Physically separate two combative individuals by yourself.	92.1%	4.32
35	Assist an uncooperative/ incapacitated individual from a prone position on the ground to his/her feet.	97.0%	4.17
36	Search individuals for weapons, contraband, and/or drugs.	98.6%	4.60
37	Strip-search individuals.	96.8%	4.45
38	Perform cell/room extractions.	95.9%	4.32
39	Place and secure individual in safety room.	95.3%	4.31
40	Anticipate, monitor, and intervene in potentially violent interpersonal situations.	97.3%	4.31
41	Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.	92.1%	4.32
42	Use force to gain entrance through barriers.	85.8%	4.14
43	Operate and/or interpret body scans for contraband or other anomalies.	61.6%	4.14
44	Complete range qualification required to carry a firearm.	68.8%	4.43
45	Draw and/or fire a firearm on duty in the course of job performance.	63.6%	4.48

ACO Task Category: Initial Processing and Release

For the task category of Initial Processing and Release, all of the tasks were retained by the ACO classification, with the exception of two statements: “Initiate search to locate parent(s) or legal guardian(s), if needed”; and “Evaluate fitness of legal guardian(s) or parent(s) to take custody of individual” (Table 15).

Table 15. ACO – Initial Processing and Release

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
46	Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	91.2%	4.50
47	Fingerprint individuals.	93.6%	4.52
48	Photograph individuals.	93.2%	4.53
49	Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	95.1%	4.56
50	Advise individual of constitutional rights.	81.0%	4.43
51	Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	93.8%	4.32
52	Ensure incoming individuals get to make any required phone calls.	93.9%	4.17
53	Classify individuals to assign proper housing.	91.0%	4.60
54	Prepare identification cards or identification wristbands and give/affix to individuals.	94.4%	4.45
55	Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	89.4%	4.32
56	Observe/monitor behavior of individual in receiving room/holding unit while he/she awaits move to assigned housing.	96.3%	4.31
57	Inventory and take custody of individuals' property, clothing, and/or money.	94.7%	4.31
58	Prepare forms, cards, or file jackets necessary to initiate individual's records.	88.6%	4.32
59	Provide food or other necessities to incoming individuals.	95.3%	4.14
60	Identify filing deadlines and court appearance deadlines.	78.9%	4.14
61	Inform all relevant parties of date of detention hearing.	73.7%	4.43
62	Run warrant checks, holds, and/or search clauses.	83.9%	4.31
63	Complete documentation necessary for release.	86.1%	4.31
64	Verify identity of individuals prior to booking or releasing.	95.2%	4.32
65	Return personal property and/or money upon release.	89.4%	4.14
66	Schedule detention hearing.	46.8% ¹	4.14
67	Release individuals on Own Recognizance or Cite Release.	81.0%	4.43

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
69	Decide whether to hold an individual in detention.	58.8%	4.48
71	Contact appropriate parties to notify them that an individual is in custody.	49.5% ¹	4.48
72	Accommodate individual needs (e.g., due to medical conditions and/or religious rights).	88.6%	4.48
73	Collect and process DNA samples.	85.7%	4.48

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO Task Category: Medical

For the task category of Medical, all tasks were retained by the ACO classification, except for one: “Obtain signed medical consent form from parent(s) or legal guardian(s)” (Table 16).

Table 16. ACO – Medical

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
74	Perform CPR.	98.1%	4.28
75	Render first aid other than CPR.	97.9%	4.18
76	Complete medical/mental health forms.	78.3%	4.01
77	Review medical log and make note of medical restrictions.	69.2%	3.90
78	Deliver medication, observe individual taking it, and record if taken or refused.	63.1%	3.99
79	Arrange for medical treatment or psychiatric care.	73.6%	3.93

ACO Task Category: Escorting and Transporting

For the task category of Escorting and Transporting, all tasks were retained by the ACO classification (Table 17).

Table 17. ACO – Escorting and Transporting

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
81	Plan transportation route and an alternate route.	70.0%	3.88
82	Verify individuals' identity and/or classification prior to escorting or transporting.	91.8%	4.22
83	Verify identity of person transporting an individual.	84.5%	4.16
84	Process incoming and outgoing law enforcement/facility buses.	67.6%	3.84
85	Conduct vehicle safety check/inspection prior to transporting individual(s).	75.5%	3.93
86	Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	72.7%	3.98
87	Monitor movement of vehicles within the facility or in the immediate area.	73.0%	3.89
88	Transport equipment and/or evidence.	71.1%	3.61
89	Transport individuals or groups of individuals including safety/location checks.	74.3%	3.80
90	Escort an individual or groups to and from locations within facility.	92.0%	3.96
91	Arrange for transportation of individual(s).	84.0%	3.77
92	Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).	69.2%	3.88
93	Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior.	64.9%	3.70

ACO Task Category: Supervising Personnel

For the task category of Supervising Personnel, four tasks were retained by the ACO classification, with three tasks not being retained: “Assist in interviewing applicants for work in the department”; “Recruit applicants for work in the department, including volunteers”; and “Write or update job descriptions” (Table 18).

Table 18. ACO – Supervising Personnel

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
94	Schedule and/or plan the work of other personnel or volunteers.	53.7%	3.33
95	Observe the work of other personnel or volunteers and provide appropriate feedback.	62.6%	3.51
96	Train, mentor, and provide instruction to other personnel or volunteers.	76.7%	3.75
97	Give assignments to other personnel, program providers, or volunteers.	61.7%	3.44

ACO Task Category: Record Keeping

For the task category of Record Keeping, all tasks were retained by the ACO classification (Table 19).

Table 19. ACO – Record Keeping

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
101	Log facility equipment in and out.	82.2%	3.80
102	Log vehicles entering and leaving the facility.	63.1%	3.67
103	Log weapons/firearms in and out.	59.1%	3.88
104	Maintain a record of all mail/packages for any individual to assure proper distribution.	56.7%	3.39
105	Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	82.6%	3.90
106	Record relevant activities and incidents occurring during shift in daily journal or log.	93.9%	4.08
107	Complete forms and prepare correspondence (e.g., email, memos).	90.3%	3.71
108	Prepare/update court status and court lists.	81.0%	3.83
109	Create new forms.	68.1%	3.21
110	Conduct and document population counts to account for all individuals.	93.6%	4.36
111	Gather data for statistical reports.	66.4%	3.43
112	Manage files and documents.	81.2%	3.75
113	Log movement of all non-detainees entering and leaving the facility.	74.9%	3.83
114	Maintain authorized visitor log.	75.4%	3.72
115	Oversee and maintain logs on vehicle fleets.	51.4%	3.38
116	Document how your time is spent performing specific activities.	64.2%	3.44
117	Compute and record time served credits, conduct credits, and/or release dates.	56.7%	3.66

ACO Task Category: Meals

For the task category of Meals, all tasks were retained by the ACO classification (Table 20).

Table 20. ACO – Meals

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
118	Release individuals for meals at appropriate times.	84.7%	3.72
119	Inspect food for possible contamination prior to serving.	76.8%	3.76
120	Report food shortages to shift supervisor or kitchen.	90.9%	3.65
121	Supervise meals.	92.6%	3.78
122	Verify tray and utensil counts.	88.9%	3.90
123	Prepare meals/snacks for individuals.	50.3%	3.64
124	Serve and monitor special diets.	89.7%	3.71

ACO Task Category: Activities

For the task category of Activities, one task was retained by the ACO classification, with five tasks not being retained: “Supervise and/or coach individuals playing sports or game activities”; “Plan and schedule recreational activities”; “Participate in sports or game activities with individuals”; “Instruct/train/coach individuals in vocational activities and projects”; and “Assist individuals with schoolwork” (Table 21).

Table 21. ACO – Activities

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
125	Monitor electronic device usage and reading material for inappropriate content.	57.6%	3.28

ACO Task Category: Visiting

For the task category of Visiting, all tasks were retained by the ACO classification, except for one task: “Provide video kiosk assistance and operating instructions to visitors” (Table 22).

Table 22. ACO – Visiting

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
131	Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	87.7%	4.09
132	Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.	87.9%	4.07
133	Arrange for special visits.	71.0%	3.20
134	Answer questions and provide information to visitors.	91.9%	3.32
135	Conduct background clearance checks (e.g., for volunteers or visitors).	60.7%	3.67

ACO Task Category: Counseling

For the task category of Counseling, only one task was retained by the ACO classification, with the other nine tasks not being retained: “Conduct or co-facilitate family counseling sessions”; “Conduct or co-facilitate formal or structured group counseling sessions with individuals”; “Conduct formal or structured counseling sessions with individuals on a one-on-one basis”; “Counsel individuals informally/formally including crisis intervention”; “Observe individuals in group and individual activities and provide advice and counseling to foster behavioral modification”; “Make recommendations for program advancement/graduation”; “Conduct vocational or job counseling sessions with individual(s)”; “Counsel individual who will be released without further action”; and “Manage/mediate family (parent/juvenile) interactions in program setting (in custody or out of custody)” (Table 23).

Table 23. ACO – Counseling

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
143	Provide positive feedback and encouragement to individual(s).	55.9%	3.20

ACO Task Category: Mail

For the task category of Mail, all tasks were retained by the ACO classification. (Table 24).

Table 24. ACO – Mail

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
147	Scan incoming and outgoing mail.	84.2%	3.91
148	Search articles, packages, property, and money left by visitors for individuals.	81.6%	3.93
149	Distribute mail to individuals or collect individuals' outgoing mail.	86.8%	3.66
150	Notify sender and receiver of seizure of unauthorized material.	73.2%	3.48

ACO Task Category: Searching

For the task category of Searching, all tasks were retained by the ACO classification (Table 25).

Table 25. ACO – Searching

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
151	Conduct search of all areas accessible by individuals.	97.9%	3.91
152	Conduct search of all areas not readily accessible by individuals.	96.3%	3.93
153	Conduct security checks/patrols.	94.1%	3.66
154	Conduct surveillance using closed circuit monitoring system.	87.9%	3.48
155	Operate metal detection or X-ray equipment.	76.7%	3.48

ACO Task Category: Evidence and Contraband

For the task category of Evidence and Contraband, both tasks were retained by the ACO classification (Table 26).

Table 26. ACO – Evidence and Contraband

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
156	Identify, isolate, preserve and secure crime scene.	90.4%	4.29
157	Identify, seize, secure, document, preserve and/or dispose of evidence/contraband material.	92.1%	4.27

ACO Task Category: Drug and Substance Testing

For the task category of Drug and Substance Testing, all three tasks were retained by the ACO classification (Table 27).

Table 27. ACO – Drug and Substance Testing

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
158	Conduct presumptive drug tests on seized items suspected to be controlled substances.	68.0%	3.90
159	Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	74.8%	3.90
160	Administer breath analyzer test to individuals.	57.0%	3.68

ACO Task Category: Restitution and Fines

For the task category of Restitution and Fines, one task was retained by the ACO classification, with five tasks not being retained: “Advise individual and/or victim of their right to a restitution hearing”; “Determine and recommend the amount of restitution due to victims(s)”; “Interview probationer and/or family to determine ability to pay restitution, fines, probation fees, other payments, set up payment schedule and monitor payments.”; “Collect, accept and process payments”; and “Calculate individuals' wages” (Table 28).

Table 28. ACO – Restitution and Fines

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
164	Review bail bonds to ensure accuracy.	56.8%	3.90

ACO Task Category: Prepare Reports

For the task category of Prepare Reports, six tasks were retained by the ACO classification, with one task not being retained: “Process requests for sealing of records” (Table 29).

Table 29. ACO – Prepare Reports

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
167	Proofread and/or edit reports.	89.1%	3.92
168	Prepare court documents/reports.	67.9%	3.82
169	Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	96.4%	4.00
170	Prepare individual evaluation reports (e.g., progress, performance, updates).	63.9%	3.66

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
171	Prepare reports regarding detention or release.	52.9%	3.56
172	Interview relevant individuals in order to prepare reports.	70.0%	3.73

ACO Task Category: Security

For the task category of Security, all tasks were retained by the ACO classification (Table 30).

Table 30. ACO – Security

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
174	Provide security to staff working in facility.	93.1%	4.46
175	Account for the security of keys, tools, and equipment.	96.9%	4.50
176	Report count discrepancies.	93.4%	4.40
177	Notify appropriate staff of movement.	96.5%	4.33
178	Check individuals' passes.	73.9%	4.09
179	Issue passes to individuals.	62.2%	3.92
180	Log movement of individuals.	94.1%	4.26
181	Conduct security round/visual check of individuals and facility.	97.8%	4.51
182	Maintain visual observation of individuals when required.	98.6%	4.46
183	Call into control room, post, or switchboard at required intervals.	75.7%	4.08
184	Report suspicious activity inside or outside facility.	97.4%	4.21
185	Secure and separate individuals who commit crimes.	95.9%	4.21
186	Make arrests or charge individuals or others who commit crimes.	69.5%	4.05
187	Investigate incidents or crimes that occur.	83.9%	4.10
188	Investigate disturbances or suspicious activities.	89.1%	4.09
189	Assist in search for missing/escaped individuals.	84.1%	4.25
190	Check to see that all equipment is functioning properly.	95.7%	4.24
191	Keep inventory of all dangerous tools/ weapons/utensils.	89.1%	4.35

ACO Task Category: Referrals

For the task category of Referrals, one task was retained by the ACO classification, with five tasks not being retained: “Assign individual to program, counselor, or case manager”; “Refer members of individual's family, victim(s) or others to counseling and/or other appropriate services”; “Identify treatment, educational, employment, financial, or other service which will meet the needs of an individual, his/her family, or others and refer appropriately”; “Contact appropriate service provider; describe individual's needs, and get their commitment to work with the individual”; and “Follow up to verify that an individual received service(s) and to evaluate success of referral” (Table 31).

Table 31. ACO – Referrals

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
192	Refer individual for professional evaluation or to appropriate services.	63.4%	3.46

ACO Task Category: Supervising and Monitoring

For the task category of Supervising and Monitoring, all tasks were retained by the ACO classification, with the exception of one task: “Process and distribute pre-paid telephone cards” (Table 32).

Table 32. ACO – Supervising and Monitoring

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
198	Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance.	94.4%	3.72
199	Provide phone access and/or monitor individuals' calls.	95.8%	3.72
200	Supervise individuals on work details in facility areas (e.g., laundry, kitchen, and other rooms).	86.7%	3.83
201	Supervise and evaluate individuals on-site in educational, vocational, recreational and other rehabilitative programs.	63.4%	3.56
202	Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.	80.7%	3.67
203	Prevent unauthorized communication between individuals.	96.3%	3.95
204	Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	97.1%	4.17

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
205	Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	97.9%	4.22
206	Maintain and clean individuals' clothing, bedding, and living quarters.	70.1%	3.73
207	Read documents to individuals to ensure understanding.	86.4%	3.53
208	Respond to questions or requests from individuals (e.g., related to completing forms).	94.2%	3.54
209	Video/audio record and review critical or potentially critical incidents.	85.5%	3.81
210	Notify and prepare individuals for release, transfer, and/or transport.	95.5%	3.89
211	Enforce and apply appropriate discipline to individuals.	90.3%	3.93
212	Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	93.7%	4.10
213	Monitor closed circuit video arraignments.	65.0%	3.59
214	Gather information necessary to effect administrative and disciplinary transfers.	76.9%	3.63
215	Monitor individual use of commissary, visiting, and/or other electronic kiosks.	79.1%	3.47
217	Reclassify individuals to maintain proper housing assignment.	83.7%	3.99

ACO Task Category: Court-Related Duties

For the task category of Court-Related Duties, two tasks were retained by the ACO classification, with four tasks not being retained: “Serve as traffic hearing officer”; “Act as court bailiff”; “Record court proceedings”; and “Consult with judiciary on cases for sentencing/disposition” (Table 33).

Table 33. ACO – Court-Related Duties

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
221	Prepare for court appearance by reviewing case file.	47.7% ¹	3.71
222	Testify in court.	92.6%	3.81

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO Task Category: Alternative Programs

For the task category of Alternative Programs, zero tasks were retained by the ACO classification: “Determine an individual's eligibility for alternative sentencing programs”; “Process documents necessary for alternative sentencing programs”; “Notify applicant of approval status for alternative sentencing programs”; “Make field checks of individuals in alternative sentencing programs”; “Monitor movement of individuals on home confinement and/or electronic monitoring”; “Check electronic monitoring systems (e.g., EM, GPS, ankle monitor, alcohol monitoring device) database for compliance violations”; “Orient individual to alternative sentencing program rules and procedures”; and “Determine eligibility, develop case plan, and monitor progress in re-entry programs.”

ACO Task Category: Oral Communication

For the task category of Oral Communication, all tasks were retained by the ACO classification, with the exception of one task: “Conduct tours” (Table 34).

Table 34. ACO – Oral Communication

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
232	Communicate verbally with other staff to share information regarding operations.	98.6%	4.31
233	Communicate via intercom, radio, and/or telephone.	99.3%	4.35
234	Maintain and monitor communications/radio systems.	92.4%	4.30
235	Make announcements/give information over P.A. or paging system.	90.8%	3.90
236	Communicate with individuals in a language other than English or serve as an interpreter.	77.9%	3.59
237	Answer questions/provide information to various regulatory agencies and commissions.	79.0%	3.56
238	Answer, respond to, and transfer phone calls requesting information.	96.6%	3.71
240	Communicate with court personnel.	89.1%	3.53
241	Gather information from individuals about conflicts or personal problems.	88.7%	3.68
242	Give instructions/ directions orally to groups of individuals.	93.7%	3.93
243	Confer with supervisors concerning operations.	96.0%	3.98
244	De-escalate situations utilizing tactical communication skills.	97.3%	4.30

ACO Task Category: Service to Community

For the task category of Service to Community, four tasks were retained by the ACO classification, with two tasks not being retained: “Serve on non-departmental boards”; and “Speak with at-risk members of the community about their concerns or problems” (Table 35).

Table 35. ACO – Service to Community

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
245	Represent department with other agencies.	78.7%	3.45
247	Give presentations	68.6%	3.10
248	Respond to questions from the public.	76.0%	3.45
249	Participate in joint operations with other agencies.	69.3%	3.34

ACO Task Category: Develop Case Plans

For the task category of Develop Case Plans, one task was retained by the ACO classification, with four tasks not being retained: “Gather information, prepare, develop and review individualized case plan”; “Determine the frequency of contact needed during supervision utilizing risk assessment”; “Assess, monitor and update individual's progress with case plan”; and “Conduct risk and needs assessment and reassessments” (Table 36).

Table 36. ACO – Develop Case Plans

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
253	Review individual's file.	48.3% ¹	3.42

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO Task Category: Emergencies

For the task category of Emergencies, all tasks were retained by the ACO classification (Table 37).

Table 37. ACO – Emergencies

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
256	Conduct fire, earthquake, or evacuation drills.	92.7%	3.97
257	Evacuate individuals from an area or facility.	93.3%	4.04
258	Dispatch help in emergencies or disturbances.	91.5%	4.20
259	Extinguish or help extinguish fire.	92.8%	4.12
260	Activate alarm system to alert all staff in case of an emergency.	92.9%	4.15
261	Respond to emergency situations according to agency policies.	97.6%	4.33

ACO Task Category: Current Knowledge

For the task category of Current Knowledge, all tasks were retained by the ACO classification (Table 38).

Table 38. ACO – Current Knowledge

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
262	Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.	98.3%	4.24
263	Read internal memos, correspondence, reports, and emails.	98.8%	4.10
264	Make suggestions regarding changes in policies, procedures, or rules.	91.5%	3.62
265	Attend staff meetings.	89.5%	3.65
266	Follow instructions from supervisor including designated lead staff.	98.0%	4.11
267	Follow all departmental policies and procedures.	99.5%	4.42
268	Participate in training/workgroups/seminars.	98.0%	3.82
269	Read court documents or other legal documents.	91.1%	3.77
270	Maintain knowledge of contracted agencies' standards for detention.	74.9%	3.66
271	Maintain knowledge of criminal justice and social service partners' policies and procedures.	76.6%	3.62

ACO Task Category: Finances

For the task category of Finances, one task was retained by the ACO classification, with three tasks not being retained: “Make special purchases for individuals”; “Supervise and record individuals' financial transactions”; and “Process work furlough funds received, re-issue funds, and distribute accordingly” (Table 39).

Table 39. ACO – Finances

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
273	Distribute/supervise distribution of commissary.	68.5%	3.02

ACO Task Category: Work Details

For the task category of Work Details, all tasks were retained by the ACO classification, with the exception of one task: “Complete an individual's work time card” (Table 40).

Table 40. ACO – Work Details

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
276	Recommend/make work assignments for individuals.	68.4%	3.17
277	Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.	70.5%	3.57
278	Issue and log in/out equipment, tools, cleaning supplies and other inventory.	75.1%	3.59
279	Inspect work equipment and work area for safety.	82.4%	3.81

ACO Task Category: Family Court Duties

For the task category of Family Court Duties, zero tasks were retained by the ACO classification; “Conduct investigation to determine whether conservator(s)/legal guardian(s) is properly administering an estate”; “Make recommendations about placement, visitation, and custody of minors during custody proceedings”; “Make recommendations regarding emancipation”; “Make recommendations regarding underage couples' marriage requests”; and “Make recommendations regarding adoption.”

ACO Task Category: Investigations

For the task category of Investigations, nine tasks were retained by the ACO classification, with three tasks not being retained: “Obtain verification of employment, education, and/or other pertinent background information”; “Conduct intake or pre-plea/pre-sentence interview with individual”; and “Evaluate residence for appropriateness of home environment” (Table 41).

Table 41. ACO – Investigations

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
288	Photograph any injuries or bruises in cases of suspected abuse.	64.0%	3.65
289	Investigate and report complaints of abuse.	63.4%	3.47
291	Collect, review and interpret appropriate criminal records and documents pertaining to an individual.	52.8%	3.55
292	Contact agencies and collect information on an individual.	62.1%	3.63
293	Interview individuals and involved parties to obtain background information and information about the offense.	53.3%	3.88
294	Obtain and review police report of charges against individuals taken into custody.	64.5%	4.01
295	Access databases (e.g., CLETS, CWS/CMS) to find or input information.	83.0%	3.86
296	Verify identity based on fingerprint information.	80.4%	3.65
297	Investigate and report complaints of PREA violations.	72.2%	3.47

ACO Task Category: Monitor Compliance

For the task category of Monitor Compliance, one task was retained by the ACO classification, with 11 tasks not being retained: “Request court action or garnishment where individual falls behind in child support or other payments”; “Review request for and issue travel permits”; “Review requests for permission and initiate procedures to transfer a case to a new jurisdiction”; “Investigate incoming transfer requests from other jurisdictions”; “Initiate procedures to request Interstate Compact Supervision”; “File petition for modification, termination or revocation of probation and /or request warrant”; “Execute warrants”; “Review and determine appropriate supervision level”; “Gather information, interview appropriate parties and the individual to determine level of probation compliance”; “Conduct home/site visits”; and “Complete documentation necessary to authorize holds” (Table 42).

Table 42. ACO – Monitor Compliance

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
305	Search individual's person, personal property or residence, per Court Order.	50.8%	3.56

ACO Task Category: Establish Relationships

For the task category of Establish Relationships, zero tasks were retained by the ACO classification: “Recruit foster parents”; “Visit community-based organizations/placement facilities to learn about their services and evaluate the care and/or treatment they provide”; “Coordinate/contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship”; and “Monitor and audit vendors teaching classes and programs and update program information in writing.”

ACO Task Category: Notifying

For the task category of Notifying, all tasks were retained by the ACO classification, with the exception of one task: “Notify parent(s)/legal guardian(s) and/or probation officer of any change in an individual's status” (Table 43).

Table 43. ACO – Notifying

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
314	Notify/inform law enforcement agencies and other agencies of law violations/information of interest.	66.2%	3.52
315	Notify victim(s) as required by law.	61.3%	3.73
316	Notify anyone who is the specific object of threats by an individual as required by law.	62.3%	3.71

ACO Task Category: Making Recommendations

For the task category of Making Recommendations, two tasks were retained by the ACO classification, with two tasks not being retained: “Evaluate information to decide on recommended disposition, sentence and/or terms and conditions of supervision”; and “Discuss offense with external entities to determine whether new charges/violation of probation should be filed” (Table 44).

Table 44. ACO – Making Recommendations

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
318	Evaluate information to determine aggravating or mitigating circumstances of the crime.	48.3% ¹	3.46
319	Investigate, determine, make recommendations and refer individuals to appropriate placement.	53.9%	3.60

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO Task Category: Release Decisions

For the task category of Release Decisions, all tasks were retained by the ACO classification (Table 45).

Table 45. ACO – Release Decisions

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
322	Review and prepare appropriate documents for recommended release of an individual.	61.6%	4.00
323	Conduct an interview and/or gather information to determine if an individual is to be released or detained.	55.1%	3.91

ACO Task Category: Miscellaneous

For the task category of Miscellaneous, 15 tasks were retained by the ACO classification, with five tasks not being retained: “Teach classes to individuals”; “Assist individuals in writing grievances”; “Present cases to a committee that reviews recommendations”; “Serve on disciplinary review board”; and “Work with data to measure program outcomes and inform program decisions” (Table 46).

Table 46. ACO – Miscellaneous

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
324	Maintain confidentiality of information.	95.7%	4.18
325	Assist with special projects, studies, and investigations.	87.1%	3.42
326	Obtain and process court documents and take necessary action.	73.6%	3.68
327	Read individual's records to ensure compliance with special directives regarding care and custody of individual.	76.9%	3.77
329	Read daily journal/log.	83.2%	3.80
330	Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.	67.3%	3.18
331	Interpret common street terminology.	86.5%	3.50
333	Establish informants.	74.6%	3.33
334	Design and/or implement programs.	52.4%	3.00
335	Maintain and/or periodically update handbooks.	53.2%	3.06
337	Participate in an individual's grievance proceedings.	55.6%	2.99 ¹
340	Request equipment/facility repairs verbally or in writing.	88.5%	3.63
341	Clean up and dispose of contaminated or hazardous material.	77.0%	3.88
342	Inventory, order, and stock supplies.	79.5%	4.01
343	Inspect areas for cleanliness.	93.1%	3.47

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Statewide ACO Equipment Rating Results

Respondents were given a list of 99 pieces of equipment and asked to indicate the frequency that they use that equipment (never, occasionally, often, or very often). As part of the analysis, it was first determined to assess if the equipment was utilized on the job or not, thus turning the scale into a dichotomous scale.

Once the scale was turned into a dichotomous scale to determine if the equipment item was utilized or not on the job, the job analysis project team member reviewed the results. Though there was no specific retention criteria for this rating scale, there was agreement on much of the equipment listed for the ACO classification. In terms of the higher end of agreement, there were 21 pieces of equipment that were indicated as being used by at least 70% of the respondents. In terms of the lower end of agreement, there were 28 pieces of equipment that were indicated as being used by less than 30% of the respondents. The full results can be found in Appendix L. The Appendix depicts the equipment

items utilized by ACOs on the job as well as how often, on average, they are being utilized whether occasionally, often, or very often.

Statewide ACO KSA Rating Results

The overall ACO KSA rating results are presented in Appendix M. In this appendix, KSA importance is shown as the mean importance across all respondents and the next column in the table provides the percentage of respondents indicating that the KSA is needed at entry into the classification. Finally, the far right column of the table shows the percentage of respondents indicating that possessing more of the KSA would lead to better job performance. Where a mean rating did not meet a particular criterion, the value is shown in red font, and the statement has a strikethrough.

The application of the initial KSA importance criterion indicating the KSA was of at least a 3.0 importance to the job, resulted in a total of 95 of the possible 102 KSA statements being retained as important. Once the SEM was applied with a 99% Confidence Interval, a total of 96 KSA statements were retained as important. Appendix N lists the KSA statements that are considered important to the ACO classification.

The next criterion assessed when the KSA was required and 31 of the possible 102 KSA statements met the initial criterion indicating more than 50% reported it as needed before hire. After applying the SEM with a 99% Confidence Interval, a total of 37 KSA statements were retained as needed before hire. The final KSA scale assessed if having more of the KSA led to better performance. Upon applying the initial criterion indicating more than 50% reported more of the KSA led to better performance, a total of 102 KSA statements were retained, and given that this is 100% of the statements – the application of the SEM could not retain any additional statements.

In order for a KSA to be considered suitable for a rank based selection procedure, it has to meet all three of the criteria discussed above. After applying the initial criteria, a total of 31 out of the 102 KSA statements were considered suitable for rank based selection testing. However, once applying the SEM with a 99% Confidence Interval to account for inherent measurement error, a total of 37 KSA statements were retained for further analysis (Table 47). Appendix O contains the KSAs suitable to assess in a rank ordered selection process for the ACO classification, as also outlined below.

Table 47. ACO – Selection Suitable KSAs

KSA Number	KSA	Mean Importance Rating (0-5 Scale)	Percentage Indicating KSA is Needed Before Hire	Percentage Indicating More is Better
47	Skill in driving a car.	3.39	54.0%	87.6%
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	4.10	59.8%	95.4%
52	The ability to understand materials written in English.	4.24	67.9%	94.9%
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	4.15	63.2%	95.4%
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	4.00	49.9% ¹	95.8%
57	Skill in adding and subtracting whole numbers.	3.22	70.2%	87.9%
58	Skill in multiplying and dividing whole numbers.	2.96 ¹	69.9%	85.8%
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	3.93	48.0% ¹	94.0%
60	The ability to concentrate on a task and not be distracted.	3.89	51.5%	94.9%
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	3.78	58.9%	93.6%
65	The ability to exert oneself physically without becoming tired too quickly.	3.95	49.8% ¹	94.7%
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	3.95	56.1%	94.8%
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	3.87	48.4% ¹	94.9%
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	3.98	49.2% ¹	95.2%
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	4.25	59.6%	95.2%
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.	4.32	62.6%	94.9%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Number	KSA	Mean Importance Rating (0-5 Scale)	Percentage Indicating KSA is Needed Before Hire	Percentage Indicating More is Better
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	4.05	50.9%	95.6%
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	4.16	55.6%	95.6%
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	3.79	52.5%	94.7%
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	3.74	50.4%	94.4%
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	3.86	49.7% ¹	95.0%
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	3.65	51.1%	94.1%
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	3.66	52.1%	94.4%
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	3.69	59.4%	93.0%
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	3.70	58.3%	92.7%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Number	KSA	Mean Importance Rating (0-5 Scale)	Percentage Indicating KSA is Needed Before Hire	Percentage Indicating More is Better
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest	3.73	58.8%	92.7%
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	3.74	60.3%	92.7%
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	3.58	62.5%	91.6%
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	3.70	62.5%	91.9%
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	3.58	62.8%	91.2%
96	The capacity to match or discriminate between colors. This capacity included detecting differences in color and in brightness.	3.39	68.7%	86.4%
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	3.58	65.3%	88.4%
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	3.77	64.2%	90.0%
99	The ability to see objects in the presence of glare or bright ambient lighting.	3.43	64.0%	87.8%
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	3.52	60.3%	89.5%
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	3.68	58.0%	91.6%
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	3.73	62.6%	91.0%

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

JUVENILE CORRECTIONS OFFICER STATEWIDE JAQ RESULTS

Statewide JCO JAQ Demographic Results

The respondents for the JCO JAQ included both incumbents (896) and their first-level supervisors (182). Of the incumbents, 107 (11.9%) were from a small sized county, 240 (26.8%) were from a medium sized county, and 549 (61.2%) were from a large sized county. Of the supervisors, 44 (24.2%) were from a small sized county, 64 (35.2%) were from a medium sized county, and 74 (40.7%) were from a large county. In terms of region, 163 (18.2%) incumbents were located in the Bay Area, 179 (20.0%) were located in the Central Region, 141 (15.7%) were located in the North Region, 68 (7.6%) were located in the Sacramento Region, and 345 (38.5%) were located in the South Region. Regionally, the supervisors represented 35 (19.2%) from the Bay Area, 37 (20.3%) from the Central Region, 41 (22.5%) from the North Region, 30 (16.5%) from the Sacramento Region, and 39 (21.4%) from the South Region.

The JCOs and their supervisors were asked the type of agency in which they worked. For the incumbents, 38 (4.2%) worked in a Ranch Facility, 140 (15.6%) worked in a Camp Facility, 763 (85.2%) worked in a Juvenile Detention Facility, 22 (2.5%) worked in Alternative to Custody/Confinement, 8 (0.9%) worked in a Day Reporting Center, and 39 (4.4%) worked indicated Other. For the supervisors, 11 (6.0%) worked in a Ranch Facility, 28 (15.4%) worked in a Camp Facility, 151 (83.0%) worked in a Juvenile Detention Facility, 4 (2.2%) worked in Alternative to Custody/Confinement, 3 (1.7%) worked in a Day Reporting Center, and 5 (2.7%) worked indicated Other. Respondents were also asked the level of security under which they primarily worked. For incumbents, 117 (13.1%) indicated Minimum Security, 106 (11.8%) indicated Medium Security, 164 (18.3%) indicated Maximum Security, and 464 (51.8%) indicated Mixed. For supervisors, 27 (14.8%) indicated Minimum Security, 14 (7.7%) indicated Medium Security, 38 (20.9%) indicated Maximum Security, and 96 (52.7%) indicated Mixed. Respondents were then asked the sex of the juveniles in their facility. For incumbents, the responses were 163 (18.2%) responding Male, 15 (1.7%) responding female, and 715 (79.8%) responding Both Males and Females. For supervisors, the responses were 22 (12.1%) responding Male, zero responding Female, and 160 (87.9%) responding Both Males and Females.

With regard to the number of years employed in the position, 155 (17.3%) indicated more than 15 years, with fairly even distributions of incumbents at each year at or below 15 years, with the largest grouping between 6 and 8 years, with an average of 9.3 years. For supervisors, 46 (25.3%) indicated more than 15 years supervising the JCO classification, with fairly even distributions of incumbents at each year at or below 15 years, with an average of 9.9 years. When asked which shift was currently worked, 413 (46.1%) incumbents indicated Day Shift, 223 (24.9%) indicated Swing Shift, 162 (18.1%) indicated Night/Graveyard, and 94 (10.5%) indicated Other. For the supervisors, 88 (48.4%) indicated Day Shift, 40 (22.0%) indicated Swing Shift, 27 (14.8%) indicated Night/Graveyard, and 27 (14.8%) indicated Other.

The JCOs and their supervisors were also asked a set of optional demographic questions. The first question asked respondents to indicate their sex. For the incumbents, 509 (56.8%) indicated Male, 365 (40.7%) indicated Female, and 22 (2.5%) did not respond. For the supervisors, 117 (64.3%) indicated Male, 60 (33.0%) indicated Female, and 5 (2.7%) did not respond. The second optional question asked respondents to indicate their race/ethnic group. For the incumbents, 141 (15.7%) indicated Black or

African American, 47 (5.2%) indicated Asian, 12 (1.7%) indicated Native Hawaiian or other Pacific Islander, 255 (28.5%) indicated White, 313 (34.9%) indicated Hispanic or Latino, 14 (1.6%) indicated American Indian or Alaska Native, 17 (1.9%) indicated Other, 58 (6.5%) indicated Two or More Races, and 39 (4.4%) did not respond. For the supervisors, 26 (14.3%) indicated Black or African American, 4 (2.2%) indicated Asian, 2 (1.1%) indicated Native Hawaiian or other Pacific Islander, 72 (39.6%) indicated White, 53 (29.1%) indicated Hispanic or Latino, 4 (2.2%) indicated American Indian or Alaska Native, 6 (3.3%) indicated Other, 8 (4.4%) indicated Two or More Races, and 7 (3.9%) did not respond. Lastly, respondents were asked their highest degree obtained. For incumbents, 1 (0.1%) indicated they had no degree, 37 (4.1%) indicated High school diploma/GED, 6 (0.7%) indicated Technical/Vocational Degree, 196 (21.9%) indicated Some college without a degree, 176 (19.6%) indicated Associate Degree, 355 (39.6%) indicated Bachelor's degree, 43 (4.8%) indicated Some post graduate education without a degree, 48 (5.4%) indicated Master's degree, 1 (0.1%) indicated Doctorate, 5 (0.6%) indicated Other, and 28 (3.1%) did not respond. For supervisors, 0 indicated they had no degree, 11 (6.0%) indicated High school diploma/GED, 0 indicated Technical/Vocational Degree, 44 (24.2%) indicated Some college without a degree, 35 (19.2%) indicated Associate Degree, 66 (36.3%) indicated Bachelor's degree, 6 (3.3%) indicated Some post graduate education without a degree, 9 (5.0%) indicated Master's degree, 2 (1.1%) indicated Doctorate, 0 indicated Other, and 9 (5.0%) did not respond.

As previously indicated, a complete breakdown of the demographic results can be found in Appendix H.

Statewide JCO Task Rating Results

In applying the initial task frequency criterion of greater than 50% indicating the task was a part of the job, a total of 253 task statements were retained. However, once applying the SEM with a 99% Confidence Interval to account for any inherent measurement errors found in self-reporting surveys and as described herein, a total of 260 task statements were retained. Similarly, in applying the initial task importance criterion indicating the task was of at least a 3.0 importance to the job, a total of 327 task statements were retained. However, once applying the SEM with a 99% Confidence Interval to account for inherent measurement errors, a total of 336 task statements were retained for that criterion.

In order to retain a task for further analysis, the statement had to meet both the task frequency and task importance criteria. After applying the initial criteria, a total of 247 task statements were retained for further analysis. However, once applying the SEM with a 99% Confidence Interval to account for inherent measurement error, a total of 256 task statements were retained for further analysis. The overall JCO task rating results can be found in Appendix P. Likewise, only the ACO tasks considered to be performed and important tasks can be found in Appendix Q and the ACO tasks that did not meet the rating scale cutoff criteria and are considered either not performed by the ACOs and/or not important can be found in Appendix R.

A more detailed breakdown by each of the task categories of which task statements met the rating scale cutoff criterion and are, thus, considered performed and important tasks of the JCO classification as it is used across local agencies within the State of California, are depicted below.

JCO Task Category: Physical Tasks

For the task category of Physical Tasks, 14 tasks were retained by the JCO classification, with seven tasks not being retained: “Climb through openings”; “Climb up and down a ladder”; “Crawl in confined areas”; “Climb up to and/or jump down from elevated surfaces”; “Jump over obstacles”; “Pull oneself up over obstacles”; and “Operate lifting equipment” (Table 48).

Table 48. JCO - Physical Tasks

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
1	Lift, carry, and/or drag heavy objects.	94.7%	2.95 ¹
2	Walk or run up or down one or more flights of stairs.	85.7%	3.56
9	Push and/or pull hard-to-move objects by hand.	79.0%	2.96 ¹
10	Pursue individuals on foot.	82.8%	3.54
11	Run for a short distance.	96.3%	3.79
12	Walk or stand for long periods of time.	98.7%	4.04
13	Sit for long periods of time.	92.5%	3.17
14	Bend, extend, and/or twist body.	96.6%	3.58
15	Balance oneself on uneven or narrow surfaces.	56.7%	2.89 ¹
16	Drive an automobile for work duties other than to transport individuals.	77.4%	3.22
17	In various degrees of lighting watch for indications of illegal activity or disturbance.	80.9%	4.04
18	Listen for unusual sounds or sounds that may indicate illegal activity or disturbance.	91.5%	4.15
20	Operate and control lights, power, and/or water in cells/rooms/dormitories.	91.7%	3.88
21	Operate gates, doors, locks, sally ports, cells/rooms/dorms, electronically or manually.	95.0%	4.26

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

JCO Task Category: Handcuffs and Restraints

For the task category of Handcuff and Restraints, all tasks were retained by the JCO classification (Table 49).

Table 49. JCO – Handcuffs and Restraints

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
22	Handcuff a non-resisting individual.	97.9%	4.20
23	Handcuff a resisting individual.	97.8%	4.39
24	Apply restraint devices other than handcuffs to a non-resisting individual.	89.4%	4.14
25	Apply restraint devices other than handcuffs to a resisting individual.	91.2%	4.19
26	Physically subdue or restrain a resisting or fleeing individual by yourself.	91.7%	4.28
27	Physically subdue or restrain a resisting or fleeing individual with the help of others.	96.2%	4.34
28	Place an actively resisting individual in the seat of a car.	77.3%	4.04

JCO Task Category: Officer Safety

For the task category of Officer Safety, all of the tasks were retained by the JCO classification with the exception of two tasks: “Complete range qualification required to carry a firearm”; and “Draw and/or fire a firearm on duty in the course of job performance” (Table 50).

Table 50. JCO – Officer Safety

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
29	Defend oneself or others using less than lethal force.	96.6%	4.42
30	Defend oneself or others using lethal force.	51.0%	4.26
31	Defend oneself or others against a combative individual.	99.1%	4.44
32	Defend oneself against an armed individual.	71.1%	4.39
33	Physically separate multiple combative individuals with the help of others.	99.0%	4.45
34	Physically separate two combative individuals by yourself.	92.7%	4.34
35	Assist an uncooperative/ incapacitated individual from a prone position on the ground to his/her feet.	98.8%	4.26
36	Search individuals for weapons, contraband, and/or drugs.	99.4%	4.54
37	Strip-search individuals.	85.3%	4.28
38	Perform cell/room extractions.	94.4%	4.27
39	Place and secure individual in safety room.	91.0%	4.19
40	Anticipate, monitor, and intervene in potentially violent interpersonal situations.	97.2%	4.33
41	Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.	83.3%	4.22
42	Use force to gain entrance through barriers.	78.4%	4.04
43	Operate and/or interpret body scans for contraband or other anomalies.	50.8%	4.07

JCO Task Category: Initial Processing and Release

For the task category of Initial Processing and Release, all of the tasks were retained by the JCO classification, with the exception of three tasks: “Schedule detention hearing”; “Decide whether to hold an individual in detention”; and “Evaluate fitness of legal guardian(s) or parent(s) to take custody of individual” (Table 51).

Table 51. JCO – Initial Processing and Release

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
46	Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	90.3%	4.13
47	Fingerprint individuals.	92.6%	4.23
48	Photograph individuals.	97.1%	4.08
49	Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	90.9%	4.17
50	Advise individual of constitutional rights.	71.3%	3.98
51	Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	81.7%	3.95
52	Ensure incoming individuals get to make any required phone calls.	94.5%	4.07
53	Classify individuals to assign proper housing.	95.6%	4.02
54	Prepare identification cards or identification wristbands and give/affix to individuals.	87.9%	3.94
55	Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	95.8%	4.01
56	Observe/monitor behavior of individual in receiving room/holding unit while he/she awaits move to assigned housing.	72.4%	3.92
57	Inventory and take custody of individuals' property, clothing, and/or money.	64.6%	3.80
58	Prepare forms, cards, or file jackets necessary to initiate individual's records.	60.7%	3.93
59	Provide food or other necessities to incoming individuals.	85.0%	4.04
60	Identify filing deadlines and court appearance deadlines.	86.3%	4.17
61	Inform all relevant parties of date of detention hearing.	92.5%	4.10
62	Run warrant checks, holds, and/or search clauses.	90.3%	4.13
63	Complete documentation necessary for release.	92.6%	4.23

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
64	Verify identity of individuals prior to booking or releasing.	97.1%	4.08
65	Return personal property and/or money upon release.	90.9%	4.17
67	Release individuals on Own Recognizance or Cite Release.	47.5% ¹	3.68
68	Initiate search to locate parent(s) or legal guardian(s), if needed.	50.4%	3.75
71	Contact appropriate parties to notify them that an individual is in custody.	73.7%	3.99
72	Accommodate individual needs (e.g., due to medical conditions and/or religious rights).	86.1%	4.01
73	Collect and process DNA samples.	53.7%	3.84

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

JCO Task Category: Medical

For the task category of Medical, all tasks were retained by the JCO classification (Table 52).

Table 52. JCO – Medical

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
74	Perform CPR.	97.6%	4.35
75	Render first aid other than CPR.	97.7%	4.23
76	Complete medical/mental health forms.	88.5%	4.11
77	Review medical log and make note of medical restrictions.	85.4%	4.17
78	Deliver medication, observe individual taking it, and record if taken or refused.	77.0%	4.27
79	Arrange for medical treatment or psychiatric care.	64.2%	4.06
80	Obtain signed medical consent form from parent(s) or legal guardian(s).	73.2%	3.94

JCO Task Category: Escorting and Transporting

For the task category of Escorting and Transporting, all tasks were retained by the JCO classification, with the exception of one: “Process incoming and outgoing law enforcement/facility buses.” (Table 53).

Table 53. JCO – Escorting and Transporting

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
81	Plan transportation route and an alternate route.	75.8%	3.90
82	Verify individuals' identity and/or classification prior to escorting or transporting.	89.1%	4.14
83	Verify identity of person transporting an individual.	84.9%	4.12
85	Conduct vehicle safety check/inspection prior to transporting individual(s).	86.3%	4.12
86	Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	83.8%	4.12
87	Monitor movement of vehicles within the facility or in the immediate area.	73.4%	3.99
88	Transport equipment and/or evidence.	60.7%	3.73
89	Transport individuals or groups of individuals including safety/location checks.	81.9%	3.97
90	Escort an individual or groups to and from locations within facility.	94.5%	4.15
91	Arrange for transportation of individual(s).	76.1%	3.83
92	Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).	88.4%	4.10
93	Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior.	73.9%	3.89

JCO Task Category: Supervising Personnel

For the task category of Supervising Personnel, four tasks were retained by the JCO classification, with three tasks not being retained: “Assist in interviewing applicants for work in the department”; “Recruit applicants for work in the department, including volunteers”; and “Write or update job descriptions” (Table 54).

Table 54. JCO – Supervising Personnel

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
94	Schedule and/or plan the work of other personnel or volunteers.	55.4%	3.52
95	Observe the work of other personnel or volunteers and provide appropriate feedback.	72.1%	3.57
96	Train, mentor, and provide instruction to other personnel or volunteers.	78.5%	3.77
97	Give assignments to other personnel, program providers, or volunteers.	66.6%	3.56

JCO Task Category: Record Keeping

For the task category of Record Keeping, all tasks were retained by the JCO classification, with the exception of one task: “Log weapons/firearms in and out” (Table 55).

Table 55. JCO – Record Keeping

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
101	Log facility equipment in and out.	82.8%	3.99
102	Log vehicles entering and leaving the facility.	69.9%	3.90
104	Maintain a record of all mail/packages for any individual to assure proper distribution.	59.0%	3.60
105	Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	84.9%	4.01
106	Record relevant activities and incidents occurring during shift in daily journal or log.	94.5%	4.23
107	Complete forms and prepare correspondence (e.g., email, memos).	90.1%	3.84
108	Prepare/update court status and court lists.	68.0%	3.77
109	Create new forms.	64.2%	3.32
110	Conduct and document population counts to account for all individuals.	93.5%	4.43
111	Gather data for statistical reports.	62.5%	3.58
112	Manage files and documents.	86.4%	3.89
113	Log movement of all non-detainees entering and leaving the facility.	80.9%	4.03
114	Maintain authorized visitor log.	82.3%	3.87
115	Oversee and maintain logs on vehicle fleets.	55.0%	3.52
116	Document how your time is spent performing specific activities.	77.2%	3.74
117	Compute and record time served credits, conduct credits, and/or release dates.	58.0%	3.73

JCO Task Category: Meals

For the task category of Meals, all tasks were retained by the JCO classification (Table 56).

Table 56. JCO – Meals

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
118	Release individuals for meals at appropriate times.	95.0%	4.09
119	Inspect food for possible contamination prior to serving.	73.3%	4.08
120	Report food shortages to shift supervisor or kitchen.	85.1%	3.92
121	Supervise meals.	98.2%	4.24
122	Verify tray and utensil counts.	93.8%	4.29
123	Prepare meals/snacks for individuals.	74.4%	3.95
124	Serve and monitor special diets.	90.4%	4.17

JCO Task Category: Activities

For the task category of Activities, all tasks were retained by the JCO classification (Table 57).

Table 57. JCO – Activities

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
125	Monitor electronic device usage and reading material for inappropriate content.	70.4%	3.73
126	Supervise and/or coach individuals playing sports or game activities.	94.7%	3.82
127	Plan and schedule recreational activities.	92.4%	3.74
128	Participate in sports or game activities with individuals.	60.8%	3.28
129	Instruct/train/coach individuals in vocational activities and projects.	78.8%	3.54
130	Assist individuals with schoolwork.	84.0%	3.43

JCO Task Category: Visiting

For the task category of Visiting, all tasks were retained by the JCO classification, except for two tasks: “Conduct background clearance checks (e.g., for volunteers or visitors)”; and “Provide video kiosk assistance and operating instructions to visitors” (Table 58).

Table 58. JCO – Visiting

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
131	Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	90.0%	4.22
132	Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.	95.2%	4.28
133	Arrange for special visits.	73.9%	3.56
134	Answer questions and provide information to visitors.	95.1%	3.69

JCO Task Category: Counseling

For the task category of Counseling, all tasks were retained by the JCO classification, with the exception of one task: “Conduct or co-facilitate family counseling sessions” (Table 59).

Table 59. JCO – Counseling

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
138	Conduct or co-facilitate formal or structured group counseling sessions with individuals.	71.1%	3.69
139	Conduct formal or structured counseling sessions with individuals on a one-on-one basis.	74.6%	3.78
140	Counsel individuals informally/formally including crisis intervention.	88.2%	4.06
141	Observe individuals in group and individual activities and provide advice and counseling to foster behavioral modification.	85.9%	4.08
142	Make recommendations for program advancement/graduation.	64.7%	3.63
143	Provide positive feedback and encouragement to individual(s).	95.1%	4.09
144	Conduct vocational or job counseling sessions with individual(s).	64.6%	3.57
145	Counsel individual who will be released without further action.	81.3%	3.66
146	Manage/mediate family (parent/juvenile) interactions in program setting (in custody or out of custody).	55.9%	3.63

JCO Task Category: Mail

For the task category of Mail, all tasks were retained by the JCO classification (Table 60).

Table 60. JCO – Mail

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
147	Scan incoming and outgoing mail.	93.9%	4.11
148	Search articles, packages, property, and money left by visitors for individuals.	86.3%	4.03
149	Distribute mail to individuals or collect individuals' outgoing mail.	96.2%	3.93
150	Notify sender and receiver of seizure of unauthorized material.	78.6%	3.80

JCO Task Category: Searching

For the task category of Searching, all tasks were retained by the JCO classification (Table 61).

Table 61. JCO – Searching

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
151	Conduct search of all areas accessible by individuals.	98.8%	4.37
152	Conduct search of all areas not readily accessible by individuals.	96.1%	4.19
153	Conduct security checks/patrols.	90.7%	4.39
154	Conduct surveillance using closed circuit monitoring system.	78.9%	4.18
155	Operate metal detection or X-ray equipment.	81.3%	4.16

JCO Task Category: Evidence and Contraband

For the task category of Evidence and Contraband, both tasks were retained by the JCO classification (Table 62).

Table 62. JCO – Evidence and Contraband

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
156	Identify, isolate, preserve and secure crime scene.	72.8%	4.13
157	Identify, seize, secure, document, preserve and/or dispose of evidence/contraband material.	87.2%	4.18

JCO Task Category: Drug and Substance Testing

For the task category of Drug and Substance Testing, all tasks were retained by the JCO classification, except for one: “Administer breath analyzer test to individuals” (Table 63).

Table 63. JCO – Drug and Substance Testing

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
158	Conduct presumptive drug tests on seized items suspected to be controlled substances.	54.3%	3.84
159	Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	73.5%	3.99

JCO Task Category: Restitution and Fines

For the task category of Restitution and Fines, zero tasks were retained by the JCO classification: “Advise individual and/or victim of their right to a restitution hearing”; “Determine and recommend the amount of restitution due to victims(s)”; “Interview probationer and/or family to determine ability to pay restitution, fines, probation fees, other payments, set up payment schedule and monitor payments.”; “Review bail bonds to ensure accuracy”; “Collect, accept and process payments”; and “Calculate individuals' wages.”

JCO Task Category: Prepare Reports

For the task category of Prepare Reports, six tasks were retained by the JCO classification, with one task not being retained: “Process requests for sealing of records” (Table 64).

Table 64. JCO – Prepare Reports

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
167	Proofread and/or edit reports.	89.0%	4.10
168	Prepare court documents/reports.	67.1%	3.97
169	Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	94.1%	4.18
170	Prepare individual evaluation reports (e.g., progress, performance, updates).	74.8%	3.89
171	Prepare reports regarding detention or release.	55.5%	3.75
172	Interview relevant individuals in order to prepare reports.	63.8%	3.80

JCO Task Category: Security

For the task category of Security, all tasks were retained by the JCO classification (Table 65).

Table 65. JCO – Security

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
174	Provide security to staff working in facility.	87.7%	4.49
175	Account for the security of keys, tools, and equipment.	93.8%	4.49
176	Report count discrepancies.	90.3%	4.37
177	Notify appropriate staff of movement.	95.5%	4.43
178	Check individuals' passes.	62.8%	4.04
179	Issue passes to individuals.	50.4%	3.86
180	Log movement of individuals.	92.4%	4.40
181	Conduct security round/visual check of individuals and facility.	97.1%	4.54
182	Maintain visual observation of individuals when required.	98.0%	4.58
183	Call into control room, post, or switchboard at required intervals.	82.1%	4.21
184	Report suspicious activity inside or outside facility.	96.7%	4.26
185	Secure and separate individuals who commit crimes.	89.5%	4.20
186	Make arrests or charge individuals or others who commit crimes.	47.8% ¹	3.86
187	Investigate incidents or crimes that occur.	73.4%	4.09
188	Investigate disturbances or suspicious activities.	80.0%	4.09
189	Assist in search for missing/escaped individuals.	74.4%	4.12
190	Check to see that all equipment is functioning properly.	92.4%	4.20
191	Keep inventory of all dangerous tools/weapons/utensils.	87.6%	4.45

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

JCO Task Category: Referrals

For the task category of Referrals, three tasks were retained by the JCO classification, with three tasks not being retained: “Refer members of individual’s family, victim(s) or others to counseling and/or other appropriate services”; “Identify treatment, educational, employment, financial, or other service which will meet the needs of an individual, his/her family, or others and refer appropriately”; and “Follow up to verify that an individual received service(s) and to evaluate success of referral” (Table 66).

Table 66. JCO – Referrals

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
192	Refer individual for professional evaluation or to appropriate services.	71.5%	3.85
193	Assign individual to program, counselor, or case manager.	54.2%	3.58
196	Contact appropriate service provider; describe individual's needs, and get their commitment to work with the individual.	45.9% ¹	3.53

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

JCO Task Category: Supervising and Monitoring

For the task category of Supervising and Monitoring, all tasks were retained by the JCO classification, with the exception of one task: “Process and distribute pre-paid telephone cards” (Table 67).

Table 67. JCO – Supervising and Monitoring

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
198	Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance.	98.4%	4.16
199	Provide phone access and/or monitor individuals' calls.	97.5%	3.99
200	Supervise individuals on work details in facility areas (e.g., laundry, kitchen, and other rooms).	95.2%	4.13
201	Supervise and evaluate individuals on-site in educational, vocational, recreational and other rehabilitative programs.	88.1%	4.07
202	Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.	91.2%	3.98
203	Prevent unauthorized communication between individuals.	97.5%	4.21

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
204	Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	98.5%	4.42
205	Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	97.9%	4.41
206	Maintain and clean individuals' clothing, bedding, and living quarters.	89.6%	4.06
207	Read documents to individuals to ensure understanding.	96.6%	3.90
208	Respond to questions or requests from individuals (e.g., related to completing forms).	95.6%	3.86
209	Video/audio record and review critical or potentially critical incidents.	66.6%	3.89
210	Notify and prepare individuals for release, transfer, and/or transport.	93.0%	3.93
211	Enforce and apply appropriate discipline to individuals.	97.6%	4.28
212	Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	95.4%	4.22
213	Monitor closed circuit video arraignments.	58.7%	3.88
214	Gather information necessary to effect administrative and disciplinary transfers.	67.3%	3.73
215	Monitor individual use of commissary, visiting, and/or other electronic kiosks.	71.0%	3.78
217	Reclassify individuals to maintain proper housing assignment.	74.0%	4.16

JCO Task Category: Court-Related Duties

For the task category of Court-Related Duties, one task was retained by the JCO classification, with five tasks not being retained: “Serve as traffic hearing officer”; “Act as court bailiff”; “Record court proceedings”; “Prepare for court appearance by reviewing case file”; and “Consult with judiciary on cases for sentencing/disposition” (Table 68).

Table 68. JCO – Court-Related Duties

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
222	Testify in court.	79.7%	3.66

JCO Task Category: Alternative Programs

For the task category of Alternative Programs, zero tasks were retained by the JCO classification: “Determine an individual's eligibility for alternative sentencing programs”; “Process documents necessary for alternative sentencing programs”; “Notify applicant of approval status for alternative sentencing programs”; “Make field checks of individuals in alternative sentencing programs”; “Monitor movement of individuals on home confinement and/or electronic monitoring”; “Check electronic monitoring systems (e.g., EM, GPS, ankle monitor, alcohol monitoring device) database for compliance violations”; “Orient individual to alternative sentencing program rules and procedures”; and “Determine eligibility, develop case plan, and monitor progress in re-entry programs.”

JCO Task Category: Oral Communication

For the task category of Oral Communication, all tasks were retained by the JCO classification (Table 69).

Table 69. JCO – Oral Communication

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
232	Communicate verbally with other staff to share information regarding operations.	98.9%	4.42
233	Communicate via intercom, radio, and/or telephone.	99.4%	4.39
234	Maintain and monitor communications/radio systems.	93.5%	4.25
235	Make announcements/give information over P.A. or paging system.	83.2%	3.83
236	Communicate with individuals in a language other than English or serve as an interpreter.	73.7%	3.71
237	Answer questions/provide information to various regulatory agencies and commissions.	74.2%	3.69
238	Answer, respond to, and transfer phone calls requesting information.	96.5%	3.80
239	Conduct tours.	67.4%	3.02
240	Communicate with court personnel.	81.7%	3.53
241	Gather information from individuals about conflicts or personal problems.	92.0%	3.93
242	Give instructions/ directions orally to groups of individuals.	96.5%	4.23
243	Confer with supervisors concerning operations.	96.3%	4.16
244	De-escalate situations utilizing tactical communication skills.	98.5%	4.44

JCO Task Category: Service to Community

For the task category of Service to Community, four tasks were retained by the JCO classification, with two tasks not being retained: “Serve on non-departmental boards”; and “Speak with at-risk members of the community about their concerns or problems” (Table 70).

Table 70. JCO – Service to Community

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
245	Represent department with other agencies.	71.2%	3.51
247	Give presentations	57.0%	3.21
248	Respond to questions from the public.	51.6%	3.43
249	Participate in joint operations with other agencies.	49.9% ¹	3.40

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

JCO Task Category: Develop Case Plans

For the task category of Develop Case Plans, all tasks were retained by the JCO classification (Table 71).

Table 71. JCO – Develop Case Plans

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
251	Gather information, prepare, develop and review individualized case plan.	65.7%	3.70
252	Determine the frequency of contact needed during supervision utilizing risk assessment.	54.1%	3.67
253	Review individual's file.	81.3%	3.79
254	Assess, monitor and update individual's progress with case plan.	71.7%	3.70
255	Conduct risk and needs assessment and reassessments.	64.4%	3.73

JCO Task Category: Emergencies

For the task category of Emergencies, all tasks were retained by the JCO classification (Table 72).

Table 72. JCO – Emergencies

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
256	Conduct fire, earthquake, or evacuation drills.	95.1%	4.12
257	Evacuate individuals from an area or facility.	94.6%	4.16
258	Dispatch help in emergencies or disturbances.	90.1%	4.20
259	Extinguish or help extinguish fire.	89.0%	4.15
260	Activate alarm system to alert all staff in case of an emergency.	91.7%	4.24
261	Respond to emergency situations according to agency policies.	97.5%	4.39

JCO Task Category: Current Knowledge

For the task category of Current Knowledge, all tasks were retained by the JCO classification (Table 73).

Table 73. JCO – Current Knowledge

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
262	Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.	97.9%	4.19
263	Read internal memos, correspondence, reports, and emails.	98.5%	4.15
264	Make suggestions regarding changes in policies, procedures, or rules.	88.8%	3.69
265	Attend staff meetings.	97.6%	3.77
266	Follow instructions from supervisor including designated lead staff.	98.9%	4.25
267	Follow all departmental policies and procedures.	99.4%	4.52
268	Participate in training/workgroups/seminars.	98.3%	3.97
269	Read court documents or other legal documents.	93.4%	3.89
270	Maintain knowledge of contracted agencies' standards for detention.	73.0%	3.76
271	Maintain knowledge of criminal justice and social service partners' policies and procedures.	80.0%	3.73

JCO Task Category: Finances

For the task category of Finances, zero tasks were retained by the JCO classification: “Make special purchases for individuals”; “Distribute/supervise distribution of commissary”; “Supervise and record individuals' financial transactions”; and “Process work furlough funds received, re-issue funds, and distribute accordingly.”

JCO Task Category: Work Details

For the task category of Work Details, all tasks were retained by the JCO classification, with the exception of one task: “Complete an individual's work time card” (Table 74).

Table 74. JCO – Work Details

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
276	Recommend/make work assignments for individuals.	71.4%	3.49
277	Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.	76.4%	3.75
278	Issue and log in/out equipment, tools, cleaning supplies and other inventory.	77.8%	3.78
279	Inspect work equipment and work area for safety.	83.3%	3.97

JCO Task Category: Family Court Duties

For the task category of Family Court Duties, zero tasks were retained by the JCO classification: “Conduct investigation to determine whether conservator(s)/legal guardian(s) is properly administering an estate”; “Make recommendations about placement, visitation, and custody of minors during custody proceedings”; “Make recommendations regarding emancipation”; “Make recommendations regarding underage couples' marriage requests”; and “Make recommendations regarding adoption.”

JCO Task Category: Investigations

For the task category of Investigations, six tasks were retained by the JCO classification, with six tasks not being retained: “Obtain verification of employment, education, and/or other pertinent background information”; “Conduct intake or pre-plea/pre-sentence interview with individual”; “Evaluate residence for appropriateness of home environment”; “Collect, review and interpret appropriate criminal records and documents pertaining to an individual”; Interview individuals and involved parties to obtain background information and information about the offense”; and “Verify identity based on fingerprint information” (Table 75).

Table 75. JCO – Investigations

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
288	Photograph any injuries or bruises in cases of suspected abuse.	73.4%	3.95
289	Investigate and report complaints of abuse.	80.9%	4.08
292	Contact agencies and collect information on an individual.	46.2% ¹	3.57
294	Obtain and review police report of charges against individuals taken into custody.	59.4%	3.84
295	Access databases (e.g., CLETS, CWS/CMS) to find or input information.	53.4%	3.77
297	Investigate and report complaints of PREA violations.	62.6%	4.11

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

JCO Task Category: Monitor Compliance

For the task category of Monitor Compliance, one task was retained by the JCO classification, with 11 tasks not being retained: “Request court action or garnishment where individual falls behind in child support or other payments”; “Review request for and issue travel permits”; “Review requests for permission and initiate procedures to transfer a case to a new jurisdiction”; “Investigate incoming transfer requests from other jurisdictions”; “Initiate procedures to request Interstate Compact Supervision”; “File petition for modification, termination or revocation of probation and /or request warrant”; “Execute warrants”; “Review and determine appropriate supervision level”; “Gather information, interview appropriate parties and the individual to determine level of probation compliance”; “Conduct home/site visits”; and “Complete documentation necessary to authorize holds” (Table 76).

Table 76. JCO – Monitor Compliance

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
305	Search individual's person, personal property or residence, per Court Order.	50.6%	3.89

JCO Task Category: Establish Relationships

For the task category of Establish Relationships, zero tasks were retained by the JCO classification: “Recruit foster parents”; “Visit community-based organizations/placement facilities to learn about their services and evaluate the care and/or treatment they provide”; “Coordinate/contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship”; and “Monitor and audit vendors teaching classes and programs and update program information in writing.”

JCO Task Category: Notifying

For the task category of Notifying, all tasks were retained by the JCO classification, with the exception of one task: “Notify victim(s) as required by law” (Table 77).

Table 77. JCO – Notifying

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
314	Notify/inform law enforcement agencies and other agencies of law violations/information of interest.	55.4%	3.63
316	Notify anyone who is the specific object of threats by an individual as required by law.	46.8% ¹	3.73
317	Notify parent(s)/legal guardian(s) and/or probation officer of any change in an individual's status.	69.8%	3.78

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

JCO Task Category: Making Recommendations

For the task category of Making Recommendations, zero tasks were retained by the JCO classification: “Evaluate information to determine aggravating or mitigating circumstances of the crime”; “Investigate, determine, make recommendations and refer individuals to appropriate placement”; “Evaluate information to decide on recommended disposition, sentence and/or terms and conditions of supervision”; and “Discuss offense with external entities to determine whether new charges/violation of probation should be filed.”

JCO Task Category: Release Decisions

For the task category of Release Decisions, one task was retained by the JCO classification, with one task not being retained: “Review and prepare appropriate documents for recommended release of an individual” (Table 78).

Table 78. JCO – Release Decisions

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
322	Review and prepare appropriate documents for recommended release of an individual.	54.2%	3.95

JCO Task Category: Miscellaneous

For the task category of Miscellaneous, 17 tasks were retained by the JCO classification, with three tasks not being retained: “Present cases to a committee that reviews recommendations”; “Serve on disciplinary review board”; and “Work with data to measure program outcomes and inform program decisions” (Table 79).

Table 79. JCO – Miscellaneous

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
324	Maintain confidentiality of information.	97.0%	4.46
325	Assist with special projects, studies, and investigations.	84.5%	3.40
326	Obtain and process court documents and take necessary action.	65.0%	3.81
327	Read individual's records to ensure compliance with special directives regarding care and custody of individual.	86.3%	3.95
328	Teach classes to individuals.	67.7%	3.42
329	Read daily journal/log.	90.3%	4.15
330	Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.	51.4%	3.49
331	Interpret common street terminology.	91.3%	3.76
332	Assist individuals in writing grievances.	90.4%	3.41
333	Establish informants.	53.5%	3.30
334	Design and/or implement programs.	75.1%	3.46
335	Maintain and/or periodically update handbooks.	58.2%	3.40
337	Participate in an individual's grievance proceedings.	72.4%	3.42
340	Request equipment/facility repairs verbally or in writing.	87.6%	3.61
341	Clean up and dispose of contaminated or hazardous material.	83.5%	3.91
342	Inventory, order, and stock supplies.	84.4%	3.59
343	Inspect areas for cleanliness.	94.4%	3.93

Statewide JCO Equipment Rating Results

Respondents were given a list of 99 pieces of equipment and asked to indicate the frequency that they use that equipment (never, occasionally, often or very often). As part of the analysis, it was first determined to assess if the equipment was utilized on the job or not, thus turning the scale into a dichotomous scale.

Once the scale was turned into a dichotomous scale to determine if the equipment item was utilized or not on the job, the job analysis project team member reviewed the results. Though there were no specific retention criteria for this rating scale, there was agreement on much of the equipment listed for the ACO classification. In terms of the higher end of agreement, 13 pieces of equipment were indicated as being used by at least 70% of the respondents. In terms of the lower end of agreement, 56 pieces of equipment were indicated as being used by less than 30% of the respondents. The full results can be found in Appendix S. As depicted in this Appendix, the equipment items utilized by JCOs on the job also show how often, on average, they are being utilized whether occasionally, often, or very often.

Statewide JCO KSA Rating Results

The overall JCO KSA rating results are presented in Appendix T. In this appendix, KSA importance is shown as the mean importance across all respondents and the next column in the table provides the percentage of respondents indicating that the KSA is needed at entry into the classification. Finally, the far right column of the table shows the percentage of respondents indicating that possessing more of the KSA would lead to better job performance. Where a mean rating did not meet a particular criterion, the value is shown in red font, and the statement has a strikethrough.

The application of the initial KSA importance criterion indicating the KSA was of at least a 3.0 importance to the job, resulted in a total of 97 of the possible 102 KSA statements being retained as important. Once the SEM was applied with a 99% Confidence Interval, a total of 99 KSA statements were retained as important. Appendix U lists the KSA statements that are considered important to the JCO classification.

The next criterion assessed when the KSA was required and 41 of the possible 102 KSA statements met the initial criterion indicating more than 50% reported it as needed before hire. After applying the SEM with a 99% Confidence Interval, a total of 43 KSA statements were retained as needed before hire. The final KSA scale assessed if having more of the KSA led to better performance. Upon applying the initial criterion indicating more than 50% reported more of the KSA led to better performance, a total of 102 KSA statements were retained, and given that this is 100% of the statements – the application of the SEM could not retain any additional statements.

In order for a KSA to be considered suitable for a rank based selection procedure, it has to meet all three of the criteria discussed above. After applying the initial criteria, a total of 41 out of the 102 KSA statements were considered suitable for rank based selection testing. However, once applying the SEM with a 99% Confidence Interval to account for inherent measurement error, a total of 43 KSA statements were retained for further analysis (Table 80). Appendix V contains the KSAs suitable to assess in a rank ordered selection process for the JCO classification, as also outlined below.

Table 80. JCO – Selection Suitable KSAs

KSA Number	KSA	Mean Importance Rating (0-5 Scale)	Percentage Indicating KSA is Needed Before Hire	Percentage Indicating More is Better
40	Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications.	3.73	50.2%	95.5%
47	Skill in driving a car.	3.55	70.9%	86.7%
50	Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate.	3.92	54.0%	95.9%
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	4.12	65.9%	93.9%
52	The ability to understand materials written in English.	4.22	72.9%	93.3%
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	4.14	69.6%	94.7%
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	3.98	56.2%	94.9%
57	Skill in adding and subtracting whole numbers.	3.23	71.5%	88.2%
58	Skill in multiplying and dividing whole numbers.	2.96 ¹	70.4%	84.9%
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	4.15	54.6%	95.1%
60	The ability to concentrate on a task and not be distracted.	3.95	57.7%	95.2%
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	3.83	61.8%	93.7%
65	The ability to exert oneself physically without becoming tired too quickly.	3.87	54.3%	93.6%
67	The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations.	4.37	46.9% ¹	96.4%
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	4.12	65.7%	94.5%
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	4.04	55.6%	95.2%
75	The ability to establish and maintain effective working relationships with team members.	4.21	53.6%	95.2%
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	4.19	58.4%	95.2%
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	4.32	64.4%	94.3%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Number	KSA	Mean Importance Rating (0-5 Scale)	Percentage Indicating KSA is Needed Before Hire	Percentage Indicating More is Better
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards..	4.40	64.9%	94.6%
80	The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas).	4.14	53.5%	94.9%
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	4.09	55.1%	95.1%
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	4.25	61.7%	94.1%
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	3.77	56.9%	93.0%
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	3.70	55.5%	92.9%
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	3.79	55.3%	93.2%
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	3.55	55.6%	92.7%
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	3.55	57.2%	92.0%
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	3.67	63.0%	91.8%
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	3.67	61.6%	92.1%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Number	KSA	Mean Importance Rating (0-5 Scale)	Percentage Indicating KSA is Needed Before Hire	Percentage Indicating More is Better
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	3.75	63.5%	92.2%
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	3.79	61.8%	92.4%
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	3.54	64.4%	89.4%
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	3.67	64.5%	89.9%
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	3.53	65.3%	89.8%
96	The capacity to match or discriminate between colors. This capacity included detecting differences in color and in brightness.	3.19	67.7%	85.3%
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	3.43	65.8%	88.5%
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	3.77	63.1%	90.3%
99	The ability to see objects in the presence of glare or bright ambient lighting.	3.41	64.3%	88.8%
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	3.53	60.5%	90.0%
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	3.64	59.5%	92.1%
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	3.70	63.2%	90.8%

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

PROBATION OFFICER STATEWIDE JAQ RESULTS

Statewide PO JAQ Demographic Results

The respondents for the PO JAQ included both incumbents (1,410) and their first-level supervisors (241). Of the incumbents, 168 (11.9%) were from a small sized county, 368 (26.1%) were from a medium sized county, and 874 (62.0%) were from a large sized county. Of the supervisors, 34 (14.1%) were from a small sized county, 70 (29.0%) were from a medium sized county, and 137 (56.9%) were from a large county. In terms of region, 232 (16.5%) incumbents were located in the Bay Area, 225 (16.0%) were located in the Central Region, 173 (12.3%) were located in the North Region, 120 (14.9%) were located in the Sacramento Region, and 570 (40.4%) were located in the South Region. Regionally, the supervisors represented 52 (21.6%) from the Bay Area, 39 (16.2%) from the Central Region, 34 (14.1%) from the North Region, 33 (13.7%) from the Sacramento Region, and 83 (34.4%) from the South Region.

POs and their supervisors were also asked if they carried a firearm as part of the job. For the incumbents, 511 (36.2%) said Yes, and 899 (63.8) said No. For the supervisors, 92 (38.2%) said Yes, and 149 (61.8%) said No. Respondents were then asked the sex of the probationers under their jurisdiction. For incumbents, the responses were 125 (8.9%) responding Male, 51 (3.6%) responding female, and 1,227 (87.0%) responding Both Males and Females. For supervisors, the responses were 16 (18.2%) responding Male, 9 (3.7%) responding female, and 216 (89.6%) responding Both Males and Females. POs were also asked the age group of probationers under their jurisdiction. Incumbents responded 529 (37.5%) Juveniles, 694 (49.2%) Adults, and 180 (12.8%) indicating Both Juveniles and Adults. Supervisors responded 103 (42.7%) Juveniles, 107 (44.4%) Adults, and 31 (12.9%) indicating Both Juveniles and Adults. Respondents were also asked if they worked for a day reporting center. For incumbents, 145 (10.3%) answered Yes, and 1,257 (89.1%) answered No. For supervisors, 20 (8.3%) answered Yes, and 221 (91.7%) answered No.

With regard to the number of years employed in the position, 308 (21.8%) indicated more than 15 years, with fairly even distributions of incumbents at each year at or below 15 years, with the largest grouping between 6 and 8 years, with an average of 10.2 years. For supervisors, 32 (13.3%) indicated more than 15 years supervising the PO classification, with fairly even distributions of incumbents at each year at or below 15 years, with the largest grouping between 1 and 2 years (30.7% combined) with an average of 7.2 years. When asked which shift was currently worked, 1,294 (91.8%) incumbents indicated Day Shift, 30 (2.1%) indicated Swing Shift, 12 (0.9%) indicated Night/Graveyard, and 74 (5.3%) indicated Other. For the supervisors, 215 (89.2%) indicated Day Shift, 8 (3.3%) indicated Swing Shift, 3 (1.2%) indicated Night/Graveyard, and 15 (6.2%) indicated Other.

The POs and their supervisors were also asked a set of optional demographic questions. The first question asked respondents to indicate their sex. For the incumbents, 667 (47.3%) indicated Male, 706 (50.1%) indicated Female, and 37 (2.6%) did not respond. For the supervisors, 125 (51.9%) indicated Male, 107 (44.4%) indicated Female, and 9 (3.7%) did not respond. The second optional question asked respondents to indicate their race/ethnic group. For the incumbents, 184 (13.1%) indicated Black or African American, 68 (4.8%) indicated Asian, 16 (1.1%) indicated Native Hawaiian or other Pacific Islander, 525 (37.2%) indicated White, 394 (27.9%) indicated Hispanic or Latino, 16 (1.1%) indicated American Indian or Alaska Native, 51 (3.6%) indicated Other, 82 (5.8%) indicated Two or More Races,

and 74 (4.4%) did not respond. For the supervisors, 25 (10.4%) indicated Black or African American, 9 (3.7%) indicated Asian, 2 (0.8%) indicated Native Hawaiian or other Pacific Islander, 122 (50.6%) indicated White, 47 (19.5%) indicated Hispanic or Latino, 2 (0.8%) indicated American Indian or Alaska Native, 5 (2.1%) indicated Other, 19 (7.9%) indicated Two or More Races, and 10 (4.2%) did not respond. Lastly, respondents were asked their highest degree obtained. For incumbents, 0 indicated they had no degree, 6 (0.4%) indicated High school diploma/GED, 1 (0.0%) indicated Technical/Vocational Degree, 42 (3.0%) indicated Some college without a degree, 54 (3.8%) indicated Associate Degree, 971 (68.9%) indicated Bachelor's degree, 117 (8.3%) indicated Some post graduate education without a degree, 165 (11.7%) indicated Master's degree, 15 (1.1%) indicated Doctorate, 2 (0.1%) indicated Other, and 37 (2.6%) did not respond. For supervisors, 1 (0.4%) indicated they had no degree, 0 indicated High school diploma/GED, 0 indicated Technical/Vocational Degree, 8 (3.3%) indicated Some college without a degree, 10 (4.2%) indicated Associate Degree, 140 (58.1%) indicated Bachelor's degree, 33 (13.7%) indicated Some post graduate education without a degree, 37 (15.4%) indicated Master's degree, three (1.2%) indicated Doctorate, 0 indicated Other, and nine (3.7%) did not respond.

As previously indicated, a complete breakdown of the demographic results can be found in Appendix H.

Statewide PO Task Rating Results

In applying the initial task frequency criterion of greater than 50% indicating the task was a part of the job, a total of 247 task statements were retained. However, once applying the SEM with a 99% Confidence Interval to account for any inherent measurement errors found in self-reporting surveys, a total of 261 task statements were retained. Similarly, in applying the initial task importance criterion indicating the task was of at least a 3.0 importance to the job, a total of 319 task statements were retained. However, once applying the SEM with a 99% Confidence Interval to account for inherent measurement errors, a total of 329 task statements were retained for that criterion.

In order to retain a task for further analysis, the statement had to meet both the task frequency and task importance criteria. After applying the initial criteria, a total of 236 task statements were retained for further analysis. However, once applying the SEM with a 99% Confidence Interval to account for inherent measurement error, a total of 251 task statements were retained for further analysis. The overall PO task rating results can be found in Appendix W. Likewise, only the PO tasks that were considered to be performed and important tasks can be found in Appendix X and the PO tasks that did not meet the rating scale cutoff criteria and are considered either not performed by the POs and/or not important can be found in Appendix Y.

A more detailed breakdown by each of the task categories of which task statements met the rating scale cutoff criterion and are, thus, considered performed and important tasks of the PO classification as it is used across local agencies within the State of California, are depicted below.

PO Task Category: Physical Tasks

For the task category of Physical Tasks, 10 tasks were retained by the PO classification, with 11 tasks not being retained: "Lift, carry, and/or drag heavy objects"; "Climb through openings"; "Climb up and down a ladder"; "Crawl in confined areas"; "Climb up to and/or jump down from elevated surfaces"; "Jump over obstacles"; "Pull oneself up over obstacles"; "Push and/or pull hard to move objects by

hand”; “Balance oneself on uneven or narrow surfaces”; “Operate lifting equipment”; and “Operate and control lights, power, and/or water in cells/rooms/dormitories” (Table 81).

Table 81. PO - Physical Tasks

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
2	Walk or run up or down one or more flights of stairs.	87.8%	2.90 ¹
10	Pursue individuals on foot.	77.9%	3.09
11	Run for a short distance.	84.5%	3.18
12	Walk or stand for long periods of time.	89.9%	3.30
13	Sit for long periods of time.	96.5%	3.29
14	Bend, extend, and/or twist body.	89.7%	3.28
16	Drive an automobile for work duties other than to transport individuals.	92.7%	3.67
17	In various degrees of lighting watch for indications of illegal activity or disturbance.	79.9%	3.47
18	Listen for unusual sounds or sounds that may indicate illegal activity or disturbance.	83.0%	3.55
21	Operate gates, doors, locks, sally ports, cells/rooms/dorms, electronically or manually.	48.5% ¹	3.24

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

PO Task Category: Handcuffs and Restraints

For the task category of Handcuff and Restraints, all tasks were retained by the PO classification (Table 82).

Table 82. PO – Handcuffs and Restraints

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
22	Handcuff a non-resisting individual.	96.3%	4.16
23	Handcuff a resisting individual.	96.2%	4.26
24	Apply restraint devices other than handcuffs to a non-resisting individual.	83.6%	3.90
25	Apply restraint devices other than handcuffs to a resisting individual.	84.7%	3.99
26	Physically subdue or restrain a resisting or fleeing individual by yourself.	86.6%	4.05
27	Physically subdue or restrain a resisting or fleeing individual with the help of others.	93.1%	4.13
28	Place an actively resisting individual in the seat of a car.	91.0%	4.05

PO Task Category: Officer Safety

For the task category of Officer Safety, all of the tasks were retained by the PO classification with the exception of two tasks: “Strip-search individuals”; and “Draw and/or fire a firearm on duty in the course of job performance” (Table 83).

Table 83. PO – Officer Safety

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
29	Defend oneself or others using less than lethal force.	94.3%	4.41
30	Defend oneself or others using lethal force.	80.0%	4.43
31	Defend oneself or others against a combative individual.	95.4%	4.40
32	Defend oneself against an armed individual.	89.1%	4.47
33	Physically separate multiple combative individuals with the help of others.	93.1%	4.27
34	Physically separate two combative individuals by yourself.	86.8%	4.20
35	Assist an uncooperative/ incapacitated individual from a prone position on the ground to his/her feet.	93.6%	4.10
36	Search individuals for weapons, contraband, and/or drugs.	96.4%	4.44
38	Perform cell/room extractions.	47.5% ¹	3.80
39	Place and secure individual in safety room.	50.5%	3.82
40	Anticipate, monitor, and intervene in potentially violent interpersonal situations.	81.2%	4.05
41	Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.	89.6%	4.30
42	Use force to gain entrance through barriers.	65.7%	3.80
44	Complete range qualification required to carry a firearm.	69.8%	4.33
45	Draw and/or fire a firearm on duty in the course of job performance.	67.2%	4.37

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

PO Task Category: Initial Processing and Release

For the task category of Initial Processing and Release, 23 tasks were retained by the PO classification, with five tasks not being retained: “Classify individuals to assign proper housing”; “Prepare identification cards or identification wristbands and give/affix to individuals”; “Observe/monitor behavior of individual in receiving room/holding unit while he/she awaits move to assigned housing”;

“Provide food or other necessities to incoming individuals”; and “Release individuals on Own Recognizance or Cite Release” (Table 84).

Table 84. PO – Initial Processing and Release

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
46	Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	79.3%	4.05
47	Fingerprint individuals.	53.9%	3.47
48	Photograph individuals.	76.1%	3.44
49	Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	82.2%	3.91
50	Advise individual of constitutional rights.	84.1%	3.93
51	Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	74.5%	3.78
52	Ensure incoming individuals get to make any required phone calls.	46.9% ¹	3.50
55	Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	71.1%	3.65
57	Inventory and take custody of individuals' property, clothing, and/or money.	63.4%	3.54
58	Prepare forms, cards, or file jackets necessary to initiate individual's records.	50.2%	3.47
60	Identify filing deadlines and court appearance deadlines.	81.2%	4.13
61	Inform all relevant parties of date of detention hearing.	72.7%	3.90
62	Run warrant checks, holds, and/or search clauses.	82.0%	3.93
63	Complete documentation necessary for release.	61.1%	3.76
64	Verify identity of individuals prior to booking or releasing.	57.0%	3.85
65	Return personal property and/or money upon release.	50.5%	3.54
66	Schedule detention hearing.	65.4%	3.78
68	Initiate search to locate parent(s) or legal guardian(s), if needed.	67.0%	3.64
69	Contact appropriate parties to notify them that an individual is in custody.	70.6%	3.83
70	Accommodate individual needs (e.g., due to medical conditions and/or religious rights).	64.0%	3.75

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
71	Contact appropriate parties to notify them that an individual is in custody.	76.0%	3.72
72	Accommodate individual needs (e.g., due to medical conditions and/or religious rights).	64.4%	3.63
73	Collect and process DNA samples.	62.3%	3.58

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

PO Task Category: Medical

For the task category of Medical, all tasks were retained by the PO classification, except for one task: “Deliver medication, observe individual taking it, and record if taken or refused” (Table 85).

Table 85. PO – Medical

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
74	Perform CPR.	93.8%	4.02
75	Render first aid other than CPR.	93.6%	3.97
76	Complete medical/mental health forms.	76.4%	3.67
77	Review medical log and make note of medical restrictions.	55.0%	3.73
79	Arrange for medical treatment or psychiatric care.	68.0%	3.72
80	Obtain signed medical consent form from parent(s) or legal guardian(s).	73.3%	3.72

PO Task Category: Escorting and Transporting

For the task category of Escorting and Transporting, 10 tasks were retained by the PO classification, with three tasks not being retained: “Process incoming and outgoing law enforcement/facility buses”; Monitor movement of vehicles within the facility or in the immediate area”; and “Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior” (Table 86).

Table 86. PO – Escorting and Transporting

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
81	Plan transportation route and an alternate route.	70.8%	3.52
82	Verify individuals' identity and/or classification prior to escorting or transporting.	69.4%	3.73
83	Verify identity of person transporting an individual.	62.3%	3.71
85	Conduct vehicle safety check/inspection prior to transporting individual(s).	74.2%	3.78
86	Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	70.1%	3.84
88	Transport equipment and/or evidence.	71.3%	3.49
89	Transport individuals or groups of individuals including safety/location checks.	64.3%	3.49
90	Escort an individual or groups to and from locations within facility.	57.9%	3.58
91	Arrange for transportation of individual(s).	73.8%	3.43
92	Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).	63.8%	3.55

PO Task Category: Supervising Personnel

For the task category of Supervising Personnel, four tasks were retained by the PO classification, with three tasks not being retained: “Assist in interviewing applicants for work in the department”; “Recruit applicants for work in the department, including volunteers”; and “Write or update job descriptions” (Table 87).

Table 87. PO – Supervising Personnel

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
94	Schedule and/or plan the work of other personnel or volunteers.	51.2%	3.21
95	Observe the work of other personnel or volunteers and provide appropriate feedback.	59.1%	3.37
96	Train, mentor, and provide instruction to other personnel or volunteers.	74.8%	3.55
97	Give assignments to other personnel, program providers, or volunteers.	62.4%	3.30

PO Task Category: Record Keeping

For the task category of Record Keeping, 11 tasks were retained by the PO classification, with six tasks not being retained: “Log weapons/firearms in and out”; “Maintain a record of all mail/packages for any individual to assure proper distribution”; “Conduct and document population counts to account for all individuals”; “Log movement of all non-detainees entering and leaving the facility”; “Maintain authorized visitor log”; and “Oversee and maintain logs on vehicle fleets” (Table 88).

Table 88. PO – Record Keeping

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
101	Log facility equipment in and out.	55.3%	3.31
102	Log vehicles entering and leaving the facility.	48.6% ¹	3.30
105	Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	63.4%	3.77
106	Record relevant activities and incidents occurring during shift in daily journal or log.	57.4%	3.75
107	Complete forms and prepare correspondence (e.g., email, memos).	78.6%	3.78
108	Prepare/update court status and court lists.	65.9%	3.64
109	Create new forms.	58.9%	3.06
111	Gather data for statistical reports.	69.6%	3.49
112	Manage files and documents.	87.0%	3.95
116	Document how your time is spent performing specific activities.	73.3%	3.26
117	Compute and record time served credits, conduct credits, and/or release dates.	76.2%	3.84

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

PO Task Category: Meals

For the task category of Meals, zero tasks were retained by the PO classification: “Release individuals for meals at appropriate times”; “Inspect food for possible contamination prior to serving”; “Report food shortages to shift supervisor or kitchen”; “Supervise meals”; “Verify tray and utensil counts”, “Prepare meals/snacks for individuals”; and “Serve and monitor special diets.”

PO Task Category: Activities

For the task category of Activities, one task was retained by the PO classification, with five tasks not being retained: “Supervise and/or coach individuals playing sports or game activities”; “Plan and schedule recreational activities”; “Participate in sports or game activities with individuals”; “Instruct/train/coach individuals in vocational activities and projects”; and “Assist individuals with schoolwork” (Table 89).

Table 89. PO – Activities

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
125	Monitor electronic device usage and reading material for inappropriate content.	55.3%	3.32

PO Task Category: Visiting

For the task category of Visiting, four tasks were retained by the PO classification, with two tasks not being retained: “Conduct background clearance checks (e.g., for volunteers or visitors)”; and “Provide video kiosk assistance and operating instructions to visitors” (Table 90).

Table 90. PO – Visiting

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
131	Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	50.2%	3.75
132	Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.	95.2%	4.28
133	Arrange for special visits.	54.7%	3.16
134	Answer questions and provide information to visitors.	54.3%	3.25

PO Task Category: Counseling

For the task category of Counseling, all tasks were retained by the PO classification (Table 91).

Table 91. PO – Counseling

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
137	Conduct or co-facilitate family counseling sessions.	49.2% ¹	3.31
138	Conduct or co-facilitate formal or structured group counseling sessions with individuals.	56.9%	3.29
139	Conduct formal or structured counseling sessions with individuals on a one-on-one basis.	53.5%	3.46
140	Counsel individuals informally/formally including crisis intervention.	77.8%	3.72
141	Observe individuals in group and individual activities and provide advice and counseling to foster behavioral modification.	62.6%	3.52
142	Make recommendations for program advancement/graduation.	71.3%	3.39
143	Provide positive feedback and encouragement to individual(s).	92.2%	3.85
144	Conduct vocational or job counseling sessions with individual(s).	62.7%	3.37
145	Counsel individual who will be released without further action.	70.1%	3.36
146	Manage/mediate family (parent/juvenile) interactions in program setting (in custody or out of custody).	63.2%	3.41

PO Task Category: Mail

For the task category of Mail, zero tasks were retained by the PO classification: “Scan incoming and outgoing mail”; “Search articles, packages, property, money left by visitors for individuals”; “Distribute mail to individuals or collect individuals' outgoing mail”; and “Notify sender and receiver of seizure of unauthorized material.”

PO Task Category: Searching

For the task category of Searching, three tasks were retained by the PO classification, with two tasks not being retained: “Conduct surveillance using closed circuit monitoring system”; and “Operate metal detection or X-ray equipment” (Table 92).

Table 92. PO – Searching

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
151	Conduct search of all areas accessible by individuals.	83.8%	4.01
152	Conduct search of all areas not readily accessible by individuals.	74.5%	3.76
153	Conduct security checks/patrols.	54.2%	3.71

PO Task Category: Evidence and Contraband

For the task category of Evidence and Contraband, both tasks were retained by the PO classification (Table 93).

Table 93. PO – Evidence and Contraband

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
156	Identify, isolate, preserve and secure crime scene.	66.9%	3.98
157	Identify, seize, secure, document, preserve and/or dispose of evidence/contraband material.	85.1%	4.00

PO Task Category: Drug and Substance Testing

For the task category of Drug and Substance Testing, all tasks were retained by the PO classification (Table 94).

Table 94. PO – Drug and Substance Testing

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
158	Conduct presumptive drug tests on seized items suspected to be controlled substances.	77.4%	3.82
159	Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	93.1%	4.02
160	Administer breath analyzer test to individuals.	66.5%	3.68

PO Task Category: Restitution and Fines

For the task category of Restitution and Fines, three tasks were retained by the PO classification, with three tasks not being retained: “Review bail bonds to ensure accuracy”; “Collect, accept and process payments”; and “Calculate individuals' wages” (Table 95).

Table 95. PO – Restitution and Fines

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
161	Advise individual and/or victim of their right to a restitution hearing.	89.3%	3.63
162	Determine and recommend the amount of restitution due to victims(s).	83.7%	3.69
163	Interview probationer and/or family to determine ability to pay restitution, fines, probation fees, other payments, set up payment schedule and monitor payments.	82.4%	3.56

PO Task Category: Prepare Reports

For the task category of Prepare Reports, all tasks were retained by the PO classification (Table 96).

Table 96. PO – Prepare Reports

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
167	Proofread and/or edit reports.	95.7%	4.14
168	Prepare court documents/reports.	98.2%	4.25
169	Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	94.6%	4.01
170	Prepare individual evaluation reports (e.g., progress, performance, updates).	76.9%	3.87
171	Prepare reports regarding detention or release.	85.3%	3.93
172	Interview relevant individuals in order to prepare reports.	95.4%	3.99
173	Process requests for sealing of records.	62.9%	3.24

PO Task Category: Security

For the task category of Security, 10 tasks were retained by the PO classification, with eight tasks not being retained: “Provide security to staff working in facility”; “Report count discrepancies”; “Notify appropriate staff of movement”; “Check individuals' passes”; “Issue passes to individuals”; “Log movement of individuals”; “Conduct security round/visual check of individuals and facility”; and “Call into control room, post, or switchboard at required intervals” (Table 97).

Table 97. PO – Security

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
175	Account for the security of keys, tools, and equipment.	50.6%	3.82
182	Maintain visual observation of individuals when required.	56.7%	3.97
184	Report suspicious activity inside or outside facility.	63.6%	3.76
185	Secure and separate individuals who commit crimes.	57.7%	3.84
186	Make arrests or charge individuals or others who commit crimes.	76.6%	3.88
187	Investigate incidents or crimes that occur.	69.1%	3.80
188	Investigate disturbances or suspicious activities.	62.0%	3.68
189	Assist in search for missing/escaped individuals.	63.4%	3.80
190	Check to see that all equipment is functioning properly.	69.3%	3.87
191	Keep inventory of all dangerous tools/ weapons/utensils.	49.4% ¹	3.89

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

PO Task Category: Referrals

For the task category of Referrals, all tasks were retained by the PO classification (Table 98).

Table 98. PO – Referrals

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
192	Refer individual for professional evaluation or to appropriate services.	94.7%	3.88
193	Assign individual to program, counselor, or case manager.	81.5%	3.71
194	Refer members of individual's family, victim(s) or others to counseling and/or other appropriate services.	88.4%	3.63
195	Identify treatment, educational, employment, financial, or other service which will meet the needs of an individual, his/her family, or others and refer appropriately.	94.1%	3.81
196	Contact appropriate service provider; describe individual's needs, and get their commitment to work with the individual.	91.9%	3.75
197	Follow up to verify that an individual received service(s) and to evaluate success of referral.	93.8%	3.80

PO Task Category: Supervising and Monitoring

For the task category of Supervising and Monitoring, 10 tasks were retained by the PO classification, with 10 tasks not being retained: “Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance”; “Provide phone access and/or monitor individuals' calls”; “Supervise individuals on work details in facility areas (e.g., laundry, kitchen, other rooms)”; “Maintain and clean individuals' clothing, bedding, and living quarters”; “Video/audio record and review critical or potentially critical incidents”; “Monitor closed circuit video arraignments”; “Gather information necessary to effect administrative and disciplinary transfers”; “Monitor individual use of commissary, visiting, and/or other electronic kiosks”; “Process and distribute pre-paid telephone cards”; “and Reclassify individuals to maintain proper housing assignment” (Table 99).

Table 99. PO – Supervising and Monitoring

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
201	Supervise and evaluate individuals on-site in educational, vocational, recreational and other rehabilitative programs.	48.5% ¹	3.38
202	Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.	47.0% ¹	3.56
203	Prevent unauthorized communication between individuals.	56.3%	3.48
204	Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	51.4%	3.43
205	Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	70.5%	3.52
207	Read documents to individuals to ensure understanding.	79.4%	3.89
208	Respond to questions or requests from individuals (e.g., related to completing forms).	78.5%	3.42
210	Notify and prepare individuals for release, transfer, and/or transport.	57.0%	3.53
211	Enforce and apply appropriate discipline to individuals.	69.2%	3.44
212	Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	77.6%	3.47

¹ Although this statistic did not meet the initial cutoff criterion, however it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

PO Task Category: Court-Related Duties

For the task category of Court-Related Duties, three tasks were retained by the PO classification, with three tasks not being retained: “Serve as traffic hearing officer”; “Act as court bailiff”; and “Record court proceedings” (Table 100).

Table 100. PO – Court-Related Duties

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
221	Prepare for court appearance by reviewing case file.	84.8%	4.06
222	Testify in court.	95.6%	4.02

223	Consult with judiciary on cases for sentencing/disposition.	81.7%	3.90
-----	---	-------	------

PO Task Category: Alternative Programs

For the task category of Alternative Programs, all tasks were retained by the PO classification (Table 101).

Table 101. PO – Alternative Programs

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
224	Determine an individual's eligibility for alternative sentencing programs.	74.1%	3.44
225	Process documents necessary for alternative sentencing programs.	71.1%	3.36
226	Notify applicant of approval status for alternative sentencing programs.	67.4%	3.29
227	Make field checks of individuals in alternative sentencing programs.	71.3%	3.46
228	Monitor movement of individuals on home confinement and/or electronic monitoring.	73.4%	3.68
229	Check electronic monitoring systems (e.g., EM, GPS, ankle monitor, alcohol monitoring device) database for compliance violations.	74.7%	3.71
230	Orient individual to alternative sentencing program rules and procedures.	70.5%	3.56
231	Determine eligibility, develop case plan, and monitor progress in re-entry programs.	74.1%	3.61

PO Task Category: Oral Communication

For the task category of Oral Communication, all tasks were retained by the PO classification, with the exception of one task: “Conduct tours” (Table 102).

Table 102. PO – Oral Communication

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
232	Communicate verbally with other staff to share information regarding operations.	94.9%	4.09
233	Communicate via intercom, radio, and/or telephone.	95.8%	4.06
234	Maintain and monitor communications/radio systems.	75.7%	3.79
235	Make announcements/give information over P.A. or paging system.	52.5%	3.06

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
236	Communicate with individuals in a language other than English or serve as an interpreter.	65.4%	3.57
237	Answer questions/provide information to various regulatory agencies and commissions.	74.6%	3.47
238	Answer, respond to, and transfer phone calls requesting information.	94.1%	3.59
240	Communicate with court personnel.	96.9%	3.88
241	Gather information from individuals about conflicts or personal problems.	86.5%	3.59
242	Give instructions/ directions orally to groups of individuals.	82.7%	3.52
243	Confer with supervisors concerning operations.	93.0%	3.86
244	De-escalate situations utilizing tactical communication skills.	94.1%	4.13

PO Task Category: Service to Community

For the task category of Service to Community, all tasks were retained by the PO classification (Table 103).

Table 103. PO – Service to Community

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
245	Represent department with other agencies.	92.3%	3.76
246	Serve on non-departmental boards.	57.2%	3.11
247	Give presentations.	83.5%	3.13
248	Respond to questions from the public.	74.3%	3.41
249	Participate in joint operations with other agencies.	90.2%	3.72

PO Task Category: Develop Case Plans

For the task category of Develop Case Plans, all tasks were retained by the PO classification (Table 104).

Table 104. PO – Develop Case Plans

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
251	Gather information, prepare, develop and review individualized case plan.	95.3%	3.89
252	Determine the frequency of contact needed during supervision utilizing risk assessment.	94.2%	3.89

253	Review individual's file.	98.1%	4.01
254	Assess, monitor and update individual's progress with case plan.	95.9%	3.85
255	Conduct risk and needs assessment and reassessments.	96.6%	3.88

PO Task Category: Emergencies

For the task category of Emergencies, all tasks were retained by the PO classification (Table 105).

Table 105. PO – Emergencies

Task Number	Task	Percentage Indicating Task is Performed	Mean Importance Rating
256	Conduct fire, earthquake, or evacuation drills.	70.8%	3.50
257	Evacuate individuals from an area or facility.	67.6%	3.69
258	Dispatch help in emergencies or disturbances.	70.9%	3.85
259	Extinguish or help extinguish fire.	62.2%	3.75
260	Activate alarm system to alert all staff in case of an emergency.	68.7%	3.84
261	Respond to emergency situations according to agency policies.	86.1%	3.99

PO Task Category: Current Knowledge

For the task category of Current Knowledge, all tasks were retained by the PO classification (Table 106).

Table 106. PO – Current Knowledge

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
262	Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.	98.5%	4.18
263	Read internal memos, correspondence, reports, and emails.	98.5%	4.08
264	Make suggestions regarding changes in policies, procedures, or rules.	88.6%	3.52
265	Attend staff meetings.	99.3%	3.62
266	Follow instructions from supervisor including designated lead staff.	99.4%	4.08
267	Follow all departmental policies and procedures.	99.9%	4.41
268	Participate in training/workgroups/seminars.	99.6%	3.80
269	Read court documents or other legal documents.	99.6%	4.20
270	Maintain knowledge of contracted agencies' standards for detention.	78.3%	3.65
271	Maintain knowledge of criminal justice and social service partners' policies and procedures.	91.0%	3.61

PO Task Category: Finances

For the task category of Finances, zero tasks were retained by the PO classification: “Make special purchases for individuals”; “Distribute/supervise distribution of commissary”; “Supervise and record individuals' financial transactions”; and “Process work furlough funds received, re-issue funds, and distribute accordingly.”

PO Task Category: Work Details

For the task category of Work Details, all tasks were retained by the PO classification, with the exception of two tasks: “Issue and log in/out equipment, tools, cleaning supplies and other inventory”; and “Complete an individual's work time card” (Table 107).

Table 107. PO – Work Details

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
276	Recommend/make work assignments for individuals.	49.6% ¹	3.11
277	Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.	48.7% ¹	3.36
278	Issue and log in/out equipment, tools, cleaning supplies and other inventory.	43.3%	3.16
279	Inspect work equipment and work area for safety.	49.7% ¹	3.44

¹ Although this statistic did not meet the initial cutoff criterion, however it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

PO Task Category: Family Court Duties

For the task category of Family Court Duties, one task was retained by the PO classification, with four tasks not being retained: “Conduct investigation to determine whether conservator(s)/legal guardian(s) is properly administering an estate”; “Make recommendations regarding emancipation”; “Make recommendations regarding underage couples' marriage requests”; and “Make recommendations regarding adoption” (Table 108).

Table 108. PO – Family Court Duties

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
282	Make recommendations about placement, visitation, and custody of minors during custody proceedings.	58.1%	3.55

PO Task Category: Investigations

For the task category of Investigations, all tasks were retained by the PO classification (Table 109).

Table 109. PO – Investigations

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
286	Obtain verification of employment, education, and/or other pertinent background information.	90.3%	3.65
287	Conduct intake or pre-plea/pre-sentence interview with individual.	86.5%	3.85
288	Photograph any injuries or bruises in cases of suspected abuse.	76.6%	3.70
289	Investigate and report complaints of abuse.	86.8%	3.92
290	Evaluate residence for appropriateness of home environment.	84.9%	3.79
291	Collect, review and interpret appropriate criminal records and documents pertaining to an individual.	94.1%	4.01
292	Contact agencies and collect information on an individual.	95.2%	3.83
293	Interview individuals and involved parties to obtain background information and information about the offense.	91.3%	3.83
294	Obtain and review police report of charges against individuals taken into custody.	95.5%	3.97
295	Access databases (e.g., CLETS, CWS/CMS) to find or input information.	90.2%	3.98
296	Verify identity based on fingerprint information.	51.8%	3.45
297	Investigate and report complaints of PREA violations.	51.8%	4.11

PO Task Category: Monitor Compliance

For the task category of Monitor Compliance, all tasks were retained by the PO classification, with the exception of one task: “Request court action or garnishment where individual falls behind in child support or other payments” (Table 110).

Table 110. PO – Monitor Compliance

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
299	Maintain confidentiality of information.	82.9%	3.19
300	Assist with special projects, studies, and investigations.	87.9%	3.43
301	Obtain and process court documents and take necessary action.	82.7%	3.44
302	Read individual's records to ensure compliance with special directives regarding care and custody of individual.	88.2%	3.41
303	Teach classes to individuals.	93.1%	3.98
304	Read daily journal/log.	79.8%	3.84
305	Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.	92.5%	4.05
306	Interpret common street terminology.	92.2%	3.99
307	Assist individuals in writing grievances.	93.2%	4.06
308	Establish informants.	91.1%	4.12
309	Design and/or implement programs.	86.2%	3.90

PO Task Category: Establish Relationships

For the task category of Establish Relationships, all tasks were retained by the PO classification, with the exception of one task: “Recruit foster parents” (Table 111).

Table 111. PO – Establish Relationships

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
311	Visit community-based organizations/placement facilities to learn about their services and evaluate the care and/or treatment they provide.	72.6%	3.37
312	Coordinate/contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship.	78.8%	3.41
313	Monitor and audit vendors teaching classes and programs and update program information in writing.	49.2% ¹	3.22

¹ Although this statistic did not meet the initial cutoff criterion, however it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

PO Task Category: Notifying

For the task category of Notifying, all tasks were retained by the PO classification (Table 112).

Table 112. PO – Notifying

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
314	Notify/inform law enforcement agencies and other agencies of law violations/information of interest.	92.3%	3.79
315	Notify victim(s) as required by law.	92.1%	4.09
316	Notify anyone who is the specific object of threats by an individual as required by law.	90.4%	4.08
317	Notify parent(s)/legal guardian(s) and/or probation officer of any change in an individual's status.	90.1%	3.89

PO Task Category: Making Recommendations

For the task category of Making Recommendations, all tasks were retained by the PO classification (Table 113).

Table 113. PO – Making Recommendations

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
318	Notify/inform law enforcement agencies and other agencies of law violations/information of interest.	89.5%	3.94
319	Notify victim(s) as required by law.	91.7%	3.98
320	Notify anyone who is the specific object of threats by an individual as required by law.	93.3%	4.10
321	Notify parent(s)/legal guardian(s) and/or probation officer of any change in an individual's status.	90.9%	3.85

PO Task Category: Release Decisions

For the task category of Release Decisions, both tasks were retained by the PO classification (Table 114).

Table 114. JCO – Release Decisions

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
322	Review and prepare appropriate documents for recommended release of an individual.	82.1%	3.90
323	Conduct an interview and/or gather information to determine if an individual is to be released or detained.	84.4%	3.96

PO Task Category: Miscellaneous

For the task category of Miscellaneous, 17 tasks were retained by the JCO classification, with three tasks not being retained: “Establish informants”; “Participate in an individual's grievance proceedings”; and “Serve on disciplinary review board” (Table 115).

Table 115. JCO – Miscellaneous

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
324	Maintain confidentiality of information.	99.3%	4.44
325	Assist with special projects, studies, and investigations.	93.9%	3.44
326	Obtain and process court documents and take necessary action.	96.4%	4.13
327	Read individual's records to ensure compliance with special directives regarding care and custody of individual.	93.0%	4.02
328	Teach classes to individuals.	73.1%	3.13
329	Read daily journal/log.	69.1%	3.51
330	Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.	63.3%	3.18
331	Interpret common street terminology.	91.6%	3.49
332	Assist individuals in writing grievances.	54.9%	2.911
334	Design and/or implement programs.	68.3%	3.19
335	Maintain and/or periodically update handbooks.	56.6%	3.11
336	Present cases to a committee that reviews recommendations.	67.1%	3.38
339	Work with data to measure program outcomes and inform program decisions.	54.8%	3.21
340	Request equipment/facility repairs verbally or in writing.	66.3%	3.03
341	Clean up and dispose of contaminated or hazardous material.	51.5%	3.48
342	Inventory, order, and stock supplies.	47.2% ¹	3.07
343	Inspect areas for cleanliness.	51.1%	3.18

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Statewide PO Equipment Rating Results

Respondents were given a list of 99 pieces of equipment and asked to indicate the frequency that the use that equipment (never, occasionally, often or very often). As part of the analysis, it was first determined to assess if the equipment was utilized on the job or not, thus turning the scale into a dichotomous scale.

Once the scale was turned into a dichotomous scale to determine if the equipment item was utilized or not on the job, the job analysis project team member reviewed the results. Though there was no specific retention criteria for this rating scale, there was agreement on much of the equipment listed for the PO classification. In terms of the higher end of agreement, there were 13 pieces of equipment that were indicated as being used by at least 70% of the respondents. In terms of the lower end of agreement,

there were 53 pieces of equipment that were indicated as being used by less than 30% of the respondents. The full results can be found in Appendix Z. As depicted in this appendix, the equipment items utilized by POs on the job also show how often, on average, they are being utilized whether occasionally, often, or very often.

Statewide PO KSA Rating Results

The overall PO KSA rating results are presented in Appendix AA. In this appendix, KSA importance is shown as the mean importance across all respondents and the next column in the table provides the percentage of respondents indicating that the KSA is needed at entry into the classification. Finally, the far right column of the table shows the percentage of respondents indicating that possessing more of the KSA would lead to better job performance. Where a mean rating did not meet a particular criterion, the value is shown in red font, and the statement has a strikethrough.

The application of the initial KSA importance criterion indicating the KSA was of at least a 3.0 importance to the job, resulted in a total of 94 of the possible 102 KSA statements being retained as important. Once the SEM was applied with a 99% Confidence Interval, a total of 97 KSA statements were retained as important. Appendix BB lists the KSA statements that are considered important to the PO classification.

The next criterion assessed when the KSA was required and 42 of the possible 102 KSA statements met the initial criterion indicating more than 50% reported it as needed before hire. After applying the SEM with a 99% Confidence Interval, a total of 46 KSA statements were retained as needed before hire. The final KSA scale assessed if having more of the KSA led to better performance. Upon applying the initial criterion indicating more than 50% reported more of the KSA led to better performance, a total of 102 KSA statements were retained, and given that this is 100% of the statements – the application of the SEM could not retain any additional statements.

In order for a KSA to be considered suitable for a rank based selection procedure, it has to meet all three of the above discussed criterion. After applying the initial criteria, a total of 37 out of the 102 KSA statements were considered suitable for rank based selection testing. However, once applying the SEM with a 99% Confidence Interval to account for inherent measurement error, a total of 43 KSA statements were retained for further analysis (Table 116). Appendix CC contains the KSAs suitable to assess in a rank ordered selection process for the PO classification, as also outlined below.

Table 116. PO – Selection Suitable KSAs

KSA Number	KSA	Mean Importance Rating (0-5 Scale)	Percentage Indicating KSA is Needed Before Hire	Percentage Indicating More is Better
40	Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications.	4.00	60.6%	96.5%
47	Skill in driving a car.	3.79	74.9%	88.4%
50	Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate.	3.99	53.3%	96.3%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Number	KSA	Mean Importance Rating (0-5 Scale)	Percentage Indicating KSA is Needed Before Hire	Percentage Indicating More is Better
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	4.21	72.0%	94.6%
52	The ability to understand materials written in English.	4.34	79.4%	93.3%
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	4.28	73.8%	94.8%
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	3.99	60.5%	95.0%
57	Skill in adding and subtracting whole numbers.	2.99 ¹	78.5%	83.5%
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	4.15	54.6%	95.1%
60	The ability to concentrate on a task and not be distracted.	3.95	57.7%	95.2%
61	The ability to quickly and accurately compare letters, numbers, objects, pictures, or words presented in written or visual form in order to identify inaccurate, inconsistent, or missing information.	3.30	53.2%	91.9%
62	The ability to quickly and accurately process multiple types of information and/or perform multiple tasks, shifting back and forth between tasks and/or sources of information.	3.73	49.8% ¹	95.3%
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	3.47	69.0%	90.4%
65	The ability to exert oneself physically without becoming tired too quickly.	3.56	60.7%	92.5%
67	The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations.	4.28	48.8% ¹	96.2%
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	4.08	71.1%	95.0%
73	The ability to adapt to unanticipated problems or conflicts, accept changes (e.g., assignments or procedures), and change roles based on one's assessment of the situation.	4.15	49.7% ¹	96.6%
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	3.89	60.6%	94.8%
75	The ability to establish and maintain effective working relationships with team members.	4.11	54.9%	96.4%
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	4.10	60.6%	95.3%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Number	KSA	Mean Importance Rating (0-5 Scale)	Percentage Indicating KSA is Needed Before Hire	Percentage Indicating More is Better
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	4.23	68.3%	95.4%
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards..	4.39	70.1%	95.0%
80	The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas).	3.73	53.6%	93.8%
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	4.03	61.5%	95.7%
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	4.22	65.1%	95.5%
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	3.18	61.5%	88.4%
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	3.10	59.4%	87.5%
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	3.23	58.5%	87.8%
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	2.99 ¹	60.0%	86.5%
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	2.99 ¹	61.3%	86.0%
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	3.20	66.0%	87.6%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Number	KSA	Mean Importance Rating (0-5 Scale)	Percentage Indicating KSA is Needed Before Hire	Percentage Indicating More is Better
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	3.19	64.9%	87.7%
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	3.28	64.9%	88.2%
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	3.35	66.2%	87.8%
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	3.23	69.4%	85.9%
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	3.37	70.6%	87.0%
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	3.24	70.7%	86.0%
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	3.17	72.2%	83.6%
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	3.37	70.3%	85.1%
99	The ability to see objects in the presence of glare or bright ambient lighting.	3.11	70.6%	83.3%
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	3.03	69.4%	83.6%
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	3.22	66.8%	85.3%
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	3.27	69.8%	84.4%

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

RESULTS REVIEW MEETING AND TASK-KSA RELATIONSHIPS

Step seven of the job analytic process consisted of linking the important and performed tasks with the important KSAs required to perform the tasks for each of the classifications under study.

This linkage phase was conducted to confirm the necessity of the KSAs for performance of the retained tasks as required by the *Federal Uniform Guidelines on Employee Selection Procedures* (U.S. Equal Employment Opportunity Commission et al., 1978) Section 15C(3), which states: “The relationship between each knowledge, skill, or ability and each work behavior, as well as the method used to determine the relationship, should be provided.”

Therefore, a linkage meeting was conducted on October 7th and 8th, 2014 with a subset of the SMEs involved in the previous Task Statement Review Meeting at BSCC’s headquarters. A summary of the SME characteristics of the attendees for this meeting can be found in Appendix DD. At the start of this meeting, the CPS HR project consultant who facilitated the meeting reminded the SMEs of the job analysis project overall, the current status of the job analysis, and the goals for the meeting. SMEs were then provided with the preliminary job analytic results for each of the three classifications under study as well as the common results across the three classifications, and were given an opportunity both in a large group setting as well as a small group setting to provide feedback and input related to the results. This feedback given by the SMEs primarily supported the job analytic results and gave the SMEs the opportunity to ask any questions related to the results. At the conclusion of these discussions, the SMEs were instructed on the task-KSA linkage process, which is the subsequent step in the job analysis process.

SMEs were given a listing of each of the task statements under their respective job dimensions which were originally presented in the ACO, JCO, and PO JAQ. SMEs were also given one of three linkage worksheets, each depicting a subset of the KSA statements originally presented in the ACO, JCO, and PO JAQ. SMEs were asked to first review and re-familiarize themselves with the list of tasks and KSAs in each job dimension. They were then asked to review each KSA in their respective linkage worksheet to determine which of the task or tasks require the KSA for successful performance. If a task or tasks required the KSA for successful performance, SMEs were asked to write the corresponding task statement numbers next to each respective KSA statement. If possession of a KSA is considered to be necessary for successfully performing a particular task, the task and KSA are considered “linked.”

Given that it was necessary to show a linkage relationship between the retained KSAs and the retained tasks for each classification under study, and given that there were numerous tasks and KSAs that needed to be reviewed and linked, the job analysis project team devised a plan so that each participating SME was asked to conduct only a subset of the necessary linkages. Therefore, each SME was assigned a subset of the KSA statements that needed to be reviewed to determine which of the tasks linked to a KSA using one of the three linkage worksheets. SMEs were assigned only one of the three linkage worksheets so that the number of linkages the job analysis project team was asking of each SME was reasonable. Each linkage worksheet contained one third (1/3) of the 102 KSA statements, and since each task needed to be considered as a possible linkage to every KSA, all SMEs were given the entire list of 343 tasks under the 38 job dimensions. So that there was representation between all three

classifications across all three linkage worksheets, the three worksheets were given to a sampling of ACOs, JCOs, and POs. Specifically, two ACOs, two JCOs, and two POs were each assigned to each of the three worksheets so that ACO, JCO, and PO input was obtained for all three worksheets and, subsequently, all 102 KSAs. In most cases, there were two SMEs from the same classification conducting linkages for all 102 KSA statements. However, one ACO assigned to complete the first linkage worksheet containing the first one third (1/3) of the KSAs was unavailable to attend the linkage meeting and, as a result, these KSAs were linked by only one ACO. For these KSA linkages in particular, the CPS HR project staff reviewed the linkages closely to ensure the linkages were reasonable based upon best practices and the project staff's understanding and expertise of the linkage process.

During the meeting, the CPS HR project staff facilitator first worked with the SMEs as a group to practice the linkage process, ensuring that the linkage process was understood by the SMEs. SMEs were then asked to conduct the remaining linkages independently, but with the job analysis project team facilitator present to answer any questions and provide any guidance necessary. At the completion of the linkage process, CPS HR project staff created three separate linkages: one for the ACO, one for the JCO, and one for the PO. This was accomplished by deleting any tasks or KSAs that did not meet the rating retention criteria for each respective classification so that in the final linkages only the retained KSAs are linked to the retained tasks per classification. The SME linkages were transferred over to each classification's final linkage document so that the ACOs provided the linkages for all retained KSAs for the ACO final linkage, the JCOs provided the linkages for all retained KSAs for the JCO final linkage, and the POs provided the linkages for all retained KSAs for the PO final linkage. Input from both of the SMEs, per classification and per linkage worksheet, was included in the final linkage for each of the KSA linkages. Each SME participant, per classification, was chosen for their diversity in which they work (type of facility and geographic location) and, therefore, agreement between the two SMEs for each of the linkages wasn't imperative. Rather, input on linkages from different perspectives was solicited and all SME perspective on linkages was incorporated into the final linkage documents.

As indicated, CPS HR project staff then reviewed all of the linkages conducted by all of the SMEs to ensure that the linkages given by the SMEs were reasonable based upon best practice and the CPS HR project staff's expertise of the linkage process. During this review, one KSA for the ACO linkage, KSA #25, which only had one ACO SME available to provide a linkage rating, did not have any tasks linked. The CPS HR project staff, however, using their knowledge and expertise of linkage processes, best practices, their understanding of relationships between job tasks and KSAs, and finally, the linkages provided by the other SMEs in the other classifications, provided corresponding task linkages to that particular KSA. The results of this linkage can be found in the ACO, JCO, and PO linkages in Appendices EE, FF, and GG, respectively. Linkage instructions are contained within each of the linkage results appendices.

ADULT CORRECTIONS OFFICER POLICE DEPARTMENT (PD) STATEWIDE JAQ RESULTS

ACO (PD) Results Approach

The results outlined previously within this report for the ACO classification are inclusive of ACOs within Police Departments (ACO-PD) and ACOs not within PDs (ACO) since these are, technically, the same classification. Nevertheless, upon the request of STC project staff, the job analysis project team also analyzed the job analytic results for the ACOs who work within PDs separately from the ACOs who do not work within PDs. The intent of the separate analyses was to identify if and how the jobs are similar or different dependent upon if the ACOs are employed within a PD or not. Therefore, CPS HR project staff analyzed the job analytic results separately for these two groups and the job analytic results are presented below, first identifying the job analytic results for ACOs within PDs (ACO-PD) and then for the ACOs not within PDs (ACO). Using the job analytic results, STC project staff then conducted comparative analyses between these two groups and the results of these analyses are described later within this report.

Statewide ACO-PD JAQ Response Rates and Demographic Results

The JAQ respondents who identified themselves as ACO-PDs included both incumbents (269) and their first-level supervisors (70). Of the incumbents, 0 were from a small sized county, 2 (0.7%) were from a medium sized county, and 267 (99.3%) were from a large sized county. Of the supervisors, 0 were from a small sized county, 1 (1.4%) was from a medium sized county, and 69 (98.6%) were from a large county. In terms of region, 20 (7.4%) incumbents were located in the Bay Area, 0 were located in the Central Region, 0 were located in the North Region, 5 (1.9%) were located in the Sacramento Region, and 244 (90.7%) were located in the South Region. Regionally, the supervisors represented 8 (11.4%) from the Bay Area, 0 from the Central Region, 0 from the North Region, 1 (1.4%) from the Sacramento Region, and 61 (87.1%) from the South Region.

ACO-PDs and their supervisors were asked if they carried a firearm as part of the job. For the incumbents, 17 (6.3%) said Yes, and 252 (93.7%) said No. For the supervisors, 16 (22.9%) said Yes, and 54 (77.1%) said No. ACO-PDs and their supervisors were also asked the sex of the inmates in their facility. For the incumbents, 10 (3.7%) indicated Male, 1 (0.4%) indicated Female, and 258 (95.9%) indicated Both Males and Females. For the supervisors, 1 (1.4%) indicated Male, 1 (2.3%) indicated Female, and 68 (97.1%) indicated Both Males and Females. ACO-PDs and their supervisors were also asked the type of facility they worked in. For the incumbents, 94 (34.9%) worked in a Presentenced Inmate Facility, 15 (5.6%) worked in a Sentenced Inmate Facility, 42 (15.6%) worked in a Both Presentenced and Sentenced Facility, 4 (1.5%) worked in a Day Reporting Center, 10 (3.7%) worked in an Alternative Work Program, 26 (9.7%) worked in a Work Furlough, 206 (76.6%) worked in a Type 1 Jail, 77 (28.6%) worked in a Temporary Holding Facility, and 10 (3.7%) indicated Other. For the supervisors, 23 (32.9%) worked in a Presentenced Inmate Facility, 8 (11.4%) worked in a Sentenced Inmate Facility, 14 (20.0%) worked in a Both Presentenced and Sentenced Facility, 0 worked in a Day Reporting Center, 2 (2.9%) worked in an Alternative Work Program, 8 (11.4%) worked in a Work

Furlough, 61 (87.1%) worked in a Type 1 Jail, 13 (18.6%) worked in a Temporary Holding Facility, and one (1.4%) indicated Other. Incumbents and supervisors were also asked the level of security they usually work. For the incumbents, 83 (30.9%) indicated Minimum Security, 47 (17.5%) indicated Medium Security, 25 (9.3%) indicated Maximum Security, and 114 (42.4%) indicated Mixed. For the supervisors, 14 (20.0%) indicated Minimum Security, 9 (12.9%) indicated Medium Security, 11 (15.7%) indicated Maximum Security, and 36 (51.4%) indicated Mixed.

With regard to the number of years employed in the position, 62 (23.1%) indicated more than 15 years, with fairly even distributions of incumbents at each year at or below 15 years, with the largest grouping between 5 and 8 years, with an average of 9.9 years. For supervisors, 25 (35.7%) indicated more than 15 years supervising the ACO-PD classification, with fairly even distributions of incumbents at each year at or below 15 years, with an average of 10.4 years. When asked which shift was currently worked, 124 (46.1%) incumbents indicated Day Shift, 18 (6.7%) indicated Swing Shift, 124 (46.1%) indicated Night/Graveyard, and 3 (1.1%) indicated Other. For the supervisors, 34 (48.6%) indicated Day Shift, 8 (11.4%) indicated Swing Shift, 26 (37.1%) indicated Night/Graveyard, and 2 (2.9%) indicated Other.

The ACO-PDs and their supervisors were also asked a set of optional demographic questions. The first question asked respondents to indicate their sex. For the incumbents, 143 (53.2%) indicated Male, 121 (45.0%) indicated Female, and 5 (1.9%) did not respond. For the supervisors, 54 (77.1%) indicated Male, 14 (20.0%) indicated Female, and 2 (2.9%) did not respond. The second optional question asked respondents to indicate their race/ethnic group. For the incumbents, 28 (10.4%) indicated Black or African American, 10 (3.7%) indicated Asian, five (1.9%) indicated Native Hawaiian or other Pacific Islander, 86 (32.0%) indicated White, 93 (34.6%) indicated Hispanic or Latino, 5 (1.9%) indicated American Indian or Alaska Native, 16 (6.0%) indicated Other, 16 (6.0%) indicated Two or More Races, and 10 (3.7%) did not respond. For the supervisors, 6 (8.6%) indicated Black or African American, 5 (7.1%) indicated Asian, 0 indicated Native Hawaiian or other Pacific Islander, 19 (27.1%) indicated White, 28 (40.0%) indicated Hispanic or Latino, 1 (1.4%) indicated American Indian or Alaska Native, 0 indicated Other, 6 (8.6%) indicated Two or More Races, and 5 (7.1%) did not respond. Lastly, respondents were asked their highest degree obtained. For incumbents, zero indicated they had no degree, 24 (8.9%) indicated High school diploma/GED, 3 (1.1%) indicated Technical/Vocational Degree, 104 (38.7%) indicated Some college without a degree, 56 (20.8%) indicated Associate Degree, 56 (20.8%) indicated Bachelor's degree, 9 (3.3%) indicated Some post graduate education without a degree, 7 (2.6%) indicated Master's degree, 2 (0.7%) indicated Doctorate, 2 (0.7%) indicated Other, and 6 (2.2%) did not respond. For supervisors, 1 (1.4%) indicated they had no degree, 8 (11.4%) indicated High school diploma/GED, 1 (1.4%) indicated Technical/Vocational Degree, 29 (41.4%) indicated Some college without a degree, 8 (11.4%) indicated Associate Degree, 9 (12.9%) indicated Bachelor's degree, 6 (8.6%) indicated Some post graduate education without a degree, 4 (5.7%) indicated Master's degree, 1 (1.4%) indicated Doctorate, 1 (1.4%) indicated Other, and 2 (2.951%) did not respond.

A complete breakdown of the demographic results can be found in Appendix HH.

Statewide ACO-PD Task Rating Results

In applying the initial task frequency criterion of greater than 50% indicating the task was a part of the job, a total of 186 task statements were retained. However, once applying the SEM with a 99% Confidence Interval to account for any inherent measurement errors found in self-reporting surveys, a

total of 213 task statements were retained. Similarly, in applying the initial task importance criterion indicating the task was of at least a 3.0 importance to the job, a total of 290 task statements were retained. However, once applying the SEM with a 99% Confidence Interval to account for inherent measurement errors, a total of 336 task statements were retained for that criterion.

In order to retain a task for further analysis, the statement had to meet both the task frequency and task importance criteria. After applying the initial criteria, a total of 183 task statements were retained for further analysis. However, once applying the SEM with a 99% Confidence Interval to account for inherent measurement error, a total of 205 task statements were retained for further analysis. The overall ACO-PD task rating results can be found in Appendix II.

A more detailed breakdown by each of the task categories of which task statements met the rating scale cutoff criterion and are, thus, considered performed and important tasks of the ACO-PDs as it is used across local police department agencies within the State of California, are depicted below.

ACO-PD Task Category: Physical Tasks

For the task category of Physical Tasks, 14 tasks were retained by the ACO-PD classification, with seven tasks not being retained: “Climb through openings”; “Climb up and down a ladder”; “Crawl in confined areas”; “Climb up to and/or jump down from elevated surfaces”; “Jump over obstacles”; “Pull oneself up over obstacles”; and “Operate lifting equipment” (Table 117).

Table 117. ACO-PD - Physical Tasks

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
1	Lift, carry, and/or drag heavy objects.	96.2%	3.09
2	Walk or run up or down one or more flights of stairs.	81.7%	3.13
9	Push and/or pull hard-to-move objects by hand.	74.9%	2.81 ¹
10	Pursue individuals on foot.	55.7%	3.17
11	Run for a short distance.	71.3%	3.34
12	Walk or stand for long periods of time.	96.6%	3.78
13	Sit for long periods of time.	97.3%	3.42
14	Bend, extend, and/or twist body.	96.2%	3.63
15	Balance oneself on uneven or narrow surfaces.	45.8% ¹	2.86 ¹
16	Drive an automobile for work duties other than to transport individuals.	73.3%	2.90 ¹
17	In various degrees of lighting watch for indications of illegal activity or disturbance.	74.5%	3.96
18	Listen for unusual sounds or sounds that may indicate illegal activity or disturbance.	87.9%	4.07
20	Operate and control lights, power, and/or water in cells/rooms/dormitories.	87.8%	3.87
21	Operate gates, doors, locks, sally ports, cells/rooms/dorms, electronically or manually.	97.7%	4.43

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO-PD Task Category: Handcuffs and Restraints

For the task category of Handcuff and Restraints, all tasks were retained by the ACO-PD classification (Table 118).

Table 118. ACO-PD – Handcuffs and Restraints

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
22	Handcuff a non-resisting individual.	99.6%	4.24
23	Handcuff a resisting individual.	98.1%	4.36
24	Apply restraint devices other than handcuffs to a non-resisting individual.	79.0%	4.08
25	Apply restraint devices other than handcuffs to a resisting individual.	86.6%	4.20
26	Physically subdue or restrain a resisting or fleeing individual by yourself.	90.4%	4.22
27	Physically subdue or restrain a resisting or fleeing individual with the help of others.	94.7%	4.31
28	Place an actively resisting individual in the seat of a car.	65.5%	4.09

ACO-PD Task Category: Officer Safety

For the task category of Officer Safety, 14 tasks were retained by the ACO-PD classification, with three tasks not being retained: “Operate and/or interpret body scans for contraband or other anomalies”; “Complete range qualification required to carry a firearm”; and “Draw and/or fire a firearm on duty in the course of job performance” (Table 119).

Table 119. ACO-PD – Officer Safety

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
29	Defend oneself or others using less than lethal force.	97.7%	4.45
30	Defend oneself or others using lethal force.	67.6%	4.33
31	Defend oneself or others against a combative individual.	99.6%	4.52
32	Defend oneself against an armed individual.	74.1%	4.50
33	Physically separate multiple combative individuals with the help of others.	96.2%	4.34
34	Physically separate two combative individuals by yourself.	81.9%	4.26
35	Assist an uncooperative/ incapacitated individual from a prone position on the ground to his/her feet.	96.2%	4.13
36	Search individuals for weapons, contraband, and/or drugs.	100.0%	4.70
37	Strip-search individuals.	95.0%	4.55
38	Perform cell/room extractions.	93.9%	4.24
39	Place and secure individual in safety room.	91.5%	4.29
40	Anticipate, monitor, and intervene in potentially violent interpersonal situations.	95.0%	4.33
41	Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.	82.6%	4.22
42	Use force to gain entrance through barriers.	61.2%	4.03

ACO-PD Task Category: Initial Processing and Release

For the task category of Initial Processing and Release, all of the tasks were retained by the ACO-PD classification, with the exception of three tasks: “Schedule detention hearing”; “Initiate search to locate parent(s) or legal guardian(s), if needed”; and “Evaluate fitness of legal guardian(s) or parent(s) to take custody of individual” (Table 120).

Table 120. ACO-PD – Initial Processing and Release

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
46	Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	98.9%	4.59
47	Fingerprint individuals.	99.6%	4.60
48	Photograph individuals.	99.6%	4.59
49	Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	96.5%	4.37
50	Advise individual of constitutional rights.	77.3%	4.11
51	Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	99.6%	4.66
52	Ensure incoming individuals get to make any required phone calls.	100.0%	4.52
53	Classify individuals to assign proper housing.	99.2%	4.60
54	Prepare identification cards or identification wristbands and give/affix to individuals.	93.1%	4.48
55	Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	97.3%	4.34
56	Observe/monitor behavior of individual in receiving room/holding unit while he/she awaits move to assigned housing.	98.5%	4.45
57	Inventory and take custody of individuals' property, clothing, and/or money.	98.4%	4.48
58	Prepare forms, cards, or file jackets necessary to initiate individual's records.	94.9%	4.42
59	Provide food or other necessities to incoming individuals.	99.6%	4.34
60	Identify filing deadlines and court appearance deadlines.	88.8%	4.40
61	Inform all relevant parties of date of detention hearing.	79.8%	4.16
62	Run warrant checks, holds, and/or search clauses.	81.4%	4.45
63	Complete documentation necessary for release.	99.2%	4.51

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
64	Verify identity of individuals prior to booking or releasing.	100.0%	4.59
65	Return personal property and/or money upon release.	99.6%	4.52
67	Release individuals on Own Recognizance or Cite Release.	98.5%	4.34
69	Decide whether to hold an individual in detention.	52.0%	4.02
71	Contact appropriate parties to notify them that an individual is in custody.	44.0% ¹	3.44
72	Accommodate individual needs (e.g., due to medical conditions and/or religious rights).	94.2%	4.19
73	Collect and process DNA samples.	99.2%	4.35

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO-PD Task Category: Medical

For the task category of Medical, all tasks were retained by the ACO-PD classification, except for one: “Obtain signed medical consent form from parent(s) or legal guardian(s)” (Table 121).

Table 121. ACO-PD – Medical

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
74	Perform CPR.	98.8%	4.50
75	Render first aid other than CPR.	98.1%	4.38
76	Complete medical/mental health forms.	96.5%	4.57
77	Review medical log and make note of medical restrictions.	87.2%	4.47
78	Deliver medication, observe individual taking it, and record if taken or refused.	60.8%	4.24
79	Arrange for medical treatment or psychiatric care.	83.0%	4.39

ACO-PD Task Category: Escorting and Transporting

For the task category of Escorting and Transporting, nine tasks were retained by the ACO-PD classification, with four tasks not being retained: “Process incoming and outgoing law enforcement/facility buses”; “Transport equipment and/or evidence”; “Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts)”; and “Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior” (Table 122).

Table 122. ACO-PD – Escorting and Transporting

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
81	Plan transportation route and an alternate route.	45.6% ¹	3.86
82	Verify individuals' identity and/or classification prior to escorting or transporting.	90.3%	4.28
83	Verify identity of person transporting an individual.	76.0%	4.30
85	Conduct vehicle safety check/inspection prior to transporting individual(s).	58.7%	3.95
86	Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	55.0%	4.04
87	Monitor movement of vehicles within the facility or in the immediate area.	47.5% ¹	4.01
89	Transport individuals or groups of individuals including safety/location checks.	51.9%	3.84
90	Escort an individual or groups to and from locations within facility.	82.2%	4.12
91	Arrange for transportation of individual(s).	84.8%	4.03

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO-PD Task Category: Supervising Personnel

For the task category of Supervising Personnel, three tasks were retained by the ACO-PD classification, with four tasks not being retained: “Schedule and/or plan the work of other personnel or volunteers”; “Assist in interviewing applicants for work in the department”; “Recruit applicants for work in the department, including volunteers”; and “Write or update job descriptions” (Table 123).

Table 123. ACO-PD – Supervising Personnel

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
95	Observe the work of other personnel or volunteers and provide appropriate feedback.	43.0% ¹	3.75
96	Train, mentor, and provide instruction to other personnel or volunteers.	72.0%	3.68
97	Give assignments to other personnel, program providers, or volunteers.	47.7% ¹	3.54

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO-PD Task Category: Record Keeping

For the task category of Record Keeping, 11 tasks were retained by the ACO-PD classification, with six tasks not being retained: “Log vehicles entering and leaving the facility”; “Log weapons/firearms in and out”; “Maintain a record of all mail/packages for any individual to assure proper distribution”; “Oversee and maintain logs on vehicle fleets”; “Document how your time is spent performing specific activities”; and “Compute and record time served credits, conduct credits, and/or release dates” (Table 124).

Table 124. ACO-PD – Record Keeping

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
101	Log facility equipment in and out.	62.8%	3.79
105	Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	74.6%	4.10
106	Record relevant activities and incidents occurring during shift in daily journal or log.	91.9%	4.22
107	Complete forms and prepare correspondence (e.g., email, memos).	85.0%	3.88
108	Prepare/update court status and court lists.	85.2%	4.06
109	Create new forms.	58.7%	3.27
110	Conduct and document population counts to account for all individuals.	91.3%	4.38
111	Gather data for statistical reports.	55.4%	3.52
112	Manage files and documents.	81.0%	4.06
113	Log movement of all non-detainees entering and leaving the facility.	67.6%	4.04
114	Maintain authorized visitor log.	77.0%	3.91

ACO-PD Task Category: Meals

For the task category of Meals, all tasks were retained by the ACO-PD classification (Table 125).

Table 125. ACO-PD – Meals

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
118	Release individuals for meals at appropriate times.	57.4%	4.09
119	Inspect food for possible contamination prior to serving.	88.8%	4.14
120	Report food shortages to shift supervisor or kitchen.	89.6%	3.89
121	Supervise meals.	83.3%	3.97
122	Verify tray and utensil counts.	82.6%	4.20
123	Prepare meals/snacks for individuals.	95.4%	4.05
124	Serve and monitor special diets.	86.4%	3.98

ACO-PD Task Category: Activities

For the task category of Activities, one task was retained by the ACO-PD classification, with five tasks not being retained: “Supervise and/or coach individuals playing sports or game activities”; “Plan and schedule recreational activities”; Participate in sports or game activities with individuals”; “Instruct/train/coach individuals in vocational activities and projects”; and “Assist individuals with schoolwork” (Table 126).

Table 126. ACO-PD – Activities

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
125	Monitor electronic device usage and reading material for inappropriate content.	47.7% ¹	3.36

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO-PD Task Category: Visiting

For the task category of Visiting, all tasks were retained by the ACO-PD classification, except for one task: “Provide video kiosk assistance and operating instructions to visitors” (Table 127).

Table 127. ACO-PD – Visiting

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
131	Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	86.9%	4.22
132	Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.	77.4%	4.12
133	Arrange for special visits.	65.8%	3.53
134	Answer questions and provide information to visitors.	94.9%	3.77
135	Conduct background clearance checks (e.g., for volunteers or visitors).	48.6% ¹	3.76

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO-PD Task Category: Counseling

For the task category of Counseling, zero tasks were retained by the ACO-PD classification: “Conduct or co-facilitate family counseling sessions”; “Conduct or co-facilitate formal or structured group counseling sessions with individuals”; “Conduct formal or structured counseling sessions with individuals on a one-on-one basis”; “Counsel individuals informally/formally including crisis intervention”; “Observe individuals in group and individual activities and provide advice and counseling to foster behavioral modification”; “Make recommendations for program advancement/graduation”; “Provide positive feedback and encouragement to individual(s)”; “Conduct vocational or job counseling sessions with individual(s)”; “Counsel individual who will be released without further action”; and “Manage/mediate family (parent/juvenile) interactions in program setting (in custody or out of custody).”

ACO-PD Task Category: Mail

For the task category of Mail, one task was retained by the ACO-PD classification, with three tasks not being retained: “Scan incoming and outgoing mail”; “Distribute mail to individuals or collect individuals’ outgoing mail”; and “Notify sender and receiver of seizure of unauthorized material” (Table 128).

Table 128. ACO-PD – Mail

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
148	Search articles, packages, property, and money left by visitors for individuals.	56.8%	3.90

ACO-PD Task Category: Searching

For the task category of Searching, all tasks were retained by the ACO-PD classification (Table 129).

Table 129. ACO-PD – Searching

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
151	Conduct search of all areas accessible by individuals.	96.9%	4.38
152	Conduct search of all areas not readily accessible by individuals.	90.7%	4.28
153	Conduct security checks/patrols.	87.7%	4.52
154	Conduct surveillance using closed circuit monitoring system.	78.7%	4.50
155	Operate metal detection or X-ray equipment.	53.3%	4.22

ACO-PD Task Category: Evidence and Contraband

For the task category of Evidence and Contraband, both tasks were retained by the ACO-PD classification (Table 130).

Table 130. ACO-PD – Evidence and Contraband

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
156	Identify, isolate, preserve and secure crime scene.	70.4%	4.16
157	Identify, seize, secure, document, preserve and/or dispose of evidence/contraband material.	77.1%	4.23

ACO-PD Task Category: Drug and Substance Testing

For the task category of Drug and Substance Testing, zero tasks were retained by the ACO-PD classification: “Conduct presumptive drug tests on seized items suspected to be controlled substances”; “Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence”; and “Administer breath analyzer test to individuals.”

ACO-PD Task Category: Restitution and Fines

For the task category of Restitution and Fines, two tasks were retained by the ACO-PD classification, with four tasks not being retained: “Advise individual and/or victim of their right to a restitution hearing”; “Determine and recommend the amount of restitution due to victims(s)”; “Interview probationer and/or family to determine ability to pay restitution, fines, probation fees, other payments, set up payment schedule and monitor payments.”; and “Calculate individuals' wages” (Table 131).

Table 131. ACO-PD – Restitution and Fines

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
164	Review bail bonds to ensure accuracy.	83.4%	4.31
165	Collect, accept and process payments.	62.5%	4.21

ACO-PD Task Category: Prepare Reports

For the task category of Prepare Reports, four tasks were retained by the ACO(PD) classification, with three tasks not being retained: “Prepare reports regarding detention or release”; “Interview relevant individuals in order to prepare reports”; and “Process requests for sealing of records” (Table 132).

Table 132. ACO-PD – Prepare Reports

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
167	Proofread and/or edit reports.	65.0%	3.87
168	Prepare court documents/reports.	70.8%	4.08
169	Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	89.2%	4.00
170	Prepare individual evaluation reports (e.g., progress, performance, updates).	43.4% ¹	3.80

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO-PD Task Category: Security

For the task category of Security, all tasks were retained by the ACO-PD classification, with the exception of three tasks: “Check individuals' passes”; “Issue passes to individuals”; and “Make arrests or charge individuals or others who commit crimes” (Table 133).

Table 133. ACO-PD – Security

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
174	Provide security to staff working in facility.	73.7%	4.49
175	Account for the security of keys, tools, and equipment.	91.7%	4.49
176	Report count discrepancies.	82.2%	4.31
177	Notify appropriate staff of movement.	89.3%	4.32
180	Log movement of individuals.	86.3%	4.26
181	Conduct security round/visual check of individuals and facility.	97.2%	4.63
182	Maintain visual observation of individuals when required.	98.0%	4.61
183	Call into control room, post, or switchboard at required intervals.	44.0% ¹	4.19
184	Report suspicious activity inside or outside facility.	93.8%	4.19
185	Secure and separate individuals who commit crimes.	93.4%	4.30
187	Investigate incidents or crimes that occur.	43.5% ¹	3.95
188	Investigate disturbances or suspicious activities.	63.8%	4.02
189	Assist in search for missing/escaped individuals.	48.8% ¹	4.18
190	Check to see that all equipment is functioning properly.	94.2%	4.25
191	Keep inventory of all dangerous tools/ weapons/utensils.	79.9%	4.25

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO-PD Task Category: Referrals

For the task category of Referrals, zero tasks were retained by the ACO-PD classification: “Refer individual for professional evaluation or to appropriate services”; “Assign individual to program, counselor, or case manager”; “Refer members of individual's family, victim(s) or others to counseling and/or other appropriate services”; “Identify treatment, educational, employment, financial, or other service which will meet the needs of an individual, his/her family, or others and refer appropriately”; “Contact appropriate service provider; describe individual's needs, and get their commitment to work with the individual”; and “Follow up to verify that an individual received service(s) and to evaluate success of referral.”

ACO-PD Task Category: Supervising and Monitoring

For the task category of Supervising and Monitoring, all tasks were retained by the ACO-PD classification, with the exception of three tasks: “Supervise and evaluate individuals on-site in educational, vocational, recreational and other rehabilitative programs”; “Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments”; and “Process and distribute pre-paid telephone cards” (Table 134).

Table 134. ACO-PD – Supervising and Monitoring

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
198	Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance.	94.2%	3.85
199	Provide phone access and/or monitor individuals' calls.	99.2%	4.10
200	Supervise individuals on work details in facility areas (e.g., laundry, kitchen, other rooms).	52.7%	3.80
203	Prevent unauthorized communication between individuals.	91.5%	4.04
204	Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	95.8%	4.29
205	Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	98.5%	4.43
206	Maintain and clean individuals' clothing, bedding, and living quarters.	73.7%	3.86
207	Read documents to individuals to ensure understanding.	89.6%	3.84
208	Respond to questions or requests from individuals (e.g., related to completing forms).	91.5%	3.88
209	Video/audio record and review critical or potentially critical incidents.	72.5%	4.06
210	Notify and prepare individuals for release, transfer, and/or transport.	97.7%	4.22
211	Enforce and apply appropriate discipline to individuals.	64.8%	3.89
212	Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	91.9%	4.41
213	Monitor closed circuit video arraignments.	50.4%	3.97
214	Gather information necessary to effect administrative and disciplinary transfers.	46.7% ¹	3.87

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
215	Monitor individual use of commissary, visiting, and/or other electronic kiosks.	55.0%	3.66
217	Reclassify individuals to maintain proper housing assignment.	79.6%	4.06

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO-PD Task Category: Court-Related Duties

For the task category of Court-Related Duties, one task was retained by the ACO-PD classification, with five tasks not being retained: “Serve as traffic hearing officer”; “Act as court bailiff”; “Record court proceedings”; “Prepare for court appearance by reviewing case file” and “Consult with judiciary on cases for sentencing/disposition” (Table 135).

Table 135. ACO-PD – Court-Related Duties

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
222	Testify in court.	94.2%	3.67

ACO-PD Task Category: Alternative Programs

For the task category of Alternative Programs, zero tasks were retained by the ACO-PD classification: “Determine an individual's eligibility for alternative sentencing programs”; “Process documents necessary for alternative sentencing programs”; “Notify applicant of approval status for alternative sentencing programs”; “Make field checks of individuals in alternative sentencing programs”; “Monitor movement of individuals on home confinement and/or electronic monitoring”; “Check electronic monitoring systems (e.g., EM, GPS, ankle monitor, alcohol monitoring device) database for compliance violations”; “Orient individual to alternative sentencing program rules and procedures”; and “Determine eligibility, develop case plan, and monitor progress in re-entry programs.”

ACO-PD Task Category: Oral Communication

For the task category of Oral Communication, all tasks were retained by the ACO-PD classification, with the exception of one task: “Conduct tours” (Table 136).

Table 136. ACO-PD – Oral Communication

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
232	Communicate verbally with other staff to share information regarding operations.	98.4%	4.24
233	Communicate via intercom, radio, and/or telephone.	99.6%	3.74
234	Maintain and monitor communications/radio systems.	89.8%	3.74
235	Make announcements/give information over P.A. or paging system.	80.9%	3.74
236	Communicate with individuals in a language other than English or serve as an interpreter.	74.7%	4.03
237	Answer questions/provide information to various regulatory agencies and commissions.	81.4%	4.24
238	Answer, respond to, and transfer phone calls requesting information.	100.0%	3.74
240	Communicate with court personnel.	90.9%	3.63
241	Gather information from individuals about conflicts or personal problems.	75.9%	3.69
242	Give instructions/ directions orally to groups of individuals.	82.9%	3.82
243	Confer with supervisors concerning operations.	94.1%	4.04
244	De-escalate situations utilizing tactical communication skills.	95.6%	4.39

ACO-PD Task Category: Service to Community

For the task category of Service to Community, four tasks were retained by the ACO-PD classification, with two tasks not being retained: “Serve on non-departmental boards”; and “Speak with at-risk members of the community about their concerns or problems” (Table 137).

Table 137. ACO-PD – Service to Community

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
245	Represent department with other agencies.	74.5%	3.48
247	Give presentations	48.4% ¹	3.00
248	Respond to questions from the public.	82.9%	3.80
249	Participate in joint operations with other agencies.	61.1%	3.31

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO-PD Task Category: Develop Case Plans

For the task category of Develop Case Plans, zero tasks were retained by the ACO(PD) classification: “Gather information, prepare, develop and review individualized case plan”; “Determine the frequency of contact needed during supervision utilizing risk assessment”; “Review individual's file”; “Assess, monitor and update individual's progress with case plan”; and “Conduct risk and needs assessment and reassessments.”

ACO-PD Task Category: Emergencies

For the task category of Emergencies, all tasks were retained by the ACO-PD classification (Table 138).

Table 138. ACO-PD – Emergencies

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
256	Conduct fire, earthquake, or evacuation drills.	88.7%	4.05
257	Evacuate individuals from an area or facility.	92.2%	4.18
258	Dispatch help in emergencies or disturbances.	88.4%	4.29
259	Extinguish or help extinguish fire.	89.1%	4.27
260	Activate alarm system to alert all staff in case of an emergency.	94.2%	4.30
261	Respond to emergency situations according to agency policies.	96.9%	4.37

ACO-PD Task Category: Current Knowledge

For the task category of Current Knowledge, all tasks were retained by the ACO-PD classification (Table 139).

Table 139. ACO-PD – Current Knowledge

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
262	Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.	97.7%	4.37
263	Read internal memos, correspondence, reports, and emails.	99.6%	4.23
264	Make suggestions regarding changes in policies, procedures, or rules.	90.6%	3.65
265	Attend staff meetings.	84.7%	3.69
266	Follow instructions from supervisor including designated lead staff.	97.7%	4.18
267	Follow all departmental policies and procedures.	99.6%	4.55
268	Participate in training/workgroups/seminars.	98.8%	3.88
269	Read court documents or other legal documents.	88.0%	3.91
270	Maintain knowledge of contracted agencies' standards for detention.	75.8%	3.84
271	Maintain knowledge of criminal justice and social service partners' policies and procedures.	78.9%	3.74

ACO-PD Task Category: Finances

For the task category of Finances, zero tasks were retained by the ACO-PD classification: “Make special purchases for individuals”; “Distribute/supervise distribution of commissary”; “Supervise and record individuals' financial transactions”; and “Process work furlough funds received, re-issue funds, and distribute accordingly.”

ACO-PD Task Category: Work Details

For the task category of Work Details, all tasks were retained by the ACO-PD classification, with the exception of two tasks: “Recommend/make work assignments for individuals”; and “Complete an individual's work time card” (Table 140).

Table 140. ACO-PD – Work Details

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
277	Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.	51.9%	3.70
278	Issue and log in/out equipment, tools, cleaning supplies and other inventory.	52.3%	3.53
279	Inspect work equipment and work area for safety.	71.6%	3.98

ACO-PD Task Category: Family Court Duties

For the task category of Family Court Duties, zero tasks were retained by the ACO-PD classification: “Conduct investigation to determine whether conservator(s)/legal guardian(s) is properly administering an estate”; “Make recommendations about placement, visitation, and custody of minors during custody proceedings”; “Make recommendations regarding emancipation”; “Make recommendations regarding underage couples' marriage requests”; and “Make recommendations regarding adoption.”

ACO-PD Task Category: Investigations

For the task category of Investigations, seven tasks were retained by the ACO-PD classification, with five tasks not being retained: “Obtain verification of employment, education, and/or other pertinent background information”; “Conduct intake or pre-plea/pre-sentence interview with individual”; “Investigate and report complaints of abuse”; “Evaluate residence for appropriateness of home environment”; and “Interview individuals and involved parties to obtain background information and information about the offense” (Table 141).

Table 141. ACO-PD – Investigations

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
288	Photograph any injuries or bruises in cases of suspected abuse.	43.7% ¹	3.66
291	Collect, review and interpret appropriate criminal records and documents pertaining to an individual.	44.8% ¹	3.94
292	Contact agencies and collect information on an individual.	49.2% ¹	3.48
294	Obtain and review police report of charges against individuals taken into custody.	44.7% ¹	3.60
295	Access databases (e.g., CLETS, CWS/CMS) to find or input information.	82.9%	4.22
296	Verify identity based on fingerprint information.	88.4%	4.44
297	Investigate and report complaints of PREA violations.	48.0% ¹	4.01

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO-PD Task Category: Monitor Compliance

For the task category of Monitor Compliance, zero tasks were retained by the ACO-PD classification: “Request court action or garnishment where individual falls behind in child support or other payments”; “Review request for and issue travel permits”; “Review requests for permission and initiate procedures to transfer a case to a new jurisdiction”; “Investigate incoming transfer requests from other jurisdictions”; “Initiate procedures to request Interstate Compact Supervision”; “File petition for modification, termination or revocation of probation and /or request warrant”; “Execute warrants”; “Search individual's person, personal property or residence, per Court Order”; “Review and determine appropriate supervision level”; “Gather information, interview appropriate parties and the individual to determine level of probation compliance”; “Conduct home/site visits”; and “Complete documentation necessary to authorize holds.”

ACO-PD Task Category: Establish Relationships

For the task category of Establish Relationships, zero tasks were retained by the ACO-PD classification: “Recruit foster parents”; “Visit community-based organizations/placement facilities to learn about their

services and evaluate the care and/or treatment they provide”; “Coordinate/contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship”; and “Monitor and audit vendors teaching classes and programs and update program information in writing.”

ACO-PD Task Category: Notifying

For the task category of Notifying, two tasks were retained by the ACO-PD classification, with two tasks not being retained: “Notify parent(s)/legal guardian(s) and/or probation officer of any change in an individual's status” (Table 142).

Table 142. ACO-PD – Notifying

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
314	Notify/inform law enforcement agencies and other agencies of law violations/information of interest.	54.7%	3.70
315	Notify victim(s) as required by law.	43.9% ¹	3.85

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO-PD Task Category: Making Recommendations

For the task category of Making Recommendations, zero tasks were retained by the ACO-PD classification: “Evaluate information to decide on recommended disposition, sentence and/or terms and conditions of supervision”; “Investigate, determine, make recommendations and refer individuals to appropriate placement”; “Evaluate information to decide on recommended disposition, sentence and/or terms and conditions of supervision”; and “Discuss offense with external entities to determine whether new charges/violation of probation should be filed.”

ACO-PD Task Category: Release Decisions

For the task category of Release Decisions, all tasks were retained by the ACO-PD classification (Table 143).

Table 143. ACO-PD – Release Decisions

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
322	Review and prepare appropriate documents for recommended release of an individual.	66.3%	4.25
323	Conduct an interview and/or gather information to determine if an individual is to be released or detained.	49.6% ¹	4.18

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO-PD Task Category: Miscellaneous

For the task category of Miscellaneous, 11 tasks were retained by the ACO-PD classification, with nine tasks not being retained: “Teach classes to individuals”; “Assist individuals in writing grievances”; “Establish informants”; “Design and/or implement programs”; “Maintain and/or periodically update handbooks”; “Present cases to a committee that reviews recommendations”; “Participate in an individual’s grievance proceedings”; “Serve on disciplinary review board”; and “Work with data to measure program outcomes and inform program decisions” (Table 144).

Table 144. ACO-PD – Miscellaneous

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
324	Maintain confidentiality of information.	94.5%	4.43
325	Assist with special projects, studies, and investigations.	75.0%	3.39
326	Obtain and process court documents and take necessary action.	69.6%	4.04
327	Read individual's records to ensure compliance with special directives regarding care and custody of individual.	75.1%	4.15
329	Read daily journal/log.	81.0%	4.02
330	Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.	76.1%	3.28
331	Interpret common street terminology.	77.0%	3.47
340	Request equipment/facility repairs verbally or in writing.	79.5%	3.60
341	Clean up and dispose of contaminated or hazardous material.	76.0%	3.95
342	Inventory, order, and stock supplies.	86.1%	3.69
343	Inspect areas for cleanliness.	94.2%	4.00

Statewide ACO-PD Equipment Rating Results

Respondents were given a list of 99 pieces of equipment and asked to indicate the frequency that the use that equipment (never, occasionally, often, or very often). As part of the analysis, it was first determined to assess if the equipment was utilized on the job or not, thus turning the scale into a dichotomous scale.

Once the scale was turned into a dichotomous scale to determine if the equipment item was utilized or not on the job, the job analysis project team member reviewed the results. Though there was no specific retention criteria for this rating scale, there was agreement on much of the equipment listed for the ACO-PD classification. In terms of the higher end of agreement, there were 22 pieces of equipment that were indicated as being used by at least 70% of the respondents. In terms of the lower end of agreement, there were 49 pieces of equipment that were indicated as being used by less than 30% of

the respondents. The full results can be found in Appendix JJ. As depicted in this appendix, the equipment items utilized by ACO-PDs on the job also show how often, on average, they are being utilized whether occasionally, often, or very often.

Statewide ACO-PD KSA Rating Results

The overall ACO-PD KSA rating results are presented in Appendix KK. In this appendix, KSA importance is shown as the mean importance across all respondents and the next column in the table provides the percentage of respondents indicating that the KSA is needed at entry into the classification. Finally, the far right column of the table shows the percentage of respondents indicating that possessing more of the KSA would lead to better job performance. Where a mean rating did not meet a particular criterion, the value is shown in red font, and the statement has a strikethrough.

The application of the initial KSA importance criterion indicating the KSA was of at least a 3.0 importance to the job, resulted in a total of 89 of the possible 102 KSA statements being retained as important. Once the SEM was applied with a 99% Confidence Interval, a total of 93 KSA statements were retained as important. The next criterion assessed when the KSA was required and 39 of the possible 102 KSA statements met the initial criterion indicating more than 50% reported it as needed before hire. After applying the SEM with a 99% Confidence Interval, a total of 48 KSA statements were retained as needed before hire. The final KSA scale assessed if having more of the KSA led to better performance. Upon applying the initial criterion indicating more than 50% reported more of the KSA led to better performance, a total of 102 KSA statements were retained, and given that this is 100% of the statements – the application of the SEM could not retain any additional statements.

In order for a KSA to be considered suitable for a rank based selection procedure, it has to meet all three of the above discussed criterion. After applying the initial criteria, a total of 38 KSA statements were considered suitable for rank based selection testing. However, once applying the SEM with a 99% Confidence Interval to account for inherent measurement error, a total of 48 KSA statements were retained for further analysis (Table 145). To further depict the KSA statement results for the ACO-PDs, the table below shows the KSAs that met all three rating criteria and are considered suitable to assess in a rank ordered selection process for the ACO-PDs.

Table 145. ACO-PD – Selection Suitable KSAs

KSA Number	KSA	Mean Importance Rating (0-5 Scale)	Percentage Indicating KSA is Needed Before Hire	Percentage Indicating More is Better
40	Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications.	3.97	51.6%	96.9%
47	Skill in driving a car.	3.10	64.1%	80.2%
49	The ability to prioritize projects, tasks, and responsibilities effectively and in working efficiently to meet all deadlines.	3.93	42.6% ¹	95.5%
50	Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate.	3.94	53.3%	95.5%
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	4.17	65.1%	93.4%
52	The ability to understand materials written in English.	4.29	71.4%	92.6%
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	4.17	67.9%	93.1%
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	4.09	53.6%	94.4%
55	Skill in organizing one's work, files, and other materials.	3.56	50.5%	94.1%
57	Skill in adding and subtracting whole numbers.	3.15	70.3%	86.6%
58	Skill in multiplying and dividing whole numbers.	2.93 ¹	69.8%	83.6%
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	4.00	52.1%	92.3%
60	The ability to concentrate on a task and not be distracted.	3.94	54.8%	92.7%
61	The ability to quickly and accurately compare letters, numbers, objects, pictures, or words presented in written or visual form in order to identify inaccurate, inconsistent, or missing information.	3.43	48.5% ¹	91.7%
62	The ability to quickly and accurately process multiple types of information and/or perform multiple tasks, shifting back and forth between tasks and/or sources of information.	3.79	46.0% ¹	92.7%
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	3.76	61.1%	92.3%
65	The ability to exert oneself physically without becoming tired too quickly.	3.91	49.1% ¹	93.1%
67	The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations.	4.28	44.8% ¹	95.2%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Number	KSA	Mean Importance Rating (0-5 Scale)	Percentage Indicating KSA is Needed Before Hire	Percentage Indicating More is Better
71	The ability to make well-reasoned decisions in a timely manner, sometimes in situations where there are no standard procedures.	4.22	43.1% ¹	94.5%
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	4.06	60.7%	93.4%
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	3.99	53.5%	94.1%
75	The ability to establish and maintain effective working relationships with team members.	4.17	52.2%	93.8%
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	4.12	53.3%	94.9%
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	4.34	63.2%	93.9%
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards..	4.39	66.7%	93.2%
80	The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas).	4.38	43.3% ¹	94.5%
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	4.22	47.6% ¹	94.5%
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	4.23	62.8%	95.5%
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	3.79	55.7%	95.1%
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	3.70	51.9%	94.1%
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	3.84	50.3%	94.4%
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired.	3.63	48.8% ¹	93.1%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Number	KSA	Mean Importance Rating (0-5 Scale)	Percentage Indicating KSA is Needed Before Hire	Percentage Indicating More is Better
	This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.			
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	3.63	51.9%	94.0%
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	3.68	61.5%	90.2%
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	3.69	58.9%	89.5%
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	3.71	60.0%	90.0%
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	3.75	61.1%	90.3%
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	3.45	62.6%	89.3%
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	3.64	63.9%	88.9%
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	3.47	65.9%	87.2%
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	3.22	67.5%	84.8%
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is	3.39	65.4%	85.1%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Number	KSA	Mean Importance Rating (0-5 Scale)	Percentage Indicating KSA is Needed Before Hire	Percentage Indicating More is Better
	commonly meant by "seeing out of the corner of your eye."			
99	The ability to see objects in the presence of glare or bright ambient lighting.	3.63	65.4%	87.6%
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	3.27	62.4%	86.4%
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	3.52	62.5%	87.2%
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	3.63	61.0%	86.8%

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ADULT CORRECTIONS OFFICER NON-POLICE DEPARTMENT (ACO) STATEWIDE JAQ RESULTS

Statewide ACO Response Rates and JAQ Demographic Results

The respondents for the ACO Non-Police Department (ACO) JAQ included both incumbents (1,408) and their first-level supervisors (273). Of the incumbents, 162 (11.5%) were from a small sized county, 319 (22.7%) were from a medium sized county, and 927 (65.8%) were from a large sized county. Of the supervisors, 44 (16.1%) were from a small sized county, 75 (27.5%) were from a medium sized county, and 154 (56.4%) were from a large county. In terms of region, 224 (15.9%) incumbents were located in the Bay Area, 284 (20.2%) were located in the Central Region, 120 (8.5%) were located in the North Region, 187 (13.3%) were located in the Sacramento Region, and 593 (42.1%) were located in the South Region. Regionally, the supervisors represented 43 (15.8%) from the Bay Area, 81 (29.7%) from the Central Region, 26 (9.5%) from the North Region, 24 (8.8%) from the Sacramento Region, and 99 (36.3%) from the South Region.

ACOs and their supervisors were asked if they carried a firearm as part of the job. For the incumbents, 846 (60.1%) said Yes, and 560 (39.8%) said No. For the supervisors, 189 (69.2%) said Yes, and 84 (30.85%) said No.

The ACOs and their supervisors were asked the type of agency they were from. For the incumbents, 1,352 (96.0%) were from a Sheriff Agency, 40 (2.8%) were from a Local Department of Corrections, and 16 (1.1%) were from a Probation Department. For the supervisors, 261 (95.6%) were from a Sheriff Agency, 6 (2.2%) were from a Local Department of Corrections, and 6 (2.2%) were from a Probation Department. ACOs and their supervisors were also asked the type of facility they worked in. For the incumbents, 289 (20.5%) worked in a Presentenced Inmate Facility, 266 (18.9%) worked in a Sentenced Inmate Facility, 1,260 (89.5%) worked in a Both Presentenced and Sentenced Facility, 61 (4.3%) worked in a Day Reporting Center, 123 (8.7%) worked in an Alternative Work Program, 84 (6.0%) worked in a Work Furlough, 124 (8.8%) worked in a Type 1 Jail, 166 (11.8%) worked in a Temporary Holding Facility, and 52 (3.7%) indicated Other. For the supervisors, 40 (14.7%) worked in a Presentenced Inmate Facility, 41 (15.0%) worked in a Sentenced Inmate Facility, 243 (89.0%) worked in a Both Presentenced and Sentenced Facility, 13 (4.8%) worked in a Day Reporting Center, 25 (9.2%) worked in an Alternative Work Program, 15 (5.5%) worked in a Work Furlough, 23 (8.4%) worked in a Type 1 Jail, 21 (7.7%) worked in a Temporary Holding Facility, and 11 (4.0%) indicated Other. ACOs and their supervisors were also asked the level of security of the facility. For the incumbents, 63 (4.5%) indicated Minimum Security, 88 (6.3%) indicated Medium Security, 249 (17.7%) indicated Maximum Security, and 1,001 (71.1%) indicated Mixed. For the supervisors, 14 (5.1%) indicated Minimum Security, 14 (5.1%) indicated Medium Security, 44 (16.1%) indicated Maximum Security, and 201 (73.6%) indicated Mixed. ACOs and their supervisors were also asked the sex of the inmates in their facility. For the incumbents, 374 (26.6%) indicated Male, 61 (4.3%) indicated Female, and 970 (68.9%) indicated Both Males and Females. For the supervisors, 59 (21.6%) indicated Male, 7 (2.6%) indicated Female, and 207 (75.8%) indicated Both Males and Females.

With regard to the number of years employed in the position, 297 (21.1%) indicated more than 15 years, with fairly even distributions of incumbents at each year at or below 15 years, with the largest grouping between 6 and 9 years, with an average of 9.7 years. For supervisors, 66 (24.2%) indicated more than 15 years supervising the ACO classification, with fairly even distributions of incumbents at each year at or below 15 years, with the largest grouping between 6 and 9 years, with an average of 8.8 years. When asked which shift was currently worked, 764 (56.4%) incumbents indicated Day Shift, 134 (9.5%) indicated Swing Shift, 445 (31.6%) indicated Night/Graveyard, and 35 (2.5%) indicated Other. For the supervisors, 170 (62.3%) indicated Day Shift, 28 (10.3%) indicated Swing Shift, 69 (25.3%) indicated Night/Graveyard, and 6 (2.2%) indicated Other.

The ACOs and their supervisors were also asked a set of optional demographic questions. The first question asked respondents to indicate their sex. For the incumbents, 986 (70.0%) indicated Male, 390 (27.7%) indicated Female, and 32 (2.3%) did not respond. For the supervisors, 191 (70.0%) indicated Male, 75 (27.5%) indicated Female, and 7 (2.6%) did not respond. The second optional question asked respondents to indicate their race/ethnic group. For the incumbents, 95 (6.8%) indicated Black or African American, 74 (5.3%) indicated Asian, 23 (1.6%) indicated Native Hawaiian or other Pacific Islander, 668 (47.4%) indicated White, 359 (25.5%) indicated Hispanic or Latino, 16 (1.1%) indicated American Indian or Alaska Native, 31 (2.2%) indicated Other, 76 (5.4%) indicated Two or More Races, and 66 (4.7%) did not respond. For the supervisors, 16 (5.9%) indicated Black or African American, 7 (2.6%) indicated Asian, 1 (0.4%) indicated Native Hawaiian or other Pacific Islander, 148 (54.2%) indicated White, 61 (22.3%) indicated Hispanic or Latino, 1 (0.4%) indicated American Indian or Alaska Native, 6 (2.2%) indicated Other, 17 (6.2%) indicated Two or More Races, and 16 (5.9%) did not respond. Lastly, respondents were asked their highest degree obtained. For incumbents, 5 (0.4%) indicated they had no degree, 171 (12.1%) indicated High school diploma/GED, 32 (2.3%) indicated Technical/Vocational Degree, 597 (42.4%) indicated Some college without a degree, 205 (14.6%) indicated Associate Degree, 259 (18.4%) indicated Bachelor's degree, 42 (3.0%) indicated Some post graduate education without a degree, 31 (2.2%) indicated Master's degree, 2 (0.1%) indicated Doctorate, 8 (0.6%) indicated Other, and 56 (4.0%) did not respond. For supervisors, 0 indicated they had no degree, 30 (11.0%) indicated High school diploma/GED, 6 (2.2%) indicated Technical/Vocational Degree, 105 (38.5%) indicated Some college without a degree, 47 (17.2%) indicated Associate Degree, 54 (19.8%) indicated Bachelor's degree, 10 (3.7%) indicated Some post graduate education without a degree, 10 (3.7%) indicated Master's degree, 0 indicated Doctorate, 1 (0.4%) indicated Other, and 10 (3.7%) did not respond.

A complete breakdown of the demographic results can be found in Appendix HH.

Statewide ACO Department Task Rating Results

In applying the initial task frequency criterion of greater than 50% indicating the task was a part of the job, a total of 258 task statements were retained. However, once applying the SEM with a 99% Confidence Interval to account for any inherent measurement errors found in self-reporting surveys, a total of 265 task statements were retained. Similarly, in applying the initial task importance criterion indicating the task was of at least a 3.0 importance to the job, a total of 301 task statements were retained. However, once applying the SEM with a 99% Confidence Interval to account for inherent measurement errors, a total of 330 task statements were retained for that criterion.

In order to retain a task for further analysis, the statement had to meet both the task frequency and task importance criteria. After applying the initial criteria, a total of 248 task statements were retained for further analysis. However, once applying the SEM with a 99% Confidence Interval to account for inherent measurement error, a total of 258 task statements were retained for further analysis. The overall ACO task rating results can be found in Appendix LL.

A more detailed breakdown by each of the task categories of which task statements met the rating scale cutoff criterion and are, thus, considered performed and important tasks of the ACOs as it is used across local police department agencies within the State of California, are depicted below.

ACO Task Category: Physical Tasks

For the task category of Physical Tasks, 14 tasks were retained by the ACO classification, with seven tasks not being retained: “Climb through openings”; “Climb up and down a ladder”; “Crawl in confined areas”; “Climb up to and/or jump down from elevated surfaces”; “Jump over obstacles”; “Pull oneself up over obstacles”; and “Operate lifting equipment” (Table 146).

Table 146. ACO - Physical Tasks

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
1	Lift, carry, and/or drag heavy objects.	95.9%	3.05
2	Walk or run up or down one or more flights of stairs.	96.7%	3.71
9	Push and/or pull hard-to-move objects by hand.	90.0%	3.11
10	Pursue individuals on foot.	84.9%	3.49
11	Run for a short distance.	96.1%	3.82
12	Walk or stand for long periods of time.	98.4%	3.90
13	Sit for long periods of time.	97.6%	3.28
14	Bend, extend, and/or twist body.	96.9%	3.65
15	Balance oneself on uneven or narrow surfaces.	72.5%	2.97 ¹
16	Drive an automobile for work duties other than to transport individuals.	83.4%	3.32
17	In various degrees of lighting watch for indications of illegal activity or disturbance.	92.7%	4.01
18	Listen for unusual sounds or sounds that may indicate illegal activity or disturbance.	96.1%	4.12
20	Operate and control lights, power, and/or water in cells/rooms/dormitories.	94.7%	3.84
21	Operate gates, doors, locks, sally ports, cells/rooms/dorms, electronically or manually.	98.2%	4.25

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO Task Category: Handcuffs and Restraints

For the task category of Handcuff and Restraints, all tasks were retained by the ACO classification (Table 147).

Table 147. ACO– Handcuffs and Restraints

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
22	Handcuff a non-resisting individual.	97.2%	4.26
23	Handcuff a resisting individual.	97.7%	4.43
24	Apply restraint devices other than handcuffs to a non-resisting individual.	95.0%	4.21
25	Apply restraint devices other than handcuffs to a resisting individual.	96.8%	4.34
26	Physically subdue or restrain a resisting or fleeing individual by yourself.	95.4%	4.36
27	Physically subdue or restrain a resisting or fleeing individual with the help of others.	96.4%	4.39
28	Place an actively resisting individual in the seat of a car.	76.0%	4.11

ACO Task Category: Officer Safety

For the task category of Officer Safety, all of the tasks were retained by the ACO classification (Table 148).

Table 148. ACO– Officer Safety

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
29	Defend oneself or others using less than lethal force.	97.8%	4.51
30	Defend oneself or others using lethal force.	88.0%	4.55
31	Defend oneself or others against a combative individual.	98.0%	4.53
32	Defend oneself against an armed individual.	91.9%	4.57
33	Physically separate multiple combative individuals with the help of others.	97.3%	4.44
34	Physically separate two combative individuals by yourself.	94.1%	4.33
35	Assist an uncooperative/ incapacitated individual from a prone position on the ground to his/her feet.	97.1%	4.18
36	Search individuals for weapons, contraband, and/or drugs.	98.3%	4.59
37	Strip-search individuals.	97.1%	4.43
38	Perform cell/room extractions.	96.3%	4.33
39	Place and secure individual in safety room.	96.0%	4.31
40	Anticipate, monitor, and intervene in potentially violent interpersonal situations.	97.7%	4.30
41	Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.	93.9%	4.34
42	Use force to gain entrance through barriers.	90.5%	4.16
43	Operate and/or interpret body scans for contraband or other anomalies.	66.7%	4.12
44	Complete range qualification required to carry a firearm.	78.8%	4.44
45	Draw and/or fire a firearm on duty in the course of job performance.	72.7%	4.49

ACO Task Category: Initial Processing and Release

For the task category of Initial Processing and Release, all of the tasks were retained by the ACO classification, with the exception of two tasks: “Initiate search to locate parent(s) or legal guardian(s), if needed”; and “Evaluate fitness of legal guardian(s) or parent(s) to take custody of individual” (Table 149).

Table 149. ACO– Initial Processing and Release

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
46	Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	89.4%	4.11
47	Fingerprint individuals.	94.7%	4.07
48	Photograph individuals.	87.9%	4.01
49	Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	95.9%	3.93
50	Advise individual of constitutional rights.	94.0%	3.79
51	Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	87.4%	4.15
52	Ensure incoming individuals get to make any required phone calls.	94.4%	3.87
53	Classify individuals to assign proper housing.	77.0%	4.16
54	Prepare identification cards or identification wristbands and give/affix to individuals.	72.5%	4.04
55	Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	84.4%	3.76
56	Observe/monitor behavior of individual in receiving room/holding unit while he/she awaits move to assigned housing.	83.5%	3.98
57	Inventory and take custody of individuals' property, clothing, and/or money.	94.3%	3.90
58	Prepare forms, cards, or file jackets necessary to initiate individual's records.	87.4%	3.82
59	Provide food or other necessities to incoming individuals.	48.8% ¹	3.84
60	Identify filing deadlines and court appearance deadlines.	77.6%	3.83
61	Inform all relevant parties of date of detention hearing.	89.4%	3.64
62	Run warrant checks, holds, and/or search clauses.	94.7%	3.92
63	Complete documentation necessary for release.	87.9%	4.08

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
64	Verify identity of individuals prior to booking or releasing.	95.9%	4.32
65	Return personal property and/or money upon release.	94.0%	4.07
66	Schedule detention hearing.	87.4%	3.54
67	Release individuals on Own Recognizance or Cite Release.	94.4%	3.76
69	Decide whether to hold an individual in detention.	60.1%	3.63
71	Contact appropriate parties to notify them that an individual is in custody.	50.6%	3.38
72	Accommodate individual needs (e.g., due to medical conditions and/or religious rights).	87.5%	3.72
73	Collect and process DNA samples.	83.1%	3.90

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO Task Category: Medical

For the task category of Medical, all tasks were retained by the ACO classification, except for one: “Obtain signed medical consent form from parent(s) or legal guardian(s)” (Table 150).

Table 150. ACO– Medical

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
74	Perform CPR.	98.0%	4.24
75	Render first aid other than CPR.	97.8%	4.14
76	Complete medical/mental health forms.	74.7%	3.87
77	Review medical log and make note of medical restrictions.	65.8%	3.75
78	Deliver medication, observe individual taking it, and record if taken or refused.	63.6%	3.94
79	Arrange for medical treatment or psychiatric care.	71.7%	3.83

ACO Task Category: Escorting and Transporting

For the task category of Escorting and Transporting, all tasks were retained by the ACO classification (Table 151).

Table 151. ACO – Escorting and Transporting

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
81	Plan transportation route and an alternate route.	74.7%	3.88
82	Verify individuals' identity and/or classification prior to escorting or transporting.	92.1%	4.20
83	Verify identity of person transporting an individual.	86.1%	4.14
84	Process incoming and outgoing law enforcement/facility buses.	73.5%	3.83
85	Conduct vehicle safety check/inspection prior to transporting individual(s).	78.7%	3.93
86	Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	76.0%	3.97
87	Monitor movement of vehicles within the facility or in the immediate area.	77.9%	3.88
88	Transport equipment and/or evidence.	76.7%	3.64
89	Transport individuals or groups of individuals including safety/location checks.	78.6%	3.79
90	Escort an individual or groups to and from locations within facility.	93.9%	3.93
91	Arrange for transportation of individual(s).	83.9%	3.72
92	Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).	76.3%	3.88
93	Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior.	73.4%	3.70

ACO Task Category: Supervising Personnel

For the task category of Supervising Personnel, all tasks were retained by the ACO classification (Table 152).

Table 152. ACO– Supervising Personnel

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
94	Schedule and/or plan the work of other personnel or volunteers.	58.1%	3.31
95	Observe the work of other personnel or volunteers and provide appropriate feedback.	66.3%	3.47
96	Train, mentor, and provide instruction to other personnel or volunteers.	77.6%	3.77
97	Give assignments to other personnel, program providers, or volunteers.	64.4%	3.42
98	Assist in interviewing applicants for work in the department.	49.2% ¹	3.33
99	Recruit applicants for work in the department, including volunteers.	47.8% ¹	3.20
100	Write or update job descriptions.	48.4% ¹	3.27

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO Task Category: Record Keeping

For the task category of Record Keeping, all tasks were retained by the ACO classification (Table 153).

Table 153. ACO– Record Keeping

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
101	Log facility equipment in and out.	86.0%	3.81
102	Log vehicles entering and leaving the facility.	69.7%	3.67
103	Log weapons/firearms in and out.	66.0%	3.89
104	Maintain a record of all mail/packages for any individual to assure proper distribution.	62.8%	3.40
105	Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	84.1%	3.87
106	Record relevant activities and incidents occurring during shift in daily journal or log.	94.3%	4.05
107	Complete forms and prepare correspondence (e.g., email, memos).	91.3%	3.67
108	Prepare/update court status and court lists.	80.2%	3.79
109	Create new forms.	70.0%	3.20
110	Conduct and document population counts to account for all individuals.	94.0%	4.35
111	Gather data for statistical reports.	68.5%	3.42
112	Manage files and documents.	81.3%	3.69
113	Log movement of all non-detainees entering and leaving the facility.	76.3%	3.79
114	Maintain authorized visitor log.	75.1%	3.68
115	Oversee and maintain logs on vehicle fleets.	56.3%	3.39
116	Document how your time is spent performing specific activities.	68.6%	3.42
117	Compute and record time served credits, conduct credits, and/or release dates.	60.2%	3.66

ACO Task Category: Meals

For the task category of Meals, all tasks were retained by the ACO classification, with the exception of one task: “Prepare meals/snacks for individuals” (Table 154).

Table 154. – Meals

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
118	Release individuals for meals at appropriate times.	89.9%	3.67
119	Inspect food for possible contamination prior to serving.	74.4%	3.67
120	Report food shortages to shift supervisor or kitchen.	91.2%	3.60
121	Supervise meals.	94.3%	3.75
122	Verify tray and utensil counts.	90.1%	3.85
124	Serve and monitor special diets.	90.3%	3.65

ACO Task Category: Activities

For the task category of Activities, one task was retained by the ACO classification, with five tasks not being retained: “Supervise and/or coach individuals playing sports or game activities”; “Plan and schedule recreational activities”; Participate in sports or game activities with individuals”; “Instruct/train/coach individuals in vocational activities and projects”; and “Assist individuals with schoolwork” (Table 155).

Table 155. ACO– Activities

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
125	Monitor electronic device usage and reading material for inappropriate content.	59.5%	3.26

ACO Task Category: Visiting

For the task category of Visiting, all tasks were retained by the ACO classification (Table 156).

Table 156. ACO– Visiting

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
131	Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	87.9%	4.06
132	Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.	89.8%	4.06
133	Arrange for special visits.	72.0%	3.14
134	Answer questions and provide information to visitors.	91.3%	3.23
135	Conduct background clearance checks (e.g., for volunteers or visitors).	63.0%	3.66
136	Provide video kiosk assistance and operating instructions to visitors	50.3%	3.08

ACO Task Category: Counseling

For the task category of Counseling, only one task was retained by the ACO classification, with the other nine tasks not being retained: “Conduct or co-facilitate family counseling sessions”; “Conduct or co-facilitate formal or structured group counseling sessions with individuals”; “Conduct formal or structured counseling sessions with individuals on a one-on-one basis”; “Counsel individuals informally/formally including crisis intervention”; “Observe individuals in group and individual activities and provide advice and counseling to foster behavioral modification”; “Make recommendations for program advancement/graduation”; “Conduct vocational or job counseling sessions with individual(s)”; “Counsel individual who will be released without further action”; and “Manage/mediate family (parent/juvenile) interactions in program setting (in custody or out of custody)” (Table 157).

Table 157. ACO– Counseling

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
143	Provide positive feedback and encouragement to individual(s).	58.9%	3.18

ACO Task Category: Mail

For the task category of Mail, all tasks were retained by the ACO classification (Table 158).

Table 158. ACO– Mail

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
147	Scan incoming and outgoing mail.	92.4%	3.95
148	Search articles, packages, property, and money left by visitors for individuals.	86.4%	3.94
149	Distribute mail to individuals or collect individuals' outgoing mail.	95.5%	3.68
150	Notify sender and receiver of seizure of unauthorized material.	81.7%	3.49

ACO Task Category: Searching

For the task category of Searching, all tasks were retained by the ACO classification (Table 159).

Table 159. ACO– Searching

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
151	Conduct search of all areas accessible by individuals.	98.1%	4.24
152	Conduct search of all areas not readily accessible by individuals.	97.4%	4.06
153	Conduct security checks/patrols.	95.4%	4.33
154	Conduct surveillance using closed circuit monitoring system.	89.6%	4.09
155	Operate metal detection or X-ray equipment.	81.3%	3.98

ACO Task Category: Evidence and Contraband

For the task category of Evidence and Contraband, both tasks were retained by the ACO classification (Table 160).

Table 160. ACO – Evidence and Contraband

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
156	Identify, isolate, preserve and secure crime scene.	94.3%	4.31
157	Identify, seize, secure, document, preserve and/or dispose of evidence/contraband material.	94.9%	4.27

ACO Task Category: Drug and Substance Testing

For the task category of Drug and Substance Testing, all three tasks were retained by the ACO classification (Table 161).

Table 161. ACO – Drug and Substance Testing

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
158	Conduct presumptive drug tests on seized items suspected to be controlled substances.	77.6%	3.91
159	Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	81.4%	3.91
160	Administer breath analyzer test to individuals.	60.0%	3.66

ACO Task Category: Restitution and Fines

For the task category of Restitution and Fines, one task was retained by the ACO classification, with five tasks not being retained: “Advise individual and/or victim of their right to a restitution hearing”; “Determine and recommend the amount of restitution due to victims(s)”; “Interview probationer and/or family to determine ability to pay restitution, fines, probation fees, other payments, set up payment schedule and monitor payments.”; “Collect, accept and process payments”; and “Calculate individuals' wages” (Table 162).

Table 162. ACO – Restitution and Fines

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
164	Review bail bonds to ensure accuracy.	51.7%	3.77

ACO Task Category: Prepare Reports

For the task category of Prepare Reports, six tasks were retained by the ACO classification, with one task not being retained: “Process requests for sealing of records” (Table 163).

Table 163. ACO – Prepare Reports

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
167	Proofread and/or edit reports.	93.8%	3.92
168	Prepare court documents/reports.	67.4%	3.77
169	Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	97.8%	3.99
170	Prepare individual evaluation reports (e.g., progress, performance, updates).	67.9%	3.64
171	Prepare reports regarding detention or release.	55.4%	3.52
172	Interview relevant individuals in order to prepare reports.	77.2%	3.73

ACO Task Category: Security

For the task category of Security, all tasks were retained by the ACO classification (Table 164).

Table 164. ACO – Security

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
174	Provide security to staff working in facility.	96.8%	4.45
175	Account for the security of keys, tools, and equipment.	97.9%	4.50
176	Report count discrepancies.	95.5%	4.42
177	Notify appropriate staff of movement.	97.8%	4.34
178	Check individuals' passes.	80.8%	4.11
179	Issue passes to individuals.	68.2%	3.92
180	Log movement of individuals.	95.6%	4.26
181	Conduct security round/visual check of individuals and facility.	97.9%	4.48
182	Maintain visual observation of individuals when required.	98.7%	4.43
183	Call into control room, post, or switchboard at required intervals.	81.8%	4.07
184	Report suspicious activity inside or outside facility.	98.1%	4.22
185	Secure and separate individuals who commit crimes.	96.4%	4.20
186	Make arrests or charge individuals or others who commit crimes.	75.9%	4.07
187	Investigate incidents or crimes that occur.	91.7%	4.12
188	Investigate disturbances or suspicious activities.	94.0%	4.10
189	Assist in search for missing/escaped individuals.	91.0%	4.26
190	Check to see that all equipment is functioning properly.	96.0%	4.24
191	Keep inventory of all dangerous tools/ weapons/utensils.	90.9%	4.37

ACO Task Category: Referrals

For the task category of Referrals, one task was retained by the ACO classification, with five tasks not being retained: “Assign individual to program, counselor, or case manager”; “Refer members of individual's family, victim(s) or others to counseling and/or other appropriate services”; “Identify treatment, educational, employment, financial, or other service which will meet the needs of an individual, his/her family, or others and refer appropriately”; “Contact appropriate service provider; describe individual's needs, and get their commitment to work with the individual”; and “Follow up to verify that an individual received service(s) and to evaluate success of referral” (Table 165).

Table 165. ACO – Referrals

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
192	Refer individual for professional evaluation or to appropriate services.	68.4%	3.44

ACO Task Category: Supervising and Monitoring

For the task category of Supervising and Monitoring, all tasks were retained by the ACO classification, with the exception of one task: “Process and distribute pre-paid telephone cards” (Table 166).

Table 166. ACO – Supervising and Monitoring

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
198	Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance.	94.4%	3.69
199	Provide phone access and/or monitor individuals' calls.	95.1%	3.64
200	Supervise individuals on work details in facility areas (e.g., laundry, kitchen, other rooms).	93.3%	3.84
201	Supervise and evaluate individuals on-site in educational, vocational, recreational and other rehabilitative programs.	72.8%	3.56
202	Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.	88.1%	3.66
203	Prevent unauthorized communication between individuals.	97.3%	3.94
204	Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	97.4%	4.14

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
205	Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	97.8%	4.18
206	Maintain and clean individuals' clothing, bedding, and living quarters.	69.4%	3.70
207	Read documents to individuals to ensure understanding.	85.8%	3.46
208	Respond to questions or requests from individuals (e.g., related to completing forms).	94.7%	3.48
209	Video/audio record and review critical or potentially critical incidents.	88.0%	3.77
210	Notify and prepare individuals for release, transfer, and/or transport.	95.1%	3.82
211	Enforce and apply appropriate discipline to individuals.	95.2%	3.94
212	Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	94.1%	4.04
213	Monitor closed circuit video arraignments.	67.9%	3.54
214	Gather information necessary to effect administrative and disciplinary transfers.	82.7%	3.60
215	Monitor individual use of commissary, visiting, and/or other electronic kiosks.	83.8%	3.45
217	Reclassify individuals to maintain proper housing assignment.	84.5%	3.98

ACO Task Category: Court-Related Duties

For the task category of Court-Related Duties, two tasks were retained by the ACO classification, with four tasks not being retained: “Serve as traffic hearing officer”; “Act as court bailiff”; “Record court proceedings”; and “Consult with judiciary on cases for sentencing/disposition” (Table 167).

Table 167. ACO – Court-Related Duties

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
221	Prepare for court appearance by reviewing case file.	50.9%	3.70
222	Testify in court.	92.3%	3.84

ACO Task Category: Alternative Programs

For the task category of Alternative Programs, zero tasks were retained by the ACO classification: “Determine an individual's eligibility for alternative sentencing programs”; “Process documents necessary for alternative sentencing programs”; “Notify applicant of approval status for alternative sentencing programs”; “Make field checks of individuals in alternative sentencing programs”; “Monitor movement of individuals on home confinement and/or electronic monitoring”; “Check electronic monitoring systems (e.g., EM, GPS, ankle monitor, alcohol monitoring device) database for compliance violations”; “Orient individual to alternative sentencing program rules and procedures”; and “Determine eligibility, develop case plan, and monitor progress in re-entry programs.”

ACO Task Category: Oral Communication

For the task category of Oral Communication, all tasks were retained by the ACO classification (Table 168).

Table 168. ACO – Oral Communication

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
232	Communicate verbally with other staff to share information regarding operations.	98.7%	4.30
233	Communicate via intercom, radio, and/or telephone.	99.2%	4.35
234	Maintain and monitor communications/radio systems.	92.9%	4.31
235	Make announcements/give information over P.A. or paging system.	92.7%	3.93
236	Communicate with individuals in a language other than English or serve as an interpreter.	78.5%	3.56
237	Answer questions/provide information to various regulatory agencies and commissions.	78.6%	3.52
238	Answer, respond to, and transfer phone calls requesting information.	95.9%	3.64
239	Conduct tours.	85.5%	2.93 ¹
240	Communicate with court personnel.	88.7%	3.51
241	Gather information from individuals about conflicts or personal problems.	91.1%	3.68
242	Give instructions/ directions orally to groups of individuals.	95.7%	3.94
243	Confer with supervisors concerning operations.	96.4%	3.96
244	De-escalate situations utilizing tactical communication skills.	97.6%	4.28

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO Task Category: Service to Community

For the task category of Service to Community, five tasks were retained by the ACO classification, with one task not being retained: “Serve on non-departmental boards” (Table 169).

Table 169. ACO – Service to Community

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
245	Represent department with other agencies.	79.5%	3.44
247	Give presentations.	72.5%	3.12
248	Respond to questions from the public.	74.6%	3.37
249	Participate in joint operations with other agencies.	70.9%	3.35
250	Participate in joint operations with other agencies.	47.1% ¹	3.24

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO Task Category: Develop Case Plans

For the task category of Develop Case Plans, one task was retained by the ACO classification, with four tasks not being retained: “Gather information, prepare, develop and review individualized case plan”; “Determine the frequency of contact needed during supervision utilizing risk assessment”; “Assess, monitor and update individual's progress with case plan”; and “Conduct risk and needs assessment and reassessments” (Table 170).

Table 170. ACO – Develop Case Plans

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
253	Review individual's file.	51.0%	3.40

ACO Task Category: Emergencies

For the task category of Emergencies, all tasks were retained by the ACO classification (Table 171).

Table 171. ACO – Emergencies

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
256	Conduct fire, earthquake, or evacuation drills.	93.5%	3.96
257	Evacuate individuals from an area or facility.	93.4%	4.01
258	Dispatch help in emergencies or disturbances.	92.1%	4.18
259	Extinguish or help extinguish fire.	93.5%	4.10
260	Activate alarm system to alert all staff in case of an emergency.	92.6%	4.12
261	Respond to emergency situations according to agency policies.	97.8%	4.32

ACO Task Category: Current Knowledge

For the task category of Current Knowledge, all tasks were retained by the ACO classification (Table 172).

Table 172. ACO – Current Knowledge

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
262	Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.	98.4%	4.22
263	Read internal memos, correspondence, reports, and emails.	98.6%	4.08
264	Make suggestions regarding changes in policies, procedures, or rules.	91.7%	3.62
265	Attend staff meetings.	90.4%	3.64
266	Follow instructions from supervisor including designated lead staff.	98.1%	4.09
267	Follow all departmental policies and procedures.	99.5%	4.39
268	Participate in training/workgroups/seminars.	97.8%	3.81
269	Read court documents or other legal documents.	91.7%	3.75
270	Maintain knowledge of contracted agencies' standards for detention.	74.7%	3.63
271	Maintain knowledge of criminal justice and social service partners' policies and procedures.	76.2%	3.59

ACO Task Category: Finances

For the task category of Finances, one task was retained by the ACO classification, with three tasks not being retained: “Make special purchases for individuals”; “Supervise and record individuals' financial transactions”; and “Process work furlough funds received, re-issue funds, and distribute accordingly” (Table 173).

Table 173. ACO – Finances

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
273	Distribute/supervise distribution of commissary.	77.9%	3.02

ACO Task Category: Work Details

For the task category of Work Details, all tasks were retained by the ACO classification, with the exception of one task: “Complete an individual's work time card” (Table 174).

Table 174. ACO – Work Details

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
276	Recommend/make work assignments for individuals.	74.0%	3.16
277	Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.	74.1%	3.55
278	Issue and log in/out equipment, tools, cleaning supplies and other inventory.	79.4%	3.60
279	Inspect work equipment and work area for safety.	84.5%	3.78

ACO Task Category: Family Court Duties

For the task category of Family Court Duties, zero tasks were retained by the ACO classification: “Conduct investigation to determine whether conservator(s)/legal guardian(s) is properly administering an estate”; “Make recommendations about placement, visitation, and custody of minors during custody proceedings”; “Make recommendations regarding emancipation”; “Make recommendations regarding underage couples' marriage requests”; and “Make recommendations regarding adoption.”

ACO Task Category: Investigations

For the task category of Investigations, nine tasks were retained by the ACO classification, with three tasks not being retained: “Obtain verification of employment, education, and/or other pertinent background information”; “Conduct intake or pre-plea/pre-sentence interview with individual”; and “Evaluate residence for appropriateness of home environment” (Table 175).

Table 175. ACO – Investigations

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
288	Photograph any injuries or bruises in cases of suspected abuse.	67.9%	3.63
289	Investigate and report complaints of abuse.	67.8%	3.62
291	Collect, review and interpret appropriate criminal records and documents pertaining to an individual.	54.3%	3.61
292	Contact agencies and collect information on an individual.	64.6%	3.47
293	Interview individuals and involved parties to obtain background information and information about the offense.	59.5%	3.56
294	Obtain and review police report of charges against individuals taken into custody.	68.2%	3.63
295	Access databases (e.g., CLETS, CWS/CMS) to find or input information.	83.0%	3.82
296	Verify identity based on fingerprint information.	78.8%	3.91
297	Investigate and report complaints of PREA violations.	76.8%	3.84

ACO Task Category: Monitor Compliance

For the task category of Monitor Compliance, two tasks were retained by the ACO classification, with 10 tasks not being retained: “Request court action or garnishment where individual falls behind in child support or other payments”; “Review request for and issue travel permits”; “Review requests for permission and initiate procedures to transfer a case to a new jurisdiction”; “Investigate incoming transfer requests from other jurisdictions”; “Initiate procedures to request Interstate Compact Supervision”; “File petition for modification, termination or revocation of probation and /or request warrant”; “Execute warrants”; “Gather information, interview appropriate parties and the individual to determine level of probation compliance”; “Conduct home/site visits”; and “Complete documentation necessary to authorize holds” (Table 176).

Table 176. ACO – Monitor Compliance

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
305	Search individual's person, personal property or residence, per Court Order.	56.2%	3.44
306	Review and determine appropriate supervision level.	48.0% ¹	3.55

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO Task Category: Establish Relationships

For the task category of Establish Relationships, zero tasks were retained by the ACO classification: “Recruit foster parents”; “Visit community-based organizations/placement facilities to learn about their services and evaluate the care and/or treatment they provide”; “Coordinate/contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship”; and “Monitor and audit vendors teaching classes and programs and update program information in writing.”

ACO Task Category: Notifying

For the task category of Notifying, all tasks were retained by the ACO classification (Table 177).

Table 177. ACO – Notifying

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
314	Notify/inform law enforcement agencies and other agencies of law violations/information of interest.	68.3%	3.49
315	Notify victim(s) as required by law.	64.6%	3.71
316	Notify anyone who is the specific object of threats by an individual as required by law.	66.9%	3.70
317	Notify parent(s)/legal guardian(s) and/or probation officer of any change in an individual's status.	47.9% ¹	3.44

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

ACO Task Category: Making Recommendations

For the task category of Making Recommendations, two tasks were retained by the ACO classification, with two tasks not being retained: “Evaluate information to decide on recommended disposition, sentence and/or terms and conditions of supervision”; and “Discuss offense with external entities to determine whether new charges/violation of probation should be filed” (Table 178).

Table 178. ACO – Making Recommendations

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
318	Evaluate information to determine aggravating or mitigating circumstances of the crime.	54.6%	3.45
319	Investigate, determine, make recommendations and refer individuals to appropriate placement.	58.8%	3.57

ACO Task Category: Release Decisions

For the task category of Release Decisions, all tasks were retained by the ACO classification (Table 179).

Table 179. ACO – Release Decisions

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
322	Review and prepare appropriate documents for recommended release of an individual.	60.8%	3.95
323	Conduct an interview and/or gather information to determine if an individual is to be released or detained.	56.2%	3.86

ACO Task Category: Miscellaneous

For the task category of Miscellaneous, 17 tasks were retained by the ACO classification, with three tasks not being retained: “Assist individuals in writing grievances”; “Present cases to a committee that reviews recommendations”; and “Work with data to measure program outcomes and inform program decisions” (Table 180).

Table 180. ACO – Miscellaneous

Task Number	Task	Percentage of Responses Indicating Task is Performed	Mean Importance Rating (0-5 Scale)
324	Maintain confidentiality of information.	95.9%	4.13
325	Assist with special projects, studies, and investigations.	89.4%	3.42
326	Obtain and process court documents and take necessary action.	74.4%	3.61
327	Read individual's records to ensure compliance with special directives regarding care and custody of individual.	77.2%	3.70
328	Teach classes to individuals.	50.8%	3.26
329	Read daily journal/log.	83.6%	3.76
330	Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.	65.7%	3.15
331	Interpret common street terminology.	88.3%	3.51
333	Establish informants.	84.9%	3.35
334	Design and/or implement programs.	57.9%	3.00
335	Maintain and/or periodically update handbooks.	56.0%	3.05
337	Participate in an individual's grievance proceedings.	62.1%	2.991
338	Serve on disciplinary review board.	51.7%	3.10
340	Request equipment/facility repairs verbally or in writing.	90.3%	3.51
341	Clean up and dispose of contaminated or hazardous material.	77.1%	3.73
342	Inventory, order, and stock supplies.	78.3%	3.33
343	Inspect areas for cleanliness.	92.9%	3.61

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Statewide ACO Equipment Rating Results

Respondents were given a list of 99 pieces of equipment and asked to indicate the frequency that the use that equipment (never, occasionally, often or very often). As part of the analysis, it was first determined to assess if the equipment was utilized on the job or not, thus turning the scale into a dichotomous scale.

Once the scale was turned into a dichotomous scale to determine if the equipment item was utilized or not on the job, the job analysis project team member reviewed the results. Though there was no specific retention criteria for this rating scale, there was agreement on much of the equipment listed for the ACO classification. In terms of the higher end of agreement, there were 26 pieces of equipment that were indicated as being used by at least 70% of the respondents. In terms of the lower end of agreement, there were 26 pieces of equipment that were indicated as being used by less than 30% of the respondents. The full results can be found in Appendix MM. As depicted in this appendix, the equipment items utilized by ACOs on the job also show how often, on average, they are being utilized whether occasionally, often, or very often.

Statewide ACO KSA Rating Results

The overall ACO KSA rating results are presented in Appendix NN. In this appendix, KSA importance is shown as the mean importance across all respondents and the next column in the table provides the percentage of respondents indicating that the KSA is needed at entry into the classification. Finally, the far right column of the table shows the percentage of respondents indicating that possessing more of the KSA would lead to better job performance. Where a mean rating did not meet a particular criterion, the value is shown in red font, and the statement has a strikethrough.

The application of the initial KSA importance criterion indicating the KSA was of at least a 3.0 importance to the job, resulted in a total of 95 of the possible 102 KSA statements being retained as important. Once the SEM was applied with a 99% Confidence Interval, a total of 96 KSA statements were retained as important. The next criterion assessed when the KSA was required and 31 of the possible 102 KSA statements met the initial criterion indicating more than 50% reported it as needed before hire. After applying the SEM with a 99% Confidence Interval, a total of 37 KSA statements were retained as needed before hire. The final KSA scale assessed if having more of the KSA led to better performance. Upon applying the initial criterion indicating more than 50% reported more of the KSA led to better performance, a total of 102 KSA statements were retained, and given that this is 100% of the statements – the application of the SEM could not retain any additional statements.

In order for a KSA to be considered suitable for a rank based selection procedure, it has to meet all three of the above discussed criterion. After applying the initial criteria, a total of 30 KSA statements were considered suitable for rank based selection testing. However, once applying the SEM with a 99% Confidence Interval to account for inherent measurement error, a total of 37 KSA statements were retained for further analysis (Table 181). To further depict the KSA statement results for the ACOs (Non-PD), the table below shows the KSAs that met all three rating criteria and are considered suitable to assess in a rank ordered selection process for the ACOs (Non-PD).

Table 181. ACO – Selection Suitable KSAs

KSA Number	KSA	Mean Importance Rating (0-5 Scale)	Percentage Indicating KSA is Needed Before Hire	Percentage Indicating More is Better
47	Skill in driving a car.	3.44	51.9%	87.6%
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	4.09	58.8%	95.4%
52	The ability to understand materials written in English.	4.23	67.1%	94.9%
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	4.14	62.2%	95.4%
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	3.98	49.2% ¹	95.8%
57	Skill in adding and subtracting whole numbers.	3.24	70.1%	87.9%
58	Skill in multiplying and dividing whole numbers.	2.97 ¹	70.0%	85.8%
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	3.92	47.2% ¹	94.0%
60	The ability to concentrate on a task and not be distracted.	3.88	50.8%	94.9%
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	3.78	58.5%	93.6%
65	The ability to exert oneself physically without becoming tired too quickly.	3.96	49.9% ¹	94.7%
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	3.93	55.1%	94.8%
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	3.85	47.3% ¹	94.9%
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	3.95	48.3% ¹	95.2%
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	4.25	58.8%	95.2%
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and	4.30	61.7%	94.9%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Number	KSA	Mean Importance Rating (0-5 Scale)	Percentage Indicating KSA is Needed Before Hire	Percentage Indicating More is Better
	share credit for successes, and demonstrate high ethical standards..			
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	4.03	50.2%	95.6%
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	4.14	95.6%	95.6%
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	3.79	94.6%	94.7%
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	3.75	94.4%	94.4%
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	3.86	95.1%	95.0%
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	3.66	94.3%	94.1%
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	3.66	94.4%	94.4%
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	3.69	93.5%	93.0%
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated	3.70	93.3%	92.7%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Number	KSA	Mean Importance Rating (0-5 Scale)	Percentage Indicating KSA is Needed Before Hire	Percentage Indicating More is Better
	bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.			
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	3.74	93.3%	92.7%
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	3.73	93.2%	92.7%
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	3.61	92.1%	91.6%
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	3.71	92.4%	91.9%
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	3.60	92.1%	91.2%
96	The capacity to match or discriminate between colors. This capacity included detecting differences in color and in brightness.	3.43	86.7%	86.4%
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	3.62	89.1%	88.4%
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	3.80	90.5%	90.0%
99	The ability to see objects in the presence of glare or bright ambient lighting.	3.47	88.1%	87.8%
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	3.52	89.9%	89.5%

KSA Number	KSA	Mean Importance Rating (0-5 Scale)	Percentage Indicating KSA is Needed Before Hire	Percentage Indicating More is Better
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	3.69	92.6%	91.6%
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	3.73	91.7%	91.0%

¹ Although this statistic did not meet the initial cutoff criterion it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analytic Results of ACO-PD vs. ACO

While the subsequent section of this report depicts the comparative analysis conducted by STC staff between the ACO-PD vs. the ACO the job analytic results between these two groups are depicted side by side, as can be seen in Appendix OO. As shown in the appendix, the highlighted task statements, equipment items, and KSA statements indicate the statements where both groups show statements meeting the rating scale cutoff criterion. These highlighted statements, therefore, depict where there is overlap between these two groups.

Comparative Analyses of ACO-PD vs. ACO

The section below outlines the steps taken and subsequent results of the comparative analysis between ACO (PDs – hereafter referred to as ACO-PD) vs. ACO (Non-PDs – hereafter referred to as ACO). The analysis within this section, steps taken, and subsequent write up, inclusive of Appendix PP, was conducted by STC staff and incorporated directly within this report, as depicted below.

The categories of effect size index. The effect size index value that was computed to compare the two means could be either positive or negative, indicating the following:

- A positive value signifies that the task is rated as being performed more frequently by or rated as more important to ACO-PD than ACO.
- A negative value signifies that the task is rated as being performed less frequently by or rated as less important to ACO-PD than ACO.

The difference in frequency and/or importance could have been more or less significant. We categorized the differences in the following way:

Effect Size Range	Characterization
.00-.39	Little or no difference
.40-.69	Moderate difference
.70 and greater	Substantial difference

Task Category 1: Physical Tasks

Task Category 1 consists of tasks related to physical job requirements. Table 182 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 182. Statewide Task Frequencies and Importance Ratings for Task Category 1: Physical Tasks

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
11. Run for a short distance.	2.92	4.06	-.56	3.34	3.82	-.44
2. Walk or run up or down one or more flights of stairs.	6.32	6.76	-.16	3.13	3.71	-.50

Task Category 2: Handcuffs and Restraints

Task Category 2 consisted of tasks related to restraining individuals. Table 183 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 183. Statewide Task Frequencies and Importance Ratings for Task Category 2: Handcuffs and Restraints

Task	Frequency			Importance		
	Police Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
24. Apply restraint devices other than handcuffs to a non-resisting individual	3.47	5.01	-.55	4.08	4.21	-.14

Task Category 3: Officer Safety

Task Category 3 consisted of tasks related to using force to ensure the safety of officers or other individuals. Table 184 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 184. Statewide Task Frequencies and Importance Ratings for Task Category 3: Officer Safety

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
45. Draw and/or fire a firearm on duty in the course of job performance.	2.55	1.57	.67	4.29	4.49	-.23
43. Operate and/or interpret body scans for contraband or other anomalies.	5.42	3.31	.71	4.25	4.12	.12
33. Physically separate multiple combative individuals with the help of others.	2.54	3.22	-.40	4.34	4.44	-.13

Task Category 4: Initial Processing and Release

Task Category 4 consisted of tasks related to the procedures necessary for processing and release of individuals. Table 185 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 185. Statewide Task Frequencies and Importance Ratings for Task Category 4: Initial Processing and Release

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
70. Evaluate fitness of legal guardian(s) or parent(s) to take custody of individual.	4.29	1.68	1.39	3.84	3.48	.29
66. Schedule detention hearing.	6.66	2.82	1.37	4.02	3.54	.41
53. Classify individuals to assign proper housing.	8.46	4.33	1.34	4.60	4.16	.49
48. Photograph individuals.	8.59	4.98	1.29	4.59	4.01	.65
67. Release individuals on Own Recognizance or Cite Release.	8.24	4.55	1.26	4.34	3.76	.57
55. Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	8.26	4.79	1.23	4.34	3.76	.56

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency			Importance		
	ACO- PD Mean	ACO Mean	Effect Size	ACO- PD Mean	ACO Mean	Effect Size
58. Prepare forms, cards, or file jackets necessary to initiate individual's records.	8.43	4.90	1.20	4.42	3.82	.62
61. Inform all relevant parties of date of detention hearing.	8.02	4.42	1.20	4.16	3.64	.47
47. Fingerprint individuals.	8.57	5.21	1.18	4.60	4.07	.59
65. Return personal property and/or money upon an inmate's release.	8.54	5.20	1.15	4.52	4.07	.49
69. Decide whether to hold an individual in detention.	6.46	3.14	1.15	4.02	3.63	.34
68. Initiate search to locate parent(s) or legal guardian(s), if needed.	4.23	1.89	1.14	3.63	3.43	.16
73. Collect and process DNA samples.	7.47	4.39	1.14	4.35	3.90	.46
57. Inventory and take custody of individuals' property, clothing, and/or money.	8.56	5.41	1.13	4.48	3.90	.63
62. Run warrant checks, holds, and/or search clauses.	7.92	4.58	1.13	4.45	3.92	.53
63. Complete documentation necessary for release.	8.41	5.06	1.13	4.51	4.08	.46
52. Ensure incoming individuals get to make any required phone calls.	8.67	5.52	1.12	4.52	3.87	.67
60. Identify filing deadlines and court appearance deadlines.	7.81	4.41	1.12	4.40	3.83	.57
50. Advise Individual of constitutional rights.	6.27	3.47	1.11	4.11	3.79	.31
71. Contact appropriate parties to notify them that an individual is in custody.	4.89	2.41	1.08	3.44	3.38	.04
46. Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	8.48	5.43	1.04	4.59	4.11	.55
51. Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	8.62	5.85	1.03	4.66	4.15	.60
56. Observe/monitor behavior of individual in receiving room/holding unit while he/she awaits move to assigned housing.	8.59	5.91	.98	4.45	3.98	.52
64. Verify identity of individuals prior to booking or releasing.	8.50	5.87	.94	4.59	4.32	.31
54. Prepare identification cards or identification wristbands and give/affix to individuals.	8.20	5.85	.88	4.48	4.04	.47

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
72. Accommodate individual needs (e.g., due to medical conditions and/or religious rights).	7.33	4.88	.88	4.19	3.72	.46
49. Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	8.27	5.94	.87	4.37	3.93	.47
59. Provide food or other necessities to incoming individuals.	8.50	6.33	.82	4.34	3.84	.52

Task Category 5: Medical

Task Category 5 consisted of tasks related to actions and paperwork needed for ensuring individuals’ physical and mental health. Table 186 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 186. Statewide Task Frequencies and Importance Ratings for Task Category 5: Medical

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
76. Complete medical/mental health forms.	8.17	4.50	1.32	4.57	3.87	.74
77. Review medical log and make note of medical restrictions.	7.79	4.25	1.26	4.47	3.75	.71
80. Obtain signed medical consent form from parent(s) or legal guardian(s).	3.91	1.91	.94	3.88	3.48	.33
79. Arrange for medical treatment or psychiatric care.	6.13	4.75	.52	4.39	3.83	.55

Task Category 6: Escorting and Transporting

Task Category 6 consisted of tasks related to escorting and transporting vehicles and individuals. Table 187 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 187. Statewide Task Frequencies and Importance Ratings for Task Category 6: Escorting and Transporting

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
91. Arrange for transportation of individual(s).	6.51	3.88	.94	4.03	3.72	.30
87. Monitor movement of vehicles within the facility or in the immediate area.	6.50	4.23	.77	4.01	3.88	.13
81. Plan transportation route and an alternate route.	4.81	3.12	.70	3.86	3.88	-.02
84. Process incoming and outgoing law enforcement/facility buses.	5.61	3.63	.67	3.91	3.83	.07
83. Verify identity of person transporting an individual.	6.44	4.67	.62	4.30	4.14	.17
86. Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	4.86	3.45	.56	4.04	3.97	.07
92. Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).	4.44	3.11	.54	3.902	3.88	.02
85. Conduct vehicle safety check/inspection prior to transporting individual(s).	5.00	3.73	.51	3.95	3.93	.02
93. Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior.	3.54	2.41	.49	3.69	3.70	-.01
82. Verify individuals' identity and/or classification prior to escorting or transporting.	6.80	5.45	.48	4.28	4.20	.08

Task Category 7: Supervising Personnel

Task Category 7 consisted of tasks related to observing, directing, training, mentoring, and instructing individuals. Table 188 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 188. Statewide Task Frequencies and Importance Ratings for Task Category 7: Supervising Personnel

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
99. Recruit applicants for work in the department including volunteers.	2.57	1.66	.60	3.32	3.20	.09
98. Assist in interviewing applicants for work in the department.	2.33	1.62	.46	3.44	3.33	.09

Task Category 8: Record Keeping

Task Category 8 consisted of tasks related to creating and maintaining records. Table 189 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 189. Statewide Task Frequencies for Task Category 8: Record Keeping

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
103. Log weapons/firearms in and out.	5.88	3.41	.86	3.75	3.89	-.12
114. Maintain authorized visitor log.	6.15	4.00	.72	3.91	3.68	.21
108. Prepare/Update court status and court lists.	6.90	4.86	.65	4.06	3.79	.26
112. Manage files and documents.	7.48	5.56	.63	4.06	3.69	.34
105. Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	7.29	5.40	.61	4.10	3.87	.23
117. Compute and record time-served credits, conduct credits, and/or release dates.	4.87	3.15	.59	3.65	3.66	-.01
113. Log movement of all non-detainees entering and leaving the facility.	6.68	4.80	.58	4.04	3.79	.22
115. Oversee and maintain logs on vehicle fleets.	3.91	2.49	.57	3.31	3.39	-.06
111. Gather data for statistical reports.	4.79	3.47	.45	3.52	3.42	.08
102. Log vehicles entering and leaving the facility.	4.80	3.64	.41	3.59	3.67	-.08

Task Category 9: Meals

Task Category 9 consisted of related to preparing and distributing food. Table 190 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 190. Statewide Task Frequencies and Importance Ratings for Task Category 9: Meals

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
123. Prepare meals/snacks for individuals.	7.64	4.24	1.17	4.05	3.45	.54
119. Inspect food for possible contamination prior to serving.	7.63	5.98	.56	4.14	3.67	.46
122. Verify tray and utensil counts.	7.49	6.29	.42	4.20	3.85	.36
118. Release individuals for meals at appropriate times.	4.59	6.91	.25	4.09	3.67	.44

Task Category 10: Activities

Task Category 10 consisted of tasks related to supervising, monitoring, and coaching sports and other leisure activities. Table 191 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 191. Statewide Task Frequencies and Importance Ratings for Task Category 10: Activities

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
125. Monitor electronic device usage and reading material for inappropriate content.	5.23	4.00	.40	3.36	3.26	.08

Task Category 11: Visiting

Task Category 11 consisted of tasks related to screening, searching, admitting, and releasing visitors. Table 192 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 192. Statewide Task Frequencies and Importance Ratings for Task Category 11: Visiting

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
135. Conduct background clearance checks (e.g., for volunteers or visitors).	5.05	2.63	.97	3.76	3.66	.09
136. Provide video kiosk assistance and operating instructions to visitors.	4.80	2.52	.94	3.36	3.08	.22
134. Answer questions and provide information to visitors.	6.68	4.61	.78	3.77	3.23	.48
133. Arrange for special visits.	4.07	2.75	.56	3.53	3.14	.31
131. Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	6.33	4.83	.51	4.22	4.06	.16

Task Category 12: Counseling

Task Category 12 consisted of tasks related to family and individual counseling. Table 193 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 193. Statewide Task Frequencies and Importance Ratings for Task Category 12: Counseling

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
145. Counsel individual who will be released without further action.	4.78	3.29	.57	3.29	2.93	.29
146. Manage/Mediate family (parent/juvenile) interactions in program setting (in custody or out of custody).	2.75	1.81	.51	3.36	2.91	.35

Task Category 13: Mail

Task Category 13 consisted of tasks related to monitoring and distributing mail. Table 194 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 194. Statewide Task Frequencies and Importance Ratings for Task Category 13: Mail

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
149. Distribute mail to individuals or collect individuals' outgoing mail.	3.09	6.28	-1.18	3.52	3.68	-.14
147. Scan incoming and outgoing mail.	3.15	5.65	-.87	3.48	3.95	-.48
150. Notify sender and receiver of seizure of unauthorized material.	2.07	4.16	-.73	3.39	3.49	-.08

Task Category 14: Searching

Task Category 14 consisted of tasks related to searching and security checks. Table 195 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 195. Statewide Task Frequencies and Importance Ratings for Task Category 14: Searching

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
154. Conduct surveillance using closed circuit monitoring system.	8.41	6.30	.74	4.50	4.09	.44
155. Operate metal detection or X-ray equipment.	6.68	4.68	.67	4.22	3.98	.23
152. Conduct search of all areas not readily accessible by individuals	7.20	6.13	.44	4.28	4.06	.25
153. Conduct security checks/patrols.	8.46	7.44	.43	4.52	4.33	.23

Task Category 15: Evidence and Contraband

Task Category 15 consisted of tasks that did not show moderate or substantial differences between ACO-PD and ACOs.

Task Category 16: Drug and Substance Testing

Task Category 16 consisted of tasks related to monitoring and testing for drugs and alcohol. Table 196 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 196. Statewide Task Frequencies and Importance Ratings for Task Category 16: Drug and Substance Testing

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
160. Administer breath analyzer test to individuals.	4.63	2.49	.88	3.84	3.66	.17
159. Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	3.80	2.71	.58	3.80	3.91	-.11

Task Category 17: Restitution and Fines

Task Category 17 consisted of tasks related to evaluating and monitoring restitutions and fines. Table 197 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 197. Statewide Task Frequencies and Importance Ratings for Task Category 17: Restitution and Fines

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
165. Collect, accept, and process payments.	6.15	2.78	1.31	4.21	3.36	.71
166. Calculate individuals' wages.	4.11	1.89	1.07	3.38	2.97	.30
164. Review bail bonds to ensure accuracy.	6.77	4.03	.98	4.31	3.77	.50
163. Interview probationer and/or family to determine ability to pay restitution, fines, probation fees, and other payments; set up payment schedule and monitor payments.	2.89	1.75	.60	3.17	2.96	.16
161. Advise individuals and/or victim of his/her right to a restitution hearing.	3.10	2.03	.54	3.21	3.06	.12
162. Determine and recommend the amount of restitution due to victim(s).	2.57	1.69	.51	2.88	3.07	-.15

Task Category 18: Prepare Reports

Task Category 18 consisted of tasks related to preparing and editing reports for departments, supervisors, and courts. Table 198 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 198. Statewide Task Frequencies and Importance Ratings for Task Category 18: Prepare Reports

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
168. Prepare court documents/reports.	6.54	3.61	1.09	4.08	3.77	.30
171. Prepare reports regarding detention or release.	5.32	2.91	.87	3.83	3.52	.27
169. Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	4.27	5.61	-.62	4.00	3.99	.01

Task Category 19: Security

Task Category 19 consisted of tasks related to maintaining security. Table 199 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 199. Statewide Task Frequencies and Importance Ratings for Task Category 19: Security

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
185. Secure and separate individuals who commit crimes.	6.63	5.39	.47	4.30	4.20	.12

Task Category 20: Referrals

Task Category 20 consisted of tasks that did not show moderate or substantial differences between ACO-PD and ACOs.

Task Category 21: Supervising and Monitoring

Task Category 21 consisted of tasks related to monitoring and supervising individuals’ behavior. Table 200 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 200. Statewide Task Frequency and Importance Ratings for Task Category 21: Supervising and Monitoring

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
213. Monitor closed circuit video assignments.	6.91	4.21	.85	3.97	3.54	.38
217. Reclassify individuals to maintain proper housing assignment.	6.34	4.29	.70	4.06	3.98	.08
209. Video/Audio record and review critical or potentially critical incidents.	5.57	3.77	.69	4.06	3.77	.30
207. Read documents to individuals to ensure understanding.	6.84	5.07	.67	3.84	3.46	.36
216. Process and distribute pre-paid telephone cards.	5.35	3.50	.64	3.66	3.23	.35
199. Provide phone access and/or monitor individuals’ calls.	8.41	6.82	.62	4.10	3.64	.46
210. Notify and prepare individuals for release, transfer, and/or transport.	7.99	6.56	.58	4.22	3.82	.43
206. Maintain and clean individuals’ clothing, bedding, and living quarters.	7.18	5.96	.44	3.86	3.70	.16
212. Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	7.27	6.38	.34	4.41	4.04	.41

Task Category 22: Court-Related Duties

Task Category 22 consisted of tasks related to court proceedings. Table 201 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 201. Statewide Task Frequencies for Task Category 22: Court-Related Duties

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
219. Act as court bailiff.	2.93	1.82	.71	3.58	3.32	.21
223. Consult with judiciary on cases for sentencing/disposition.	1.68	1.64	.03	2.93	3.54	-.51

Task Category 23: Alternative Programs

Task Category 23 consisted of tasks related to assessing qualification for and monitoring compliance to alternative sentencing programs. Table 202 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 202. Statewide Task Frequencies and Importance Ratings for Task Category 23: Alternative Programs

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
228. Monitor movement of individuals on home confinement and/or electronic monitoring.	4.61	1.73	1.41	2.63	3.30	-.52
229. Check electronic monitoring systems (e.g., EM, GPS, ankle monitor, alcohol monitoring device) database for compliance violations.	4.38	1.67	1.38	3.10	3.28	-.13
230. Orient individual to alternative sentencing program rules and procedures.	4.00	1.76	1.13	2.93	3.23	-.23
231. Determine eligibility, develop case plan, and monitor progress in re-entry programs.	2.60	1.58	.57	2.40	3.17	-.59
225. Process documents necessary for alternative sentencing programs.	2.47	2.04	.19	2.52	3.12	-.48
227. Make field checks of individuals in alternative sentencing programs.	1.00	1.65	-.37	2.07	3.21	-.87
224. Determine an individual's eligibility for alternative sentencing programs.	1.73	1.93	-.10	2.59	3.13	-.44

Task Category 24: Oral Communication

Task Category 24 consisted of tasks related to oral communication. Table 203 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 203. Statewide Task Frequencies and Importance Ratings for Task Category 24: Oral Communication

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
238. Answer, respond to, and transfer phone calls requesting information.	8.49	6.98	.64	4.03	3.64	.37
236. Communicate with individuals in a language other than English or serve as an interpreter.	5.83	4.19	.49	3.74	3.56	.15
237. Answer questions/Provide information to various regulatory agencies and commissions.	6.08	4.65	.46	3.74	3.52	.19

Task Category 25: Service to Community

Task Category 25 consisted of tasks related to providing services to the community. Table 204 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 204. Statewide Task Frequencies and Importance Ratings for Task Category 25: Service to Community

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
248. Respond to questions from the public.	7.50	4.11	1.20	3.80	3.37	.41
250. Speak with at-risk members of the community about their concerns or problems.	3.23	1.76	.80	3.33	3.21	.10
249. Participate in joint operations with other agencies.	2.83	2.04	.47	3.31	3.35	-.03

Task Category 26: Developing Case Plans

Task Category 26 consisted of tasks related to the development, monitoring, and assessment of individuals’ case plans. Table 205 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 205. Statewide Task Frequencies and Importance Ratings for Task Category 26: Developing Case Plans

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
255. Conduct risk and needs assessment and reassessments.	5.82	2.75	1.13	3.78	3.35	.35
254. Assess, monitor, and update individual’s progress with case plan.	4.22	2.28	.79	3.48	3.23	.20
252. Determine the frequency of contact needed during supervision utilizing risk assessment.	4.16	2.37	.73	3.51	3.25	.21
253. Review an individual’s file to obtain necessary information.	5.86	4.06	.58	3.51	3.40	.10
251. Gather information and prepare, develop and review individualized case plan.	3.31	2.36	.40	3.33	3.21	.10

Task Category 27: Emergencies

Task Category 27 consisted of tasks related to executing procedures during an emergency. Table 206 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 206. Statewide Task Frequencies and Importance Ratings for Task Category 27: Emergencies

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
261. Respond to emergency situations according to agency policies.	2.91	3.80	-.43	4.37	4.32	.06

Task Category 28: Current Knowledge

Task Category 28 consisted of tasks related to maintaining knowledge of policy and procedures. Table 207 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 207. Statewide Task Frequencies and Importance Ratings for Task Category 28: Current Knowledge

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
265. Attend staff meetings.	3.42	4.53	-.45	3.69	3.64	.05

Task Category 29: Finances

Task Category 29 consisted of tasks related to finances. Table 208 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 208. Statewide Task Frequencies and Importance Ratings for Task Category 29: Finances

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
272. Make special purchases for individuals.	2.98	1.93	.57	2.68	2.78	-.07
275. Process work furlough funds received, re-issue funds, and distribute accordingly.	2.84	1.86	.55	3.21	2.99	.17
274. Supervise and record individuals' financial interactions.	4.19	2.92	.50	3.32	3.04	.22

Task Category 30: Work Details

Task Category 30 consisted of tasks related to supervising and monitoring work details. Table 209 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 209. Statewide Task Frequencies and Importance Ratings for Task Category 30: Work Details

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
280. Complete an individual’s work time card.	4.57	3.45	.40	3.57	3.41	.14

Task Category 31: Family Court Duties

Task Category 31 consisted of tasks related to family court proceedings. Table 210 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 210. Statewide Task Frequencies and Importance Ratings for Task Category 31: Family Court Duties

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
282. Make recommendations about placement, visitation, and custody of minors during custody proceedings.	3.77	1.74	1.07	2.94	2.91	.02
285. Make recommendations regarding adoption.	1.60	1.60	0.00	2.14	2.78	-.49
281. Conduct investigation to determine whether conservator(s) legal guardian(s) is properly administering an estate.	1.50	1.62	-.07	1.89	2.91	-.76

Task Category 32: Investigations

Task Category 32 consisted of tasks related to collecting, interpreting, and reviewing information. Table 211 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 211. Statewide Task Frequencies and Importance Ratings for Task Category 32: Investigations

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
296. Verify identity based on fingerprint information.	8.18	4.39	1.27	4.44	3.91	.54
286. Obtain verification of employment, education, and/or other pertinent background information.	5.11	2.31	1.16	3.45	3.31	.11
291. Collect, review, and interpret appropriate criminal records and documents pertaining to an individual.	6.88	3.65	1.10	3.94	3.61	.30
287. Conduct intake or pre-plea/pre-sentence interview with individual.	5.92	3.10	.94	3.75	3.47	.24
295. Access databases (e.g., CLETS, CWS/CMS) to find or input information.	7.49	4.66	.92	4.22	3.82	.39
292. Contact agencies and collect information on an individual.	4.43	2.75	.72	3.48	3.47	.01
293. Interview individuals and involved parties to obtain background information and information about the offense.	4.26	2.93	.59	3.37	3.56	-.19
294. Obtain and review police report of charges against individuals taken into custody.	5.71	4.07	.54	3.60	3.63	-.03
290. Evaluate residence for appropriateness of home environment.	2.20	1.72	.27	2.80	3.32	-.43

Task Category 33: Monitor Compliance

Task Category 33 consisted of tasks related to monitoring compliance. Table 212 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 212. Statewide Task Frequencies and Importance Ratings for Task Category 33: Monitor Compliance

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
304. Execute warrants.	4.82	2.02	1.41	3.47	3.44	.02
303. File petition for modification, termination, or revocation of probation and/or request warrant.	4.31	1.74	1.40	3.37	3.07	.25
309. Complete documentation necessary to authorize holds.	5.60	2.36	1.38	3.62	3.44	.16
306. Review and determine appropriate supervision level.	6.61	3.21	1.12	3.73	3.54	.17
305. Search individual's person, personal property, or residence, per Court Order.	5.84	2.98	1.02	3.73	3.55	.16
301. Investigate incoming transfer requests from other jurisdictions.	3.78	1.91	.98	3.21	3.00	.17
307. Gather information and interview appropriate parties and the individual to determine level of probation compliance.	3.47	1.88	.81	2.77	3.21	-.40
299. Review request for and issue travel permits.	3.14	1.80	.69	2.80	2.90	-.08
300. Review requests for permission and initiate procedures to transfer a case to a new jurisdiction.	2.91	1.80	.59	3.00	2.95	.04
298. Request court action or garnishment where individuals falls behind in child support or other payments.	2.20	1.63	.33	2.29	3.02	-.62
308. Conduct home/site visits.	1.60	1.68	-.05	2.00	3.28	-1.08

Task Category 34: Establish Relationship

Task Category 34 consisted of tasks related to establishing relationships with outside resources. Table 213 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 213. Statewide Task Frequencies and Importance Ratings for Task Category 34: Establish Relationships

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
310. Recruit foster parents.	2.00	1.68	.19	2.00	2.80	-.60

Task Category 35: Notifying

Task Category 35 consisted of tasks related to disseminating information according to legal or policy requirements. Table 214 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 214. Statewide Task Frequencies and Importance Ratings for Task Category 35: Notifying

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
314. Notify/inform law enforcement agencies and other agencies of law violations/information of interest.	5.23	2.67	1.17	3.70	3.49	.20
317. Notify parent(s) legal guardian(s) and/or probation officer of any change in an individual's status.	3.49	1.85	.93	3.40	3.44	-.03
315. Notify victim(s) as required by law.	3.60	2.39	.60	3.85	3.71	.13
316. Notify anyone who is the specific object of threats by an individual as required by law.	3.09	2.14	.49	3.76	3.70	.05

Task Category 36: Communication

Task Category 36 consisted of tasks related to evaluating and making recommendations regarding individuals. Table 215 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 215. Statewide Task Frequencies and Importance Ratings for Task Category 36: Making Recommendations

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
321. Discuss offense with external entities to determine whether new charges/violation of probation should be filed.	3.91	2.10	.94	3.46	3.25	.18
319. Investigate, determine, make recommendations, and refer individuals to appropriate placement.	6.43	3.82	.91	3.97	3.57	.37
318. Evaluate information to determine aggravating or mitigating circumstances of the crime.	4.35	2.97	.60	3.60	3.45	.14
320. Evaluate information to decide on recommended disposition, sentence, and/or terms and conditions of supervision.	3.83	2.61	.47	3.51	3.33	.15

Task Category 37: Release Decisions

Task Category 37 consisted of tasks related to determining whether an individual should be released. Table 216 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 216. Statewide Task Frequencies and Importance Ratings for Task Category 37: Release Decisions

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
322. Review and prepare appropriate documents for recommended release of an individual.	7.91	4.24	1.24	4.25	3.95	.28
323. Conduct an interview and/or gather information to determine if an individual is to be released or detained.	6.98	3.54	1.18	4.18	3.86	.28

Task Category 38: Miscellaneous

Task Category 38 consisted of tasks which did not fall into any previous category. Table 217 presents results of the 2014 job analysis for the tasks that exhibited either moderate or substantial difference across the ACO-PD and ACO classifications. Tasks are ordered based on frequency effect size value, that is, from more difference to less difference in the frequency for which ACO-PD vs. ACO rated the task as being performed. The column on the right presents differences in task importance ratings. Mean ratings for all tasks in this category can be found in Appendix PP.

Table 217. Statewide Task Frequencies and Importance Ratings for Task Category 38: Miscellaneous

Task	Frequency			Importance		
	ACO-PD Mean	ACO Mean	Effect Size	ACO-PD Mean	ACO Mean	Effect Size
326. Obtain and process court documents and take necessary action.	2.78	4.04	.86	4.04	3.61	.39
327. Read individual's records to ensure compliance with special directives regarding care and custody of individual.	7.11	4.87	.74	4.15	3.70	.41
330. Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.	3.02	1.89	.67	3.28	3.15	.10
324. Maintain confidentiality of information.	8.29	7.29	.42	4.43	4.13	.31
343. Inspect areas for cleanliness.	7.85	7.11	.34	4.00	3.61	.40

JOB FAMILIES RESULTS

Overview of Approach and Use of Results

As previously discussed, a “job families” approach was utilized for this job analysis study. In addition to conducting job analyses for the classifications of ACO, JCO, and PO as they are used within local corrections and/or probation agencies throughout the State of California, an additional step was taken to identify, what, if any, overlap there may be in terms of job tasks and/or underlying KSAs necessary to perform those job tasks. This potential overlap allows for the possibility of using a job families approach to employee selection and training. Specifically, through this approach, the common building blocks of these three job classifications can serve as the unit of analysis for developing selection and training tools and practices. If several jobs share comparable components, STC can capitalize on this overlap and standardize many selection and training materials and procedures across jobs, and therefore, work much more efficiently.

Therefore, as depicted in this report, the job analysis project team compared the job analytic results for each of the three classifications side-by-side. Tasks, equipment utilized, and KSAs that met the rating scale cutoff criteria across all three classifications were identified and are presented. The tasks, equipment, and KSAs that are identified meeting the rating scale cutoff criteria for all three classifications are the statements that, potentially, could be utilized to focus streamlined training and selection activities for all three classifications.

Common Task Results across ACO, JCO, and PO

The first stage in the analysis was to look at which job tasks that were part of each individual classification were indicated to be part of the job, and important to the successful performance of the job. There are certainly tasks performed by each classification that are unique to that body of work; however, there is also quite a bit of overlap between the classifications. At this stage in the analysis, those similarities and differences or unique characteristics were investigated. All tasks results including ratings across all three classifications can be found in Appendix QQ, and all of the common retained tasks can be found in Appendix RR. In these appendices, any values in red font indicate that they did not meet the retention criteria for that rating scale, unless there is a subscript ‘1’ next to the value, which indicates that although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% Confidence Interval was applied to account for potential measurement error inherent in surveys. Additionally, rows that are shaded in grey indicate that the statement was retained by all three classifications.

In applying the initial task frequency criterion of greater than 50% indicating the task was a part of the job, a total of 160 task statements were retained for all three classifications. However, once applying the SEM with a 99% Confidence Interval to account for any inherent measurement errors found in self-reporting surveys, a total of 177 task statements were retained for all three classifications. Similarly, in applying the initial task importance criterion indicating the task was of at least a 3.0 importance to the job, a total of 177 task statements were retained. The application of the SEM with a 99% Confidence Interval to account for inherent measurement errors did not result in the retention of any additional task statements.

In order to retain a task for further analysis, the statement had to meet both the task frequency and task importance criteria. After applying the initial criteria, a total of 160 task statements were retained for all three classes for further analysis. However, once applying the SEM with a 99% Confidence Interval to account for inherent measurement error, a total of 177 (51.6%) task statements, were retained for further analysis. A more detailed breakdown by each of the task categories of which task statements met the rating scale cutoff criterion for all three classifications and are, thus, considered performed and important tasks of the ACO, JCO, and PO classifications as they are used across local agencies within the State of California, are depicted below.

Task Category: Physical Tasks

Within the Physical Tasks dimension, there were two tasks that were indicated by JCOs as not part of the job, but were part of the job for ACOs and POs, which were “Climb through openings”; and “Crawl in confined areas.” There were also two tasks that were indicated by ACOs to be important, but not important by the JCOs and POs, which were “Walk or run up or down one or more flights of stairs”; and “Push and/or pull hard-to-move objects by hand.” Additionally, there was one task that was indicated by POs to not be part of the job, but was indicated as part of the job by ACOs and JCOs, which was “Operate and control lights, power, and/or water in cells/rooms/dormitories.” Similarly, there was one task that was indicated as not important by the POs, but was determined to be important to the ACOs and JCOs, which was “Balance oneself on uneven or narrow surfaces.”

In terms of similarities, nine common tasks were retained by the ACO, JCO, and PO classifications (Table 218).

Table 218. Common Tasks - Physical Tasks

Task Number	Task
10	Pursue individuals on foot.
11	Run for a short distance.
12	Walk or stand for long periods of time.
13	Sit for long periods of time.
14	Bend, extend, and/or twist body.
16	Drive an automobile for work duties other than to transport individuals.
17	In various degrees of lighting watch for indications of illegal activity or disturbance.
18	Listen for unusual sounds or sounds that may indicate illegal activity or disturbance.
21	Operate gates, doors, locks, sally ports, cells/rooms/dorms, electronically or manually.

Task Category: Handcuffs and Restraints

For the task category of Handcuff and Restraints, all tasks were retained by the ACO, JCO, and PO classifications (Table 219).

Table 219. Common Tasks – Handcuffs and Restraints

Task Number	Task
22	Handcuff a non-resisting individual.
23	Handcuff a resisting individual.
24	Apply restraint devices other than handcuffs to a non-resisting individual.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

25	Apply restraint devices other than handcuffs to a resisting individual.
26	Physically subdue or restrain a resisting or fleeing individual by yourself.
27	Physically subdue or restrain a resisting or fleeing individual with the help of others.
28	Place an actively resisting individual in the seat of a car.

Task Category: Officer Safety

Within the Officer Safety dimension, there were two tasks that were indicated by POs as not part of the job, but were part of the job for ACOs and JCOs, which were “Strip-search individuals”; and “Operate and/or interpret body scans for contraband or other anomalies.” There were also two tasks that were indicated by JCOs to be part of the job, but not part of the job for the ACOs and POs, which were “Complete range qualification required to carry a firearm”; and “Draw and/or fire a firearm on duty in the course of job performance.”

In terms of similarities, 13 common tasks were retained by the ACO, JCO, and PO classifications (Table 220).

Table 220. Common Tasks – Officer Safety

Task Number	Task
29	Defend oneself or others using less than lethal force.
30	Defend oneself or others using lethal force.
31	Defend oneself or others against a combative individual.
32	Defend oneself against an armed individual.
33	Physically separate multiple combative individuals with the help of others.
34	Physically separate two combative individuals by yourself.
35	Assist an uncooperative/ incapacitated individual from a prone position on the ground to his/her feet.
36	Search individuals for weapons, contraband, and/or drugs.
38	Perform cell/room extractions.
39	Place and secure individual in safety room.
40	Anticipate, monitor, and intervene in potentially violent interpersonal situations.
41	Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.
42	Use force to gain entrance through barriers.

Task Category: Initial Processing and Release

Within the Initial Processing and Release dimension, there were five tasks that were indicated by POs as not part of the job, but were part of the job for ACOs and JCOs, which were “Classify individuals to assign proper housing”; “Prepare identification cards or identification wristbands and give/affix to individuals”; “Observe/monitor behavior of individual in receiving room/holding unit while he/she awaits move to assigned housing”; “Provide food or other necessities to incoming individuals”; and “Release individuals on Own Recognizance or Cite Release.” There were also two tasks that were indicated by JCOs to be part of the job, but not part of the job by the ACOs and POs, which were “Schedule detention hearing”; and “Decide whether to hold an individual in detention.” Additionally, there was one task that was indicated by ACOs to be part of the job, but not part of the job for the JCOs and POs, which was “Initiate search to locate parent(s) or legal guardian(s), if needed.” Lastly, there was one task that was only indicated as part of the job for POs, but not part of the job for ACOs or JCOs, which was “Evaluate fitness of legal guardian(s) or parent(s) to take custody of individual.”

In terms of similarities, 19 common tasks were retained by the ACO, JCO, and PO classifications (Table 221).

Table 221. Common Tasks – Initial Processing and Release

Task Number	Task
46	Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.
47	Fingerprint individuals.
48	Photograph individuals.
49	Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.
50	Advise individual of constitutional rights.
51	Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.
52	Ensure incoming individuals get to make any required phone calls.
55	Discuss circumstances of the arrest/charges with arresting officer/transporting officer.
57	Inventory and take custody of individuals' property, clothing, and/or money.
58	Prepare forms, cards, or file jackets necessary to initiate individual's records.
60	Identify filing deadlines and court appearance deadlines.
61	Inform all relevant parties of date of detention hearing.
62	Run warrant checks, holds, and/or search clauses.
63	Complete documentation necessary for release.
64	Verify identity of individuals prior to booking or releasing.
65	Return personal property and/or money upon release.
71	Contact appropriate parties to notify them that an individual is in custody.
72	Accommodate individual needs (e.g., due to medical conditions and/or religious rights).
73	Collect and process DNA samples.

Task Category: Medical

Within the Medical dimension, there was one task that was indicated by POs as not part of the job, but was part of the job for ACOs and JCOs, which was “Deliver medication, observe individual taking it, and record if taken or refused.” There was also one task that was indicated by JCOs to not be part of the job, but was part of the job for the ACOs and POs, which was “Obtain signed medical consent form from parent(s) or legal guardian(s).”

In terms of similarities, five common tasks were retained by the ACO, JCO, and PO classifications (Table 222).

Table 222. Common Tasks – Medical

Task Number	Task
74	Perform CPR.
75	Render first aid other than CPR.
76	Complete medical/mental health forms.
77	Review medical log and make note of medical restrictions.
79	Arrange for medical treatment or psychiatric care.

Task Category: Escorting and Transporting

Within the Escorting and Transporting dimension, there were two tasks that were indicated by POs as not part of the job, but were part of the job for ACOs and JCOs, which were “Monitor movement of vehicles within the facility or in the immediate area”; “Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior.” There was also one task that was indicated by ACOs to be part of the job, but not part of the job by the JCOs and POs, which was “Process incoming and outgoing law enforcement/facility buses.”

In terms of similarities, 10 common tasks were retained by the ACO, JCO, and PO classifications (Table 223).

Table 223. Common Tasks – Escorting and Transporting

Task Number	Task
81	Plan transportation route and an alternate route.
82	Verify individuals' identity and/or classification prior to escorting or transporting.
83	Verify identity of person transporting an individual.
85	Conduct vehicle safety check/inspection prior to transporting individual(s).
86	Search vehicles, including transportation vehicles, prior to entering and leaving the facility.
88	Transport equipment and/or evidence.
89	Transport individuals or groups of individuals including safety/location checks.
90	Escort an individual or groups to and from locations within facility.
91	Arrange for transportation of individual(s).
92	Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).

Task Category: Supervising Personnel

Within the Supervising Personnel dimension, there were three tasks that were indicated by all three classifications as not part of the job, which were “Assist in interviewing applicants for work in the department”; “Recruit applicants for work in the department, including volunteers”; “Write or update job descriptions.”

In terms of similarities, four common tasks were retained by the ACO, JCO, and PO classifications (Table 224).

Table 224. Common Tasks – Supervising Personnel

Task Number	Task
94	Schedule and/or plan the work of other personnel or volunteers.
95	Observe the work of other personnel or volunteers and provide appropriate feedback.
96	Train, mentor, and provide instruction to other personnel or volunteers.
97	Give assignments to other personnel, program providers, or volunteers.

Task Category: Record Keeping

Within the Record Keeping dimension, there were five tasks that were indicated by POs as not part of the job, but were part of the job for ACOs and JCOs, which were “Maintain a record of all mail/packages for any individual to assure proper distribution”; “Conduct and document population counts to account for all individuals”; “Log movement of all non-detainees entering and leaving the facility”; “Maintain authorized visitor log”; and “Oversee and maintain logs on vehicle fleets.” There was also one task that was indicated by ACOs to be part of the job, but not part of the job for the JCOs and POs, which was “Log weapons/firearms in and out.”

In terms of similarities, 11 common tasks were retained by the ACO, JCO, and PO classifications (Table 225).

Table 225. Common Tasks – Record Keeping

Task Number	Task
101	Log facility equipment in and out.
102	Log vehicles entering and leaving the facility.
105	Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).
106	Record relevant activities and incidents occurring during shift in daily journal or log.
107	Complete forms and prepare correspondence (e.g., email, memos).
108	Prepare/update court status and court lists.
109	Create new forms.
111	Gather data for statistical reports.
112	Manage files and documents.
116	Document how your time is spent performing specific activities.
117	Compute and record time served credits, conduct credits, and/or release dates.

Task Category: Meals

Within the Meals dimension, there were zero common tasks retained across all three classifications. The ACOs and JCOs had all tasks retained, but the POs did not have any tasks retained.

Task Category: Activities

Within the Activities dimension, there were five tasks that were indicated by JCOs as part of the job, but not part of the job for ACOs and POs, which were “Supervise and/or coach individuals playing sports or game activities”; “Plan and schedule recreational activities”; “Participate in sports or game activities with individuals”; “Instruct/train/coach individuals in vocational activities and projects”; and “Assist individuals with schoolwork.”

In terms of similarities, one common task was retained by the ACO, JCO, and PO classifications (Table 226).

Table 226. Common Tasks – Activities

Task Number	Task
125	Monitor electronic device usage and reading material for inappropriate content.

Task Category: Visiting

Within the Visiting dimension, there was one task that was indicated by ACOs as part of the job, but not part of the job for JCOs and POs, which was “Conduct background clearance checks (e.g., for volunteers or visitors).” There was also one task that was indicated by POs as not part of the job, but part of the job for JCOs and ACOs, which was “Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.” There was one task that was not retained by any classification, which was “Provide video kiosk assistance and operating instructions to visitors.”

In terms of similarities, three common tasks were retained by the ACO, JCO, and PO classifications (Table 227).

Table 227. Common Tasks – Visiting

Task Number	Task
131	Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.
133	Arrange for special visits.
134	Answer questions and provide information to visitors.

Task Category: Counseling

Within the Counseling dimension, there were eight tasks that were indicated by ACOs as not part of the job, but were part of the job for JCOs and POs, which were “Conduct or co-facilitate formal or structured group counseling sessions with individuals”; “Conduct formal or structured counseling sessions with individuals on a one-on-one basis”; Counsel individuals informally/formally including crisis intervention”; “Observe individuals in group and individual activities and provide advice and counseling to foster behavioral modification”; “Make recommendations for program advancement/graduation”; “Conduct vocational or job counseling sessions with individual(s)”; “Counsel individual who will be released without further action”; and “Manage/mediate family (parent/juvenile) interactions in program setting (in custody or out of custody).”

In terms of similarities, one common task was retained by the ACO, JCO, and PO classifications (Table 228).

Table 228. Common Tasks – Counseling

Task Number	Task
143	Provide positive feedback and encouragement to individual(s).

Task Category: Mail

Within the Mail dimension, there were zero common tasks retained across all three classifications. The ACOs and JCOs had all tasks retained, but the POs did not have any tasks retained.

Task Category: Searching

Within the Searching dimension, there were two tasks that were indicated by POs as not part of the job, but were part of the job for ACOs and JCOs, which were “Conduct or co-facilitate formal or structured group counseling sessions with individuals”; and “Operate metal detection or X-ray equipment.”

In terms of similarities, three common tasks were retained by the ACO, JCO, and PO classifications (Table 229).

Table 229. Common Tasks – Searching

Task Number	Task
151	Conduct search of all areas accessible by individuals.
152	Conduct search of all areas not readily accessible by individuals.
153	Conduct security checks/patrols.

Task Category: Evidence and Contraband

For the task category of Evidence and Contraband, both tasks were retained by ACO, JCO and PO classifications (Table 230).

Table 230. Common Tasks – Evidence and Contraband

Task Number	Task
156	Identify, isolate, preserve and secure crime scene.
157	Identify, seize, secure, document, preserve and/or dispose of evidence/contraband material.

Task Category: Drug and Substance Testing

Within the Drug and Substance Testing dimension, there was one task that was indicated by JCOs as not part of the job, but was part of the job for ACOs and POs, which was “Administer breath analyzer test to individuals.”

In terms of similarities, two common tasks were retained by the ACO, JCO, and PO classifications (Table 231).

Table 231. Common Tasks – Drug and Substance Testing

Task Number	Task
158	Conduct presumptive drug tests on seized items suspected to be controlled substance.
159	Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.

Task Category: Restitution and Fines

Within the Restitution and Fines dimension, there were zero common tasks retained across all three classifications.

Task Category: Prepare Reports

Within the Prepare Reports dimension, there was one task that was indicated by POs as part of the job, but not part of the job for ACOs and JCOs, which was “Process requests for sealing of records.”

In terms of similarities, six common tasks were retained by the ACO, JCO, and PO classifications (Table 232).

Table 232. Common Tasks – Prepare Reports

Task Number	Task
167	Proofread and/or edit reports.
168	Prepare court documents/reports.
169	Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).
170	Prepare individual evaluation reports (e.g., progress, performance, updates).
171	Prepare reports regarding detention or release.
172	Interview relevant individuals in order to prepare reports.

Task Category: Security

Within the Security dimension, there eight tasks that were indicated by POs as not part of the job, but were part of the job for ACOs and JCOs, which were “Provide security to staff working in facility”; “Report count discrepancies”; Notify appropriate staff of movement”; “Check individuals' passes”; “Issue passes to individuals ”; “Log movement of individuals”; “Conduct security round/visual check of individuals and facility”; and “Call into control room, post, or switchboard at required intervals.”

In terms of similarities, 10 common tasks were retained by the ACO, JCO, and PO classifications (Table 233).

Table 233. Common Tasks – Security

Task Number	Task
175	Account for the security of keys, tools, and equipment.
182	Maintain visual observation of individuals when required.
184	Report suspicious activity inside or outside facility.
185	Secure and separate individuals who commit crimes.
186	Make arrests or charge individuals or others who commit crimes.
187	Investigate incidents or crimes that occur.
188	Investigate disturbances or suspicious activities.
189	Assist in search for missing/escaped individuals.
190	Check to see that all equipment is functioning properly.
191	Keep inventory of all dangerous tools/ weapons/utensils.

Task Category: Referrals

Within the Referrals dimension, only one common task was retained by all three classifications, however not all tasks in this dimension were retained, the ACO classification retained one, and the JCO classification retained two.

In terms of similarities, one common task was retained by the ACO, JCO, and PO classifications (Table 234).

Table 234. Common Tasks – Referrals

Task Number	Task
192	Refer individual for professional evaluation or to appropriate services.

Task Category: Supervising and Monitoring

Within the Supervising and Monitoring dimension, there were nine tasks that were indicated by POs as not part of the job, but were part of the job for ACOs and JCOs, which were “Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance”; “Provide phone access and/or monitor individuals' calls”; Supervise individuals on work details in facility areas (e.g., laundry, kitchen, other rooms); “Maintain and clean individuals' clothing, bedding, and living quarters”; “Maintain and clean individuals' clothing, bedding, and living quarters”; “Monitor closed circuit video arraignments”; “Gather information necessary to effect

administrative and disciplinary transfers”; “Monitor individual use of commissary, visiting, and/or other electronic kiosks”; and “Reclassify individuals to maintain proper housing assignment.”

In terms of similarities, 10 common tasks were retained by the ACO, JCO, and PO classifications (Table 235).

Table 235. Common Tasks – Supervising and Monitoring

Task Number	Task
201	Supervise and evaluate individuals on-site in educational, vocational, recreational and other rehabilitative programs.
202	Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.
203	Prevent unauthorized communication between individuals.
204	Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.
205	Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.
207	Read documents to individuals to ensure understanding.
208	Respond to questions or requests from individuals (e.g., related to completing forms).
210	Notify and prepare individuals for release, transfer, and/or transport.
211	Enforce and apply appropriate discipline to individuals.
212	Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.

Task Category: Court-Related Duties

Within the Referrals dimension, only one common task was retained by all three classifications.

In terms of similarities, there was one common task retained by the ACO, JCO, and PO classifications (Table 236).

Table 236. Common Tasks – Court-Related Duties

Task Number	Task
222	Testify in court.

Task Category: Alternative Programs

Within the Alternative Programs dimension, there were no common tasks retained across all three classifications. Of note however, all tasks were retained by the PO classification in this dimension.

Task Category: Oral Communication

Within the Oral Communication dimension, only one common task was not retained by all three classifications, which was “Conduct tours.” This task was retained only by the ACO and JCO classifications.

In terms of similarities, 12 common tasks were retained by the ACO, JCO, and PO classifications (Table 237).

Table 237. Common Tasks – Oral Communication

Task Number	Task
232	Communicate verbally with other staff to share information regarding operations.
233	Communicate via intercom, radio, and/or telephone.
234	Maintain and monitor communications/radio systems.
235	Make announcements/give information over P.A. or paging system.
236	Communicate with individuals in a language other than English or serve as an interpreter.
237	Answer questions/provide information to various regulatory agencies and commissions.
238	Answer, respond to, and transfer phone calls requesting information.
240	Communicate with court personnel.
241	Gather information from individuals about conflicts or personal problems.
242	Give instructions/ directions orally to groups of individuals.
243	Confer with supervisors concerning operations.
244	De-escalate situations utilizing tactical communication skills.

Task Category: Service to Community

Within the Service to Community dimension, there were two tasks that were indicated by POs as part of the job, but were not part of the job for ACOs and JCOs, which were “Serve on non-departmental boards”; and “Speak with at-risk members of the community about their concerns or problems.”

In terms of similarities, four common tasks were retained by the ACO, JCO, and PO classifications (Table 238).

Table 238. Common Tasks – Service to Community

Task Number	Task
245	Represent department with other agencies.
247	Give presentations
248	Respond to questions from the public.
249	Participate in joint operations with other agencies.

Task Category: Develop Case Plans

Within the Develop Case Plans dimension, there were two tasks that were indicated by POs as part of the job, but not part of the job for ACOs and JCOs, which were “Serve on non-departmental boards”; and “Speak with at-risk members of the community about their concerns or problems.”

In terms of similarities, four common tasks were retained by the ACO, JCO, and PO classifications (Table 239).

Table 239. Common Tasks – Develop Case Plans

Task Number	Task
245	Represent department with other agencies.
247	Give presentations
248	Respond to questions from the public.
249	Participate in joint operations with other agencies.

Task Category: Emergencies

For the task category of Emergencies, all tasks were retained by ACO, JCO, and PO classifications (Table 240).

Table 240. Common Tasks – Emergencies

Task Number	Task
256	Conduct fire, earthquake, or evacuation drills.
257	Evacuate individuals from an area or facility.
258	Dispatch help in emergencies or disturbances.
259	Extinguish or help extinguish fire.
260	Activate alarm system to alert all staff in case of an emergency.
261	Respond to emergency situations according to agency policies.

Task Category: Current Knowledge

For the task category of Current Knowledge, all tasks were retained by ACO, JCO, and PO classifications (Table 241).

Table 241. Common Tasks– Current Knowledge

Task Number	Task
262	Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.
263	Read internal memos, correspondence, reports, and emails.
264	Make suggestions regarding changes in policies, procedures, or rules.
265	Attend staff meetings.
266	Follow instructions from supervisor including designated lead staff.
267	Follow all departmental policies and procedures.
268	Participate in training/workgroups/seminars.
269	Read court documents or other legal documents.
270	Maintain knowledge of contracted agencies' standards for detention.
271	Maintain knowledge of criminal justice and social service partners' policies and procedures.

Task Category: Finances

Within the Finances dimension, there were zero common tasks retained across all three classifications.

Task Category: Work Details

Within the Work Details dimension, there was one tasks that was indicated by POs as not part of the job, but not part of the job for ACOs and JCOs, which was “Issue and log in/out equipment, tools, cleaning supplies and other inventory.” One task was not retained by any of the classifications, which was “Complete an individual’s work time card.”

In terms of similarities, three common tasks were retained by the ACO, JCO, and PO classifications (Table 242).

Table 242. Common Tasks – Work Details

Task Number	Task
276	Recommend/make work assignments for individuals.
277	Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.
279	Inspect work equipment and work area for safety.

Task Category: Family Court Duties

Within the Family Court dimension, there were zero common tasks retained across all three classifications. One task was retained by the PO classification, which was “Make recommendations about placement, visitation, and custody of minors during custody proceedings.”

Task Category: Investigations

Within the Investigations dimension, there were three tasks that were indicated by POs as part of the job, but not part of the job for ACOs and JCOs, which were “Obtain verification of employment, education, and/or other pertinent background information”; “Conduct intake or pre-plea/pre-sentence interview with individual”; and “Evaluate residence for appropriateness of home environment.”

In terms of similarities, six common tasks were retained by the ACO, JCO, and PO classifications (Table 243).

Table 243. Common Tasks – Investigations

Task Number	Task
288	Photograph any injuries or bruises in cases of suspected abuse.
289	Investigate and report complaints of abuse.
292	Contact agencies and collect information on an individual.
294	Obtain and review police report of charges against individuals taken into custody.
295	Access databases (e.g., CLETS, CWS/CMS) to find or input information.
297	Investigate and report complaints of PREA violations.

Task Category: Monitor Compliance

Within the Monitor Compliance dimension, there were zero common tasks retained across all three classifications, with the exception of one, “Search individual's person, personal property or residence, per Court Order.” All tasks were retained by the PO classification, with the exception of one, “Request court action or garnishment where individual falls behind in child support or other payments.”

In terms of similarities, there was one common task retained by the ACO, JCO, and PO classifications (Table 244).

Table 244. Common Tasks – Monitor

Task Number	Task
305	Search individual's person, personal property or residence, per Court Order.

Task Category: Establish Relationships

Within the Establish Relationships dimension, there were zero common tasks retained across all three classifications. However, all but one task was retained by PO, which was “Recruit foster parents.”

Task Category: Notifying

Within the Notifying dimension, there was one task that was indicated by JCOs as not part of the job, but was part of the job for ACOs and POs, which was “Notify victim(s) as required by law.” There was also one task that was indicated by ACOs as not part of the job, but was part of the job for JCOs and POs, which was “Notify parent(s)/legal guardian(s) and/or probation officer of any change in an individual's status.”

In terms of similarities, two common tasks were retained by the ACO, JCO, and PO classifications (Table 245).

Table 245. Common Tasks – Notifying

Task Number	Task
314	Notify/inform law enforcement agencies and other agencies of law violations/information of interest.
316	Notify anyone who is the specific object of threats by an individual as required by law.

Task Category: Making Recommendations

Within the Making Recommendations dimension, there were zero common tasks retained across all three classifications.

Task Category: Release Decisions

Within the Release Decisions dimension, there was one task that was indicated by POs as part of the job, but not part of the job for ACOs and JCOs, which was “Monitor and audit vendors teaching classes and programs and update program information in writing.”

In terms of similarities, one common task was retained by the ACO, JCO, and PO classifications (Table 246).

Table 246. Common Tasks – Release Decisions

Task Number	Task	Percentage Indicating Task is Performed	Mean Importance Rating
322	Review and prepare appropriate documents for recommended release of an individual.	66.3%	4.25

Task Category: Miscellaneous

Within the Miscellaneous dimension, there was one task that was indicated by ACOs as not part of the job, but was part of the job for JCOs and POs, which was “Teach classes to individuals.” Additionally there were two tasks that were indicated by POs as not part of the job, but were part of the job for ACOs and JCOs, which were “Establish informants”; and “Participate in an individual's grievance proceedings.” There was also one task that was only retained by the PO classification, which was “Work with data to measure program outcomes and inform program decisions.”

In terms of similarities, 13 common tasks were retained by the ACO, JCO, and PO classifications (Table 247).

Table 247. Common Tasks – Miscellaneous

Task Number	Task
324	Maintain confidentiality of information.
325	Assist with special projects, studies, and investigations.
326	Obtain and process court documents and take necessary action.
327	Read individual's records to ensure compliance with special directives regarding care and custody of individual.
329	Read daily journal/log.
330	Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.
331	Interpret common street terminology.
334	Design and/or implement programs.
335	Maintain and/or periodically update handbooks.
340	Request equipment/facility repairs verbally or in writing.
341	Clean up and dispose of contaminated or hazardous material.
342	Inventory, order, and stock supplies.
343	Inspect areas for cleanliness.

Common Equipment Results across ACO, JCO, and PO

Results were gathered for the equipment used on the job for the three classifications. Though, as mentioned before, there was no statistical retention cutoff, the results do paint a clearer picture of each of the classifications. Of the 99 pieces of equipment listed in the inventory, everything had been indicated by some to be in use as part of the job. There also seemed to be a strong degree of concurrence between the three classifications, however there were some areas of divergence. The ACO classification had some pieces of equipment where the percentage of respondents that reported using certain equipment was at least 30% greater than the other two classifications, mostly related to riot gear or restraint equipment. These pieces of equipment were “Less than lethal weapons (e.g., riot control system, gas gun, Pepperball gun, rubber bullets, bean bags)”; “Less than lethal hand thrown projectiles (e.g., Sting balls, Flashbang)”; “Riot Gear (e.g., assault shield, helmet)”; “Gas mask or self-contained breathing apparatus”; “Oxygen supply/resuscitator”; “Restraint chair”; “Electronic stun device other than electronic restraints”; and “Teletype.”

There were also some pieces of equipment that were rated by one classification as used by respondents less than 30% of the other classifications. For example, the JCO classification had nine pieces of equipment that were rated as used by far less (more than 30%) respondents than the ACO or PO classifications, all related to firearms or firearm protection. Those pieces of equipment were “Firearm(s)”, “Gun safe/locker”, “Ammunition/Rounds for Firearm(s)”; “Speed loader or magazine”; “Weapons repair or cleaning kit”; “Firearm training equipment (e.g., ear and eye protection, targets, plastic training pistol)”; “Impact weapon”; “Body armor (e.g., protective or ballistic vests)”; and “Tactical Vest.” Similarly, the PO classification had three pieces of equipment that were rated as used by far less respondents than the ACO and JCO classifications. Those pieces of equipment were “Electronic Safety Check Device (e.g., metal detector, wand/pipe)”; “System control board”; “and Intercom device (public address system, call box).

The full results can be found in Appendix SS. As depicted in this appendix, the equipment items utilized across all three classifications on the job also show how often, on average, they are being utilized whether occasionally, often, or very often.

Common KSA Results across ACO, JCO, and PO

Initially, the analysis looked at KSAs that were part of each individual classification and were indicated to be important, necessary before hire, and if possessing more of that characteristic would lead to more successful job performance. Similar to the tasks, there are KSAs required by each classification that are unique to that body of work, however there is also quite a bit of overlap between the classifications. At this stage in the analysis, those similarities and differences or unique characteristics were investigated for the KSAs. The application of the initial KSA importance criterion indicating the KSA was of at least a 3.0 importance to the ACO, JCO, and PO jobs resulted in a total of 89 of the possible 102 KSA statements being retained as important for all three classifications. Once the SEM was applied with a 99% Confidence Interval, a total of 92 KSA statements were retained as important across all three classifications.

The next criterion assessed, when the KSA was required for all three classifications, indicated 31 of the possible 102 KSA statements met the initial criterion indicating more than 50% reported the KSA as needed before hire for all three classifications. After applying the SEM with a 99% Confidence Interval, a total of 37 KSA statements were retained as needed before hire for all three classifications. The final KSA scale assessed if having more of the KSA led to better performance. Upon applying the initial criterion indicating more than 50% reported more of the KSA led to better performance, a total of 102 KSA statements were retained, and given that this is 100% of the statements – the application of the SEM could not retain any additional statements.

In order for a KSA to be considered suitable for a rank based selection procedure, it has to meet all three of the above discussed criteria. After applying the initial criteria across all three classifications, a total of 26 KSA statements were considered suitable for rank based selection testing for ACOs, JCOs, and POs. However, once applying the SEM with a 99% Confidence Interval to account for inherent measurement error, a total of 35 of the 102 KSA statements (34.3%) were retained for further analysis as suitable to be assessed in a rank ordered selection process across all three classifications.

The overall KSA rating results comparing the results across all three of the classifications can be found in Appendix TT, with the common and important KSAs outlined for all three classifications listed in

Appendix UU. The KSAs suitable to be assessed in a rank ordered selection process across all three classifications can be found in Appendix VV. In these appendices, any values in red font indicate that they did not meet the retention criteria for that scale, unless there is a subscript '1' next to the value, which indicates that although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% Confidence Interval was applied to account for potential measurement error inherent in surveys. Additionally, rows that are shaded in grey indicate that that statement was retained by all three classifications for importance in Appendix UU and for KSAs suitable for selection in Appendix VV. Additional summary findings are depicted in the section below.

KSA Summary Findings

Fifty-five KSA statements (53.9%) were rated by all three classifications as important and that they lead to better performance, but were rated by one or more of the classifications as not needed before hire. This indicates that more than half of the KSAs required for these classifications can be learned on the job or through post-hire training. Expanding on this, assumedly candidates could be screened through a common core of KSAs, and when selected, could be trained in several areas specific to the placement or classification for which they are selected.

There were two KSAs that were ranked lower than the retention threshold for importance across all three classifications, which were "Knowledge of routine grounds keeping and building maintenance"; and "Knowledge of the rules of team and individual games/sports."

Four KSAs were indicated as important by JCOs and POs, but not important for ACOs. Those KSAs were "Knowledge of individual and group counseling theories, techniques, principles, and practices"; "Skill in applying individual and/or group counseling techniques"; "Knowledge of work and treatment programs available to individuals in the facility"; and "Knowledge of available community resources, their approaches, limitations, and the referral process to obtain services." Similarly, one KSA was indicated as important by ACOs and POs, but not important for JCOs: "Skill in safely, appropriately, and accurately handling and using firearms." Additionally, there were three KSAs that were indicated as important by multiplying and dividing whole numbers"; and "The capacity to match or discriminate between colors. This capacity included detecting differences in color and in brightness."

With regard to the when needed rating scale, there were six KSAs that were indicated as needed before hire by JCOs and POs, but not needed for ACOs: "Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications"; "Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate"; "The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations"; "The ability to adapt to unanticipated problems or conflicts, accept changes (e.g., assignments or procedures), and change roles based on one's assessment of the situation"; "The ability to establish and maintain effective working relationships with team members"; and "The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas)." Similarly there were two KSAs that were indicated as needed before hire by ACOs and JCOs, but not needed by POs: "The ability to quickly and accurately compare letters, numbers, objects, pictures, or words presented in written or visual form in order to identify inaccurate, inconsistent, or missing information"; and "The ability to quickly and accurately process multiple types of information and/or perform multiple tasks, shifting back and forth between tasks and/or sources of information." Lastly, there was one KSA that was

indicated by POs to be needed before hire, but not needed before hire for ACOs or JCOs, which was “The ability to quickly and accurately compare letters, numbers, objects, pictures, or words presented in written or visual form in order to identify inaccurate, inconsistent, or missing information.”

In terms of similarities, specifically those KSAs that were rated to be important, needed before hire, and leading to greater success with more possession of the KSA, or in short, those KSAs that are suitable for rank ordered selection purposes, there were 35 (34.3%) KSAs that were suitable for selection across all three classifications, as outlined herein and highlighted within Appendix VV. Similar to the discussion above regarding KSAs that were not needed before hire, these 35 KSAs (Table 248) represent shared required attributes that could be screened for as a common set and are also summarized below.

Table 248. Common KSAs – KSAs Suitable Selection across ACO, JCO, and PO

KSA Number	KSA
47	Skill in driving a car.
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.
52	The ability to understand materials written in English.
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.
57	Skill in adding and subtracting whole numbers.
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).
60	The ability to concentrate on a task and not be distracted.
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.
65	The ability to exert oneself physically without becoming tired too quickly.
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.

KSA Number	KSA
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."
99	The ability to see objects in the presence of glare or bright ambient lighting.
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.
102	The ability to identify the direction from which a sound or noise originated relative to the observer.

SUMMARY

Documentation, Uses, and Applications

The final step of the job analysis process is the documentation of this report. This section of the report describes the methodology and results of the job analyses for the ACO, JCO, and PO classifications as they are used within local corrections agencies throughout the State of California. Further, this job analysis study assessed the similarities between these three classifications, resulting in overlap in both tasks and KSAs across the ACO, JCO, and PO classifications. This overlap in results as outlined herein allows for the use of a “job families” approach to developing employee selection and training standards for these classifications. This means that a selection test and some portions of the training curricula could be the same across the three jobs. The ability to share selection and training standards between the ACO, JCO and PO provides BSCC and STC staff in particular the ability to conduct selection and training with greater efficiency and maximize time and effort spent.

Accuracy and Completeness

This section of the report was designed to adhere strictly to the requirements set forth in the Uniform Guidelines, Section 15(C) (U.S. Equal Employment Opportunity Commission et al., 1978), for documenting a job analysis study in order to provide evidence of the validity of selection procedures that are developed on the basis of the job analysis results. The job analysis was conducted by an experienced job analysts using multiple empirical procedures that included gathering and reviewing background information, recording information provided by job incumbents, using qualified SMEs to develop and review task and KSA statements, and obtaining task and KSA ratings from SMEs thoroughly knowledgeable of the target classifications. All information in this section of the report was reviewed for accuracy. All supporting documentation is on file at the offices of CPS HR Consulting and at the offices of BSCC.

SECTION II: HOW THE JOBS OF ACO, JCO, AND PO HAVE CHANGED BETWEEN THE PREVIOUS AND PRESENT JOB ANALYSES

POSSIBLE REASONS FOR JOB CHANGES

Our purpose in this section is to compare the frequency and importance ratings obtained from the 2014 JAQ to the results of the previous job analysis that was conducted in 2002. There are two general reasons for why one or more of the jobs of ACOs, JCOs, and/or POs might have changed:

- Realignment related issues.
- General changes not directly related to Realignment.

On September 26, 2013 an Administrator Meeting was held in Sacramento, CA with the purpose of soliciting input on how the jobs of line staff, supervisors and managers have changed as a result of Realignment and other factors in the last ten years such as policy change and the introduction of technology. The information gathered at this meeting was used in later meetings with subject matter experts to develop new task statements for the job analysis questionnaire. Detailed information about how the administrator meeting was conducted and the information obtained can be found in Section I of this report.

Additional meetings with subject matter experts were carried out in order to generate a comprehensive list of tasks to appear on the Job Analysis Questionnaire (JAQ); these are also fully documented in Section I of this report. Briefly, on December 4 and 5, 2013, a Subject Matter Expert (SME) Meeting was held in Sacramento, CA, with the goals of consolidating the three separate JAQs from the 2002 for ACOs, JCOs, and POs into a single measure that could be utilized for all three job classifications and to generate new task statements from the information obtained in the Administrator meeting as well as from the knowledge and experience of the subject matter experts themselves.

On December 11, 2013, a new set of 23 SMEs were recruited for participation. The goal of this group was to evaluate and continue the work done by the December 4-5 meeting. These groups were asked to determine whether each original task was assigned to the most appropriate broad task, whether the broad task statement adequately and accurately encompassed the group of original tasks it was meant to replace, and to further consolidate the broad task statements where it was reasonable to do so. The groups were also asked whether they believed the task category name was appropriate for the constituent broad tasks that it encompassed.

At the end of this process, there were 38 broad task categories encompassing 343 broad tasks. Although the broad task categories appeared in the current JAQ, each of the tasks listed in the 2002 job analysis were thus mapped to the broad task categories that were rated in 2014. The intent of this mapping was to make it possible to compare ratings for the tasks in the previous and current job analyses.

THE GENERAL APPROACH UNDERLYING THE COMPARISON PROCESS

The current job analysis has assessed the frequency with which each task is performed and its rated importance with respect to the job for ACOs, JCOs, and POs. Frequency and importance measures were also assessed for the same classifications in the last job analysis conducted in 2002. In order to compare the 2002 and the 2014 frequency and importance ratings, three major issues needed to be addressed:

- Because we knew at the outset of the 2014 job analysis that we would want to compare the frequency and importance ratings to those obtained in the 2002 job analysis, we used the same rating scales in the current analysis that were used in the previous analysis. The rating scales used in the JAQ have already been discussed in Section I of this report.
- Because many of the tasks evaluated in the 2002 job analysis were consolidated (and thus not rated individually) in the current job analysis, we needed to pair up the tasks from the 2002 job analysis to the broad tasks in our 2014 job analysis so that we could compare the same tasks to each other.
- We needed to generate a quantitative index of the degree to which the frequency and importance ratings changed between 2002 and 2014.

Pairing up the 2002 tasks with the 2014 Broad Task Statements

The 2002 data consisted of task statements that were consolidated into new broad task items to form the 2014 scale. To properly compare the 2002 data to the 2014 data, a method of consolidating the 2002 data was devised. Because we were using a job families approach in the design of the 2014 job analysis, a single set of broad tasks was submitted to all respondents (ACOs, JCOs, and POs) for their ratings. Any given broad task statement might have been based on some number of tasks from either the ACO and/or the JCO and/or the PO 2002 task questionnaires. Therefore, the subset of tasks within a broad task statement specific to each position's 2002 questionnaire was "extracted" from the set. For each subset, means, standard deviations, and samples sizes were determined for 2014 raters from the same job classification corresponding to the 2002 job analysis. This was done for both frequency and importance ratings. These three statistics were necessary for the method used as an index of change, described in the next section.

An example may help to make this pairing process clearer. The 2014 Broad Task 1, "Lift, carry, and/or drag heavy objects," was based on (specifically tied to/consolidated from) seven separate but extremely similarly worded 2002 task statements. Of those seven 2002 task statements, three were from the 2002 ACO job analysis; three were from the 2002 JCO job analysis, and one item from the 2002 PO job analysis. To represent the 2014 results in our job change analysis, a mean, standard deviation, and sample size was determined separately for respondents identifying themselves as ACO, JCO, and PO. This allowed us to obtain 2014 statistics for this broad task for each job. To obtain comparable statistics for the 2002 job, we examined the 2002 data separately by job classification. For each, we located the corresponding task or tasks (e.g., three tasks for ACO) from the 2002 results and combined those ratings (if there were two or more tasks that were combined) to obtain an average mean, standard deviation, and sample size for the set. We thus were in a position to compare ratings (e.g., how frequently the

tasks as a set were performed) obtained in 2014 to those provided in 2002. Certain broad tasks were entirely new to the 2014 measure. Thus, there were no 2002 equivalents to which the 2014 broad tasks could be compared.

Developing an Index of Change

Because all of the 2002 tasks were included (some in consolidated form) in the current JAQ, we have for each task/consolidated task an average value of frequency and importance for 2002 and 2014 for each job classification. To determine the most effective way to compare those averages (means) we turned to the behavioral science research literature, in that methods of evaluating the magnitude of mean differences have been used for close to half a century (Breugh, 2003; Ferguson, 2009; Ellis, 2010, 2012; Fritz, Morris, & Richler, 2012; Huberty, 2002; Kelley & Preacher, 2012). A more technical discussion and description of these methods and a reason for selecting the one that we used are presented in the next two subsections; readers may feel free to skip to the section following them if they are so inclined.

Technical discussion/descriptions of effect size indexes

Very generally, the pragmatic difference between (separation of) two means is assessed with respect to a measure of the variability of the two distributions to yield what is called an *effect size* index. The three most widely known effect size indexes in the behavioral research arena are Cohen's *d*, originally proposed in the first edition of his *Statistical Power* book (Cohen, 1969); Glass' *delta* (Glass, 1976, 1977), intended to be applied as a metric-free dependent variable in meta-analysis; and Hedges' *g* (Hedges, 1981), intended to represent effect size estimates for samples rather than populations. All indexes use the difference between means in the numerator; the differences among these three indexes is the quantity for the denominator:

- Cohen's *d* is usually based on a relatively simple average of the group standard deviations. Although there are some variations in how this calculation is performed, one commonly used procedure involves computing the square root of the simple average of the two group variances.
- Glass' *delta* places the standard deviation of the control condition in the denominator.
- Hedges' *g* uses a denominator based on a pooled standard deviation weighted by the respective sample sizes of the two groups.

Because we have different sample sizes for the three positions within each job analysis and between both job analyses, we opted to use Hedges' *g* for our effect size index. In the calculation of the denominator, each variance (SD^2) is multiplied by $n - 1$ and those products are summed. That sum is then divided by the sum of $(n_1 + n_2 - 2)$. The denominator of the effect size index is then calculated by taking the square root of that entire quantity. It should be noted that with the large sample sizes we have and with the standard deviations being relatively close in magnitude for each task's respective frequency and importance ratings, our computed values for Hedges' *g* are in all cases virtually identical to those that would be obtained using the more familiar and more widely used Cohen's *d* index.

How effect size was used to evaluate change

For ease of presenting this considerable amount of numeric information to both our SME panels who supplied us with qualitative interpretations of any observed changes as well as for easing the communication to any readers of this chapter of the report, we simplified the numeric information by categorizing effect size into three categories of *little or no change*, *moderate change*, and *substantial change*. Rather than automatically adopting Jacob Cohen’s (1988) general guidelines for interpreting effect sizes in behavioral research, we followed Cohen’s recommendation of taking the context of the research into account in defining the boundary effect size values for these categories.

As a preliminary step in investigating some possible cutoff effect size values, we performed a Frequencies analysis in IBM SPSS to examine the distribution of the absolute values of effect sizes separately for each of the three classifications (see Appendix XX – Appendix ZZ). The descriptive statistics are shown in Table 249, and it was not surprising that the distributions were all substantially positively skewed in that many of the effect size values were relatively small. Several potential cutoff values were examined, with the intent of achieving a common set of criteria that would be applied to the three job classes. In an effort to be more rather than less inclusive in what would be presented to the SMEs in the Job Change Workgroup so that they would have as broad a picture of the dynamics of change over the period of 2002 to 2014, we selected .70 as our marker for substantial change and .30 as our marker for moderate change (It should be noted that for the comparative analyses of the three classifications described elsewhere in this report, the markers used were .70 and .40 for substantial and moderate differences, respectively, based on the distributions of effect size obtained in those analyses).

Table 249. Descriptive Statistics for Absolute Effect Size Values for ACO, JCO, and PO

	ACO		JCO		PO	
	Freq (0-9 Scale)	Imp (0-5 Scale)	Freq (0-9 Scale)	Imp (0-5 Scale)	Freq (0-9 Scale)	Imp (0-5 Scale)
Mean	.27	.41	.31	.34	.31	.34
SD	.24	.33	.30	.33	.28	.25
Median	.19	.33	.22	.28	.24	.30
Skewness	1.49	1.15	1.93	5.04	1.63	.66
Minimum	.01	.00	.00	.00	.00	.00
Maximum	1.20	1.58	1.96	3.50	1.35	1.14

The Categories Comprising Our Effect Size Index

The effect size index value that we computed to compare the two means could be either positive or negative; because 2014 was our focus, the interpretation is as follows:

- A positive index signifies that the task is performed more frequently or has become more important in 2014 than it was in 2002.
- A negative index signifies that the task is performed less frequently or has become less important in 2014 than it was in 2002.

The gain or loss in frequency and/or importance could have been more or less sizeable. We categorized the gain/loss in the following way:

Effect Size Range	Characterization	Color Code
.00-.29	Little or no change	
.30-.69	Moderate change	Grey
.70 and greater	Substantial change	Blue

To facilitate the SMEs reviewing the results, and to make it more convenient for readers of this report to examine the tabled results, effect size categories were color-coded:

- Grey was used to represent a moderate degree of change.
- Blue was used to represent a substantial degree of change.

To make the work of the SMEs more manageable, and to reduce the amount of material in the body of this chapter, only the tasks that demonstrated a moderate or substantial amount of change in either frequency or importance or both were presented in the tables shown to the SMEs and are shown below. A full list of the tasks is available in Appendix XX – Appendix ZZ and a full list of equipment changes can be found in Appendix AAA – Appendix CCC.

Sources Used to Assess Job Change

Job Analysis Data

The methodology used in the 2002 job analysis called for the frequency of performance for each task to be rated only by line staff (labeled as incumbents in portions of Section I of this report) and called for the importance of each task to be rated only by supervisors. In the 2014 job analysis, both line staff and supervisors rated each of these two task dimensions.

The ramifications of this difference in methodology needed to be considered before performing the comparison quantitative analyses to describe changes in the jobs. As discussed in the Section I of this report, in the current job analysis we examined the differences between the ratings of line staff and supervisors for all three classifications on both the frequency of performance and importance rating scales. These analyses indicated that there were noticeable differences between line staff and supervisors in the frequency ratings for the ACO, JCO, and PO classifications, that is, the average ratings of line staff and supervisors were somewhat different for many of the tasks across the three classifications. There were small general differences between the line staff and supervisors for task

importance, possibly reflecting slight differences in perspectives, but the importance ratings of these two groups were combined in the results of the current job analysis that are presented in the earlier sections of this report. To evaluate the nature and degree of any job changes between 2002 and 2014, these issues were revisited here to determine the best strategy to adopt for this analysis.

Based on the use of different groups of respondents between the prior and current job analyses and considering the results of the statistical analysis of the ratings showing differences (much more noticeable for the frequency than for the importance ratings) between line staff and supervisors for all three classifications in the current job analysis, the following strategies were implemented in preparation for the description of how the ACO, JCO, and PO jobs have changed from 2002 to 2014:

- In the analysis of the frequency with which each task is currently performed, only the line staff data from the 2014 JAQ were used. Thus, line staff ratings from the 2002 job analysis (these were the only ratings available from that job analysis) were compared to line staff ratings from the 2014 job analysis on a statewide basis.
- In the analysis of the importance of each task, only the supervisor data from the 2014 JAQ were used. Thus, supervisor ratings from the 2002 job analysis (these were the only ratings available from that job analysis) were compared to supervisor ratings from the 2014 job analysis on a statewide basis.

SME Workgroup

On October 15-16, 2014, another SME Workgroup meeting was held in Sacramento, CA. SMEs were comprised of supervisors and line staff from the ACO, JCO, and PO classifications and were representative of agencies from all over California, in terms of region and size. A list of the attendees can be found in Appendix WW. The purpose of the meeting was to draw from the experience of the SMEs and interpret the results as to understand how and why the jobs of ACO, JCO, and PO line staff may have changed since 2002.

The 17 participating SMEs were separated into 3 groups, each group being representative of a different classification. Each group member received a handout which detailed, by task category, the tasks that had shown either moderate or substantial change in frequency or importance and if the change showed a decrease or increase in frequency or importance. Group discussions were led by a facilitator to discover how and why each task and task category had shown moderate or substantial change, and once a group consensus was reached, the responses were recorded.

Follow up Administrator Meeting

A subsequent Administrator Meeting was held on December 16, 2014 in Sacramento, CA with the purpose of reconvening administrators in order to discuss the preliminary results of the study and obtain additional feedback. A list of acknowledgements for the second administrator meeting attendees can be found in Appendix DDD.

The material that was presented to participants at this Administrator Meeting was based on the SME Work Group Meeting held on October 15-16, 2014. After the Work Group Meeting, BSCC determined the prevalent themes describing how and why tasks have changed and to review and consolidate the work of the previous SME Workgroup. These summaries were presented to the Administrators who further condensed the work to highlight the prevalent themes for task categories that had numerous broad tasks with moderate or substantial change within each job classification of ACO, JCO, and PO. A

condensed summary with the prevalent themes within task categories that had either numerous changes or very large changes were the focus of the material presented to participants at the subsequent Administrator Meeting.

The participants consisted of administrators from police departments, sheriff's departments, and probation departments around California. The administrators were separated into two groups: one consisting of police and sheriff administrators, and one consisting of probation administrators.

The administrators within these two groups were led through each task category, focusing first on those with the greatest change between 2002 and 2014. The administrators were asked to describe their reactions to the summaries, whether the summaries seemed to fit their expectations, and whether the summaries applied statewide or only to specific counties. It was emphasized that the purpose of this meeting was only to elicit general feedback, and not to construct new, in-depth summaries. Recorders noted all comments made, focusing on group majority or consensus opinions, which would then be incorporated into the final summaries found below.

CHANGES IN THE ACO, JCO, AND PO JOBS FROM 2002 TO 2014

Changes in Frequency and Importance of Performing ACO Tasks from 2002 to 2014

ACO Task Category 1: Physical Tasks

Task Category 1 consisted of tasks related to physical job requirements. Table 250 presents for each broad task in Task Category 1 the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 250. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 1: Physical Tasks

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
1. Lift, carry, and/or drag heavy objects.	3.04	5.04	.89	3.24	3.13	-.10
2. Walk or run up or down one or more flights of stairs.	4.99	6.70	.64	3.54	3.61	.06
19. Operate lifting equipment.	1.53	2.85	.62	2.85	2.87	.02
3. Climb through openings.	1.63	2.70	.61	2.59	2.66	.06
6. Climb up to and/or jump down from elevated surfaces.	2.16	2.94	.40	2.80	2.75	-.04
5. Crawl in confined areas.	1.73	2.31	.37	2.59	2.62	.02
16. Drive an automobile for work duties other than to transport individuals.	3.15	3.99	.36	2.68	3.23	.46
7. Jump over obstacles.	2.01	2.56	.34	2.93	2.80	-.11
9. Push and/or pull hard-to-move objects by hand.	3.21	3.94	.31	2.83	3.09	.23

- More combative and uncooperative inmates are exhibiting “sophisticated” behaviors. With the increase in the population, there is a greater need for officers to perform more physical tasks, such as crawling through pipe galleys, carrying noncompliant inmates, completing tasks in high-risk housing units that were once completed by inmate workers. There is also a greater need to perform tasks related to officer safety. In addition, with decreased staffing across the state, and an increase movement of inmates, there is an increase in workload for one officer to cover the work that may have previously been performed by multiple officers.
- Driving an automobile other than to transport individuals has increased with the increased instances in trainings that are off-site as well as other off-site duties related to monitoring responsibilities (e.g., checking on work crews, travel to Day Reporting Centers).

ACO Task Category 2: Handcuffs and Restraints

Task Category 2 consisted of tasks related to restraining individuals. Table 251 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 251. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 2: Handcuffs and Restraints

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
23. Handcuff a resisting individual.	4.12	4.75	.30	4.34	4.47	.17
22. Handcuff a non-resisting individual.	5.99	6.59	.25	3.57	4.28	.74
24. Apply restraint devices other than handcuffs to a non-resisting individual	5.70	4.80	-.33	3.70	4.18	.49

- Officers have had to handcuff more individuals for the purposes of officer and facility safety. The importance of handcuffing non-aggressive inmates has increased as a precautionary measure as there is an increase in complexity of inmate classification.
- Applying restraints other than handcuffs to a non-resisting individual has decreased in frequency with the increase in restrictive policies and practices. In addition, the importance of the task has increased as a precautionary measure.

ACO Task Category 3: Officer Safety

Task Category 3 consisted of tasks related to using force to ensure the safety of officers or other individuals. Table 252 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 252. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 3: Officer Safety

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
29. Defend oneself or others using less than lethal force.	1.99	3.26	.72	4.40	4.54	.17
30. Defend oneself or others using lethal force.	1.14	1.50	.30	4.36	4.53	.18
42. Use force to gain entrance through barriers.	1.75	2.02	.19	2.83	4.11	1.15
33. Physically separate multiple combative individuals with the help of others.	2.86	3.11	.16	4.15	4.45	.34
34. Physically separate two combative individuals by oneself.	2.15	2.36	.14	3.28	4.30	.87
40. Anticipate, monitor, and intervene in potentially violent interpersonal situations.	6.18	4.57	-.67	4.27	4.38	.14
37. Strip-search an individual.	6.16	5.66	-.18	4.15	4.48	.39

- More combative and uncooperative inmates are exhibiting physically aggressive behaviors. There is an increase in officers having to defend themselves using less than lethal force to separate combative inmates in that there are a greater number of these instances.
- With more correctional staff being armed for transportation duties, there is a higher awareness of the possibility of using lethal force on the job.
- There are increased instances of transportation of higher risk inmates and increased work duties for officers (e.g., single moves, program movements, classification movement issues).
- There is greater use of improvised weapons and group attacks among inmates.
- There is an increased workload for staff and reduction of staff time to respond to situations related to anticipating, monitoring, and intervening in potentially violent interpersonal situations.
- Officers have an increased awareness of case law and policy changes related to strip-searching.

ACO Task Category 4: Initial Processing and Release

Task Category 4 consisted of tasks related to the procedures necessary for processing and release of individuals. Table 253 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 253. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 4: Initial Processing and Release

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
63. Complete documentation necessary for release.	4.33	5.68	.42	3.96	4.23	.30
53. Classify individuals to assign proper housing.	3.65	5.05	.41	4.25	4.31	.07
65. Return personal property and/or money upon an inmate's release.	4.82	5.79	.31	3.21	4.23	1.09
57. Inventory and take custody of individuals' property, clothing, and/or money.	5.42	5.93	.17	3.59	4.09	.56
67. Release individuals on Own Recognizance or Cite Release.	4.86	5.27	.13	3.63	3.94	.32
52. Ensure incoming individuals get to make any required phone calls.	5.70	6.06	.12	3.52	4.10	.65
48. Photograph individuals.	5.25	5.60	.11	3.73	4.16	.49
54. Prepare identification cards or identification wristbands and give/affix to individuals.	6.09	6.22	.05	3.79	4.11	.33
49. Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	6.72	6.31	-.15	3.08	3.99	.97
55. Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	5.68	5.39	-.09	4.21	3.88	-.36
64. Verify identity of individuals prior to booking or releasing.	6.42	6.31	-.04	4.72	4.42	-.43
58. Prepare forms, cards, or file jackets necessary to initiate individual's records.	5.62	5.51	-.03	3.62	3.99	.38

- With the increase in the number of bookings and releases, there is an accompanying increase in paperwork. It is important for documentation to be completed accurately, especially with more complex court paperwork. Along with this, managing inmate property has increased in importance to avoid potential claims.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

- There is heightened awareness in making sure individuals are properly classified to avoid potential conflicts with other inmates related to gang affiliations, type of charges, mental health, sexual orientation, and adherence to the Prison Rape Elimination Act (PREA).
- The importance of providing inmates with the opportunity to make phone calls has increased in importance to avoid potential liability issues.
- Photographing individuals correctly is important in order to provide good quality photographs for information shared between agencies and courts. With the advent of local and state databases, inmates have demonstrated reluctance to be photographed properly (e.g., photo lineups, facial recognition). In addition, the importance of preparing identification cards or wristbands has increased to ensure individuals can be accurately identified and to make sure that individuals are not switching their bands with one another.
- Providing orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior has increased in importance in order to alleviate liability. The frequency has remained the same because the information is now available through more resources (e.g., video orientation, printed inmate orientation manuals).
- The importance of discussing circumstances of arrests/charges has decreased with greater number of inmate bookings occurring. With increased frequency in booking, there is less time to discuss the circumstances of each individual arrest.
- There are more systems in place to verify identity with the use of new technology (e.g., Live Scan, inmate photo databases, inmate badges, and inmate management software).
- Preparing forms, cards, or file jackets necessary to initiate individual's records has increased in importance to avoid inaccuracies that could lead to releasing the wrong individual, holding individuals past their release date, and ensuring accurate institutional information is shared with local, state, and federal agencies.

ACO Task Category 5: Medical

Task Category 5 consisted of tasks related to actions and paperwork needed for ensuring individuals’ physical and mental health. Table 254 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 254. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 5: Medical

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
76. Complete medical/mental health forms.	4.75	5.23	.16	3.49	4.06	.57
74. Perform CPR	1.22	1.31	.13	4.01	4.43	.44

- There has been an increase in the mentally ill population and an increased focus on suicide prevention methods. The importance of completing medical/mental forms correctly and performing CPR when needed has increased with increased liability and changes in policy. Specifically, completing forms correctly is important because the content can affect the classification and housing of inmates and is important for individuals to receive proper care.

ACO Task Category 6: Escorting and Transporting

Task Category 6 consisted of tasks related to escorting and transporting vehicles and individuals. Table 255 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 255. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 6: Escorting and Transporting

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
84. Process incoming and outgoing law enforcement/facility buses.	3.35	3.80	.16	3.18	3.93	.77
90. Escort an individual or groups to and from locations within facility.	7.93	6.47	-.58	3.65	4.04	.42
82. Verify individuals' identity and/or classification prior to escorting or transporting.	6.69	5.66	-.37	4.11	4.24	.15
81. Plan transportation route and an alternate route.	3.69	3.30	-.15	3.46	3.91	.43
83. Verify identity of person transporting an individual.	4.82	4.93	.04	3.72	4.15	.42
85. Conduct vehicle safety check/inspection prior to transporting individual(s).	3.77	3.89	.05	3.53	3.92	.39
93. Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior.	2.51	2.47	-.02	3.37	3.75	.36

- With an increased mix of classifications, processing incoming and outgoing law enforcement/facility buses has increased in importance to make sure that individuals are transported safely to the correct location.
- With new facility designs concentrating on reducing inmate movement, services have moved closer to the inmate (e.g., in-housing meals, visitation, and recreation), decreasing the frequency of inmate movement. Less movement of inmates decreases the overall need to check for identity.
- With an increase of “sophisticated” inmates, the importance to plan transportation routes has increased. It is also more important to check the identity of individuals being transported by paying close attention to the different classifications to ensure that the correct inmate is being transported. In addition, when transportation occurs, conducting safety checks and inspections is important to detect any contraband.
- There is an increase in importance in supervising off-site inmate workers in order to reduce contraband being smuggled in to the correctional facility.

ACO Task Category 7: Supervising Personnel

Task Category 7 consisted of tasks related to observing, directing, training, mentoring, and instructing individuals. Table 256 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 256. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 7: Supervising Personnel

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
95. Observe the work of other personnel or volunteers and provide appropriate feedback.	2.58	3.55	.38	3.37	3.83	.45
96. Train, mentor, and provide instruction to other personnel or volunteers.	3.86	4.09	.08	3.40	3.97	.57
94. Schedule and/or plan the work of other personnel or volunteers.	5.10	2.86	-.86	3.05	3.73	.64
97. Give assignments to other personnel, program providers, or volunteers.	5.32	3.46	-.65	3.11	3.76	.60

- Realignment has created more programs in which volunteers and contractors participate.
- Staff have been specifically hired to schedule volunteers/staff/personnel, no longer requiring ACOs to perform these tasks.
- There are now more standardized scheduling procedures with less room for shifting the schedule.

ACO Task Category 8: Record Keeping

Task Category 8 consisted of tasks related to creating and maintaining records. Table 257 presents the mean frequency obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 257. ACO - Statewide Task Frequencies for Task Category 8: Record Keeping

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
107. Complete forms and prepare correspondence (e.g., email, memos).	5.39	6.43	.38	3.29	3.81	.54
108. Prepare/Update court status and court lists.	4.30	5.21	.29	3.64	3.95	.33
101. Log facility equipment in and out.	5.32	5.62	.10	3.19	3.87	.69
114. Maintain authorized visitor log.	4.26	4.35	.03	3.23	3.82	.59
105. Update or file individuals' information and activities (e.g., personal data records, security risks, court status, etc.)	6.77	5.67	-.37	3.57	3.93	.37
106. Record relevant activities and incidents occurring during shift in daily journal or log.	8.04	7.22	-.34	3.85	4.12	.31
115. Oversee and maintain logs on vehicle fleets.	3.20	2.61	-.23	2.57	3.44	.83
113. Log movement of all non-detainees entering and leaving the facility.	5.67	5.07	-.19	3.33	3.94	.64
104. Maintain a record of all mail/packages for any individual to assure proper distribution.	3.66	3.31	-.12	2.68	3.45	.77

- With various changes in policy and litigation, there has been an increased importance placed on maintaining accurate records and logs.
- With the increased inmate population, there are more entries in the system for court statuses/lists. In addition, there is more integration between the courts and correctional staff.
- As more equipment is now used, the need to document equipment has increased in importance to ensure there is none missing. Although there is more documentation, the use of technology and completion of documentation electronically has helped to automate this process.
- Maintaining authorized visitor logs has grown in importance in order to ensure accurate recording of individuals who are entering and leaving the facility. Properly recording in a visitor log can also facilitate future references/checks and provide data of use to other agencies who may need such information for any investigation(s).
- Updating or filing individuals' information and activities as well as recording relevant activities in a daily journal or log has decreased in frequency as time constraint issues may arise. Additionally, there is specialized staff who are delegated the task of maintaining data.

- There has been an increase in the importance of maintaining vehicle logs to reduce maintenance costs and ensure vehicle safety. There has been an increase in the number of ACOs assigned to outside transportation details and and/or having to travel off-site, thus requiring the completion of more inspections and vehicle logs.
- In attempting to reduce contraband introduced into the facility, there is has been an increase in the importance of logging in and maintaining a record of all mail/packages.

ACO Task Category 9: Meals

Task Category 9 consisted of tasks related to preparing and distributing food. Table 258 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 258. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 9: Meals

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
118. Release individuals for meals at appropriate times.	6.62	6.98	.13	3.39	3.77	.44

- There has been an increase in the effort to ensure inmates arrive safely and on time to their scheduled meals.

ACO Task Category 10: Activities

Task Category 10 consisted of tasks related to supervising, monitoring, and coaching sports and other leisure activities. Table 259 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 259. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 10: Activities

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
126. Supervise and/or coach individuals playing sports or game activities.	6.66	3.75	-1.06	3.69	2.87	-.82
129. Instruct/Train/Coach individuals in vocational activities and projects.	3.14	2.35	-.32	2.31	2.64	.30

- Inmates are no longer socializing well enough to play sports.
- There has been a decrease in staff to supervise and coach sports or game activities.

ACO Task Category 11: Visiting

Task Category 11 consisted of tasks related to screening, searching, admitting, and releasing visitors. Table 260 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 260. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 11: Visiting

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
131. Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	4.46	5.07	.21	3.64	4.14	.51
134. Answer questions and provide information to visitors.	5.40	4.95	-.16	2.91	3.44	.53

- There is increased awareness of visitors bringing in contraband, such as narcotics, cell phones, and weapons. The importance of verifying visitor’s identity has increased in importance with the use of automated identification computer systems used to check for warrants and warrants.
- Increased importance of answering questions and providing information is part of a primary prevention strategy, noting that providing more information up front to visitors reduces the number of problems encountered later.

ACO Task Category 12: Counseling

Task Category 12 consisted of tasks related to family and individual counseling. Table 261 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 261. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 12: Counseling

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
139. Conduct formal or structured counseling sessions with individuals on a one-on-one basis.	5.03	2.52	-.93	3.04	2.84	-.18
140. Counsel individuals informally/formally including crisis intervention.	5.69	3.62	-.85	3.30	3.20	-.09

- There are now more programs provided by non-custodial staff to deliver counseling services.

ACO Task Category 13: Mail

Task Category 13 consisted of tasks related to monitoring and distributing mail. Table 262 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 262. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 13: Mail

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
150. Notify sender and receiver of seizure of unauthorized material.	3.82	4.02	.07	2.84	3.56	.68
149. Distribute mail to individuals or collect individuals' outgoing mail.	6.94	6.03	-.34	3.18	3.76	.62
147. Scan incoming and outgoing mail.	5.79	5.44	-.12	3.58	3.95	.38

- Notifying the sender and receiver of seizure of unauthorized material has increased in importance in order to prevent future unauthorized activities.
- Mail collection and distribution has increased in importance for both adherence to Title 15 and the morale of inmates.
- There is an increased awareness of the importance of searching for coded messages, special intelligence, or other suspicious activity when there is a valid security reason.

ACO Task Category 14: Searching

Task Category 14 consisted of tasks related to searching and security checks. Table 263 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 263. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 14: Searching

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
154. Conduct surveillance using closed circuit monitoring system.	5.97	6.61	.22	3.34	4.25	.96

- Conducting surveillance using closed circuit monitoring systems has become more available in facilities due to technological advances.
- ACOs are more cognizant that their actions are more likely to be recorded and could potentially come under scrutiny in reviewing incidents or during court proceedings.

ACO Task Category 15: Evidence and Contraband

Task Category 15 consisted of tasks related to identifying, securing, and documenting crime scenes, evidence, and contraband. Table 264 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 264. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 15: Evidence and Contraband

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
157. Identify, seize, secure, document, preserve, and/or dispose of evidence/contraband material.	5.28	3.71	-.72	4.03	4.26	.27

- Identifying, seizing, securing, documenting, and preserving/disposing of evidence/contraband is a task that is now more frequently being assigned to specialized members of staff. The decrease may be the result of more frequent searches, thus finding less contraband on each search.

ACO Task Category 16: Drug and Substance Testing

Task Category 16 consisted of tasks related to monitoring and testing for drugs and alcohol. Table 265 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 265. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 16: Drug and Substance Testing

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
160. Administer breath analyzer test to individuals.	2.61	2.74	.05	2.13	3.60	1.43
159. Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	2.74	2.81	.04	2.55	3.86	1.25

- With inmates now having increased exposure out of the facility via work groups/crews or Day Reporting Centers, the importance of drug/alcohol testing has increased.

- Additional importance has been placed upon drug and alcohol testing as there has been an increase in the severity in the punishment for such incidents, that is, what was previously an internal disciplinary action may now be an actual criminal charge.

ACO Task Category 17: Restitution and Fines

Task Category 17 consisted of tasks that were not sufficiently different from the 2002 data collected from ACOs.

ACO Task Category 18: Prepare Reports

Task Category 18 consisted of tasks related to preparing and editing reports for departments, supervisors, and courts. Table 266 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 266. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 18: Prepare Reports

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
170. Prepare individual evaluation reports (e.g., progress, performance, updates).	2.87	3.16	.11	2.41	3.85	1.58

- With increased emphasis on the proper placement of inmates in programs there has been an increased reliance on the information contained in evaluation reports as one source of that information. For example, a poorly prepared report may allow an inmate into a particular program that they otherwise should not qualify for based on their documented history.

ACO Task Category 19: Security

Task Category 19 consisted of tasks related to maintaining security. Table 267 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 267. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 19: Security

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
174. Provide security to staff working in facility.	6.14	7.80	.75	3.66	4.47	.95
185. Secure and separate individuals who commit crimes.	3.75	5.58	.75	4.14	4.29	.19
186. Make arrests or charge individuals or others who commit crimes.	2.41	3.38	.50	3.74	4.00	.28
187. Investigate incidents or crimes that occur.	3.34	4.21	.42	3.84	4.14	.34
189. Assist in search for missing/escaped individuals.	1.81	2.44	.35	4.04	4.33	.30
178. Check individuals' passes.	5.01	6.09	.35	3.30	4.03	.74
179. Issue passes to individuals.	4.73	4.97	.07	2.92	3.88	.92
177. Notify appropriate staff of movement of individuals.	7.76	7.86	.05	3.58	4.33	.89
188. Investigate disturbances or suspicious activities.	6.62	5.02	-.66	4.29	4.14	-.18
183. Call into control room, post, or switchboard at required intervals.	7.37	6.99	-.14	3.28	4.01	.71

- More supervision is being conducted to provide security to staff and inmates.
- The task of separating individuals who commit crimes within the facility has increased in frequency to separate rival gangs, perpetrators, victims, and witnesses in order to address increased violence.
- With longer sentences and stays, inmates are engaging in more criminal behavior within the facility, increasing the frequency and importance of investigating incidents and making arrests or charging individuals who commit these crimes.
- With an increase in Out of Custody programs and the potential for inmates to “walk away,” the frequency and importance to assist in searching for missing/escaped inmates has increased.
- With more inmates, it has become more important to check passes given problematic inmates who may attempt to manipulate the system. Verifying passes of non-inmates is also important to check for false identity and breaches in security.
- Notifying appropriate staff of the movement of individuals has increased in importance to minimize institution violence and passing of contraband.
- There are now more time constraints, decreased resources, and an increase in the workload associated with other tasks.

- There are more cameras and recordings for security purposes; therefore, calling staff into the control room has increased in importance to ensure record-keeping logs match videos.

ACO Task Category 20: Referrals

Task Category 20 consisted of tasks that were not previously included in the 2002 data collected from ACOs.

ACO Task Category 21: Supervising and Monitoring

Task Category 21 consisted of tasks related to monitoring and supervising individuals’ behavior. Table 268 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 268. ACO - Statewide Task Frequency and Importance Ratings for Task Category 21: Supervising and Monitoring

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
199. Provide phone access and/or monitor individuals’ calls.	4.24	7.08	1.05	2.42	3.81	1.41
213. Monitor closed circuit video assignments.	2.18	4.55	.78	3.00	3.47	.41
198. Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance.	5.31	6.95	.66	2.88	3.80	.96
207. Read documents to individuals to ensure understanding.	3.78	5.36	.60	2.19	3.57	1.38
212. Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	5.67	6.53	.33	4.07	4.22	.17
204. Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	6.91	7.64	.32	3.75	4.20	.52
209. Video/audio record and review critical or potentially critical incidents.	3.21	4.01	.31	3.91	3.96	.06
211. Enforce and apply appropriate discipline to individuals.	5.77	6.28	.20	3.70	3.97	.31
203. Prevent unauthorized communication between individuals.	6.96	7.16	.09	3.41	3.96	.62
201. Supervise and evaluate individuals on-site in educational, vocational, recreational, and other rehabilitative programs.	4.35	4.53	.06	2.81	3.58	.75

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
208. Respond to questions or requests from individuals (e.g., related to completing forms).	8.06	6.75	-.57	3.41	3.58	.18
202. Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.	7.19	6.14	-.38	3.46	3.70	.25
200. Supervise individuals on work details in facility areas (e.g., laundry, kitchen, other rooms).	7.09	6.07	-.38	3.28	3.87	.63
210. Notify and prepare individuals for release, transfer, and/or transport.	7.49	6.79	-.30	3.48	3.99	.58

- The task of monitoring calls has increased substantially in both frequency and importance in order to maintain security and safety and to monitor whether the call will provide intelligence for ongoing investigations and evidence for court cases. The task has increased in conjunction with enhancements in technology.
- With more cameras and improved recording capabilities, monitoring daily activities has increased. It is also important to have recorded evidence when security and criminal investigations arise.
- With increased awareness of various health risks (e.g., bloodborne pathogens, viral infections), there is a greater need to monitor daily hygiene activities of individuals.
- With more bookings, it has become increasingly important to read documents to individuals for liability purposes and making sure individuals who may not be able to or choose to read can understand the rules.
- With a higher proportion of mentally ill inmates and more inmates manipulating the system to get privileges and medication, there is a greater need to monitor such individuals.
- With an increase of length of stay for some inmates, there has been an increase in the importance of monitoring the behavior of individuals in different classifications in order to prevent potential conflicts.
- With enhanced technology, officers are reviewing videos of incidents more frequently.
- Enforcing and applying appropriate discipline to inmates has increased in importance as a method of addressing the rise in problematic inmate behavior.
- The importance of preventing unauthorized communication has increased as inmates are using more techniques to engage in such activity.
- There has been an increased emphasis to supervise and evaluate programs as more programs have become available.
- With an increase in the number of work duties officers must perform, there is less time for them to respond to questions or requests from individuals, prepare individuals for activities such as work details, supervise work details in facility areas, and notify and prepare individuals for release, transfer, and/or transport. Although the importance of these tasks may have increased, the lack of time and available staff has changed the ability of officers to perform these given tasks.

ACO Task Category 22: Court-Related Duties

Task Category 22 consisted of tasks related to court proceedings. Table 269 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 269. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 22: Court-Related Duties

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
222. Testify in court.	1.18	1.81	.62	3.34	3.81	.46
219. Act as court bailiff.	1.86	1.85	-.01	2.72	3.23	.45

- With increased criminal activity within the facilities there has been an increase in testifying in court.

ACO Task Category 23: Alternative Programs

Task Category 23 consisted of tasks related to assessing qualification for and monitoring compliance to alternative sentencing programs. Table 270 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 270. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 23: Alternative Programs

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
225. Process documents necessary for alternative sentencing programs.	1.84	2.05	.10	2.72	3.13	.39
224. Determine an individual’s eligibility for alternative sentencing programs.	1.95	1.93	-.01	2.43	3.13	.66

- There is an increase in the importance of processing documents necessary for alternative sentencing programs as there is both more paperwork required as well as a more formalized process involved in determining an inmate’s participation in programs and/or workgroups.
- Determining individuals’ eligibility for alternative sentencing programs has increased in importance to ensure that they are placed in the most appropriate programs.

ACO Task Category 24: Oral Communication

Task Category 24 consisted of tasks related to oral communication. Table 271 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 271. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 24: Oral Communication

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
234. Maintain and monitor communications/radio systems.	5.33	8.16	1.20	3.05	4.27	1.21
237. Answer questions/Provide information to various regulatory agencies and commissions.	3.27	4.88	.54	3.31	3.48	.17
240. Communicate with court personnel.	3.66	4.26	.22	2.91	3.62	.68
235. Make announcements/Give information over P.A. or paging system.	6.63	7.18	.20	2.88	3.84	.94
238. Answer, respond to, and transfer phone calls requesting information.	7.00	7.24	.10	3.18	3.79	.66
233. Communicate via intercom, radio, and/or telephone.	8.69	8.71	.02	3.70	4.34	.74
242. Give instructions/directions orally to groups of individuals.	8.34	7.11	-.55	3.66	3.87	.23
236. Communicate with individuals in a language other than English or serve as an interpreter.	4.88	4.44	-.13	2.71	3.61	.87
232. Communicate verbally with other staff to share information regarding operations.	8.40	8.22	-.12	3.99	4.35	.45
241. Gather information from individuals about conflicts or personal problems.	5.77	5.49	-.11	3.09	3.65	.56
239. Conduct tours.	2.51	2.46	-.03	2.23	2.91	.67

- Communicating over radio, P.A., intercom, and other systems has increased as time available for face-to-face contact has decreased. It is easier and quicker to use such systems in order to communicate with other officers and staff regarding any situations that arise with inmates. This becomes especially important for violent situations and the need to increase security.
- Communication with court personnel and working with other agencies has increased in importance as the need for sharing information has increased.
- As officers' time has become more restrictive their ability to give instructions/directions orally to groups of individuals has decreased.
- The importance of communicating with individuals in a language other than English has increased in order to ensure individuals who do not speak English still obtain the information they need.

- Communication with other staff regarding operations has increased in importance to make sure staff have information regarding the inmate population and classifications.
- Gathering information from individuals about conflicts or personal problems has increased in importance as a way to maintain facility security.

ACO Task Category 25: Service to Community

Task Category 25 consisted of tasks that were not previously included in the 2002 data collected from ACOs.

ACO Task Category 26: Developing Case Plans

Task Category 26 consisted of tasks that were not previously included in the 2002 data collected from ACOs.

ACO Task Category 27: Emergencies

Task Category 27 consisted of tasks related to executing procedures during an emergency. Table 272 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 272. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 27: Emergencies

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
257. Evacuate individuals from an area or facility.	1.78	1.91	.10	4.50	4.08	-.49
258. Dispatch help in emergencies or disturbances.	3.77	2.98	-.40	4.45	4.24	-.25

- Drills and training simulations involving evacuation have decreased with the increase in the complexity of inmate classification and lack of time.
- Dispatching help in emergencies or disturbances has decreased in frequency as agencies are handling their own emergencies in-house instead of asking dispatch for assistance.

ACO Task Category 28: Current Knowledge

Task Category 28 consisted of tasks related to maintaining knowledge of policy and procedures. Table 273 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 273. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 28: Current Knowledge

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
268. Participate in training/workgroups/seminars.	3.34	4.13	.45	3.76	3.78	.02
263. Read internal memos, correspondence, reports, and emails.	7.41	7.82	.24	3.51	4.17	.73
269. Read court documents and other legal documents.	5.60	5.67	.03	3.31	3.91	.61
265. Attend staff meetings.	4.10	4.37	.11	3.40	3.72	.33

- Participation in training has increased in frequency due to changes in policies and procedures.
- Reading internal memos, correspondence, reports, and emails has increased in importance as the nature of the information has become more critical (e.g., correspondence can be introduced as evidence in court cases).
- Due to the large amount of information that needs to be communicated, there is often not enough time during daily briefings; therefore receiving additional information from internal memos and emails is a common activity.
- Court documentation has increased in complexity, increasing the importance of documentation to ACOs.
- Given the increased complexity of inmate classification, there is an increased importance in the task of giving and receiving current information during staff meetings to ensure officer safety.

ACO Task Category 29: Finances

Task Category 29 consisted of tasks related to finances. Table 274 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 274. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 29: Finances

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
274. Supervise and record individuals' financial transactions.	4.30	3.00	-.48	2.93	3.04	.10

- Advances in technology have led to most transactions being handled electronically, requiring less supervision and recordkeeping.

ACO Task Category 30: Work Details

Task Category 30 consisted of tasks related to supervising and monitoring work details. Table 275 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 275. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 30: Work Details

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
280. Complete an individual's work time card.	3.06	3.56	.18	2.35	3.49	1.11
279. Inspect work equipment and work area for safety.	5.91	6.21	.10	3.33	3.85	.52
276. Recommend/Make work assignments for individuals.	4.65	3.92	-.27	3.11	3.43	.34
277. Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.	3.65	3.58	-.03	3.21	3.79	.58

- Completing an inmate worker's work time card has increased in importance because there are more opportunities to earn money with increased programs. It is also a measure of accountability to ensure that out-of-custody program participants are completing their required time, which affects their sentencing.

- With an increase in new programs and/or expansion of existing programs, there is an increased emphasis on inspecting work areas and ensuring inmate workers are trained in safety procedures for the equipment they are using to reduce injuries and liability.
- Recommending or making work assignments has increased in importance to make sure that inmates are given the proper job assignments based on their classification.
- There has been an increase in awareness of liability issues and possible litigation, especially around worker’s compensation claims, which increases the importance of instructing, training, and supervising inmates.

ACO Task Category 31: Family Court Duties

Task Category 31 consisted of tasks that were not previously included in the 2002 data collected from ACOs.

ACO Task Category 32: Investigations

Task Category 32 consisted of tasks related to collecting, interpreting, and reviewing information. Table 276 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 276. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 32: Investigations

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
291. Collect, review and interpret appropriate criminal records and documents pertaining to an individual.	4.00	4.09	.03	3.11	3.51	.35

- The complexity of court cases/orders has increased including more stipulations being added to release orders and other documentation.

ACO Task Category 33: Monitor Compliance

Task Category 33 consisted of tasks that were not previously included in the 2002 data collected from ACOs.

ACO Task Category 34: Establish Relationships

Task Category 34 consisted of tasks that were not previously included in the 2002 data collected from ACOs.

ACO Task Category 35: Notifying

Task Category 35 consisted of tasks that were not previously included in the 2002 data collected from ACOs.

ACO Task Category 36: Making Recommendations

Task Category 36 consisted of tasks that were not previously included in the 2002 data collected from ACOs.

ACO Task Category 37: Release Decisions

Task Category 37 consisted of tasks that were not previously included in the 2002 data collected from ACOs.

ACO Task Category 38: Miscellaneous

Task Category 38 consisted of tasks which did not fall into any previous category. Table 277 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 277. ACO - Statewide Task Frequencies and Importance Ratings for Task Category 38: Miscellaneous

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
341. Clean up and dispose of contaminated or hazardous material.	2.76	3.74	.50	3.58	3.76	.16
342. Inventory, order, and stock supplies.	3.98	4.14	.07	2.62	3.32	.70
340. Request equipment/facility repairs verbally or in writing.	5.58	4.82	-.36	3.15	3.54	.43
329. Read daily journal/log.	7.81	7.33	-.22	3.55	3.85	.31
343. Inspect areas for cleanliness.	7.54	7.23	-.14	3.32	3.69	.41

- With an increase in the general inmate population, officers are more frequently having to make sure they dispose of contaminated material. In addition, the larger inmate population has increased the importance of keeping an inventory of supplies.
- Enhanced technology has led to the decrease in requesting equipment/facility repairs in writing. There is now designated staff to handle facility/equipment repairs, decreasing the task for officers.
- The increase in bookings, inmate population, and “sophisticated” inmates, requires staff to remain informed of critical information contained in various journals/logs. The decrease in daily briefings makes it important to have such information recorded.
- With issues of contraband and communicable diseases, there has been an increase in the importance of making sure cleanliness protocols are being followed.

ACO Equipment Rating Comparison

- Respondents were given a list of 99 pieces of equipment and asked to indicate how often they have used each type of equipment as part of their job (never, occasionally, often, or very often). Ratings resulting from the 2014 job analysis were compared to ratings of the 2002 analysis in order to analyze how equipment use has changed for ACOs. The full results can be found in Appendix AAA.

Changes in Frequency and Importance of Performing JCO Tasks from 2002 to 2014

JCO Task Category 1: Physical Tasks

Task Category 1 consisted of tasks related to physical job requirements. Table 278 presents for each broad task in Task Category 1 the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 278. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 1: Physical Tasks

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
1. Lift, carry, and/or drag heavy objects.	2.56	4.70	.92	3.09	2.95	-.11
15. Balance oneself on uneven or narrow surfaces.	1.87	3.70	.72	2.32	2.86	.40
21. Operate gates, doors, locks, sally ports, or cells/rooms/dorms, electronically or manually.	6.09	7.63	.63	3.88	4.22	.34
7. Jump over obstacles.	1.79	2.56	.44	2.44	2.64	.15
4. Climb up and down a ladder.	1.83	2.49	.39	2.25	2.48	.18
10. Pursue individuals on foot.	1.88	2.39	.32	3.46	3.50	.03
13. Sit for long periods of time.	6.46	6.88	.18	2.62	3.21	.49
9. Push and/or pull hard-to-move objects by hand.	3.36	3.68	.14	2.48	2.92	.37
11. Run for a short distance.	4.64	4.09	-.26	4.27	3.80	-.50
16. Drive an automobile for work duties other than to transport individuals.	4.02	3.56	-.19	2.62	3.22	.48

- Since juvenile facility populations have decreased, JCOs no longer have the option to assign work duties to youth offenders requiring JCOs to perform various physical tasks more frequently.
- An increase in programming for youth offenders has created more instances of movement of youth requiring increased proper operation of gates, doors, locks, etc.
- An increase in programming and group activities for youth offenders has resulted in an increased need for longer periods of supervision by staff. In addition, the automation of various housing units allows for long periods of sitting at a control panel.
- An increased emphasis on attending specialized trainings in dealing with the youth offender population (e.g., mental health trainings, regional trainings) requires JCOs driving to venues beyond their immediate work area.

JCO Task Category 2: Handcuffs and Restraints

Task Category 2 consisted of tasks related to restraining individuals. Table 279 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 279. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 2: Handcuffs and Restraints

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
23. Handcuff a resisting individual.	3.36	3.95	.32	4.10	4.34	.27
22. Handcuff a non-resisting individual.	4.52	5.03	.22	3.44	4.13	.68
26. Physically subdue or restrain a resisting or fleeing individual by oneself.	2.44	2.71	.17	3.60	4.24	.59
24. Apply restraint devices other than handcuffs to a non-resisting individual.	3.63	3.69	.03	3.54	4.15	.58
25. Apply restraint devices other than handcuffs to a resisting individual.	3.06	2.99	-.04	3.90	4.26	.37

- There has been an increase in the population of high-risk youth offenders relative to the facility population increasing the importance of handcuffing when appropriate.
- Youth offenders now have longer commitments, increasing the need for staff members to handcuff non-resisting individuals during transportation to and from court hearings and other appointments (e.g., dentist, doctor) outside of the facility.
- Staff members now use more non-handcuff restraints (e.g., helmets, soft restraints) to prevent youth offenders from hurting themselves and/or others.

JCO Task Category 3: Officer Safety

Task Category 3 consisted of tasks related to using force to ensure the safety of officers or other individuals. Table 280 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 280. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 3: Officer Safety

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
29. Defend oneself or others using less than lethal force.	2.62	3.02	.24	3.96	4.41	.45
36. Search individuals for weapons, contraband, and/or drugs.	6.31	6.48	.07	4.25	4.58	.40
37. Strip-search an individual.	6.18	3.57	-1.04	4.06	4.30	.26
40. Anticipate, monitor, and intervene in potentially violent interpersonal situations.	6.88	4.54	-.98	4.51	4.33	-.24
34. Physically separate two combative individuals by yourself.	3.38	2.78	-.37	4.03	4.41	.41
39. Place and secure an individual in safety room.	3.39	2.97	-.20	3.65	4.17	.52
38. Perform cell/room extractions.	2.77	2.75	-.01	3.59	4.29	.64

- Staff members' use of less than lethal force has increased for purposes of staff and youth offender safety.
- Increased contraband entering the facilities places a higher importance on the task of searching.
- Changes in legislation and case law have resulted in fewer instances of staff discretionary strip-searching of youth offenders.
- A decrease in anticipating, monitoring, and intervening in potentially violent interpersonal situations has occurred in part due to a decrease in the youth offender population. The increase in programming for youth offenders is also likely decreasing the potential for conflicts.
- With the increased set of tools and skills available to staff (e.g., conflict resolution training) there has been a decrease in JCOs physically separating combative youth offenders by themselves.
- Specific policies implemented in recent years and best practices have more clearly delineated how and when staff members place and secure youth offenders in safety rooms as well as perform cell/room extractions.

JCO Task Category 4: Initial Processing and Release

Task Category 4 consisted of tasks related to the procedures necessary for processing and release of individuals. Table 281 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 281. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 4: Initial Processing and Release

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
51. Screen individual for signs of injury, intoxication, communicable disease exposure; determine if attention is needed.	4.05	4.88	.31	4.18	4.30	.13
47. Fingerprint individuals.	3.03	3.59	.22	3.82	4.21	.39
58. Prepare forms, cards, or file jackets necessary to initiate individual's records.	4.31	4.34	.01	3.54	3.93	.38
48. Photograph individuals.	3.78	3.80	.01	3.56	4.04	.47
53. Classify individuals to assign proper housing.	4.66	4.60	.00	3.72	4.19	.48
57. Inventory and take custody of individuals' property, clothing, and/or money.	6.70	4.44	-.89	3.74	4.03	.31
64. Verify identity of individuals prior to booking or releasing.	5.11	4.17	-.34	4.44	4.21	-.25
49. Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	6.34	5.73	-.25	3.68	4.21	.58
46. Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	5.45	4.88	-.21	3.62	4.19	.51
55. Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	4.15	3.74	-.16	2.83	4.01	1.08
56. Observe/Monitor behavior of individual in receiving room/holding unit while he/she awaits move to assigned housing.	4.97	4.66	-.11	3.56	4.04	.47

- With the implementation of more Evidence-Based Practices including the use of more comprehensive assessment tools, there has been an increased importance in screening youth offenders for initial processing and release.
- There is an increased awareness of liability issues, as well as the focus on safety and security of the facility and staff (e.g., proper identification and classification, release decisions).

JCO Task Category 5: Medical

Task Category 5 consisted of tasks related to actions and paperwork needed for ensuring individuals’ physical and mental health. Table 282 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 282. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 5: Medical

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
79. Arrange for medical treatment or psychiatric care.	6.28	4.00	-.91	4.11	4.11	.01
80. Obtain signed medical consent form from parent(s) or legal guardian(s).	4.06	3.10	-.42	3.76	4.11	.33
77. Review medical log and make note of medical restrictions.	6.57	5.64	-.36	4.10	4.15	.05

- With enhanced on-call medical care as well as an increase of on-site specialized medical/behavioral health care professionals to manage the medical/behavioral health arrangements of youth offenders, JCOs perform such tasks less frequently.

JCO Task Category 6: Escorting and Transporting

Task Category 6 consisted of tasks related to escorting and transporting vehicles and individuals. Table 283 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 283. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 6: Escorting and Transporting

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
86. Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	2.38	3.38	.45	3.60	4.15	.52
87. Monitor movement of vehicles within the facility or in the immediate area.	3.69	3.77	.03	3.29	4.00	.63
82. Verify individuals' identity and/or classification prior to escorting or transporting.	6.04	3.74	-.90	4.29	4.10	-.20
93. Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior.	4.02	2.77	-.51	3.88	3.83	-.05
90. Escort an individual or groups to and from locations within facility.	7.71	6.36	-.50	3.98	4.17	.21
89. Transport individuals or groups of individuals including safety/location checks.	4.34	3.42	-.37	4.03	4.00	-.03
88. Transport equipment and/or evidence.	2.78	2.37	-.20	3.23	3.73	.43
85. Conduct vehicle safety check/inspection prior to transporting individual(s).	3.65	3.30	-.16	3.81	4.19	.38

- A decrease in the youth offender population has reduced the frequency of performing escorting and transporting procedures.

JCO Task Category 7: Supervising Personnel

Task Category 7 consisted of tasks related to observing, directing, training, mentoring, and instructing individuals. Table 284 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 284. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 7: Supervising Personnel

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
97. Give assignments to other personnel, program providers, or volunteers.	5.97	3.82	-.77	3.71	3.72	.01

- Line staff do not perform supervisory tasks very frequently. Any decrease can likely be attributed to supervisory tasks being delegated more to the roles of Supervisors.

JCO Task Category 8: Record Keeping

Task Category 8 consisted of tasks related to creating and maintaining records. Table 285 presents the mean frequency obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 285. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 8: Record Keeping

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
107. Complete forms and prepare correspondence (e.g., email, memos).	3.86	6.70	1.10	3.35	4.01	.63
102. Log vehicles entering and leaving the facility.	3.76	4.08	.11	3.33	3.88	.48
114. Maintain authorized visitor log.	4.38	4.61	.08	3.56	3.99	.42
108. Prepare/Update court status and court lists.	5.12	4.11	-.33	3.60	3.92	.29
104. Maintain a record of all mail/ packages for any individual to assure proper distribution.	5.09	4.22	-.29	3.07	3.62	.48
115. Oversee and maintain logs on vehicle fleets.	3.63	2.93	-.26	3.14	3.54	.38

- There has been an increased emphasis on proper documentation and risk management procedures.
- Increased detailed documentation requirements has increased the frequency and importance of completing forms and preparing correspondence.
- There is an increased availability of electronic communication.

JCO Task Category 9: Meals

Task Category 9 consisted of tasks related to preparing and distributing food. Table 286 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 286. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 9: Meals

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
124. Serve and monitor special diets.	5.93	6.66	.26	3.46	4.16	.66
121. Supervise meals.	7.63	7.81	.08	3.85	4.25	.45
122. Verify tray and utensil counts.	7.37	7.51	.06	4.01	4.39	.41
118. Release individuals for meals at appropriate times.	7.63	7.70	.03	3.44	4.08	.67
120. Report food shortages to shift supervisor or kitchen.	5.78	5.41	-.13	3.42	3.97	.55
123. Prepare meals/snacks for individuals.	6.56	6.35	-.07	3.02	4.00	.89
119. Inspect food for possible contamination prior to serving.	6.80	6.67	-.04	3.12	4.07	.86

- There has been an increased emphasis on the implementation of mealtime procedures as well as on the supervision of mealtime in an effort to avoid consequences of non-compliance with regulations and funding related to federal, state, and county agencies.
- With more requests for special diets, there has been an increased emphasis on serving and monitoring special dietary needs in the youth offender population.
- A relative increase of high-risk youth offenders in the facility population has increased the need for mealtime supervision and utensil counting.

JCO Task Category 10: Activities

Task Category 10 consisted of tasks related to supervising, monitoring, and coaching sports and other leisure activities. Table 287 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 287. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 10: Activities

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
129. Instruct/Train/Coach individuals in vocational activities and projects.	3.23	5.26	.73	2.79	3.50	.62
127. Plan and schedule recreational activities.	5.68	6.49	.30	3.37	3.69	.33
130. Assist individuals with schoolwork.	5.02	5.37	.13	2.72	3.36	.56
125. Monitor electronic device usage and reading material for inappropriate content.	7.01	5.47	-.56	3.60	3.67	.07
128. Participate in sports game activities with individuals.	5.18	5.00	-.06	2.39	3.28	.73

- With a decrease in the youth offender population, JCOs have more opportunities to interact with, supervise, and facilitate activities and programming for youth offenders.
- Enhanced technological resources to monitor electronics and reading materials for inappropriate content are being utilized, decreasing JCOs performance of this task.
- There has been an increase in the importance of JCOs spending time on activities with youth offenders. Staff are encouraged to learn more about individual youth offenders and their needs, creating a more engaged reciprocal relationship.

JCO Task Category 11: Visiting

Task Category 11 consisted of tasks related to screening, searching, admitting, and releasing visitors. Table 288 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 288. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 11: Visiting

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
134. Answer questions and provide information to visitors.	4.34	4.81	.20	2.98	3.73	.77
131. Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	4.25	4.56	.12	3.82	4.22	.40
132. Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.	4.69	4.72	.01	4.02	4.34	.33

- There has been an increased emphasis on JCOs engagement with visitors to encourage parent participation, to promote youth programming, and to promote transparency between agency and the public.
- There has been an increased emphasis on JCO supervision during visits to avoid the smuggling of contraband and to ensure the approval of only authorized visitors.

JCO Task Category 12: Counseling

Task Category 12 consisted of tasks related to family and individual counseling. Table 289 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 289. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 12: Counseling

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
139. Conduct formal or structured counseling sessions with individuals on a one-on-one basis.	7.70	5.04	-1.10	3.82	3.76	-.06
140. Counsel individuals informally/ formally including crisis intervention.	7.78	5.64	-.90	4.03	4.13	.12
142. Make recommendations for program advancement/graduation.	5.39	3.90	-.55	3.42	3.60	.17
143. Provide positive feedback and encouragement to an individual.	8.30	7.52	-.40	3.99	4.04	.06
137. Conduct/Co-facilitate family counseling sessions.	3.52	2.65	-.37	3.22	3.62	.36

- The decreased frequency of counseling-related tasks performed by JCOs is reflective of the decrease in the youth offender population and increased availability of behavioral health staff in juvenile facilities.
- There is also a decreased number of juvenile camp programs where these activities are common.

JCO Task Category 13: Mail

Task Category 13 consisted of tasks related to monitoring and distributing mail. Table 290 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 290. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 13: Mail

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
150. Notify sender and receiver of seizure of unauthorized material.	4.33	3.74	-.23	3.23	3.79	.50
149. Distribute mail to individuals or collect individuals' outgoing mail.	6.92	6.57	-.16	3.48	3.93	.46

- Increased emphasis has been placed upon the handling of youth offender correspondence to avoid potential liability issues related to improper mail management.
- The relative increase of high-risk youth offenders in the facility population has increased the amount of gang-related correspondence placing greater emphasis on mail-related tasks.

JCO Task Category 14: Searching

Task Category 14 consisted of tasks related to searching and security checks. Table 291 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 291. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 14: Searching

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
153. Conduct security checks/patrols.	6.91	7.15	.09	3.91	4.38	.51

- With the relative increase of high-risk youth offenders in facilities, the need for heightened security and awareness of potential facility perimeter breaches has increased.

JCO Task Category 15: Evidence and Contraband

Task Category 15 consisted of tasks related to identifying, securing, and documenting crime scenes, evidence, and contraband. Table 292 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 292. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 15: Evidence and Contraband

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
157. Identify, seize, secure, document, preserve, and/or dispose of evidence/contraband material.	5.29	3.29	-.90	4.13	4.26	.14

- Improved searching procedures have reduced incidences of contraband entering facilities thus decreasing the frequency of performing tasks related to identifying, securing, and documenting evidence and contraband.
- Policies regarding handling contraband vary between agencies; in many cases, evidence and contraband-related tasks are delegated to supervisors.

JCO Task Category 16: Drug and Substance Testing

Task Category 16 consisted of tasks that were not sufficiently different from the 2002 data collected from JCOs.

JCO Task Category 17: Restitution and Fines

Task Category 17 consisted of tasks that were not sufficiently different from the 2002 data collected from JCOs.

JCO Task Category 18: Prepare Reports

Task Category 18 consisted of tasks related to preparing and editing reports for departments, supervisors, and courts. Table 293 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 293. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 18: Prepare Reports

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
169. Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	3.80	5.67	.91	3.92	4.28	.39
170. Prepare individual evaluation reports (e.g., progress, performance, updates).	4.07	4.69	.24	3.64	3.99	.36
172. Interview relevant individuals in order to prepare reports.	6.18	4.00	-.94	4.12	3.76	-.41

- Increased documentation practices and procedures have placed a greater emphasis on preparing various reports.
- With the decline in the youth offender population there has been a decrease in incidents requiring documentation. Additionally, the use of heightened security procedures (e.g., use of camera surveillance) has decreased the need for interviews with relevant individuals/eye-witness accounts.

JCO Task Category 19: Security

Task Category 19 consisted of tasks related to maintaining security. Table 294 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 294. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 19: Security

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
175. Account for security of keys, tools, and equipment.	4.57	7.75	1.31	4.03	4.46	.46
174. Provide security to staff working in facility.	6.37	7.57	.47	3.10	4.50	1.37
187. Investigate incidents or crimes that occur.	2.96	4.07	.46	3.92	4.08	.16
185. Secure and separate individuals who commit crimes.	3.94	5.04	.39	4.18	4.16	-.02
184. Report suspicious activity inside or outside facility.	3.66	4.71	.38	4.14	4.29	.17
186. Make arrests or charge individuals or others who commit crimes.	1.93	2.71	.37	3.14	3.86	.61
183. Call into control room, post, or switchboard at required intervals.	6.58	7.29	.25	3.60	4.25	.63
178. Check individuals' passes.	4.26	4.96	.22	3.41	4.03	.56
179. Issue passes to individuals.	3.96	4.21	.08	3.11	3.91	.71
176. Report count discrepancies.	5.33	5.43	.03	4.62	4.38	-.30
190. Check to see that all equipment is functioning properly.	6.78	6.84	.02	3.73	4.12	.41
177. Notify appropriate staff of movement of individuals.	7.92	7.90	-.01	4.10	4.42	.39

- Given the relative increase in long-term youth offenders with more complex behavioral health needs, there has been an increased focus on training and following best practices regarding security procedures.

JCO Task Category 20: Referrals

Task Category 20 consisted of tasks related to referring or assigning individuals to appropriate services or agencies. Table 295 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 295. JCO - Statewide Task Frequency and Importance Ratings for Task Category 20: Referral

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
193. Assign individual to program, counselor, or case manager.	5.09	3.47	-.60	3.27	3.66	.37

- This task function has been shifted primarily from Line staff to Supervisors.

JCO Task Category 21: Supervising and Monitoring

Task Category 21 consisted of tasks related to monitoring and supervising individuals' behavior. Table 296 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 296. JCO - Statewide Task Frequency and Importance Ratings for Task Category 21: Supervising and Monitoring

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
206. Maintain and clean individuals' clothing, bedding, and living quarters.	5.38	7.11	.69	3.15	4.05	.88
201. Supervise and evaluate individuals on-site in educational, vocational, recreational, and other rehabilitative programs.	5.72	6.95	.45	3.54	4.18	.67
199. Provide phone access and/or monitor individuals' calls.	6.21	7.17	.44	3.30	3.95	.60
198. Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance.	6.99	7.90	.43	3.69	4.20	.56
204. Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	7.36	8.17	.43	4.03	4.42	.49
207. Read documents to individuals to ensure understanding.	5.30	6.29	.41	2.85	3.89	.98
212. Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	5.73	6.58	.32	4.61	4.30	-.39
200. Supervise individuals on work details in facility areas (e.g., laundry, kitchen, other rooms).	6.77	7.10	.13	3.51	4.17	.70
211. Enforce and apply appropriate discipline to individuals.	7.20	7.45	.12	4.03	4.33	.38
208. Respond to questions or requests from individuals (e.g., related to completing forms).	7.88	6.78	-.51	3.91	3.91	.00
210. Notify and prepare individuals for release, transfer, and/or transport.	6.28	5.60	-.30	3.62	3.99	.42
203. Prevent unauthorized communication between individuals.	7.56	7.43	-.06	3.36	4.12	.77
214. Gather information necessary to affect administrative and disciplinary transfers.	4.26	4.13	-.05	3.46	3.81	.34

- Depending on the county, fewer youth offenders may qualify for work programs (due to risk level), leaving JCOs to perform more of these tasks themselves.
- The overall focus on hygiene and cleanliness indicates an increased awareness of blood-borne pathogens/communicable diseases and prevention techniques.

- With a greater emphasis on the implementation of evidence-based programming and a greater number of programs available, supervising and evaluating youth offenders on-site in educational, vocational, recreational, and other rehabilitative programs has increased in importance.
- Enhanced monitoring technology has made monitoring tasks easier to perform. An emphasis has also been placed upon ensuring that youth offenders receive mandated calls.
- There has been an increase in youth offenders who have learning/developmental disabilities; therefore, reading documents to youth offenders to ensure understanding has increased in both frequency and importance.
- With fewer youth offenders in custody the frequency of notifying and preparing youth offenders for release, transfer and/or transport has decreased.
- The increased importance of preventing unauthorized communication between youth offenders may likely correlate with the increase in the proportion of high-risk youth offenders and increased attention to gang tensions, bullying, and victimization of youth offenders by other youth offenders.

JCO Task Category 22: Court-Related Duties

Task Category 22 consisted of tasks that were not previously included in the 2002 data collected from JCOs.

JCO Task Category 23: Alternative Programs

Task Category 23 consisted of tasks that were not previously included in the 2002 data collected from JCOs.

JCO Task Category 24: Oral Communication

Task Category 24 consisted of tasks related to oral communication. Table 297 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 297. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 24: Oral Communication

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
237. Answer questions/Provide information to various regulatory agencies and commissions.	2.61	4.33	.61	3.58	3.69	.10
232. Communicate verbally with other staff to share information regarding operations.	7.82	8.47	.43	4.09	4.38	.36
233. Communicate via intercom, radio, and/or telephone.	8.05	8.63	.40	3.96	4.40	.52
238. Answer, respond to, and transfer phone calls requesting information.	6.53	6.64	.04	3.46	3.81	.35
242. Give instructions/directions orally to groups of individuals.	8.40	7.73	-.32	4.01	4.14	.16
239. Conduct tours.	2.47	2.25	-.13	2.32	3.17	.75

- As JCOs are more frequently required to answer questions and provide information to various regulatory agencies (e.g., inspections) and commissions, tasks related to oral communication have increased.
- With the relative increase of high-risk youth offenders there has been an increased emphasis on communicating with other staff (verbally and through other forms of technology) to share information.
- With a more comprehensive orientation process promoting awareness of facility expectations, the task of giving instructions/directions orally to groups of youth offenders decreased in frequency.
- There has been an increased emphasis on conducting facility tours as a community relations endeavor promoting transparency regarding facility practices.

JCO Task Category 25: Service to Community

Task Category 25 consisted of tasks that were not previously included in the 2002 data collected from JCOs.

JCO Task Category 26: Developing Case Plans

Task Category 26 consisted of tasks related to the development, monitoring, and assessment of individuals’ case plans. Table 298 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 298. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 26: Developing Case Plans

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
251. Gather information and prepare, develop and review individualized case plan.	5.44	4.33	-.44	3.61	3.64	.03

- With the availability of more comprehensive assessment tools and the enhanced partnership between the JCO and PO classifications in which some case plan work is performed by POs, the need for developing case plans by JCOs has decreased.

JCO Task Category 27: Emergencies

Task Category 27 consisted of tasks related to executing procedures during an emergency. Table 299 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses, the value of the effect size index, and a characterization of the degree of change observed for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 299. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 27: Emergencies

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
257. Evacuate individuals from an area or facility.	1.72	2.68	.60	4.70	4.17	-.68
260. Activate alarm system to alert all staff in case of an emergency.	2.84	2.31	-.28	4.52	4.26	-.30

- There has been an increase in conducting precautionary emergency drills, but because these are only drills (not real life emergencies), importance ratings have decreased.

JCO Task Category 28: Current Knowledge

Task Category 28 consisted of tasks related to maintaining knowledge of policy and procedures. Table 300 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 300. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 28: Current Knowledge

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
263. Read internal memos, correspondence, reports, and emails.	6.79	7.81	.61	3.72	4.18	.55

- Technological advances have increased staffs' accessibility and receipt of timely information.

JCO Task Category 29: Finances

Task Category 29 consisted of tasks related to finances. Table 301 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 301. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 29: Finances

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
272. Make special purchases for individuals.	3.45	2.42	-.49	2.24	2.84	.52
275. Process work furlough funds received, re-issue funds, and distribute accordingly.	2.84	2.02	-.33	3.51	2.98	-.42

- With the decrease in youth offender population as well as the transfer of this responsibility primarily to supervisors, JCOs make fewer special purchases for youth offenders in the facility.
- Although this task decreased in frequency, the increase in importance of JCOs making special purchases for individuals may coincide with an increase in youth offenders with special needs in the facility population.

JCO Task Category 30: Work Details

Task Category 30 consisted of tasks related to supervising and monitoring work details. Table 302 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 302. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 30: Work Details

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
276. Recommend/Make work assignments for individuals.	6.98	5.53	-.55	3.49	3.62	.14
277. Instruct and/or train individuals in safety procedures and safe use of tools or equipment.	6.15	4.66	-.54	3.80	3.79	-.01
278. Issue and log in/out equipment, tools, cleaning supplies, and other inventory.	7.02	5.79	-.44	3.51	3.80	.30

- All items in this task category may have dropped in frequency coinciding with fewer work programs and programs involving the use of tools for which higher-risk youth offenders do not qualify.
- While there has been a decrease in frequency in the performance of Tasks #277 and #278, there has been an increase in the importance of the performance of Task #278. This coincides with stricter safety regulations pertaining to the use of and accounting for cleaning supplies in order to keep youth offenders from harming themselves, staff, or each other.

JCO Task Category 31: Family Court Duties

Task Category 31 consisted of tasks that were not previously included in the 2002 data collected from JCOs.

JCO Task Category 32: Investigations

Task Category 32 consisted of tasks related to collecting, interpreting, and reviewing information. Table 303 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 303. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 32: Investigations

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
292. Contact agencies and collect information on an individual level.	6.58	2.58	-1.96	3.65	3.39	-.25
294. Obtain and review police report of charges against individuals taken into custody.	6.31	4.01	-.94	3.84	3.73	-.10
290. Evaluate residence for appropriateness of home environment.	2.90	2.06	-.38	3.36	3.49	.10

- POs now primarily perform these tasks.
- While JCOs may still make booking decisions, POs generally obtain and review police reports.
- Evaluating residences for appropriateness of home environment was generally done by JCOs for electronic monitoring purposes, but that task is now performed by the PO classification.

JCO Task Category 33: Monitor Compliance

Task Category 33 consisted of tasks related to monitoring compliance. Table 304 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently

Table 304. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 33: Monitor Compliance

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
307. Gather information, interview appropriate parties and the individual to determine level of probation compliance.	6.14	2.76	-1.39	3.54	3.49	-.05

- POs now primarily perform this task.

JCO Task Category 34: Establish Relationships

Task Category 34 consisted of tasks related to establishing relationships with outside resources. Table 305 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 305. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 34: Establish Relationships

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
312. Coordinate/Contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship.	3.40	2.46	-.43	3.10	3.25	.12

- Much of the responsibility involved with this task is now being performed by POs and other agencies.

JCO Task Category 35: Notifying

Task Category 35 consisted of tasks related to disseminating information according to legal or policy requirements. Table 306 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 306. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 35: Notifying

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
317. Notify parent(s)/legal guardian(s) and/or probation officer of any change in an individual's status.	4.45	3.25	-.53	3.95	3.86	-.09

- The decrease in frequency likely coincides with a decrease in the youth offender population in custody.

JCO Task Category 36: Making Recommendations

Task Category 36 consisted of tasks that were not previously included in the 2002 data collected from JCOs.

JCO Task Category 37: Release Decisions

Task Category 37 consisted of tasks that were not sufficiently different from the 2002 data collected from JCOs.

JCO Task Category 38: Miscellaneous

Task Category 38 consisted of tasks that did not fall into any previous category. Table 307 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 307. JCO - Statewide Task Frequencies and Importance Ratings for Task Category 38: Miscellaneous

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
324. Maintain confidentiality of information.	6.63	7.94	.57	4.23	4.51	.34
340. Request equipment/facility repairs verbally or in writing.	5.30	4.22	-.52	3.46	3.67	.22
337. Participate in an individual's grievance proceedings.	3.59	2.84	-.36	3.67	3.56	-.11
332. Assist individuals in writing grievances.	3.81	3.70	-.05	3.09	3.46	.36
342. Inventory, order, and stock supplies.	4.65	4.58	-.03	3.02	3.54	.51

- The increase in importance of maintaining confidentiality of information coincides with an increased concern over liability.
- The increase in frequency of maintaining confidentiality of information coincides with a larger number of community-based organizations (e.g., Alcoholics Anonymous, Boys & Girls Clubs of America) requesting access to information.
- By providing a thorough orientation upon admittance to the facility, youth offenders have a better understanding of the expectations of the facility and the rights of the youth offender; this has likely reduced the number of grievances being filed.
- Though participation in grievance proceedings has decreased, there has been an increase in the importance in assisting individuals in writing grievances. This change may correspond with JCOs having become more aware of youth offenders with mental illnesses or learning disabilities and thus the need to accommodate them has increased in importance. This increased awareness follows policy changes brought about by litigation concerning offenders with mental illness/developmental disabilities.
- The increased importance of ordering, stocking, and inventorying supplies correlates with new regulations for handling infected laundry. Additionally, there has been an increase in the awareness of infectious disease prevention and the need to have proper supplies on hand.

JCO Equipment Rating Comparison

- Respondents were given a list of 99 pieces of equipment and asked to indicate how often they have used each type of equipment as part of their job (never, occasionally, often, or very often). Ratings resulting from the 2014 job analysis were compared to ratings of the 2002 analysis in order to analyze how equipment use has changed for JCOs. The full results can be found in Appendix BBB.

Changes in Frequency and Importance of Performing PO Tasks from 2002 to 2014

PO Task Category 1: Physical Tasks

Task Category 1 consisted of tasks related to physical job requirements. Table 308 presents for each broad task in Task Category 1 the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 308. PO - Statewide Task Frequencies and Importance Ratings for Task Category 1: Physical Tasks

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
14. Bend, extend, and/or twist body.	3.44	5.89	.93	3.70	3.33	-.32
11. Run for a short distance.	1.72	2.49	.58	3.62	3.23	-.32
16. Drive an automobile for work duties other than to transport individuals.	4.92	5.89	.41	3.37	3.74	.35
2. Walk or run up or down one or more flights of stairs.	6.42	5.12	-.46	3.18	3.16	-.02
1. Lift, carry, and/or drag heavy objects.	4.31	3.49	-.39	2.86	2.67	-.17

- Increased fieldwork and supervision present more opportunity for arrests, searches, and use of defensive tactics such as Tasks #14, #11, and #16.

PO Task Category 2: Handcuffs and Restraints

Task Category 2 consisted of tasks related to restraining individuals. Table 309 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 309. PO - Statewide Task Frequencies and Importance Ratings for Task Category 2: Handcuffs and Restraints

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
22. Handcuff a non-resisting individual.	3.09	3.93	.46	3.46	4.21	.70
23. Handcuff a resisting individual.	2.05	2.63	.44	3.69	4.28	.55
28. Place an actively resisting individual in the seat of a car.	1.70	1.80	.10	3.44	3.97	.47
27. Physically subdue or restrain a resisting or fleeing individual with the help of others.	2.01	2.06	.05	3.47	4.08	.55
26. Physically subdue or restrain a resisting or fleeing individual by oneself.	1.86	1.75	-.11	3.19	3.99	.69

- There has been an increased emphasis on the community supervision aspect of probation, as well as an increase in supervision of high-risk individuals. Probation is now performing more fieldwork-related duties and tasks that were previously performed by local law enforcement.

PO Task Category 3: Officer Safety

Task Category 3 consisted of tasks related to using force to ensure the safety of officers or other individuals. Table 310 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 310. PO - Statewide Task Frequencies and Importance Ratings for Task Category 3: Officer Safety

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
29. Defend oneself or others using less than lethal force.	1.38	1.92	.50	4.06	4.36	.29
31. Defend oneself or others against an unarmed combative individual.	1.48	1.88	.43	3.96	4.37	.38
36. Search individuals for weapons, contraband, and/or drugs.	3.71	4.61	.37	3.95	4.39	.43
35. Assist an uncooperative/ incapacitated individual from a prone position on the ground to his/her feet.	1.80	1.91	.11	3.42	4.00	.51
41. Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.	4.46	3.51	-.42	4.29	4.20	-.09
40. Anticipate, monitor, and intervene in potentially violent interpersonal situations.	2.91	2.59	-.19	3.41	3.94	.46

- Offenders show increased “sophistication” and have a greater potential for resistance.
- Searching has increased in frequency and has become a more important activity in order to ensure officer safety.
- With increased risk potential, anticipating potentially violent interpersonal situations has increased in importance.

PO Task Category 4: Initial Processing and Release

Task Category 4 consisted of tasks related to the procedures necessary for processing and release of individuals. Table 311 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 311. PO - Statewide Task Frequencies and Importance Ratings for Task Category 4: Initial Processing and Release

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
46. Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	3.80	5.39	.58	3.21	4.08	.83
60. Identify filing deadlines and court appearance deadlines.	4.00	5.51	.58	4.23	4.14	-.09
68. Initiate search to locate parent(s) or legal guardian(s), if needed.	2.34	2.50	.10	3.11	3.60	.41
70. Evaluate fitness of legal guardian(s) or parent(s) to take custody of individual.	3.69	2.48	-.62	3.78	3.84	.06
48. Photograph individuals.	4.35	3.23	-.54	3.12	3.49	.30
55. Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	3.54	3.35	-.10	2.27	3.53	1.14

- With smaller caseloads and an increased accountability for those under supervision the duties under Task #46 (e.g., flash incarcerations, detention memos, placement documents) have increased in frequency and importance.
- There has been a nationwide initiative to minimize out-of-home placement for youth offenders and instead have them remain with parents or other family members.
- Working with allied agencies has increased; therefore, keeping photos updated has increased in importance for verification of identity.
- There has been an increased emphasis on officer safety; therefore, communicating with other officers about the circumstances of the arrest/charge(s) has become more important.

PO Task Category 5: Medical

Task Category 5 consisted of tasks related to actions and paperwork needed for ensuring individuals’ physical and mental health. Table 312 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 312. PO - Statewide Task Frequencies and Importance Ratings for Task Category 5: Medical

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
75. Render first aid other than CPR.	1.38	1.42	.05	3.33	3.98	.54
80. Obtain signed medical consent from parent(s) or legal guardian(s).	4.20	2.57	-.96	3.78	3.76	-.02
79. Arrange for medical treatment or psychiatric care.	2.59	2.50	-.06	2.78	3.72	.80

- Health care or other staff now handle the task of obtaining medical consent.
- With heightened awareness of the risk of bloodborne and other pathogens, it has become more important to take universal precautions when rendering first aid.
- With an increase in the complex behavioral health needs of the offender population, it has become increasingly important to handle such individuals with proper care.

PO Task Category 6: Escorting and Transporting

Task Category 6 consisted of tasks related to escorting and transporting vehicles and individuals. Table 313 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 313. PO - Statewide Task Frequencies and Importance Ratings for Task Category 6: Escorting and Transporting

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
89. Transport individuals or groups of individuals including safety/location checks.	2.94	2.58	-.22	2.97	3.47	.44
91. Arrange for transportation of individual(s).	2.82	2.80	-.01	2.91	3.48	.51

- Recognizing the need to provide services to individuals as an alternative to incarceration it has become more important to arrange for transportation for inmates to participate in services not offered in the facility.

PO Task Category 7: Supervising Personnel

Task Category 7 consisted of tasks related to observing, directing, training, mentoring, and instructing individuals. Table 314 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 314. PO - Statewide Task Frequencies and Importance Ratings for Task Category 7: Supervising Personnel

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
96. Train, mentor, and provide instruction to other personnel or volunteers.	2.96	3.74	.37	3.34	3.85	.51
98. Assist in interviewing applicants for work in the department.	1.57	1.61	.04	3.17	3.50	.30
97. Give assignments to other personnel, program providers, or volunteers.	4.33	3.15	-.52	3.65	3.67	.02
99. Recruit applicants for work in the department, including volunteers.	1.87	1.57	-.31	2.81	3.24	.39
100. Write or update job descriptions.	1.84	1.53	-.30	2.87	3.28	.38
94. Schedule and/or plan the work of other personnel or volunteers.	2.78	2.59	-.10	3.17	3.53	.32

- Line staff do not perform Supervisory tasks very frequently.

PO Task Category 8: Record Keeping

Task Category 8 consisted of tasks related to creating and maintaining records. Table 315 presents the mean frequency obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 315. PO - Statewide Task Frequencies and Importance Ratings for Task Category 8: Record Keeping

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
112. Manage files and documents.	6.03	7.30	.54	3.13	3.98	.82
109. Create new forms.	2.58	2.78	.11	2.23	3.09	.81
105. Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	6.39	5.12	-.44	4.02	3.78	-.24
107. Complete forms and prepare correspondence (e.g., email, memos).	7.59	6.78	-.34	3.64	3.80	.16

- The need to document everything accurately alongside liability concerns has increased the task frequency of having to manage files and documents.
- The availability of technology and the shift to a more paperless system makes the process run smoother, making it more efficient and saving time, which in turn reflects in the decrease in frequency in updating or filing individual's information and activities.
- With the decrease in court staff, there is a greater demand for condensed reports, reflected in the decreased frequency in completing forms and preparing correspondence.

PO Task Category 9: Meals

Task Category 9 consisted of tasks that were not previously included in the 2002 data collected from POs.

PO Task Category 10: Activities

Task Category 10 consisted of tasks that were not previously included in the 2002 data collected from POs.

PO Task Category 11: Visiting

Task Category 11 consisted of tasks related to screening, searching, admitting, and releasing visitors. Table 316 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 316. PO - Statewide Task Frequencies and Importance Ratings for Task Category 11: Visiting

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
132. Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.	3.26	2.50	-.38	3.02	3.75	.58

- The responsibility of the task has now primarily shifted to facility staff.

PO Task Category 12: Counseling

Task Category 12 consisted of tasks related to family and individual counseling. Table 317 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 317. PO - Statewide Task Frequencies and Importance Ratings for Task Category 12: Counseling

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
138. Conduct/Co-facilitate formal or structured counseling sessions with individuals.	2.37	2.72	.19	2.20	3.31	1.04
141. Observe individuals in group and individual activities and provide advice and counseling to foster behavioral modification.	3.12	3.44	.13	2.90	3.39	.45
144. Conduct vocational or job counseling sessions with individual(s).	3.42	3.56	.06	2.43	3.23	.77
139. Conduct formal or structured counseling sessions with individuals on a one-on-one basis.	5.89	3.47	-.99	3.15	3.41	.25
140. Counsel individuals informally/ formally including crisis intervention.	4.86	4.40	-.19	3.22	3.71	.49
137. Conduct/Co-facilitate family counseling sessions.	2.73	2.45	-.17	2.29	3.19	.89

- With the increased emphasis on the use of Evidence-Based Practices, there is a greater need and importance for conducting counseling sessions.
- Conducting individual-based sessions has greatly decreased due to time constraints, thus making it more efficient to conduct group counseling sessions.
- The importance of family counseling sessions has increased so that individuals can be placed back in more functional family units (family unification).

PO Task Category 13: Mail

Task Category 13 consisted of tasks that were not previously included in the 2002 data collected from POs.

PO Task Category 14: Searching

Task Category 14 consisted of tasks that were not previously included in the 2002 data collected from POs.

PO Task Category 15: Evidence and Contraband

Task Category 15 consisted of tasks that were not sufficiently different from the 2002 data collected from POs.

PO Task Category 16: Drug and Substance Testing

Task Category 16 consisted of tasks related to monitoring and testing for drugs and alcohol. Table 318 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 318. PO - Statewide Task Frequencies and Importance Ratings for Task Category 16: Drug and Substance Testing

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
158. Conduct presumptive drug tests on seized items suspected to be controlled substances.	2.53	3.59	.45	3.38	3.65	.25
159. Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	5.11	5.10	.00	3.14	3.96	.86

- POs are now more equipped to perform presumptive drug tests.
- With the increase in contested probation violations collecting samples, testing properly, and maintaining the chain of evidence has increased in importance.

PO Task Category 17: Restitution and Fines

Task Category 17 consisted of tasks related to evaluating and monitoring restitutions and fines. Table 319 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 319. PO - Statewide Task Frequencies and Importance Ratings for Task Category 17: Restitution and Fines

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
165. Collect, accept, and process payments.	3.85	2.86	-.44	3.37	3.22	-.14
162. Determine and recommend the amount of restitution due to victim(s).	4.18	3.31	-.43	3.97	3.87	-.11
163. Interview probationer and/or family to determine ability to pay restitution, fines, probation fees, and other payments; set up payment schedule and monitor payments.	4.49	3.57	-.41	3.51	3.63	.12
161. Advise individual and/or victim of his/her right to a restitution hearing.	4.01	3.43	-.30	3.53	3.74	.20

- Collecting fines is becoming less of a priority considering the lack of both staff resources and space to hold offenders who fail to pay them.

PO Task Category 18: Prepare Reports

Task Category 18 consisted of tasks related to preparing and editing reports for departments, supervisors, and courts. Table 320 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 320. PO - Statewide Task Frequencies and Importance Ratings for Task Category 18: Prepare Reports

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
168. Prepare court documents/reports.	3.75	6.47	1.33	4.05	4.34	.34
171. Prepare reports regarding detention or release.	3.13	4.30	.48	4.05	3.97	-.08
173. Process requests for sealing of records.	1.59	1.96	.25	2.58	3.31	.62
167. Proofread and/or edit reports.	7.10	6.17	-.42	4.13	4.30	.21
170. Prepare individual evaluation reports (e.g., progress, performance, updates).	4.72	4.25	-.19	3.19	3.97	.75

- There are more court reports and pre-trial assessments required. Increased case management now requires more documentation, both at the adult and juvenile level. Specialty courts are also requiring more progress reports and more resources, especially for at-risk individuals.
- With changes in the law (e.g., SB 1038), the completing of requests for sealing of records has increased in importance.

PO Task Category 19: Security

Task Category 19 consisted of tasks that were not sufficiently different from the 2002 data collected from POs.

PO Task Category 20: Referrals

Task Category 20 consisted of tasks related to referring or assigning individuals to appropriate services or agencies. Table 321 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 321. PO - Statewide Task Frequency and Importance Ratings for Task Category 20: Referrals

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
196. Contact appropriate service provider; describe individual’s needs, and get his/her commitment to work with the individual.	4.37	4.53	.08	3.25	3.78	.53
197. Follow up to verify that an individual received service(s) and to evaluate success of referral.	4.79	4.72	-.03	3.50	3.83	.35

- With the increase in specialty courts, determining proper referrals has become more important.

PO Task Category 21: Supervising and Monitoring

Task Category 21 consisted of tasks related to monitoring and supervising individuals’ behavior. Table 322 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 322. PO - Statewide Task Frequency and Importance Ratings for Task Category 21: Supervising and Monitoring

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
198. Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance.	2.08	3.20	.49	2.50	3.32	.71
208. Respond to questions or requests from individuals (e.g., related to completing forms).	7.82	4.80	-1.35	3.87	3.50	-.40
205. Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	4.96	4.77	-.07	3.58	3.88	.30

- The task of monitoring individuals has increased in importance as POs are performing more field supervision, particularly relating to signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.

PO Task Category 22: Court-Related Duties

Task Category 22 consisted of tasks related to court proceedings. Table 323 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 323. PO - Statewide Task Frequency and Importance Ratings for Task Category 22: Court-Related Duties

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
218. Serve as traffic hearing officer.	1.22	1.46	.21	2.09	2.83	.58
223. Consult with judiciary on cases for sentencing/disposition.	2.81	3.02	.11	3.39	3.94	.50
221. Prepare for court appearance by reviewing case file.	4.47	3.68	-.38	4.00	4.09	.10
220. Record court proceedings.	4.42	3.53	-.35	3.46	3.60	.12
222. Testify in court.	2.79	2.40	-.32	4.04	4.10	.06

- POs have to consult with the judiciary on cases or complete Pre-Sentence Investigations (PSIs) less. Though the completion of PSIs is occurring less frequently, the importance has increased in that the dispositions/sentences, based on the PSIs, are contested more or concern higher profile cases.
- Many courts are not having as many hearings as they focus more on the new law violations rather than probation violations.
- POs find themselves having to go to court less frequently overall, thus reducing the frequency of court preparation.

PO Task Category 23: Alternative Programs

Task Category 23 consisted of tasks related to assessing qualification for and monitoring compliance to alternative sentencing programs. Table 324 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 324. PO - Statewide Task Frequency and Importance Ratings for Task Category 23: Alternative Programs

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
224. Determine an individual’s eligibility for alternative sentencing programs.	3.90	3.07	-.36	3.16	3.48	.32
226. Notify applicant of approval status for alternative sentencing programs.	2.92	2.48	-.23	2.85	3.36	.45
225. Process documents necessary for alternative sentencing programs.	3.03	2.83	-.09	3.01	3.37	.31

- An increased importance has been placed on Alternative Sentencing Programs (ASPs), allowing for adults and juveniles to be treated in the least restrictive manner, freeing up detention space, and offering more options for the sentencing/dispositions of cases.

PO Task Category 24: Oral Communication

Task Category 24 consisted of tasks related to oral communication. Table 325 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 325. PO - Statewide Task Frequencies and Importance Ratings for Task Category 24: Oral Communication

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
232. Communicate verbally with other staff to share information regarding operations.	3.91	6.84	1.26	3.67	4.18	.55
240. Communicate with court personnel.	3.26	5.28	1.01	3.81	3.94	.14
236. Communicate with individuals in a language other than English or serve as an interpreter.	3.36	3.74	.13	3.03	3.59	.50
239. Conduct tours.	3.78	1.90	-1.33	2.04	2.62	.54
238. Answer, respond to, and transfer phone calls requesting information.	7.09	6.13	-.40	3.49	3.66	.18

- With an increase in specialty courts, POs complete briefings with the court staff more frequently.
- With greater recognition of diversity, it has become more important to communicate in languages other than English.
- The task of answering, responding to, and transferring phone calls requesting information has shifted to support personnel or other staff.

PO Task Category 25: Service to Community

Task Category 25 consisted of tasks related to providing services to the community. Table 326 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 326. PO - Statewide Task Frequencies and Importance Ratings for Task Category 25: Service to Community

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
245. Represent department with other agencies.	3.20	4.32	.48	3.33	3.80	.48
247. Give presentations.	2.13	2.42	.24	2.86	3.16	.30
246. Serve on non-departmental boards.	1.91	2.13	.15	2.84	3.18	.31
250. Speak with at-risk members of the community about their concerns or problems.	2.93	3.22	.13	2.98	3.38	.40
248. Respond to questions from the public.	5.16	3.73	-.59	3.34	3.40	.06

- Prior to Realignment, services that required multiple agencies existed primarily for youth offenders. In recent years, this expanded to adult offenders, primarily due to the Community Corrections Partnership (CCP) requirement of Realignment, which is working more collaboratively with local agencies. Additionally, new programs require more presentations to various community groups.
- The need for gang awareness increased over the past several years, increasing the importance of Tasks #247, #246, and #250 as well.
- Instead of responding directly to public inquiry, POs are funneling the questions to the specific sections of the department that are responsible for dealing with public affairs (e.g., Public Information Officers).

PO Task Category 26: Developing Case Plans

Task Category 26 consisted of tasks related to the development, monitoring, and assessment of individuals’ case plans. Table 327 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 327. PO - Statewide Task Frequencies and Importance Ratings for Task Category 26: Developing Case Plans

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
254. Assess, monitor, and update individual’s progress with case plan.	3.45	5.11	.70	3.19	3.92	.73
253. Review an individual’s file to obtain necessary information.	6.59	6.65	.03	4.34	4.03	-.40

- With the implementation of SB 678, and with the increased use of Evidence-Based Practices, the necessity to assess, monitor, and update individuals’ progress with case plans is occurring more often and is even more important given Realignment and the documentation required by funding sources.
- Reviewing an individual’s hard copy file to obtain necessary information has decreased in importance specifically with the utilization of case management systems. Files are now stored electronically in case management systems and are more readily accessible.

PO Task Category 27: Emergencies

Task Category 27 consisted of tasks that were not sufficiently different from the 2002 data collected from POs.

PO Task Category 28: Current Knowledge

Task Category 28 consisted of tasks related to maintaining knowledge of policy and procedures. Table 328 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 328. PO - Statewide Task Frequencies and Importance Ratings for Task Category 28: Current Knowledge

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
263. Read internal memos, correspondence, reports, and emails.	6.53	7.67	.62	3.64	4.17	.59
262. Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.	4.28	5.56	.60	4.24	4.28	.05
268. Participate in training/workgroups/seminars.	3.30	4.03	.58	3.81	3.72	-.10

- With frequent updates, staff needs to keep up to date on these changes. Communication via email to send and receive memos, correspondence, and reports has become more common with the increasingly frequent use of technology, whereas before there were more internal meetings in person to disseminate this information.
- In addition, POs must maintain current knowledge of policies and procedures, regulations, and case law, as there is an increase in liability due to POs using more equipment (e.g., tasers, firearms) and an increased responsibility of supervising realignment clients (e.g., PRCS).
- With Realignment and the increase in funding, participating in training has become a more accessible, which is important in the context of reducing liability risk.

PO Task Category 29: Finances

Task Category 29 consisted of tasks that were not previously included in the 2002 data collected from POs.

PO Task Category 30: Work Details

Task Category 30 consisted of tasks related to supervising and monitoring work details. Table 329 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 329. PO - Statewide Task Frequencies and Importance Ratings for Task Category 30: Work Details

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
276. Recommend/Make work assignments for individuals.	1.88	2.98	.53	2.90	3.38	.46

- POs assigned to Day Reporting Centers may be required to process and oversee community work crews.

PO Task Category 31: Family Court Duties

Task Category 31 consisted of tasks related to family court proceedings. Table 330 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 330. PO - Statewide Task Frequencies and Importance Ratings for Task Category 31: Family Court Duties

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
282. Make recommendations about placement, visitation, and custody of minors during custody proceedings.	1.54	2.51	.57	2.76	3.47	.61
281. Conduct investigation to determine whether conservator(s)/legal guardian(s) is properly administering an estate.	1.17	1.53	.38	2.70	2.90	.17
283. Make recommendations regarding emancipation.	1.28	1.61	.32	2.55	2.97	.36
284. Make recommendations regarding underage couples' marriage requests.	1.23	1.24	.02	2.07	2.60	.44

- Federal Title 31 and other factors have led to a philosophical shift with regard to placement, with the new emphasis being on placing youth offenders locally and maintaining family unification.

PO Task Category 32: Investigations

Task Category 32 consisted of tasks related to collecting, interpreting, and reviewing information. Table 331 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 331. PO - Statewide Task Frequencies and Importance Ratings for Task Category 32: Investigations

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
294. Obtain and review police report of charges against individuals taken into custody.	4.54	5.33	.35	3.73	3.94	.21
289. Investigate and report complaints of abuse.	1.90	2.26	.31	3.98	3.94	-.04
292. Contact agencies and collect information on an individual level.	4.42	4.96	.25	3.26	3.79	.54
290. Evaluate residence for appropriateness of home environment.	2.86	3.05	.11	3.19	3.85	.62
287. Conduct intake of pre-plea/pre-sentence interview with individual.	4.93	3.67	-.50	4.29	3.96	-.35
286. Obtain verification of employment, education, and/or other pertinent background information.	5.59	4.81	-.35	3.40	3.68	.29

- Technology has facilitated the ability to obtain law enforcement reports and many agencies receive automatic notification(s) when an individual commits an offense.
- Risk assessment tools specifically ask for patterns of abuse and as mandated reporters, POs are reporting more patterns of abuse if disclosed in the assessment tool.
- POs participate more in specialized teams (e.g., task forces, multidisciplinary teams) which has facilitated their ability to gather and receive information. In addition, communication is more efficient now with the increased use of technology.
- Home evaluation has become more important with the initiative to maintain individuals in family placements.

PO Task Category 33: Monitor Compliance

Task Category 33 consisted of tasks related to monitoring compliance. Table 332 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 332. PO - Statewide Task Frequencies and Importance Ratings for Task Category 33: Monitor Compliance

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
307. Gather information and interview appropriate parties and the individual to determine level of probation compliance.	4.98	5.48	.20	3.77	4.11	.36
304. Execute warrants.	2.77	3.04	.16	3.33	3.86	.49
306. Search individual's person, personal property, or residence, per Court Order.	4.51	4.84	.14	3.57	4.05	.52
298. Request court action or garnishment where individual falls behind in child support or other payments.	2.77	2.01	-.41	3.09	3.18	.08

- With Realignment and an increase in caseloads, there is now more of a joint effort for different agencies to compile information on individuals to determine level of probation compliance.
- With the increased accountability for offenders and concern for public safety, POs are more actively involved in serving warrants.
- The importance of searching has increased alongside supervising higher risk and more “sophisticated” probationers.
- The task of requesting court action or garnishment has now shifted to other agencies instead of probation departments.

PO Task Category 34: Establish Relationships

Task Category 34 consisted of tasks related to establishing relationships with outside resources. Table 333 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 333. PO - Statewide Task Frequencies and Importance Ratings for Task Category 34: Establish Relationships

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
310. Recruit foster parents.	1.43	1.58	.16	2.29	3.04	.61
311. Visit community-based organizations/placement facilities to learn about their services and evaluate the care and/or treatment they provide	2.26	2.37	.08	3.15	3.47	.30
313. Monitor and audit vendors teaching classes and programs and update program information in writing.	2.19	1.84	-.25	2.79	3.34	.52
312. Coordinate/Contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship.	3.26	3.24	-.01	2.84	3.50	.64

- With the lack of resources in certain counties where there are not many foster parents available, the task of recruiting foster parents has increased in importance. There is also an increase in dual supervision of 602/300 W&I minors, making foster homes more appropriate.
- Evaluating and learning about community-based organizations is important to make sure they are operating appropriately, are in the interest of the client, and there is frequently a funding stream that is attached.
- Under Realignment and the increased use of Evidence-Based Practices, monitoring and auditing vendors has become a more important task for POs.
- POs have built relationships with outside resources to assist the success of probationers. With better case management practices (e.g., risk assessment, Evidence-Based Practices, enhanced supervision) coordinating and contacting outside resources has become more important. This change in importance reflects the recognition that the resources may help lead to reduced recidivism.

PO Task Category 35: Notifying

Task Category 35 consisted of tasks related to disseminating information according to legal or policy requirements. Table 334 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 334. PO - Statewide Task Frequencies and Importance Ratings for Task Category 35: Notifying

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
314. Notify/Inform law enforcement agencies and other agencies of law violations/information of interest.	3.56	3.92	.19	3.02	3.72	.67
316. Notify anyone who is the specific object of threats by an individual as required by law.	2.45	2.40	-.03	4.49	4.21	-.30

- With Realignment and the increased emphasis on officer safety, notifying other agencies of law violations/information of interest has increased in importance.
- Notifying others who may be the specific object of threats by an individual has not decreased overall, although the warnings are now coming from other agencies and institutions rather than only probation departments.

PO Task Category 36: Making Recommendations

Task Category 36 consisted of tasks related to evaluating and making recommendations regarding individuals. Table 335 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 335. PO - Statewide Task Frequencies and Importance Ratings for Task Category 36: Making Recommendations

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
319. Investigate, determine, make recommendations, and refer individuals to appropriate placement.	2.40	4.28	.83	3.26	4.01	.70
320. Evaluate information to decide on recommended disposition, sentence, and/or terms and conditions of supervision.	4.05	4.90	.37	4.15	4.15	.00

- There has been an increased use of specialty courts, case management strategies, and more recommendations for alternative placements, increasing the frequency and importance of investigating, making recommendations, and referring individuals.
- There is an increased use of risk assessments tools.

PO Task Category 37: Release Decisions

Task Category 37 consisted of tasks related to determining whether an individual should be released from a facility. Table 336 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 336. PO - Statewide Task Frequencies and Importance Ratings for Task Category 37: Release Decisions

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
323. Conduct an interview and/or gather information to determine if an individual is to be released or detained.	2.44	4.21	.74	3.43	3.96	.49
322. Review and prepare appropriate documents for recommended release of an individual.	3.18	3.97	.33	3.94	3.94	.00

- In an effort to reduce facility crowding (adult and juvenile) and to make better pre-trial detention decisions, there has been a greater emphasis on pre-trial assessments, which involves reviewing and preparing documents in order to make the appropriate recommendation.

PO Task Category 38: Miscellaneous

Task Category 38 consisted of tasks which did not fall into any previous category. Table 337 presents the mean frequency and importance rating obtained in the 2002 and in the 2014 job analyses and the value of the effect size index for each task. Tasks are ordered from most change to least change for those that are performed more frequently and, where applicable, those that are performed less frequently.

Table 337. PO - Statewide Task Frequencies and Importance Ratings for Task Category 38: Miscellaneous

Task	Frequency (0-9 Scale)			Importance (0-5 Scale)		
	2002 Mean	2014 Mean	Effect Size	2002 Mean	2014 Mean	Effect Size
325. Assist with special projects, studies, and investigations.	2.83	4.29	.69	3.62	3.52	-.10
326. Obtain and process court documents and take necessary action.	4.73	6.34	.69	3.52	4.16	.64
328. Teach classes to individuals.	1.61	2.73	.66	2.74	3.16	.39
334. Design and/or implement programs.	1.94	2.27	.21	2.72	3.28	.53
330. Refer calls from media to agency Public Information Center (PIO) or designated contact person and/or alert PIO to any issues.	1.63	1.60	-.03	3.79	3.19	-.54

- With the impact of legislation (AB 109, SB 678, Title IV-E) there are requirements now for surveys, statistics, studies, and other information. Many programs need to be evidence-based in order to justify funding. This has led to an increased need for special projects, studies, and investigations.
- Increased frequency and importance of obtaining and processing court documents coincides with the increase in caseloads.
- With the increase in caseload and increased use of evidence-based classes, POs are teaching more classes and are designing and implementing programs to enhance case management.

PO Equipment Rating Comparison

- Respondents were given a list of 99 pieces of equipment and asked to indicate how often they have used each type of equipment as part of their job (never, occasionally, often, or very often). Ratings resulting from the 2014 job analysis were compared to ratings of the 2002 analysis in order to analyze how equipment use has changed for POs. The full results can be found in Appendix CCC.

Summary and Implications

Frequency and importance ratings resulting from the 2014 job analysis were compared to the results of the 2002 job analysis in order to analyze how and why the jobs of ACOs, JCOs, and POs showed change. A quantitative method of data analysis was utilized, called an *effect size*, to index of the degree to which the frequency and importance ratings changed over the previous 12 years. Effect sizes were categorized as representing *little or no change*, *moderate change* and *substantial change* to facilitate interpretation. Input solicited from Administrators and SMEs over the course of several meetings were analyzed as qualitative interpretations of the effect size categories, thus providing the most explicable causes for the changes observed. Not every aspect of the job changes have been addressed in this report.

The findings of this project will allow STC to determine the areas of overlap between the three job classifications and allow for the creation of a more unified, single selection examination and training curricula for these job classifications, saving time and agency resources. Identifying how individual counties differ from statewide findings will also assist specific agencies in choosing and administering agency-specific selection and training tools. The findings of moderate and substantial changes between 2002 and 2014 will also be utilized to identify gaps in current core training procedures and to update them to better reflect the current demands of these jobs.

REFERENCES

- American Educational Research Association, American Psychological Association, & National Council on Measurement in Education. (1999). *Standards for educational and psychological testing*. Washington, DC: American Educational Research Association.
- Board of State and Community Corrections (2014). *Policy and procedure manual for participating agencies*.
- Board of State and Community Corrections (2014). *STC Title 15 Regulations*.
- Breaugh, J. A. (2003). Effect size estimation: Factors to consider and mistakes to avoid. *Journal of Management*, 29, 79-97.
- Cohen, J. (1969). *Statistical power analysis for the behavioral sciences*. New York: Academic Press.
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences*. Hillsdale, NJ: Lawrence Erlbaum Associates.
- CPS HR Consulting. (2014, June). *CPS HR job analysis methodology*, Sacramento, CA: Author.
- Ellis, P. D. (2010). Effect sizes and the interpretation of research results in international business. *Journal of International Business Studies*, 41, 1581-1588.
- Ellis, P. D. (2012). *The essential guide to effect sizes: Statistical power, meta-analysis, and the interpretation of research results*. Cambridge, England: Cambridge University Press.
- Ferguson, C. J. (2009). An effect size primer: A guide for clinicians and researchers. *Professional Psychology: Research and Practice*, 40, 532-538.
- Fritz, C. O., Morris, P. E., & Richler, J. J. (2010). Effect size estimates: Current use, calculations, and interpretation. *Journal of Experimental Psychology: General*, 141, 2-18.
- Glass, G. V. (1976). Primary, secondary, and meta-analysis of research. *Educational Researcher*, 5, 3-8.
- Glass, G. V. (1977). Integrating findings: The meta-analysis of research. *Review of Research in Education*, 5, 351-379.
- Hedges, L. V. (1981). Distributional theory for Glass' estimator of effect size and related estimators. *Journal of Educational Statistics*, 6(2), 107-128.
- Huberty, C. J. (2002). A history of effect size indices. *Educational and Psychological Measurement*, 62, 227-240.
- Kelley, K., & Preacher, K. J. (2012). On effect size. *Psychological Methods*, 17, 137-152.
- Office of Governor, Edmund G. Brown Jr. (2011). Governor Brown Signs Legislation to Improve Public Safety and Empower Local Law Enforcement [Press release]. Retrieved from <http://gov.ca.gov/news.php?id=16964>
- Realignment, Cal. Assemb. B. 109, (2011), Chapter 15 (Cal. Stat. 2011).
- Society for Industrial and Organizational Psychology, Inc. (2003). *Principles for the validation and use of personnel selection procedures* (4th ed.). College Park, MD: Author.
- U.S. Equal Employment Opportunity Commission, U.S. Civil Service Commission, U.S. Department of Labor, & U.S. Department of Justice. (1978). Uniform Guidelines on Employee Selection Procedures. *Federal Register*, 43(166), 38295-38309.

Appendices

Appendix A

Acknowledgement of SME Participation

Board of State and Community Corrections
Acknowledgement of SME Participation

CPS HR Consulting would like to acknowledge the overall support of, and interest in, this project by the Board of State and Community Corrections staff throughout this job analysis project. We are also indebted to the members of many local corrections and probation agencies throughout the State of California for providing staff members identified as subject matter experts in the fields of Adult Corrections, Juvenile Corrections, and Probation Officer classifications throughout various steps of the job analysis process as referenced in more detail within the statewide job analysis report. CPS HR Consulting would like to thank the following individuals for their time and expertise, in alphabetical order.

Subject Matter Experts	
Laura Alvarado	Kevin Kelley
Aaron Arreola	Denise Locke
Lisa Bobmer	Amy Malone
Douglas Boisseree	Randy Marshall
Mary Butler	Larry McNeil
Rick Chavez	Sonia Melgarejo
Victoria Cloke	Brian Meyer
Carla Corbett	Rich Miller
Alex Cruz	Margaret Mims
Bill Damiano	Mark Neggens
Steffanie Davis	Maria Oldham
Matthew DiPirro	Lisa Ott
Adela Dominguez	Gregg Palmer
Andy Duch	Desiree Peterson
Ernest Echeverria	Ronald Peterson
Jeff Ellsworth	Ryan Ralston
Don Evans	Roxanne Ramirez-Lopez
Bill Fenton	Karen Reilly
Milo Fitch	Jack Rocha
Kelly Gallagher	Tim Rogers
Mark Hake	Priscilla Ruiz
Michelle Hamilton	Paul Spencer
Marshall Hopper	Michelle Taylor
Terri Huerta	Maria Temprano
Susan Jensen	Martin Tochtrop
Larry Jones	Cristel Tullock
Jeff Jordan	Victoria Vahovick
Rod Kahele	Russ Wherry
DJ Kavanagh	Frank Yeargin
Steve Kea	

Appendix B

Administrator Meeting Participants

Board of State and Community Corrections
Administrator Meeting Participants

Participant	County
Sheriff Larry Jones	Glenn
Sheriff Margaret Mims	Fresno
Commander Steve Kea	Orange
Commander Rich Miller	San Diego
Captain (Jail Commander) Milo Fitch	Sacramento
Captain (Jail Commander) Andy Duch	Butte
Chief Probation Officer Bill Fenton	Colusa
Chief Probation Officer Mary Butler	Napa
Chief Probation Officer Marshall Hopper	Placer
Chief Probation Officer Mark Hake	Riverside
Chief Probation Officer Rick Chavez ²	Fresno
Chief John Neu	Los Angeles

² Last minute replacement for David Kuge of Kern who was unable to attend

Appendix C

Task Review Meetings #1 and #2 SME Characteristics

Board of State and Community Corrections
Task Review Meeting #1 SME Characteristics

Meeting Date	Class	Agency	Time in Current Job	Gender	Ethnic
12/4-5/13	ACO - PD (Line)	Long Beach Police Department	5.5 years	F	White
12/4-5/13	ACO (Line)	Calaveras Sheriff's Office	10.5 years	F	White
12/4-5/13	ACO (Line)	Humboldt Sheriff's Office	16 years	M	White
12/4-5/13	ACO (Line)	Imperial Sheriff's Office	7 years	M	Hispanic
12/4-5/13	ACO (Line)	Kern Sheriff's Office	13 years	F	White
12/4-5/13	ACO (Line)	Lassen Sheriff's Office	5 years	M	White
12/4-5/13	ACO (Line)	Napa Department of Corrections	10 years	M	White
12/4-5/13	ACO (Line)	Yuba Sheriff's Office	6 years 8 months	F	White
12/4-5/13	JCO (Line)	Riverside Probation	1 year	F	Hispanic
12/4-5/13	JCO (Line)	San Luis Obispo Probation	15 years	M	White
12/4-5/13	JCO (Line)	Siskiyou Probation	21 years	F	White
12/4-5/13	JCO (Line)	Sonoma Probation	6 years	M	Hispanic
12/4-5/13	JCO (Line)	Tehama Probation	11 years	M	White
12/4-5/13	PO (Line)	Colusa Probation	8+ years	M	White
12/4-5/13	PO (Line)	Merced Probation	5 years	M	Hispanic
12/4-5/13	PO (Line)	Placer Probation	10 years	F	White
12/4-5/13	PO (Line)	Sacramento Probation	15+ years	M	White
12/4-5/13	PO (Line)	San Bernardino Probation	7 years	F	White
12/4-5/13	PO (Line)	San Mateo Probation	4? years	F	White

Board of State and Community Corrections
Task Review Meeting #2 SME Characteristics

Meeting Date	Title	Class	Agency	Time in Current Job	Gender	Ethnic
12/11/2013	Jail Manager	ACO - PD (Sup)	Redondo Beach Police Department	1 year 4 months	F	Hispanic
12/11/2013	Sgt.	ACO (Sup)	Amador Sheriff's Office	5 years	F	Hispanic
12/11/2013	Sgt.	ACO (Sup)	Butte Sheriff's Office	8 years	M	White
12/11/2013	Sgt	ACO (Sup)	Fresno Sheriff's Office	2.5 years	M	Hispanic
12/11/2013	Sergeant	ACO (Sup)	Glenn County Sheriff's Office	1 year 10 months	F	Hispanic
12/11/2013	Sgt.	ACO (Sup)	Riverside Sheriff's Office	12.5 years	M	White
12/11/2013	Sgt.	ACO (Sup)	Santa Barbara Sheriff's Office	1 year	M	Hispanic
12/11/2013		ACO (Sup)	Santa Cruz Sheriff's Office	6 years	F	White
12/11/2013	Jail Corporal	ACO (Sup)	Tuolumne Sheriff's Office	12 years	M	White
12/11/2013	SJCO	JCO (Sup)	Alameda Probation	7 months	M	Black
12/11/2013	SJCO	JCO (Sup)	Kings Probation	2 years	F	White
12/11/2013	JH Supervisor	JCO (Sup)	Lassen Probation	10 years	F	Hispanic
12/11/2013	SJCO	JCO (Sup)	Nevada Probation	18 years	M	Pacific Islander
12/11/2013	SJCO	JCO (Sup)	Orange Probation	6 years	F	Hispanic
12/11/2013	SJCO	JCO (Sup)	Solano Probation	9.5 years	M	Black
12/11/2013	JH Supervisor	JCO (Sup)	Trinity Probation	1.3 years	M	White
12/11/2013		PO (Sup)	LA Probation	28 years	M	Hispanic
12/11/2013	DPO II	PO (Sup)	Mariposa Probation	6 years	M	White
12/11/2013	SPO	PO (Sup)	Mendocino Probation	3 years	M	White
12/11/2013	SPO	PO (Sup)	Sacramento Probation	11 years	M	White
12/11/2013	Division Director	PO (Sup)	San Francisco Probation	15 years	F	Black
12/11/2013	SPO	PO (Sup)	Stanislaus Probation	8 years	F	White
12/11/2013		PO (Sup)	Yolo Probation	15 years	F	Hispanic

Appendix D

Online Job Analysis Questionnaire Content

Board of State and Community Corrections
Online Job Analysis Questionnaire Content³

The Job Analysis Questionnaire was made up of four components for each respondent, with incumbents rating Equipment Statements as their fourth section and supervisors rating Competencies as their fourth section. The following tables reflect the content of the job analysis questionnaire.

Section 1: Demographics

#	Question	Possible Responses
1.	Which is your classification (if you are a supervisor, which classification do you supervise)? This is the classification for which you are completing the survey.	<ul style="list-style-type: none"> • Adult Corrections Officer • Juvenile Corrections Officer • Probation Officer
2.	Are you currently working in this classification or do you supervise this classification?	<ul style="list-style-type: none"> • Incumbent • Supervisor
3.	In which type of agency do you work?	<ul style="list-style-type: none"> • Police • Sheriff • Local Department of Corrections • Probation

4a. In which type of agency do you work?			
<ul style="list-style-type: none"> • If Police marked in Q3: • Anaheim Police Department • Berkeley Police Department • Burbank Police Department • Chula Vista Police Department • Claremont Police Department • Covina Police Department • El Monte Police Department • El Segundo Police Department • Fremont Police Department • Fullerton Police Department • Gardena Police Department 	<ul style="list-style-type: none"> • If Sheriff marked in Q3: • Alameda County Sheriff • Amador County Sheriff • Butte County Sheriff • Calaveras County Sheriff • Colusa County Sheriff • Contra Costa County Sheriff • Del Norte County Sheriff • El Dorado County Sheriff • Fresno County Sheriff • Glenn County Sheriff • Humboldt County Sheriff • Imperial County Sheriff • Inyo County Sheriff • Kern County Sheriff • Kings County Sheriff • Lake County Sheriff 	<ul style="list-style-type: none"> • If Local Dept. Corrections marked in Q3: • Madera County Department of Corrections • Napa County Department of Corrections 	<ul style="list-style-type: none"> • If Probation marked in Q3: • Alameda County Probation • Alpine County Probation • Amador County Probation • Butte County Probation • Calaveras County Probation • Colusa County Probation • Contra Costa County Probation • Del Norte County Probation • El Dorado County Probation • Fresno County Probation

³ This is a copy of Form 1 of 3. The other two alternating forms varied the order of the statements and sections as described in the report.

<ul style="list-style-type: none"> • Glendale Police Department • Glendora Police Department • Hawthorne Police Department • Hayward Police Department • Hermosa Police Department • Huntington Beach Police Dept. • Huntington Park Police Dept. • Inglewood Police Department • Lompoc Police Department • Long Beach Police Department • Los Angeles Police Department • Manhattan Beach Police Dept. • Monterey Park Police Department • Monterey Police Department • Newport Beach Police Department • Palos Verdes Estate Police Dept. • Pasadena Police Department • Pomona Police Department • Redondo Beach Police Department • Roseville Police Department • San Fernando Police Department • Santa Ana Police Department • Santa Monica Police Department • Seal Beach Police Department • Signal Hill Police Department 	<ul style="list-style-type: none"> • Lassen County Sheriff • Los Angeles County Sheriff • Madera County Sheriff • Marin County Sheriff • Mariposa County Sheriff • Mendocino County Sheriff • Merced County Sheriff • Modoc County Sheriff • Mono County Sheriff • Monterey County Sheriff • Napa County Sheriff • Nevada County Sheriff • Orange County Sheriff • Placer County Sheriff • Plumas County Sheriff • Riverside County Sheriff • Sacramento County Sheriff • San Benito County Sheriff • San Bernardino County Sheriff • San Diego County Sheriff • San Francisco County Sheriff • San Francisco County Sheriff • San Joaquin County Sheriff • San Luis Obispo County Sheriff • San Mateo County Sheriff • Santa Barbara County Sheriff • Santa Clara County Sheriff • Santa Cruz County Sheriff • Shasta County Sheriff • Sierra County Sheriff • Siskiyou County Sheriff • Solano County Sheriff 		<ul style="list-style-type: none"> • Glenn County Probation • Humboldt County Probation • Imperial County Probation • Inyo County Probation • Kern County Probation • Kings County Probation • Lake County Probation • Lassen County Probation • Los Angeles County Probation • Madera County Probation • Marin County Probation • Mariposa County Probation • Mendocino County Probation • Merced County Probation • Modoc County Probation • Mono County Probation • Monterey County Probation • Napa County Probation • Nevada County Probation • Orange County Probation • Placer County Probation • Plumas County Probation • Riverside County Probation • Sacramento County Probation • San Benito County Probation • San Bernardino County Probation
--	---	--	---

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

<ul style="list-style-type: none"> • Southgate Police Department • Torrance Police Department • West Covina Police Department 	<ul style="list-style-type: none"> • Sonoma County Sheriff • Stanislaus County Sheriff • Sutter County Sheriff • Tehama County Sheriff • Trinity County Sheriff • Tulare County Sheriff • Tuolumne County Sheriff • Ventura County Sheriff • Yolo County Sheriff • Yuba County Sheriff 		<ul style="list-style-type: none"> • San Diego County Probation • San Francisco County Adult Probation • San Francisco County Juvenile Probation • San Joaquin County Probation • San Luis Obispo County Probation • San Mateo County Probation • Santa Barbara County Probation • Santa Clara County Probation • Santa Cruz County Probation • Shasta County Probation • Sierra County Probation • Siskiyou County Probation • Solano County Probation • Sonoma County Probation • Stanislaus County Probation • Sutter County Probation • Tehama County Probation • Trinity County Probation • Tulare County Probation • Tuolumne County Probation • Ventura County Probation • Yolo County Probation • Yuba County Probation
--	--	--	--

#	Question	Possible Responses
5.	Do you carry a firearm as part of your job duties?	<ul style="list-style-type: none"> • Yes • No
6.	In what type of facility do you work? Check all that apply. (Shown to those who marked ACO in Q1 – incumbent or supervisor)	<ul style="list-style-type: none"> • Presentenced Inmate Facility • Sentenced Inmate Facility • Both Presentenced and Sentenced Facility • Day Reporting Center • Alternative Work Program • Work Furlough • Type 1 Jail • Temporary Holding Facility • Other (Please indicate) _____
7.	In what type of facility do you work? Check all that apply. (Shown to those who marked JCO in Q1 – incumbent or supervisor)	<ul style="list-style-type: none"> • Ranch • Camp • Juvenile Detention Facility • Alternative to Custody/Confinement • Day Reporting Center • Other (Please indicate) _____
8.	What is the level of security in the area that you primarily work? (Shown to those who marked ACO or JCO in Q1 – incumbent or supervisor)	<ul style="list-style-type: none"> • Minimum Security • Medium Security • Maximum Security • Mixed
9.	What sex are the juveniles in your facility? (Shown to those who marked JCO in Q1)	<ul style="list-style-type: none"> • Males • Females • Both Males and Females
10.	What sex are the inmates in your facility? (Shown to those who marked ACO in Q1)	<ul style="list-style-type: none"> • Males • Females • Both Males and Females
11.	What sex are the probationers that you work with? (Shown to those who marked PO in Q1)	<ul style="list-style-type: none"> • Males • Females • Both Males and Females
12.	What is the age group of the probationers under your jurisdiction? (Shown to those who marked PO in Q1 and Incumbent in Q2)	<ul style="list-style-type: none"> • Juveniles • Adults • Both Juveniles and Adults
13.	What is the age group of the probationers under the jurisdiction of the probation officers you supervise? (Shown to those who marked PO in Q1 and Supervisor in Q2)	<ul style="list-style-type: none"> • Juveniles • Adults • Both Juveniles and Adults

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

14.	Do you work in a day reporting center? (Shown to those who marked PO in Q1)	<ul style="list-style-type: none"> • Yes • No
15.	How many total years of experience do you have as an Adult Corrections Officer in California? (Shown to those who marked ACO in Q1 and Incumbent in Q2)	<ul style="list-style-type: none"> <li style="width: 33%;">• 1 <li style="width: 33%;">• 7 <li style="width: 33%;">• 13 <li style="width: 33%;">• 2 <li style="width: 33%;">• 8 <li style="width: 33%;">• 14 <li style="width: 33%;">• 3 <li style="width: 33%;">• 9 <li style="width: 33%;">• 15 <li style="width: 33%;">• 4 <li style="width: 33%;">• 10 <li style="width: 33%;">• More than <li style="width: 33%;">• 5 <li style="width: 33%;">• 11 <li style="width: 33%;">• 15 <li style="width: 33%;">• 6 <li style="width: 33%;">• 12
16.	How many total years of experience do you have supervising Adult Corrections Officers in California? (Shown to those who marked ACO in Q1 and Supervisor in Q2)	<ul style="list-style-type: none"> <li style="width: 33%;">• 1 <li style="width: 33%;">• 7 <li style="width: 33%;">• 13 <li style="width: 33%;">• 2 <li style="width: 33%;">• 8 <li style="width: 33%;">• 14 <li style="width: 33%;">• 3 <li style="width: 33%;">• 9 <li style="width: 33%;">• 15 <li style="width: 33%;">• 4 <li style="width: 33%;">• 10 <li style="width: 33%;">• More than <li style="width: 33%;">• 5 <li style="width: 33%;">• 11 <li style="width: 33%;">• 15 <li style="width: 33%;">• 6 <li style="width: 33%;">• 12
17.	How many total years of experience do you have as an Adult Corrections Officer in California? (Shown to those who marked JCO in Q1 and Incumbent in Q2)	<ul style="list-style-type: none"> <li style="width: 33%;">• 1 <li style="width: 33%;">• 7 <li style="width: 33%;">• 13 <li style="width: 33%;">• 2 <li style="width: 33%;">• 8 <li style="width: 33%;">• 14 <li style="width: 33%;">• 3 <li style="width: 33%;">• 9 <li style="width: 33%;">• 15 <li style="width: 33%;">• 4 <li style="width: 33%;">• 10 <li style="width: 33%;">• More than <li style="width: 33%;">• 5 <li style="width: 33%;">• 11 <li style="width: 33%;">• 15 <li style="width: 33%;">• 6 <li style="width: 33%;">• 12
18.	How many total years of experience do you have supervising Adult Corrections Officers in California? (Shown to those who marked JCO in Q1 and Supervisor in Q2)	<ul style="list-style-type: none"> <li style="width: 33%;">• 1 <li style="width: 33%;">• 7 <li style="width: 33%;">• 13 <li style="width: 33%;">• 2 <li style="width: 33%;">• 8 <li style="width: 33%;">• 14 <li style="width: 33%;">• 3 <li style="width: 33%;">• 9 <li style="width: 33%;">• 15 <li style="width: 33%;">• 4 <li style="width: 33%;">• 10 <li style="width: 33%;">• More than <li style="width: 33%;">• 5 <li style="width: 33%;">• 11 <li style="width: 33%;">• 15 <li style="width: 33%;">• 6 <li style="width: 33%;">• 12
19.	How many total years of experience do you have as an Adult Corrections Officer in California? (Shown to those who marked PO in Q1 and Incumbent in Q2)	<ul style="list-style-type: none"> <li style="width: 33%;">• 1 <li style="width: 33%;">• 7 <li style="width: 33%;">• 13 <li style="width: 33%;">• 2 <li style="width: 33%;">• 8 <li style="width: 33%;">• 14 <li style="width: 33%;">• 3 <li style="width: 33%;">• 9 <li style="width: 33%;">• 15 <li style="width: 33%;">• 4 <li style="width: 33%;">• 10 <li style="width: 33%;">• More than <li style="width: 33%;">• 5 <li style="width: 33%;">• 11 <li style="width: 33%;">• 15 <li style="width: 33%;">• 6 <li style="width: 33%;">• 12
20.	How many total years of experience do you have supervising Adult Corrections Officers in California? (Shown to those who marked PO in Q1 and Supervisor in Q2)	<ul style="list-style-type: none"> <li style="width: 33%;">• 1 <li style="width: 33%;">• 7 <li style="width: 33%;">• 13 <li style="width: 33%;">• 2 <li style="width: 33%;">• 8 <li style="width: 33%;">• 14 <li style="width: 33%;">• 3 <li style="width: 33%;">• 9 <li style="width: 33%;">• 15 <li style="width: 33%;">• 4 <li style="width: 33%;">• 10 <li style="width: 33%;">• More than <li style="width: 33%;">• 5 <li style="width: 33%;">• 11 <li style="width: 33%;">• 15 <li style="width: 33%;">• 6 <li style="width: 33%;">• 12
21.	What shift do you currently work?	<ul style="list-style-type: none"> • Day • Swing • Night/Graveyard • Other _____
22.	What is your sex? (optional)	<ul style="list-style-type: none"> • Male • Female
23.	What is your race/ethnic group? (optional)	<ul style="list-style-type: none"> • Black or African American • Asian

		<ul style="list-style-type: none"> • Native Hawaiian or other Pacific Islander • White • Hispanic or Latino • American Indian or Alaska Native • Other • Two or more races
24.	What is your age (optional)?	<ul style="list-style-type: none"> • 18 • 36 • 54 • 19 • 37 • 55 • 20 • 38 • 56 • 21 • 39 • 57 • 22 • 40 • 58 • 23 • 41 • 59 • 24 • 42 • 60 • 25 • 43 • 61 • 26 • 44 • 62 • 27 • 45 • 63 • 28 • 46 • 64 • 29 • 47 • 65 • 30 • 48 • 66 • 31 • 49 • 67 • 32 • 50 • 68 • 33 • 51 • 69 • 34 • 52 • 70+ • 35 • 53
25.	What is the highest level of education that you have completed (optional)?	<ul style="list-style-type: none"> • No degree • High school diploma/GED • Technical/Vocational Degree • Some college without a degree • Associate degree • Bachelor's degree • Some post graduate education without a degree • Master's degree • Doctorate • Other (Please specify)

Part II: Task Statements

The respondents were provided with one of the following sets of instructions based on their position.

Each of the tasks was rated on both of the following scales:

<u>Task Rating Instructions (Incumbents)</u>
<p>For each task within the questionnaire you will be asked to make two ratings: Frequency and Importance.</p> <ul style="list-style-type: none"> • First, read each task and indicate how frequently you perform it. • Next, decide how important that task is for your overall job performance. It may help to consider how overall job performance would be compromised if that particular task were not performed correctly. <p><i>If your job involves rotating shifts or more than one job assignment, please rate how frequently you perform the task when you are working in the job assignment where the task is performed.</i></p> <p>Do not let your rating on one rating scale influence your rating on the other. Tasks that are frequently performed are not always the tasks that are the most important. Likewise, tasks may be performed rarely, but are critical to the job when they are performed.</p> <p>If you have any questions or are unclear about the instructions in this questionnaire, please contact CPS HR at STCJAQ@cpsrh.us or via phone at (916) 471-3531.</p>

<u>Task Rating Instructions (Supervisors)</u>
<p>For each task within the questionnaire you will be asked to make two ratings: Frequency and Importance.</p> <ul style="list-style-type: none"> • First, read each task and indicate how frequently <i>those you supervise</i> perform the task. • Next, decide how important that task is for overall job performance of <i>those you supervise</i>. It may help to consider how overall job performance would be compromised if that particular task were not performed correctly. <p>Do not let your rating on one scale influence your rating on the other. Tasks that are frequently performed are not always the tasks that are the most important. Likewise, tasks may be performed rarely, but are critical to the job when they are performed.</p> <p>When making your ratings, <i>base your ratings on those individuals you supervise who perform typical duties and have passed probation.</i></p> <p>If you have any questions or are unclear about the instructions in this questionnaire, please contact CPS HR at STCJAQ@cpsrh.us or via phone at (916) 471-3531.</p>

<u>Task Frequency</u>	<u>Task Importance</u>
<p>How often do you perform this task? (Circle only one)</p> <p>0 – Never – It is not part of the job.</p> <p>1 – This task is part of the job, but I have never performed it at this agency.</p> <p>2 – I have performed this task in this agency, but not in the last year.</p> <p>3 – Several times or less in the past year.</p> <p>4 – About once a month.</p> <p>5 – Two or three times a month.</p> <p>6 – About once a week.</p> <p>7 – Several times a week.</p> <p>8 – About once a day.</p> <p>9 – More than once a day.</p>	<p>How Important is this task to successful job performance? (Circle only one)</p> <p>0 – Not important</p> <p>1 – Of little importance</p> <p>2 – Of Some Importance</p> <p>3 – Important</p> <p>4 – Very Important</p> <p>5 – Critically Important</p>

Task Statements

Physical Tasks

1	Lift, carry, and/or drag heavy objects.
2	Walk or run up or down one or more flights of stairs.
3	Climb through openings.
4	Climb up and down a ladder.
5	Crawl in confined areas.
6	Climb up to and/or jump down from elevated surfaces.
7	Jump over obstacles.
8	Pull oneself up over obstacles.
9	Push and/or pull hard-to-move objects by hand.
10	Pursue individuals on foot.
11	Run for a short distance.
12	Walk or stand for long periods of time.
13	Sit for long periods of time.
14	Bend, extend, and/or twist body.
15	Balance oneself on uneven or narrow surfaces.
16	Drive an automobile for work duties other than to transport individuals.
17	In various degrees of lighting watch for indications of illegal activity or disturbance.
18	Listen for unusual sounds or sounds that may indicate illegal activity or disturbance.
19	Operate lifting equipment.

Task Statements	
20	Operate and control lights, power, and/or water in cells/rooms/dormitories.
21	Operate gates, doors, locks, sally ports, cells/rooms/dorms, electronically or manually.
Handcuffs and Restraints	
22	Handcuff a non-resisting individual.
23	Handcuff a resisting individual.
24	Apply restraint devices other than handcuffs to a non-resisting individual.
25	Apply restraint devices other than handcuffs to a resisting individual.
26	Physically subdue or restrain a resisting or fleeing individual by yourself.
27	Physically subdue or restrain a resisting or fleeing individual with the help of others.
28	Place an actively resisting individual in the seat of a car.
Officer Safety	
29	Defend oneself or others using less than lethal force.
30	Defend oneself or others using lethal force.
31	Defend oneself or others against a combative individual.
32	Defend oneself against an armed individual.
33	Physically separate multiple combative individuals with the help of others.
34	Physically separate two combative individuals by yourself.
35	Assist an uncooperative/ incapacitated individual from a prone position on the ground to his/her feet.
36	Search individuals for weapons, contraband, and/or drugs.
37	Strip-search individuals.
38	Perform cell/room extractions.
39	Place and secure individual in safety room.
40	Anticipate, monitor, and intervene in potentially violent interpersonal situations.

Task Statements	
41	Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.
42	Use force to gain entrance through barriers.
43	Operate and/or interpret body scans for contraband or other anomalies.
44	Complete range qualification required to carry a firearm.
45	Draw and/or fire a firearm on duty in the course of job performance.
Initial Processing and Release	
46	Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.
47	Fingerprint individuals.
48	Photograph individuals.
49	Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.
50	Advise individual of constitutional rights.
51	Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.
52	Ensure incoming individuals get to make any required phone calls.
53	Classify individuals to assign proper housing.
54	Prepare identification cards or identification wristbands and give/affix to individuals.
55	Discuss circumstances of the arrest/charges with arresting officer/transporting officer.
56	Observe/monitor behavior of individual in receiving room/holding unit while he/she awaits move to assigned housing.
57	Inventory and take custody of individuals' property, clothing, and/or money.
58	Prepare forms, cards, or file jackets necessary to initiate individual's records.
59	Provide food or other necessities to incoming individuals.
60	Identify filing deadlines and court appearance deadlines.
61	Inform all relevant parties of date of detention hearing.
62	Run warrant checks, holds, and/or search clauses.

Task Statements	
63	Complete documentation necessary for release.
64	Verify identity of individuals prior to booking or releasing.
65	Return personal property and/or money upon release.
66	Schedule detention hearing.
67	Release individuals on Own Recognizance or Cite Release.
68	Initiate search to locate parent(s) or legal guardian(s), if needed.
69	Decide whether to hold an individual in detention.
70	Evaluate fitness of legal guardian(s) or parent(s) to take custody of individual.
71	Contact appropriate parties to notify them that an individual is in custody.
72	Accommodate individual needs (e.g., due to medical conditions and/or religious rights).
73	Collect and process DNA samples.
Medical	
74	Perform CPR.
75	Render first aid other than CPR.
76	Complete medical/mental health forms.
77	Review medical log and make note of medical restrictions.
78	Deliver medication, observe individual taking it, and record if taken or refused.
79	Arrange for medical treatment or psychiatric care.
80	Obtain signed medical consent form from parent(s) or legal guardian(s).
Escorting and Transporting	
81	Plan transportation route and an alternate route.
82	Verify individuals' identity and/or classification prior to escorting or transporting.
83	Verify identity of person transporting an individual.

Task Statements	
84	Process incoming and outgoing law enforcement/facility buses.
85	Conduct vehicle safety check/inspection prior to transporting individual(s).
86	Search vehicles, including transportation vehicles, prior to entering and leaving the facility.
87	Monitor movement of vehicles within the facility or in the immediate area.
88	Transport equipment and/or evidence.
89	Transport individuals or groups of individuals including safety/location checks.
90	Escort an individual or groups to and from locations within facility.
91	Arrange for transportation of individual(s).
92	Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).
93	Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior.
Supervising Personnel	
94	Schedule and/or plan the work of other personnel or volunteers.
95	Observe the work of other personnel or volunteers and provide appropriate feedback.
96	Train, mentor, and provide instruction to other personnel or volunteers.
97	Give assignments to other personnel, program providers, or volunteers.
98	Assist in interviewing applicants for work in the department.
99	Recruit applicants for work in the department, including volunteers.
100	Write or update job descriptions.
Record Keeping	
101	Log facility equipment in and out.
102	Log vehicles entering and leaving the facility.
103	Log weapons/firearms in and out.
104	Maintain a record of all mail/packages for any individual to assure proper distribution.

Task Statements	
105	Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).
106	Record relevant activities and incidents occurring during shift in daily journal or log.
107	Complete forms and prepare correspondence (e.g., email, memos).
108	Prepare/update court status and court lists.
109	Create new forms.
110	Conduct and document population counts to account for all individuals.
111	Gather data for statistical reports.
112	Manage files and documents.
113	Log movement of all non-detainees entering and leaving the facility.
114	Maintain authorized visitor log.
115	Oversee and maintain logs on vehicle fleets.
116	Document how your time is spent performing specific activities.
117	Compute and record time served credits, conduct credits, and/or release dates.
Meals	
118	Release individuals for meals at appropriate times.
119	Inspect food for possible contamination prior to serving.
120	Report food shortages to shift supervisor or kitchen.
121	Supervise meals.
122	Verify tray and utensil counts.
123	Prepare meals/snacks for individuals.
124	Serve and monitor special diets.
Activities	
125	Monitor electronic device usage and reading material for inappropriate content.

Task Statements	
126	Supervise and/or coach individuals playing sports or game activities.
127	Plan and schedule recreational activities.
128	Participate in sports or game activities with individuals.
129	Instruct/train/coach individuals in vocational activities and projects.
130	Assist individuals with schoolwork.
Visiting	
131	Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.
132	Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.
133	Arrange for special visits.
134	Answer questions and provide information to visitors.
135	Conduct background clearance checks (e.g., for volunteers or visitors).
136	Provide video kiosk assistance and operating instructions to visitors.
Counseling	
137	Conduct or co-facilitate family counseling sessions.
138	Conduct or co-facilitate formal or structured group counseling sessions with individuals.
139	Conduct formal or structured counseling sessions with individuals on a one-on-one basis.
140	Counsel individuals informally/formally including crisis intervention.
141	Observe individuals in group and individual activities and provide advice and counseling to foster behavioral modification.
142	Make recommendations for program advancement/graduation.
143	Provide positive feedback and encouragement to individual(s).
144	Conduct vocational or job counseling sessions with individual(s).
145	Counsel individual who will be released without further action.
146	Manage/mediate family (parent/juvenile) interactions in program setting (in custody or out of custody).

Task Statements	
Mail	
147	Scan incoming and outgoing mail.
148	Search articles, packages, property, money left by visitors for individuals.
149	Distribute mail to individuals or collect individuals' outgoing mail.
150	Notify sender and receiver of seizure of unauthorized material.
Searching	
151	Conduct search of all areas accessible by individuals.
152	Conduct search of all areas not readily accessible by individuals.
153	Conduct security checks/patrols.
154	Conduct surveillance using closed circuit monitoring system.
155	Operate metal detection or X-ray equipment.
Evidence and Contraband	
156	Identify, isolate, preserve and secure crime scene.
157	Identify, seize, secure, document, preserve and/or dispose of evidence/contraband material.
Drug and Substance Testing	
158	Conduct presumptive drug tests on seized items suspected to be controlled substances.
159	Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.
160	Administer breath analyzer test to individuals.
Restitution and Fines	
161	Advise individual and/or victim of their right to a restitution hearing.
162	Determine and recommend the amount of restitution due to victims(s).
163	Interview probationer and/or family to determine ability to pay restitution, fines, probation fees, other payments, set up payment schedule and monitor payments.
164	Review bail bonds to ensure accuracy.

Task Statements	
165	Collect, accept and process payments.
166	Calculate individuals' wages.
Prepare Reports	
167	Proofread and/or edit reports.
168	Prepare court documents/reports.
169	Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).
170	Prepare individual evaluation reports (e.g., progress, performance, updates).
171	Prepare reports regarding detention or release.
172	Interview relevant individuals in order to prepare reports.
173	Process requests for sealing of records.
Searching	
174	Provide security to staff working in facility.
175	Account for the security of keys, tools, and equipment.
176	Report count discrepancies.
177	Notify appropriate staff of movement.
178	Check individuals' passes.
179	Issue passes to individuals.
180	Log movement of individuals.
181	Conduct security round/visual check of individuals and facility.
182	Maintain visual observation of individuals when required.
183	Call into control room, post, or switchboard at required intervals.
184	Report suspicious activity inside or outside facility.
185	Secure and separate individuals who commit crimes.

Task Statements	
186	Make arrests or charge individuals or others who commit crimes.
187	Investigate incidents or crimes that occur.
188	Investigate disturbances or suspicious activities.
189	Assist in search for missing/escaped individuals.
190	Check to see that all equipment is functioning properly.
191	Keep inventory of all dangerous tools/ weapons/utensils.
Referrals	
192	Refer individual for professional evaluation or to appropriate services.
193	Assign individual to program, counselor, or case manager.
194	Refer members of individual's family, victim(s) or others to counseling and/or other appropriate services.
195	Identify treatment, educational, employment, financial, or other service which will meet the needs of an individual, his/her family, or others and refer appropriately.
196	Contact appropriate service provider; describe individual's needs, and get their commitment to work with the individual.
197	Follow up to verify that an individual received service(s) and to evaluate success of referral.
Supervising and Monitoring	
198	Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance.
199	Provide phone access and/or monitor individuals' calls.
200	Supervise individuals on work details in facility areas (e.g., laundry, kitchen, other rooms).
201	Supervise and evaluate individuals on-site in educational, vocational, recreational and other rehabilitative programs.
202	Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.
203	Prevent unauthorized communication between individuals.
204	Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.
205	Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.

Task Statements	
206	Maintain and clean individuals' clothing, bedding, and living quarters.
207	Read documents to individuals to ensure understanding.
208	Respond to questions or requests from individuals (e.g., related to completing forms).
209	Video/audio record and review critical or potentially critical incidents.
210	Notify and prepare individuals for release, transfer, and/or transport.
211	Enforce and apply appropriate discipline to individuals.
212	Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.
213	Monitor closed circuit video arraignments.
214	Gather information necessary to effect administrative and disciplinary transfers.
215	Monitor individual use of commissary, visiting, and/or other electronic kiosks.
216	Process and distribute pre-paid telephone cards.
217	Reclassify individuals to maintain proper housing assignment.
Court-Related Duties	
218	Serve as traffic hearing officer.
219	Act as court bailiff.
220	Record court proceedings.
221	Prepare for court appearance by reviewing case file.
222	Testify in court.
223	Consult with judiciary on cases for sentencing/disposition.
Alternative Programs	
224	Determine an individual's eligibility for alternative sentencing programs.
225	Process documents necessary for alternative sentencing programs.
226	Notify applicant of approval status for alternative sentencing programs.

Task Statements	
227	Make field checks of individuals in alternative sentencing programs.
228	Monitor movement of individuals on home confinement and/or electronic monitoring.
229	Check electronic monitoring systems (e.g., EM, GPS, ankle monitor, alcohol monitoring device) database for compliance violations.
230	Orient individual to alternative sentencing program rules and procedures.
231	Determine eligibility, develop case plan, and monitor progress in re-entry programs.
Oral Communication	
232	Communicate verbally with other staff to share information regarding operations.
233	Communicate via intercom, radio, and/or telephone.
234	Maintain and monitor communications/radio systems.
235	Make announcements/give information over P.A. or paging system.
236	Communicate with individuals in a language other than English or serve as an interpreter.
237	Answer questions/provide information to various regulatory agencies and commissions.
238	Answer, respond to, and transfer phone calls requesting information.
239	Conduct tours.
240	Communicate with court personnel.
241	Gather information from individuals about conflicts or personal problems.
242	Give instructions/ directions orally to groups of individuals.
243	Confer with supervisors concerning operations.
244	De-escalate situations utilizing tactical communication skills.
Service to Community	
245	Represent department with other agencies.
246	Serve on non-departmental boards.
247	Give presentations

Task Statements	
248	Respond to questions from the public.
249	Participate in joint operations with other agencies.
250	Speak with at-risk members of the community about their concerns or problems.
Develop Case Plans	
251	Gather information, prepare, develop and review individualized case plan.
252	Determine the frequency of contact needed during supervision utilizing risk assessment.
253	Review individual's file.
254	Assess, monitor and update individual's progress with case plan.
255	Conduct risk and needs assessment and reassessments.
Emergencies	
256	Conduct fire, earthquake, or evacuation drills.
257	Evacuate individuals from an area or facility.
258	Dispatch help in emergencies or disturbances.
259	Extinguish or help extinguish fire.
260	Activate alarm system to alert all staff in case of an emergency.
261	Respond to emergency situations according to agency policies.
Current Knowledge	
262	Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.
263	Read internal memos, correspondence, reports, and emails.
264	Make suggestions regarding changes in policies, procedures, or rules.
265	Attend staff meetings.
266	Follow instructions from supervisor including designated lead staff.
267	Follow all departmental policies and procedures.

Task Statements	
268	Participate in training/workgroups/seminars.
269	Read court documents or other legal documents.
270	Maintain knowledge of contracted agencies' standards for detention.
271	Maintain knowledge of criminal justice and social service partners' policies and procedures.
Finances	
272	Make special purchases for individuals.
273	Distribute/supervise distribution of commissary.
274	Supervise and record individuals' financial transactions.
275	Process work furlough funds received, re-issue funds, and distribute accordingly.
Work Details	
276	Recommend/make work assignments for individuals.
277	Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.
278	Issue and log in/out equipment, tools, cleaning supplies and other inventory.
279	Inspect work equipment and work area for safety.
280	Complete an individual's work time card.
Family Court Duties	
281	Conduct investigation to determine whether conservator(s)/legal guardian(s) is properly administering an estate.
282	Make recommendations about placement, visitation, and custody of minors during custody proceedings.
283	Make recommendations regarding emancipation.
284	Make recommendations regarding underage couples' marriage requests.
285	Make recommendations regarding adoption.
Investigations	
286	Obtain verification of employment, education, and/or other pertinent background information.

Task Statements	
287	Conduct intake or pre-plea/pre-sentence interview with individual.
288	Photograph any injuries or bruises in cases of suspected abuse.
289	Investigate and report complaints of abuse.
290	Evaluate residence for appropriateness of home environment.
291	Collect, review and interpret appropriate criminal records and documents pertaining to an individual.
292	Contact agencies and collect information on an individual.
293	Interview individuals and involved parties to obtain background information and information about the offense.
294	Obtain and review police report of charges against individuals taken into custody.
295	Access databases (e.g., CLETS, CWS/CMS) to find or input information.
296	Verify identity based on fingerprint information.
297	Investigate and report complaints of PREA violations.
Monitor Compliance	
298	Request court action or garnishment where individual falls behind in child support or other payments.
299	Review request for and issue travel permits.
300	Review requests for permission and initiate procedures to transfer a case to a new jurisdiction.
301	Investigate incoming transfer requests from other jurisdictions.
302	Initiate procedures to request Interstate Compact Supervision.
303	File petition for modification, termination or revocation of probation and /or request warrant.
304	Execute warrants.
305	Search individual's person, personal property or residence, per Court Order.
306	Review and determine appropriate supervision level.
307	Gather information, interview appropriate parties and the individual to determine level of probation compliance.
308	Conduct home/site visits.

Task Statements	
309	Complete documentation necessary to authorize holds.
Establish Relationships	
310	Recruit foster parents.
311	Visit community-based organizations/placement facilities to learn about their services and evaluate the care and/or treatment they provide.
312	Coordinate/contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship.
313	Monitor and audit vendors teaching classes and programs and update program information in writing.
Notifying	
314	Notify/inform law enforcement agencies and other agencies of law violations/information of interest.
315	Notify victim(s) as required by law.
316	Notify anyone who is the specific object of threats by an individual as required by law.
317	Notify parent(s)/legal guardian(s) and/or probation officer of any change in an individual's status.
Making Recommendations	
318	Evaluate information to determine aggravating or mitigating circumstances of the crime.
319	Investigate, determine, make recommendations and refer individuals to appropriate placement.
320	Evaluate information to decide on recommended disposition, sentence and/or terms and conditions of supervision.
321	Discuss offense with external entities to determine whether new charges/violation of probation should be filed.
Release Decisions	
322	Review and prepare appropriate documents for recommended release of an individual.
323	Conduct an interview and/or gather information to determine if an individual is to be released or detained.
Miscellaneous	
324	Maintain confidentiality of information.
325	Assist with special projects, studies, and investigations.
326	Obtain and process court documents and take necessary action.

Task Statements	
327	Read individual's records to ensure compliance with special directives regarding care and custody of individual.
328	Teach classes to individuals.
329	Read daily journal/log.
330	Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.
331	Interpret common street terminology.
332	Assist individuals in writing grievances.
333	Establish informants.
334	Design and/or implement programs.
335	Maintain and/or periodically update handbooks.
336	Present cases to a committee that reviews recommendations.
337	Participate in an individual's grievance proceedings.
338	Serve on disciplinary review board.
339	Work with data to measure program outcomes and inform program decisions.
340	Request equipment/facility repairs verbally or in writing.
341	Clean up and dispose of contaminated or hazardous material.
342	Inventory, order, and stock supplies.
343	Inspect areas for cleanliness.

Part III: KSA Statements

The respondents were provided with one of the following sets of instructions based on their position.

KSA Rating Instructions (Incumbents)

For each knowledge, skill, and ability (KSA) within the questionnaire you will be asked to make three ratings: Importance, When First Needed, and Relationship to Performance.

- First, read each KSA and indicate how important that KSA is to your overall job performance.
- Next, indicate when someone in your job should first possess that particular KSA. The following definitions should assist you in better understanding the rating scale.
 - Before hire: the KSA was obtained sometime before being hired
 - Before STC core training: the KSA was obtained shortly after hire, but before the STC core training (for example, obtained during orientation)
 - Upon completion of STC core training: the KSA was obtained during STC core training within one year of hire
 - After STC core training: the KSA was obtained after STC core training/after one year of hire (for example, obtained during annual training)
- Finally, indicate if possession of more of the KSA beyond the minimum requirements to perform the job would lead to better overall job performance.

If you have any questions or are unclear about the instructions in this questionnaire, please contact CPS HR at STCJAQ@cpsrh.us or via phone at (916) 471-3531.

KSA Rating Instructions (Supervisors)

For each knowledge, skill, and ability (KSA) within the questionnaire you will be asked to make three ratings: Importance, When First Needed, and Relationship to Performance.

- First, read each KSA and indicate how important that KSA is for the overall job performance *of those you supervise*.
- Next, indicate when *those you supervise* should first possess that particular KSA.
 - Before hire: the KSA was obtained sometime before being hired
 - Before STC core training: the KSA was obtained shortly after hire, but before the STC core training (for example, obtained during orientation)
 - Upon completion of STC core training: the KSA was obtained during STC core training within one year of hire
 - After STC core training: the KSA was obtained after STC core training/after one year of hire (for example, obtained during annual training)
- Finally, indicate if possession of more of the KSA beyond the minimum requirements to perform the job would lead to better overall job performance *of those you supervise*.
-
- When making your ratings, *base your ratings on those individuals you supervise who perform typical duties and have passed probation*.
- If you have any questions or are unclear about the instructions in this questionnaire, please contact CPS HR at STCJAQ@cpsrh.us or via phone at (916) 471-3531.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Each of the KSAs was rated on the following three scales:

<u>KSA Importance</u>	<u>When is the KSA Needed?</u>	<u>Does More of the KSA Lead to Better Performance?</u>
<p>How critical is this KSA for successful job performance? (Circle only one)</p> <p>0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important</p>	<p>When is possession of the KSA required? (Circle only one)</p> <p>0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important</p>	<p>Does possessing more of the KSA improve job performance? (Circle only one)</p> <p>0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.</p>

KSA Statements	
1	Knowledge of departments/facility's rules, regulations, and procedures.
2	Knowledge of the criminal justice system (adult and/or juvenile) including its elements, history, and philosophy.
3	Knowledge of state and federal laws, legal codes, court procedures, precedents, government regulations, and executive orders.
4	Knowledge of court, legal, and other law enforcement agency documents/forms (e.g., warrants, court order forms).
5	Knowledge of the procedures for testifying in court as a witness, including courtroom demeanor.
6	Knowledge of California state laws and codes governing the custody, care, security, and detention of individuals in a facility or youth detention facility (e.g., minimum jail standards).
7	Knowledge of the legal rights and civil liability of peace officers.
8	Knowledge of investigative techniques and procedures.
9	Knowledge of human physical and psychological development.
10	Knowledge of the basic principles of psychology and sociology as they relate to theories of personality, behavior patterns, crime, social adjustment, human motivation, group dynamics, and the symptoms and causes of mental illness.
11	Knowledge of crisis intervention techniques and procedures.
12	Knowledge of individual and group counseling theories, techniques, principles, and practices.
13	Skill in de-escalating volatile situations.
14	Skill in applying individual and/or group counseling techniques.
15	Knowledge of the needs, problems, attitudes, behavior patterns of individuals, and the factors underlying criminal behavior/juvenile delinquency.
16	Knowledge of the value systems of different groups or cultures.
17	Knowledge of the purpose and methods of discipline as applied to persons under criminal confinement.
18	Knowledge of general personal hygiene and health practices.
19	Knowledge of universal safety precautions for preventing transmission of disease.
20	Knowledge of standard facility health and sanitation practices and procedures.
21	Knowledge of work and treatment programs available to individuals in the facility.
22	Knowledge of report writing procedures (e.g., for crime reports, incident reports, escape reports, behavior reports).
23	Knowledge of standard office practices, such as record keeping, filing, and the operation of office equipment.

KSA Statements	
24	Knowledge of routine grounds keeping and building maintenance.
25	Skill in safely, appropriately, and accurately handling and using firearms.
26	Skill in safely, appropriately, and accurately using self-defense, physical restraints, weaponless defense, and riot control techniques and procedures.
27	Skill in identifying and applying the appropriate type of first aid procedure or technique (including CPR).
28	Knowledge of the symptoms and effects of drug and alcohol use and abuse.
29	Ability to identify illicit drugs.
30	Knowledge of drug and alcohol testing procedures.
31	Knowledge of indicators of criminal affiliation and behavior (e.g., gangs, street terminology, monikers, symbols).
32	Knowledge of group leadership and supervision techniques.
33	Knowledge of the rules of team and individual games/sports.
34	Knowledge of standard radio broadcast procedures and rules.
35	Knowledge of criminal offender record information (C.O.R.I.).
36	Knowledge of available community resources, their approaches, limitations, and the referral process to obtain services.
37	The ability to recognize when something is wrong or is likely to go wrong; it does not involve solving the problem, only recognizing there is a problem.
38	The ability to proceed in a careful, cautious, and/or prudent manner.
39	Skill in knowing where and how to access written procedures/information when needed.
40	Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications.
41	Skill in observing, interpreting, and accurately documenting verbal and non-verbal behavior.
42	Skill in searching persons.
43	Skill in searching vehicles, residences, and/or facilities.
44	Skill in interviewing a range of individuals who may be cooperative or uncooperative and effectively gathering information.
45	Skill in interviewing abused or neglected individuals (e.g., children, elders).

KSA Statements	
46	The ability to know one's location in relation to the environment, or to know where other objects are in relation to one's self.
47	Skill in driving a car.
48	Skill in dictating reports or correspondence.
49	The ability to prioritize projects, tasks, and responsibilities effectively and in working efficiently to meet all deadlines.
50	Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate.
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.
52	The ability to understand materials written in English.
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.
55	Skill in organizing one's work, files, and other materials.
56	The ability to analyze and evaluate information to arrive at a correct conclusion, including making judgments regarding the accuracy of information, applying rules and principles, and combining pieces of information to come up with logical answers.
57	Skill in adding and subtracting whole numbers.
58	Skill in multiplying and dividing whole numbers.
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).
60	The ability to concentrate on a task and not be distracted.
61	The ability to quickly and accurately compare letters, numbers, objects, pictures, or words presented in written or visual form in order to identify inaccurate, inconsistent, or missing information.
62	The ability to quickly and accurately process multiple types of information and/or perform multiple tasks, shifting back and forth between tasks and/or sources of information.
63	The ability to recall information such as procedures and rules, faces, identification marks, and the order in which events occurred.
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.
65	The ability to exert oneself physically without becoming tired too quickly.

KSA Statements	
66	The ability to take charge of situations or groups, to assert ideas, to influence, persuade, or motivate others; to speak-up, be candid, and confront people when necessary, without hesitation in a professional manner.
67	The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations.
68	The ability to perform effectively under stressful conditions and to cope with prolonged exposure to job stressors (e.g., time pressure, emergencies, threats, physical altercations).
69	The ability to be thorough and to carry out tasks with a concern for the inclusion and accuracy of details.
70	The ability to interact confidently with individuals or groups at all levels; to not be easily fooled or persuaded into changing course of action; and to have confidence in one's ability to be effective.
71	The ability to make well-reasoned decisions in a timely manner, sometimes in situations where there are no standard procedures.
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.
73	The ability to adapt to unanticipated problems or conflicts, accept changes (e.g., assignments or procedures), and change roles based on one's assessment of the situation.
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.
75	The ability to establish and maintain effective working relationships with team members.
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.
79	The ability to perform work in compliance with laws, rules and regulations; to accept and conform to accepted standards of conduct and the authority structure of the organization.
80	The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas).
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.
82	The ability to acquire new skills and knowledge, seek out and use feedback to improve performance, learn from one's own and others' experiences, and apply learning to new situations.
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.

KSA Statements	
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.
96	The capacity to match or discriminate between colors. This capacity included detecting differences in color and in brightness.
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."
99	The ability to see objects in the presence of glare or bright ambient lighting.
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.
102	The ability to identify the direction from which a sound or noise originated relative to the observer.

Part IV: Equipment Statements

Only respondents who indicated they were current ACO, JCO, or PO incumbents were shown this section and instructions.

Equipment Rating Instructions (Incumbents)

This section lists various types of equipment you may have used as a part of your job. For each equipment item, please indicate how often you have used each item on your job.

If you have any questions or are unclear about the instructions in this questionnaire, please contact CPS HR at STCJAQ@cpsrh.us or via phone at (916) 471-3531.

Each of the Equipment statements was rated on the following scale:

<u>Equipment Usage Frequency</u>
How often have you used this equipment in the past year? (Circle only one)
0 – Never
1 – Occasionally
2 – Often
3 – Very often

Equipment Statements	
1	Transportation or Patrol Vehicle
2	Caged transport vehicle
3	Two-Way Radio
4	Stationary radio (e.g., dispatch radio)
5	Audio Recording Equipment
6	Audiovisual Equipment
7	Firearm(s)
8	Gun safe/locker
9	Ammunition/Rounds for Firearm(s)
10	Speed loader or magazine
11	Weapons repair or cleaning kit
12	Firearm training equipment (e.g., ear and eye protection, targets, plastic training pistol)
13	Chemical Agent
14	Impact weapon
15	Less than lethal weapons (e.g., riot control system, gas gun, Pepperball gun, rubber bullets, bean bags)
16	Less than lethal hand thrown projectiles (e.g., Sting balls, Flashbang)
17	Handcuffs.
18	Riot Gear (e.g., assault shield, helmet)
19	Body armor (e.g., protective or ballistic vests)
20	Tactical Vest

Equipment Statements	
21	Forcible entry/cell extraction equipment
22	Gas mask or self-contained breathing apparatus
23	Oxygen supply/resuscitator
24	Mechanical/soft restraints other than handcuffs (e.g., wrist, leg, ankle, waist)
25	Restraint chair
26	Full body restraint(s) (e.g., canvas restraint, bed restraints)
27	Electronic restraint
28	Electronic stun device other than electronic restraints
29	Personal alarm system
30	Alarm system or monitor.
31	Electronic Safety Check Device (e.g., metal detector, wand/pipe)
32	Electronic time keeper system
33	System control board
34	Electronic monitoring device(s)
35	Controlled substance detection equipment (e.g., urine bottles, drug test cups, breathalyzer)
36	Intercom device (public address system, call box)
37	Tool Kit
38	First Aid Kit
39	Trauma Kit
40	Universal precautions equipment (e.g. blood borne pathogens kit)
41	Automatic external defibrillator (AED)
42	Hydraulic rescue tools (e.g., Jaws of Life)
43	Hooked cutting/rescue device (e.g., 911 swirl cutting tool)

Equipment Statements	
44	Firefighting equipment (e.g., extinguisher, hoses)
45	Flashlight
46	Bolt cutters
47	Badge.
48	Duty belt
49	Holster(s)
50	Field book
51	Business cards
52	Surveillance gear
53	Binoculars
54	Body/mic camera
55	Bullhorn or hailer
56	Cash register
57	Computer search software
58	Computer software, other than computer search software
59	Computer terminal
60	Desktop computer
61	Laptop computer or mobile data terminal (MDT)
62	Tablet computer
63	Flash drive(s)
64	GPS navigation device
65	Telephone/cell phone
66	Palm pilot

Equipment Statements	
67	Pager
68	Facsimile (Fax) machine
69	Teletype
70	Disposable hazardous material suits/spill kits (e.g., eye wash stations, decontamination supplies)
71	Electronic control panel or "breaker box"
72	Emergency lighting equipment (e.g., spotlight, search lights, flares)
73	Fingerprint equipment
74	Food preparation equipment (e.g., stove, broilers, microwave ovens, etc.).
75	Housekeeping equipment (e.g., mop, broom, etc.)
76	Illuminated needle-marks scope.
77	Keys
78	Ladder
79	Maps
80	Paint sprayer
81	PBX switchboard or multi-line phone system
82	Adding machine or calculator.
83	Typewriter
84	Photocopier
85	Microfilm/microfiche machine
86	Projection equipment (movie, slide, overhead)
87	Photographic equipment (cameras or processing)
88	Power supply generators
89	Evidence processing kit (e.g., latent print)

Equipment Statements

90	Property/evidence bag sealer
91	Property/evidence storage locker(s)
92	Padded training gear (e.g., Redman suit)
93	Spit mask
94	Survival gear (rural areas)
95	Tire chains
96	Whistle
97	X-ray equipment (examining mail and packages)
98	Full body scanner
99	Jumper cables

Part IV-B: Competency Statements

Only respondents who indicated they were current ACO, JCO, or PO supervisors were shown this section on Competencies with the following instructions.

Competency Rating Instructions (Supervisors)

For this portion of the JAQ please respond as it pertains to your own job as a SUPERVISOR. We would like you to rate a set of 13 competencies. A competency is a general quality, skill, or knowledge possessed by a person. The set of competencies below applies to the job of supervisor. With respect to the supervisor job in your agency, we would like you to indicate for each how CRITICAL or important it is for satisfactory job performance, the LEVEL OF THE COMPETENCY that is needed to satisfactorily perform the job, and the NEED FOR TRAINING for that competency in your agency.

Each of the Competency statements was rated on the following three scales:

<u>Competency Importance</u>	<u>Level of Competency Needed?</u>	<u>Importance of Competency in Core Supervisor Training</u>
How critical is this competency for satisfactory job performance? (Circle only one) 0 – Not very useful 1 – Useful 2 - Important 3 – Very Important 4 – Crucial	What level of this competency is needed for satisfactory job performance? (Circle only one) 0 – Very limited 1 – Modest 2 – Adequate 3 – High 4 – Exceptional	How important is it for this competency to be included in core training for supervisors? (Circle only one) 0 – No need 1 – Low 2 – Moderate 3 – High 4 – Very high

Competency Statements	
1	<u>Competency 1: Ethics and Values.</u> Knowing and practicing right from wrong and possessing qualities of good moral character.
2	<u>Competency 2: Interpersonal Relationships.</u> Having empathy, social responsibility, and meaningful exchanges and interactions with others.
3	<u>Competency 3: Oral and Written Communication</u> Practicing excellent formal and informal communication, demonstrating effective personal communication styles, non-verbal communication, and active listening, and giving and receiving feedback.
4	<u>Competency 4: Motivating Others</u> Encouraging staff to achieve goals and reinforcing positive behaviors.
5	<u>Competency 5: Supervision and Guidance of Staff</u> Helping staff to improve their knowledge and skills, preparing staff for future roles, and providing periodic feedback on job performance.
6	<u>Competency 6: Managing Conflict</u> Understanding the causes of and helping to resolve conflict effectively.
7	<u>Competency 7: Team Building</u> Knowing the elements of successful work teams, clarifying team goals, and helping to establish ongoing trust and effective working relationships within teams.
8	<u>Competency 8: Collaboration</u> Effectively managing internal and external partnerships.
9	<u>Competency 9: Problem Solving and Decision-Making</u> Accurately defining problems, identifying alternative solutions, and selecting an effective solution.
10	<u>Competency 10: Strategic Thinking</u> Recognizing relationships, complexities, and implications of a situation; anticipating alternative outcomes; and developing a plan to accomplish a goal.
11	<u>Competency 11: Managing Change</u> Anticipating the need for and leading productive change, and being flexible and adaptable.
12	<u>Competency 12: Program Planning and Performance Assessment</u> Developing a plan that prioritizes resource allocation and determining how goals will be measured and tracked.
13	<u>Competency 13: Knowledge of the Criminal Justice System</u> Knowledge of federal and state law enforcement, the justice system, corrections, and public safety services.

Appendix E

KSA Review Meeting SME Characteristics

Board of State and Community Corrections
KSA Review Meeting SME Characteristics

Meeting Date	Class	Agency	Time in Current Job	Gender	Ethnic
4/22/14	ACO (Line)	San Joaquin County Sheriff	10 years	M	White
5/13/14	JCO (Line)	Sacramento County Probation	Not provided	F	Not provided
5/16/14	PO (Line)	Napa County Probation	Not provided	F	Not provided

Appendix F

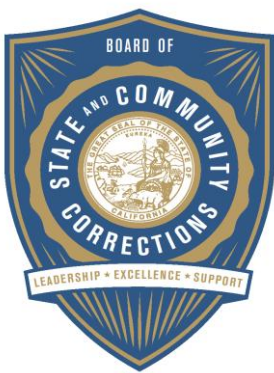
Hard Copy Job Analysis Questionnaire Samples

Board of State and Community Corrections
Hard Copy Job Analysis Questionnaire Samples⁴

⁴ This is a copy of Incumbent Form 1 of 3. The other two alternating forms varied the order of the statements and sections as described in the report. Additionally, the demographics page, instructions, and the competency section that are unique to the supervisor versions are presented at the end.

Job Analysis Questionnaire
for
Adult Corrections Officer
Juvenile Corrections Officer
Probation Officer
.....

INCUMBENT COPY



**BOARD OF STATE AND
COMMUNITY CORRECTIONS**

Standards and Training for Corrections Division
600 Bercut Drive, Sacramento, CA 95811
916.445.5073 **PHONE**
916.322.5036 **FAX**
<http://bscc.ca.gov>



Overview

Welcome to the Job Analysis Questionnaire. The Standards and Corrections Division (STC) within the Board of State and Community Corrections (BSCC) has contracted with CPS HR Consulting (CPS HR) to conduct a job analysis for the Adult Corrections Officer (ACO), Juvenile Corrections Officer (JCO), and Probation Officer (PO) jobs.

A job analysis is a structured study of a job in order to:

Identify the tasks that are performed on the job, the equipment used on the job, and the knowledge, skills, and abilities necessary to perform those tasks.

The results of a job analysis can be used for many purposes. This job analysis will be used to assess and update training and develop new selection examinations.

To develop an accurate description of these jobs, we need the assistance of individuals who are familiar with the job, such as yourself, to complete this Job Analysis Questionnaire (JAQ). The questionnaire is divided into various sections. Instructions for each section will be presented at the beginning of each section.

The job analysis method we are using looks for similarity across multiple job types. As a result, ***there may be components of the JAQ that do not pertain to your particular job and in that case, you will be given an opportunity within the JAQ to inform us of this.***

You will be asked to provide feedback on a number of tasks and knowledge, skills, and abilities using rating scales described in the questionnaire, which will take you approximately four hours to complete.

Please complete and submit your questionnaire no later than close of business on July 15th. Thank you for your time and effort, the feedback you provide in this questionnaire is invaluable. If you have any questions about this questionnaire or the rating process, feel free to contact CPS HR at STCJAQ@cpshr.us or via phone at (916) 471-3531.

Demographics

Please check the boxes that best represent you (**Check only one for each question, unless otherwise indicated**).

1. What is your classification? This is the classification for which you are completing the survey.

- Adult Corrections Officer
- Juvenile Corrections Officer
- Probation Officer

2. Are you currently working in this classification or do you supervise this classification?

- Incumbent
- Supervisor

****Note: If you selected Supervisor, please contact your Point of Contact to request the Supervisor JAQ. You are currently completing the Incumbent JAQ.***

3. In which type of agency do you work?

- Police
- Sheriff
- Local Department of Corrections
- Probation

4. If selected Police, in which agency do you work (otherwise, please skip this question)?

- | | |
|---|--|
| <input type="checkbox"/> Anaheim Police Department | <input type="checkbox"/> Long Beach Police Department |
| <input type="checkbox"/> Berkeley Police Department | <input type="checkbox"/> Los Angeles Police Department |
| <input type="checkbox"/> Burbank Police Department | <input type="checkbox"/> Manhattan Beach Police Department |
| <input type="checkbox"/> Chula Vista Police Department | <input type="checkbox"/> Monterey Park Police Department |
| <input type="checkbox"/> Claremont Police Department | <input type="checkbox"/> Monterey Police Department |
| <input type="checkbox"/> Covina Police Department | <input type="checkbox"/> Newport Beach Police Department |
| <input type="checkbox"/> El Monte Police Department | <input type="checkbox"/> Palos Verdes Estate Police Department |
| <input type="checkbox"/> El Segundo Police Department | <input type="checkbox"/> Pasadena Police Department |
| <input type="checkbox"/> Fremont Police Department | <input type="checkbox"/> Pomona Police Department |
| <input type="checkbox"/> Fullerton Police Department | <input type="checkbox"/> Redondo Beach Police Department |
| <input type="checkbox"/> Gardena Police Department | <input type="checkbox"/> Roseville Police Department |
| <input type="checkbox"/> Glendale Police Department | <input type="checkbox"/> San Fernando Police Department |
| <input type="checkbox"/> Glendora Police Department | <input type="checkbox"/> Santa Ana Police Department |
| <input type="checkbox"/> Hawthorne Police Department | <input type="checkbox"/> Santa Monica Police Department |
| <input type="checkbox"/> Hayward Police Department | <input type="checkbox"/> Seal Beach Police Department |
| <input type="checkbox"/> Hermosa Police Department | <input type="checkbox"/> Signal Hill Police Department |
| <input type="checkbox"/> Huntington Beach Police Department | <input type="checkbox"/> Southgate Police Department |
| <input type="checkbox"/> Huntington Park Police Department | <input type="checkbox"/> Torrance Police Department |
| <input type="checkbox"/> Inglewood Police Department | <input type="checkbox"/> West Covina Police Department |
| <input type="checkbox"/> Lompoc Police Department | |

5. If selected Sheriff, in which agency do you work (otherwise, please skip this question)?

- | | |
|--|---|
| <input type="checkbox"/> Alameda County Sheriff | <input type="checkbox"/> Placer County Sheriff |
| <input type="checkbox"/> Amador County Sheriff | <input type="checkbox"/> Plumas County Sheriff |
| <input type="checkbox"/> Butte County Sheriff | <input type="checkbox"/> Riverside County Sheriff |
| <input type="checkbox"/> Calaveras County Sheriff | <input type="checkbox"/> Sacramento County Sheriff |
| <input type="checkbox"/> Colusa County Sheriff | <input type="checkbox"/> San Benito County Sheriff |
| <input type="checkbox"/> Contra Costa County Sheriff | <input type="checkbox"/> San Bernardino County Sheriff |
| <input type="checkbox"/> Del Norte County Sheriff | <input type="checkbox"/> San Diego County Sheriff |
| <input type="checkbox"/> El Dorado County Sheriff | <input type="checkbox"/> San Francisco County Sheriff |
| <input type="checkbox"/> Fresno County Sheriff | <input type="checkbox"/> San Francisco County Sheriff |
| <input type="checkbox"/> Glenn County Sheriff | <input type="checkbox"/> San Joaquin County Sheriff |
| <input type="checkbox"/> Humboldt County Sheriff | <input type="checkbox"/> San Luis Obispo County Sheriff |
| <input type="checkbox"/> Imperial County Sheriff | <input type="checkbox"/> San Mateo County Sheriff |
| <input type="checkbox"/> Inyo County Sheriff | <input type="checkbox"/> Santa Barbara County Sheriff |
| <input type="checkbox"/> Kern County Sheriff | <input type="checkbox"/> Santa Clara County Sheriff |
| <input type="checkbox"/> Kings County Sheriff | <input type="checkbox"/> Santa Cruz County Sheriff |
| <input type="checkbox"/> Lake County Sheriff | <input type="checkbox"/> Shasta County Sheriff |
| <input type="checkbox"/> Lassen County Sheriff | <input type="checkbox"/> Sierra County Sheriff |
| <input type="checkbox"/> Los Angeles County Sheriff | <input type="checkbox"/> Siskiyou County Sheriff |
| <input type="checkbox"/> Madera County Sheriff | <input type="checkbox"/> Solano County Sheriff |
| <input type="checkbox"/> Marin County Sheriff | <input type="checkbox"/> Sonoma County Sheriff |
| <input type="checkbox"/> Mariposa County Sheriff | <input type="checkbox"/> Stanislaus County Sheriff |
| <input type="checkbox"/> Mendocino County Sheriff | <input type="checkbox"/> Sutter County Sheriff |
| <input type="checkbox"/> Merced County Sheriff | <input type="checkbox"/> Tehama County Sheriff |
| <input type="checkbox"/> Modoc County Sheriff | <input type="checkbox"/> Trinity County Sheriff |
| <input type="checkbox"/> Mono County Sheriff | <input type="checkbox"/> Tulare County Sheriff |
| <input type="checkbox"/> Monterey County Sheriff | <input type="checkbox"/> Tuolumne County Sheriff |
| <input type="checkbox"/> Napa County Sheriff | <input type="checkbox"/> Ventura County Sheriff |
| <input type="checkbox"/> Nevada County Sheriff | <input type="checkbox"/> Yolo County Sheriff |
| <input type="checkbox"/> Orange County Sheriff | <input type="checkbox"/> Yuba County Sheriff |

6. If selected Local Department of Corrections, in which agency do you work (otherwise, please skip this question)?

- | | |
|--|--|
| <input type="checkbox"/> Madera County Department of Corrections | <input type="checkbox"/> Napa County Department of Corrections |
|--|--|

7. If selected Probation, in which agency do you work (otherwise, please skip this question)?

- | | |
|--|---|
| <input type="checkbox"/> Alameda County Probation | <input type="checkbox"/> Humboldt County Probation |
| <input type="checkbox"/> Alpine County Probation | <input type="checkbox"/> Imperial County Probation |
| <input type="checkbox"/> Amador County Probation | <input type="checkbox"/> Inyo County Probation |
| <input type="checkbox"/> Butte County Probation | <input type="checkbox"/> Kern County Probation |
| <input type="checkbox"/> Calaveras County Probation | <input type="checkbox"/> Kings County Probation |
| <input type="checkbox"/> Colusa County Probation | <input type="checkbox"/> Lake County Probation |
| <input type="checkbox"/> Contra Costa County Probation | <input type="checkbox"/> Lassen County Probation |
| <input type="checkbox"/> Del Norte County Probation | <input type="checkbox"/> Los Angeles County Probation |
| <input type="checkbox"/> El Dorado County Probation | <input type="checkbox"/> Madera County Probation |
| <input type="checkbox"/> Fresno County Probation | <input type="checkbox"/> Marin County Probation |
| <input type="checkbox"/> Glenn County Probation | <input type="checkbox"/> Mariposa County Probation |

- Mendocino County Probation
- Merced County Probation
- Modoc County Probation
- Mono County Probation
- Monterey County Probation
- Napa County Probation
- Nevada County Probation
- Orange County Probation
- Placer County Probation
- Plumas County Probation
- Riverside County Probation
- Sacramento County Probation
- San Benito County Probation
- San Bernardino County Probation
- San Diego County Probation
- San Francisco County Adult Probation
- San Francisco County Juvenile Probation
- San Joaquin County Probation
- San Luis Obispo County Probation
- San Mateo County Probation
- Santa Barbara County Probation
- Santa Clara County Probation
- Santa Cruz County Probation
- Shasta County Probation
- Sierra County Probation
- Siskiyou County Probation
- Solano County Probation
- Sonoma County Probation
- Stanislaus County Probation
- Sutter County Probation
- Tehama County Probation
- Trinity County Probation
- Tulare County Probation
- Tuolumne County Probation
- Ventura County Probation
- Yolo County Probation
- Yuba County Probation

8. Do you carry a firearm as part of your job duties?

- Yes
- No

9. If selected Adult Corrections Officer, in what type of facility do you work (Check all that apply)? Otherwise, please skip this question.

- Presentenced Inmate Facility
 - Sentenced Inmate Facility
 - Both Presentenced and Sentenced Facility
 - Day Reporting Center
 - Alternative Work Program
 - Work Furlough
 - Type 1 Jail
 - Temporary Holding Facility
 - Other (Please indicate)
-

10. If selected Juvenile Corrections Officer, in what type of facility do you work (Check all that apply)? Otherwise, please skip this question.

- Ranch
 - Camp
 - Juvenile Detention Facility
 - Alternative to Custody/Confinement
 - Day Reporting Center
 - Other (Please indicate)
-

11. If selected Adult Corrections Officer OR Juvenile Corrections Officer, what is the level of security in the area that you primarily work (otherwise, please skip this question)?

- Minimum Security
- Medium Security
- Maximum Security
- Mixed

12. If selected Juvenile Corrections Officer, what sex are the juveniles in your facility (otherwise, please skip this question)?

- Male Both Males and Females
 Female

13. If selected Adult Corrections Officer, what sex are the inmates in your facility (otherwise, please skip this question)?

- Male Both Males and Females
 Female

14. If selected Probation Officer, what sex are the probationers in your facility (otherwise, please skip this question)?

- Male Both Males and Females
 Female

15. If selected Probation Officer, what is the age group of the probationers under your jurisdiction (otherwise, please skip this question)?

- Juveniles Both Juveniles and Adults
 Adults

16. If selected Probation Officer, do you work in a day reporting center (otherwise, please skip this question)?

- Yes
 No

17. If selected Adult Corrections Officer, how many total years of experience do you have as an Adult Corrections Officer in California (otherwise, please skip this question)?

- | | |
|----------------------------|---------------------------------------|
| <input type="checkbox"/> 1 | <input type="checkbox"/> 9 |
| <input type="checkbox"/> 2 | <input type="checkbox"/> 10 |
| <input type="checkbox"/> 3 | <input type="checkbox"/> 11 |
| <input type="checkbox"/> 4 | <input type="checkbox"/> 12 |
| <input type="checkbox"/> 5 | <input type="checkbox"/> 13 |
| <input type="checkbox"/> 6 | <input type="checkbox"/> 14 |
| <input type="checkbox"/> 7 | <input type="checkbox"/> 15 |
| <input type="checkbox"/> 8 | <input type="checkbox"/> More than 15 |

18. If selected Juvenile Corrections Officer, how many total years of experience do you have as a Juvenile Corrections Officer in California (otherwise, please skip this question)?

- | | |
|----------------------------|---------------------------------------|
| <input type="checkbox"/> 1 | <input type="checkbox"/> 9 |
| <input type="checkbox"/> 2 | <input type="checkbox"/> 10 |
| <input type="checkbox"/> 3 | <input type="checkbox"/> 11 |
| <input type="checkbox"/> 4 | <input type="checkbox"/> 12 |
| <input type="checkbox"/> 5 | <input type="checkbox"/> 13 |
| <input type="checkbox"/> 6 | <input type="checkbox"/> 14 |
| <input type="checkbox"/> 7 | <input type="checkbox"/> 15 |
| <input type="checkbox"/> 8 | <input type="checkbox"/> More than 15 |

19. If selected Probation Officer, how many total years of experience do you have as a Probation Officer in California (otherwise, please skip this question)?

- | | |
|----------------------------|---------------------------------------|
| <input type="checkbox"/> 1 | <input type="checkbox"/> 9 |
| <input type="checkbox"/> 2 | <input type="checkbox"/> 10 |
| <input type="checkbox"/> 3 | <input type="checkbox"/> 11 |
| <input type="checkbox"/> 4 | <input type="checkbox"/> 12 |
| <input type="checkbox"/> 5 | <input type="checkbox"/> 13 |
| <input type="checkbox"/> 6 | <input type="checkbox"/> 14 |
| <input type="checkbox"/> 7 | <input type="checkbox"/> 15 |
| <input type="checkbox"/> 8 | <input type="checkbox"/> More than 15 |

20. What shift do you currently work?

- | | |
|--|---|
| <input type="checkbox"/> Day | <input type="checkbox"/> Other (Please specify) |
| <input type="checkbox"/> Swing | |
| <input type="checkbox"/> Night/Graveyard | |
-

21. What is your sex? (optional)

- Male
 Female

22. What is your race/ethnic group (optional)?

- | | |
|--|---|
| <input type="checkbox"/> Black or African American | <input type="checkbox"/> Hispanic or Latino |
| <input type="checkbox"/> Asian | <input type="checkbox"/> American Indian or Alaska Native |
| <input type="checkbox"/> Native Hawaiian or other Pacific Islander | <input type="checkbox"/> Other |
| <input type="checkbox"/> White | <input type="checkbox"/> Two or more races |

23. What is your age (optional)?

- | | |
|-----------------------------|-----------------------------|
| <input type="checkbox"/> 18 | <input type="checkbox"/> 41 |
| <input type="checkbox"/> 19 | <input type="checkbox"/> 42 |
| <input type="checkbox"/> 20 | <input type="checkbox"/> 43 |
| <input type="checkbox"/> 21 | <input type="checkbox"/> 44 |
| <input type="checkbox"/> 22 | <input type="checkbox"/> 45 |
| <input type="checkbox"/> 23 | <input type="checkbox"/> 46 |
| <input type="checkbox"/> 24 | <input type="checkbox"/> 47 |
| <input type="checkbox"/> 25 | <input type="checkbox"/> 48 |
| <input type="checkbox"/> 26 | <input type="checkbox"/> 49 |
| <input type="checkbox"/> 27 | <input type="checkbox"/> 50 |
| <input type="checkbox"/> 28 | <input type="checkbox"/> 51 |
| <input type="checkbox"/> 29 | <input type="checkbox"/> 52 |
| <input type="checkbox"/> 30 | <input type="checkbox"/> 53 |
| <input type="checkbox"/> 31 | <input type="checkbox"/> 54 |
| <input type="checkbox"/> 32 | <input type="checkbox"/> 55 |
| <input type="checkbox"/> 33 | <input type="checkbox"/> 56 |
| <input type="checkbox"/> 34 | <input type="checkbox"/> 57 |
| <input type="checkbox"/> 35 | <input type="checkbox"/> 58 |
| <input type="checkbox"/> 36 | <input type="checkbox"/> 59 |
| <input type="checkbox"/> 37 | <input type="checkbox"/> 60 |
| <input type="checkbox"/> 38 | <input type="checkbox"/> 61 |
| <input type="checkbox"/> 39 | <input type="checkbox"/> 62 |
| <input type="checkbox"/> 40 | <input type="checkbox"/> 63 |

- 64
- 65
- 66
- 67

- 68
- 69
- 70

24. What is the highest level of education that you have completed (optional)?

- No degree
 - High school diploma/GED
 - Technical/Vocational Degree
 - Some college without a degree
 - Associate degree
 - Bachelor's degree
 - Some post graduate education without a degree
 - Master's degree
 - Doctorate
 - Other (Please specify)
-

Task Rating Instructions (Incumbents)

For each task within the questionnaire you will be asked to make two ratings: Frequency and Importance.

- First, read each task and indicate how frequently you perform it.
- Next, decide how important that task is for your overall job performance. It may help to consider how overall job performance would be compromised if that particular task were not performed correctly.

If your job involves rotating shifts or more than one job assignment, please rate how frequently you perform the task when you are working in the job assignment where the task is performed.

Do not let your rating on one rating scale influence your rating on the other. Tasks that are frequently performed are not always the tasks that are the most important. Likewise, tasks may be performed rarely, but are critical to the job when they are performed. Please circle the number that is most appropriate.

If you have any questions or are unclear about the instructions in this questionnaire, please contact CPS HR at STCJAQ@cpshr.us or via phone at (916) 471-3531.

Physical Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
1. Lift, carry, and/or drag heavy objects.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
2. Walk or run up or down one or more flights of stairs.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
3. Climb through openings.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
4. Climb up and down a ladder.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
5. Crawl in confined areas.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
6. Climb up to and/or jump down from elevated surfaces.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
7. Jump over obstacles.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
8. Pull oneself up over obstacles.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
9. Push and/or pull hard-to-move objects by hand.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
10. Pursue individuals on foot.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
11. Run for a short distance.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
12. Walk or stand for long periods of time	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
13. Sit for long periods of time.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
14. Bend, extend, and/or twist body.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
15. Balance oneself on uneven or narrow surfaces.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
16. Drive an automobile for work duties other than to transport individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
17. In various degrees of lighting watch for indications of illegal activity or disturbance.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
18. Listen for unusual sounds or sounds that may indicate illegal activity or disturbance.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
19. Operate lifting equipment.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
20. Operate and control lights, power, and/or water in cells/rooms/dormitories.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
21. Operate gates, doors, locks, sally ports, cells/rooms/dorms, electronically or manually.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Handcuffs and Restraints Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
22. Handcuff a non-resisting individual.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
23. Handcuff a resisting individual.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
24. Apply restraint devices other than handcuffs to a non-resisting individual.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
25. Apply restraint devices other than handcuffs to a resisting individual.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
26. Physically subdue or restrain a resisting or fleeing individual by yourself.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
27. Physically subdue or restrain a resisting or fleeing individual with the help of others.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
28. Place an actively resisting individual in the seat of a car.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Officer Safety Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
29. Defend oneself or others using less than lethal force.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
30. Defend oneself or others using lethal force.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
31. Defend oneself or others against a combative individual.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
32. Defend oneself against an armed individual.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
33. Physically separate multiple combative individuals with the help of others.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
34. Physically separate two combative individuals by yourself.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
35. Assist an uncooperative/incapacitated individual from a prone position on the ground to his/her feet.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
36. Search individuals for weapons, contraband, and/or drugs.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
37. Strip-search individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
38. Perform cell/room extractions.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
39. Place and secure individual in safety room.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
40. Anticipate, monitor, and intervene in potentially violent interpersonal situations.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
41. Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
42. Use force to gain entrance through barriers.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
43. Operate and/or interpret body scans for contraband or other anomalies.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
44. Complete range qualification required to carry a firearm.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
45. Draw and/or fire a firearm on duty in the course of job performance.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Initial Processing and Release Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
46. Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
47. Fingerprint individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
48. Photograph individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
49. Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
50. Advise individual of constitutional rights.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
51. Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
52. Ensure incoming individuals get to make any required phone calls.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
53. Classify individuals to assign proper housing.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
54. Prepare identification cards or identification wristbands and give/affix to individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
55. Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
56. Observe/monitor behavior of individual in receiving room/holding unit while he/she awaits move to assigned housing.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
57. Inventory and take custody of individuals' property, clothing, and/or money.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
58. Prepare forms, cards, or file jackets necessary to initiate individual's records.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
59. Provide food or other necessities to incoming individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
60. Identify filing deadlines and court appearance deadlines.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
61. Inform all relevant parties of date of detention hearing.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
62. Run warrant checks, holds, and/or search clauses.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
63. Complete documentation necessary for release.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
64. Verify identity of individuals prior to booking or releasing.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
65. Return personal property and/or money upon release.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
66. Schedule detention hearing.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
67. Release individuals on Own Recognizance or Cite Release.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
68. Initiate search to locate parent(s) or legal guardian(s), if needed.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
69. Decide whether to hold an individual in detention.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
70. Evaluate fitness of legal guardian(s) or parent(s) to take custody of individual.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
71. Contact appropriate parties to notify them that an individual is in custody.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
72. Accommodate individual needs (e.g., due to medical conditions and/or religious rights).	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
73. Collect and process DNA samples.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Medical Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
74. Perform CPR.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
75. Render first aid other than CPR.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
76. Complete medical/mental health forms.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
77. Review medical log and make note of medical restrictions.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
78. Deliver medication, observe individual taking it, and record if taken or refused.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
79. Arrange for medical treatment or psychiatric care.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
80. Obtain signed medical consent form from parent(s) or legal guardian(s).	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Escorting and Transporting Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
81. Plan transportation route and an alternate route.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
82. Verify individuals' identity and/or classification prior to escorting or transporting.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
83. Verify identity of person transporting an individual.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
84. Process incoming and outgoing law enforcement/facility buses.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
85. Conduct vehicle safety check/inspection prior to transporting individual(s).	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
86. Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
87. Monitor movement of vehicles within the facility or in the immediate area.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
88. Transport equipment and/or evidence.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
89. Transport individuals or groups of individuals including safety/location checks.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
90. Escort an individual or groups to and from locations within facility.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
91. Arrange for transportation of individual(s).	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
92. Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
93. Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Supervising Personnel Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
94. Schedule and/or plan the work of other personnel or volunteers.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
95. Observe the work of other personnel or volunteers and provide appropriate feedback.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
96. Train, mentor, and provide instruction to other personnel or volunteers.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
97. Give assignments to other personnel, program providers, or volunteers.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
98. Assist in interviewing applicants for work in the department.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
99. Recruit applicants for work in the department, including volunteers.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
100. Write or update job descriptions.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Record Keeping Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
101. Log facility equipment in and out.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
102. Log vehicles entering and leaving the facility.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
103. Log weapons/firearms in and out.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
104. Maintain a record of all mail/packages for any individual to assure proper distribution.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
105. Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
106. Record relevant activities and incidents occurring during shift in daily journal or log.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
107. Complete forms and prepare correspondence (e.g., email, memos).	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
108. Prepare/update court status and court lists.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
109. Create new forms.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
110. Conduct and document population counts to account for all individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
111. Gather data for statistical reports.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
112. Manage files and documents.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
113. Log movement of all non-detainees entering and leaving the facility.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
114. Maintain authorized visitor log.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
115. Oversee and maintain logs on vehicle fleets.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
116. Document how your time is spent performing specific activities.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
117. Compute and record time served credits, conduct credits, and/or release dates.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Meals Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
118. Release individuals for meals at appropriate times.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
119. Inspect food for possible contamination prior to serving.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
120. Report food shortages to shift supervisor or kitchen.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
121. Supervise meals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
122. Verify tray and utensil counts.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
123. Prepare meals/snacks for individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
124. Serve and monitor special diets.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Activities Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
125. Monitor electronic device usage and reading material for inappropriate content.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
126. Supervise and/or coach individuals playing sports or game activities.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
127. Plan and schedule recreational activities.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
128. Participate in sports or game activities with individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
129. Instruct/train/coach individuals in vocational activities and projects.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
130. Assist individuals with schoolwork.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Visiting Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
131. Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
132. Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
133. Arrange for special visits.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
134. Answer questions and provide information to visitors.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
135. Conduct background clearance checks (e.g., for volunteers or visitors).	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
136. Provide video kiosk assistance and operating instructions to visitors.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Counseling Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
137. Conduct or co-facilitate family counseling sessions.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
138. Conduct or co-facilitate formal or structured group counseling sessions with individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
139. Conduct formal or structured counseling sessions with individuals on a one-on-one basis.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
140. Counsel individuals informally/formally including crisis intervention.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
141. Observe individuals in group and individual activities and provide advice and counseling to foster behavioral modification.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
142. Make recommendations for program advancement/graduation.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
143. Provide positive feedback and encouragement to individual(s).	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
144. Conduct vocational or job counseling sessions with individual(s).	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
145. Counsel individual who will be released without further action.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
146. Manage/mediate family (parent/juvenile) interactions in program setting (in custody or out of custody).	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Mail Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
147. Scan incoming and outgoing mail.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
148. Search articles, packages, property, money left by visitors for individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
149. Distribute mail to individuals or collect individuals' outgoing mail.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
150. Notify sender and receiver of seizure of unauthorized material.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Searching Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
151. Conduct search of all areas accessible by individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
152. Conduct search of all areas not readily accessible by individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
153. Conduct security checks/patrols.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
154. Conduct surveillance using closed circuit monitoring system.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
155. Operate metal detection or X-ray equipment.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Evidence and Contraband Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
156. Identify, isolate, preserve and secure crime scene.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
157. Identify, seize, secure, document, preserve and/or dispose of evidence/contraband material.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Drug and Substance Testing Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
158. Conduct presumptive drug tests on seized items suspected to be controlled substances.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
159. Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
160. Administer breath analyzer test to individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Restitution and Fines Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
161. Advise individual and/or victim of their right to a restitution hearing.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
162. Determine and recommend the amount of restitution due to victims(s).	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
163. Interview probationer and/or family to determine ability to pay restitution, fines, probation fees, other payments, set up payment schedule and monitor payments.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
164. Review bail bonds to ensure accuracy.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
165. Collect, accept and process payments.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
166. Calculate individuals' wages.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Prepare Reports Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
167. Proofread and/or edit reports.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
168. Prepare court documents/reports.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
169. Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
170. Prepare individual evaluation reports (e.g., progress, performance, updates).	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
171. Prepare reports regarding detention or release.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
172. Interview relevant individuals in order to prepare reports.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
173. Process requests for sealing of records.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Searching Tasks

Task Statement	How often do you perform this task? (Circle only one)										How Important is this task to successful job performance? (Circle only one)					
	0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
174. Provide security to staff working in facility.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
175. Account for the security of keys, tools, and equipment.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
176. Report count discrepancies.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
177. Notify appropriate staff of movement.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
178. Check individuals' passes.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
179. Issue passes to individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
180. Log movement of individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
181. Conduct security round/visual check of individuals and facility.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
182. Maintain visual observation of individuals when required.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
183. Call into control room, post, or switchboard at required intervals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
184. Report suspicious activity inside or outside facility.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
185. Secure and separate individuals who commit crimes.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
186. Make arrests or charge individuals or others who commit crimes.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statement	How often do you perform this task? (Circle only one)										How Important is this task to successful job performance? (Circle only one)					
	0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
187. Investigate incidents or crimes that occur.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
188. Investigate disturbances or suspicious activities.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
189. Assist in search for missing/escaped individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
190. Check to see that all equipment is functioning properly.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
191. Keep inventory of all dangerous tools/weapons/utensils.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Referrals Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
192. Refer individual for professional evaluation or to appropriate services.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
193. Assign individual to program, counselor, or case manager.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
194. Refer members of individual's family, victim(s) or others to counseling and/or other appropriate services.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
195. Identify treatment, educational, employment, financial, or other service which will meet the needs of an individual, his/her family, or others and refer appropriately.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
196. Contact appropriate service provider; describe individual's needs, and get their commitment to work with the individual.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
197. Follow up to verify that an individual received service(s) and to evaluate success of referral.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Supervising and Monitoring Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
198. Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
199. Provide phone access and/or monitor individuals' calls.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
200. Supervise individuals on work details in facility areas (e.g., laundry, kitchen, other rooms).	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
201. Supervise and evaluate individuals on-site in educational, vocational, recreational and other rehabilitative programs.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
202. Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
203. Prevent unauthorized communication between individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
204. Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
205. Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statement	How often do you perform this task? (Circle only one)										How Important is this task to successful job performance? (Circle only one)					
	0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
206. Maintain and clean individuals' clothing, bedding, and living quarters.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
207. Read documents to individuals to ensure understanding.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
208. Respond to questions or requests from individuals (e.g., related to completing forms).	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
209. Video/audio record and review critical or potentially critical incidents.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
210. Notify and prepare individuals for release, transfer, and/or transport.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
211. Enforce and apply appropriate discipline to individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
212. Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
213. Monitor closed circuit video arraignments.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
214. Gather information necessary to effect administrative and disciplinary transfers.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
215. Monitor individual use of commissary, visiting, and/or other electronic kiosks.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
216. Process and distribute pre-paid telephone cards.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
217. Reclassify individuals to maintain proper housing assignment.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Court Related Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
218. Serve as traffic hearing officer.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
219. Act as court bailiff.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
220. Record court proceedings.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
221. Prepare for court appearance by reviewing case file.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
222. Testify in court.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
223. Consult with judiciary on cases for sentencing/disposition.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Alternative Programs Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
224. Determine an individual's eligibility for alternative sentencing programs.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
225. Process documents necessary for alternative sentencing programs.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
226. Notify applicant of approval status for alternative sentencing programs.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
227. Make field checks of individuals in alternative sentencing programs.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
228. Monitor movement of individuals on home confinement and/or electronic monitoring.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
229. Check electronic monitoring systems (e.g., EM, GPS, ankle monitor, alcohol monitoring device) database for compliance violations.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
230. Orient individual to alternative sentencing program rules and procedures.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
231. Determine eligibility, develop case plan, and monitor progress in re-entry programs.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Oral Communication Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
232. Communicate verbally with other staff to share information regarding operations.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
233. Communicate via intercom, radio, and/or telephone.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
234. Maintain and monitor communications/radio systems.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
235. Make announcements/give information over P.A. or paging system.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
236. Communicate with individuals in a language other than English or serve as an interpreter.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
237. Answer questions/provide information to various regulatory agencies and commissions.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
238. Answer, respond to, and transfer phone calls requesting information.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
239. Conduct tours.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
240. Communicate with court personnel.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
241. Gather information from individuals about conflicts or personal problems.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
242. Give instructions/ directions orally to groups of individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
243. Confer with supervisors concerning operations.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
244. De-escalate situations utilizing tactical communication skills.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Service to Community Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
245. Represent department with other agencies.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
246. Serve on non-departmental boards.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
247. Give presentations	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
248. Respond to questions from the public.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
249. Participate in joint operations with other agencies.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
250. Speak with at-risk members of the community about their concerns or problems.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Developing Case Plans Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
251. Gather information, prepare, develop and review individualized case plan.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
252. Determine the frequency of contact needed during supervision utilizing risk assessment.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
253. Review individual's file.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
254. Assess, monitor and update individual's progress with case plan.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
255. Conduct risk and needs assessment and reassessments.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Emergencies Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
256. Conduct fire, earthquake, or evacuation drills.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
257. Evacuate individuals from an area or facility.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
258. Dispatch help in emergencies or disturbances.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
259. Extinguish or help extinguish fire.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
260. Activate alarm system to alert all staff in case of an emergency.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
261. Respond to emergency situations according to agency policies.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Current Knowledge Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
262. Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
263. Read internal memos, correspondence, reports, and emails.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
264. Make suggestions regarding changes in policies, procedures, or rules.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
265. Attend staff meetings.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
266. Follow instructions from supervisor including designated lead staff.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
267. Follow all departmental policies and procedures.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
268. Participate in training/workgroups/seminars.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
269. Read court documents or other legal documents.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
270. Maintain knowledge of contracted agencies' standards for detention.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
271. Maintain knowledge of criminal justice and social service partners' policies and procedures.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Finances Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
272. Make special purchases for individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
273. Distribute/supervise distribution of commissary.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
274. Supervise and record individuals' financial transactions.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
275. Process work furlough funds received, re-issue funds, and distribute accordingly.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Work Details Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
276. Recommend/make work assignments for individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
277. Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
278. Issue and log in/out equipment, tools, cleaning supplies and other inventory.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
279. Inspect work equipment and work area for safety.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
280. Complete an individual's work time card.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Family Court Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
281. Conduct investigation to determine whether conservator(s)/legal guardian(s) is properly administering an estate.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
282. Make recommendations about placement, visitation, and custody of minors during custody proceedings.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
283. Make recommendations regarding emancipation.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
284. Make recommendations regarding underage couples' marriage requests.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
285. Make recommendations regarding adoption.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Investigations Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
286. Obtain verification of employment, education, and/or other pertinent background information.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
287. Conduct intake or pre-plea/pre-sentence interview with individual.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
288. Photograph any injuries or bruises in cases of suspected abuse.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
289. Investigate and report complaints of abuse.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
290. Evaluate residence for appropriateness of home environment.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
291. Collect, review and interpret appropriate criminal records and documents pertaining to an individual.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
292. Contact agencies and collect information on an individual.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
293. Interview individuals and involved parties to obtain background information and information about the offense.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
294. Obtain and review police report of charges against individuals taken into custody.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
295. Access databases (e.g., CLETS, CWS/CMS) to find or input information.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
296. Verify identity based on fingerprint information.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
297. Investigate and report complaints of PREA violations.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Monitor Compliance Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
298. Request court action or garnishment where individual falls behind in child support or other payments.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
299. Review request for and issue travel permits.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
300. Review requests for permission and initiate procedures to transfer a case to a new jurisdiction.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
301. Investigate incoming transfer requests from other jurisdictions.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
302. Initiate procedures to request Interstate Compact Supervision.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
303. File petition for modification, termination or revocation of probation and /or request warrant.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
304. Execute warrants.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
305. Search individual's person, personal property or residence, per Court Order.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
306. Review and determine appropriate supervision level.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
307. Gather information, interview appropriate parties and the individual to determine level of probation compliance.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
308. Conduct home/site visits.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
309. Complete documentation necessary to authorize holds.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Establish Relationships Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
310. Recruit foster parents.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
311. Visit community-based organizations/placement facilities to learn about their services and evaluate the care and/or treatment they provide.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
312. Coordinate/contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
313. Monitor and audit vendors teaching classes and programs and update program information in writing.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Notifying Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
314. Notify/inform law enforcement agencies and other agencies of law violations/information of interest.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
315. Notify victim(s) as required by law.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
316. Notify anyone who is the specific object of threats by an individual as required by law.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
317. Notify parent(s)/legal guardian(s) and/or probation officer of any change in an individual's status.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Making Recommendations Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
318. Evaluate information to determine aggravating or mitigating circumstances of the crime.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
319. Investigate, determine, make recommendations and refer individuals to appropriate placement.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
320. Evaluate information to decide on recommended disposition, sentence and/or terms and conditions of supervision.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
321. Discuss offense with external entities to determine whether new charges/violation of probation should be filed.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Release Decisions Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
322. Review and prepare appropriate documents for recommended release of an individual.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
323. Conduct an interview and/or gather information to determine if an individual is to be released or detained.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

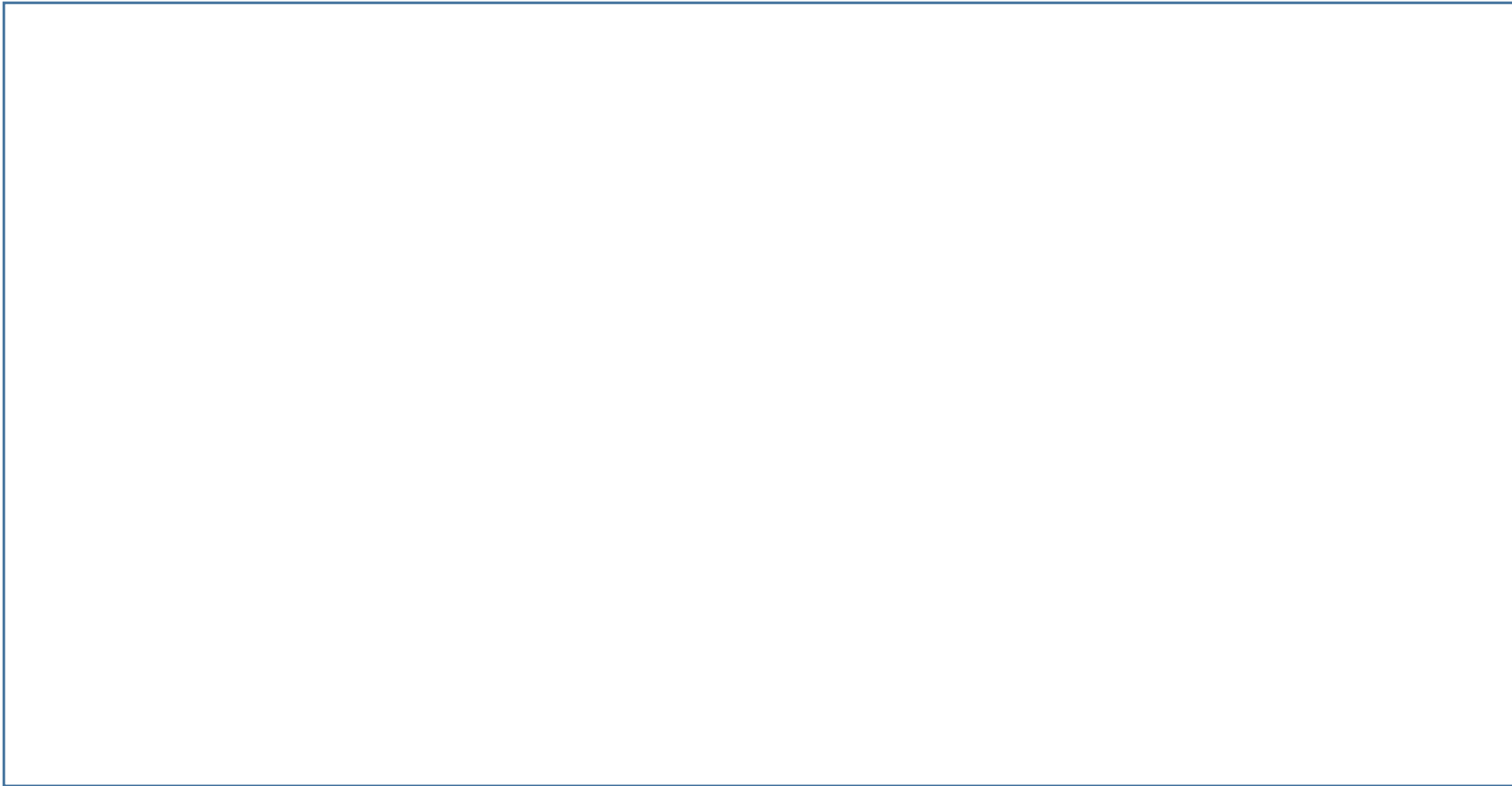
Miscellaneous Tasks

Task Statement	How often do you perform this task? (Circle only one) 0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										How Important is this task to successful job performance? (Circle only one) 0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
324. Maintain confidentiality of information.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
325. Assist with special projects, studies, and investigations.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
326. Obtain and process court documents and take necessary action.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
327. Read individual's records to ensure compliance with special directives regarding care and custody of individual.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
328. Teach classes to individuals.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
329. Read daily journal/log.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
330. Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
331. Interpret common street terminology.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
332. Assist individuals in writing grievances.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
333. Establish informants.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
334. Design and/or implement programs.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
335. Maintain and/or periodically update handbooks.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statement	How often do you perform this task? (Circle only one)										How Important is this task to successful job performance? (Circle only one)					
	0 – Never – It is not part of the job. 1 – This task is part of the job, but I have never performed it at this agency. 2 – I have performed this task in this agency, but not in the last year. 3 – Several times or less in the past year. 4 – About once a month. 5 – Two or three times a month. 6 – About once a week. 7 – Several times a week. 8 – About once a day. 9 – More than once a day.										0 – Not important 1 – Of little importance 2 – Of Some Importance 3 – Important 4 – Very Important 5 – Critically Important					
336. Present cases to a committee that reviews recommendations.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
337. Participate in an individual's grievance proceedings.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
338. Serve on disciplinary review board.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
339. Work with data to measure program outcomes and inform program decisions.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
340. Request equipment/facility repairs verbally or in writing.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
341. Clean up and dispose of contaminated or hazardous material.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
342. Inventory, order, and stock supplies.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5
343. Inspect areas for cleanliness.	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5

If you would like to provide any additional information regarding the tasks, please feel free to do so in the space provided.

A large, empty rectangular box with a thin blue border, intended for providing additional information regarding the tasks.

KSA Rating Instructions (Incumbents)

For each knowledge, skill, and ability (KSA) within the questionnaire you will be asked to make three ratings: Importance, When First Needed, and Relationship to Performance.

First, read each KSA and indicate how important that KSA is to your overall job performance.

Next, indicate when someone in your job should first possess that particular KSA. The following definitions should assist you in better understanding the rating scale.

- Before hire: the KSA was obtained sometime before being hired
- Before STC core training: the KSA was obtained shortly after hire, but before the STC core training (for example, obtained during orientation)
- Upon completion of STC core training: the KSA was obtained during STC core training within one year of hire
- After STC core training: the KSA was obtained after STC core training/after one year of hire (for example, obtained during annual training)

Finally, indicate if possession of more of the KSA beyond the minimum requirements to perform the job would lead to better overall job performance. Please circle the number that is most appropriate. If you have any questions or are unclear about the instructions in this questionnaire, please contact CPS HR at STCJAQ@cpshr.us or via phone at (916) 471-3531

KSAs

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important					When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important					Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.						
	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
1. Knowledge of departments/facility's rules, regulations, and procedures.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
2. Knowledge of the criminal justice system (adult and/or juvenile) including its elements, history, and philosophy.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
3. Knowledge of state and federal laws, legal codes, court procedures, precedents, government regulations, and executive orders.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
4. Knowledge of court, legal, and other law enforcement agency documents/forms (e.g., warrants, court order forms).	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
5. Knowledge of the procedures for testifying in court as a witness, including courtroom demeanor.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important					When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important					Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.						
6. Knowledge of California state laws and codes governing the custody, care, security, and detention of individuals in a facility or youth detention facility (e.g., minimum jail standards).	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
7. Knowledge of the legal rights and civil liability of peace officers.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
8. Knowledge of investigative techniques and procedures.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
9. Knowledge of human physical and psychological development.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
10. Knowledge of the basic principles of psychology and sociology as they relate to theories of personality, behavior patterns, crime, social adjustment, human motivation, group dynamics, and the symptoms and causes of mental illness.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important					When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important					Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.						
	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
11. Knowledge of crisis intervention techniques and procedures.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
12. Knowledge of individual and group counseling theories, techniques, principles, and practices.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
13. Skill in de-escalating volatile situations.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
14. Skill in applying individual and/or group counseling techniques.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
15. Knowledge of the needs, problems, attitudes, behavior patterns of individuals, and the factors underlying criminal behavior/juvenile delinquency.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
16. Knowledge of the value systems of different groups or cultures.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important					When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important					Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.						
17. Knowledge of the purpose and methods of discipline as applied to persons under criminal confinement.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
18. Knowledge of general personal hygiene and health practices.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
19. Knowledge of universal safety precautions for preventing transmission of disease.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
20. Knowledge of standard facility health and sanitation practices and procedures.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
21. Knowledge of work and treatment programs available to individuals in the facility.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
22. Knowledge of report writing procedures (e.g., for crime reports, incident reports, escape reports, behavior reports).	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important					When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important					Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.						
	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
23. Knowledge of standard office practices, such as record keeping, filing, and the operation of office equipment.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
24. Knowledge of routine grounds keeping and building maintenance.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
25. Skill in safely, appropriately, and accurately handling and using firearms.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
26. Skill in safely, appropriately, and accurately using self-defense, physical restraints, weaponless defense, and riot control techniques and procedures.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
27. Skill in identifying and applying the appropriate type of first aid procedure or technique (including CPR).	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
28. Knowledge of the symptoms and effects of drug and alcohol use and abuse.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important					When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important					Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.						
	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
29. Ability to identify illicit drugs	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
30. Knowledge of drug and alcohol testing procedures.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
31. Knowledge of indicators of criminal affiliation and behavior (e.g., gangs, street terminology, monikers, symbols).	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
32. Knowledge of group leadership and supervision techniques.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
33. Knowledge of the rules of team and individual games/sports.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
34. Knowledge of standard radio broadcast procedures and rules.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
35. Knowledge of criminal offender record information (C.O.R.I.).	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
36. Knowledge of available community resources, their approaches, limitations, and the referral process to obtain services.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important					When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important					Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.						
	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
37. The ability to recognize when something is wrong or is likely to go wrong; it does not involve solving the problem, only recognizing there is a problem.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
38. The ability to proceed in a careful, cautious, and/or prudent manner.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
39. Skill in knowing where and how to access written procedures/information when needed.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
40. Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
41. Skill in observing, interpreting, and accurately documenting verbal and non-verbal behavior.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
42. Skill in searching persons.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important					When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important					Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.						
	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
43. Skill in searching vehicles, residences, and/or facilities.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
44. Skill in interviewing a range of individuals who may be cooperative or uncooperative and effectively gathering information.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
45. Skill in interviewing abused or neglected individuals (e.g., children, elders)	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
46. The ability to know one's location in relation to the environment, or to know where other objects are in relation to one's self.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
47. Skill in driving a car.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
48. Skill in dictating reports or correspondence.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important					When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important					Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.						
49. The ability to prioritize projects, tasks, and responsibilities effectively and in working efficiently to meet all deadlines.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
50. Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
51. The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
52. The ability to understand materials written in English.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
53. The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important					When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important					Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.						
	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
54. The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
55. Skill in organizing one's work, files, and other materials.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
56. The ability to analyze and evaluate information to arrive at a correct conclusion, including making judgments regarding the accuracy of information, applying rules and principles, and combining pieces of information to come up with logical answers.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
57. Skill in adding and subtracting whole numbers.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
58. Skill in multiplying and dividing whole numbers.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
59. The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important					When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important					Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.						
60. The ability to concentrate on a task and not be distracted.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
61. The ability to quickly and accurately compare letters, numbers, objects, pictures, or words presented in written or visual form in order to identify inaccurate, inconsistent, or missing information.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
62. The ability to quickly and accurately process multiple types of information and/or perform multiple tasks, shifting back and forth between tasks and/or sources of information.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
63. The ability to recall information such as procedures and rules, faces, identification marks, and the order in which events occurred.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important						When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important					Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.					
64. The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
65. The ability to exert oneself physically without becoming tired too quickly.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
66. The ability to take charge of situations or groups, to assert ideas, to influence, persuade, or motivate others; to speak-up, be candid, and confront people when necessary, without hesitation in a professional manner.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
67. The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important					When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important					Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.						
68. The ability to perform effectively under stressful conditions and to cope with prolonged exposure to job stressors (e.g., time pressure, emergencies, threats, physical altercations).	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
69. The ability to be thorough and to carry out tasks with a concern for the inclusion and accuracy of details.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
70. The ability to interact confidently with individuals or groups at all levels; to not be easily fooled or persuaded into changing course of action; and to have confidence in one’s ability to be effective.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important					When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important					Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.						
71. The ability to make well-reasoned decisions in a timely manner, sometimes in situations where there are no standard procedures.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
72. The ability to be courteous, cooperative, tactful, patient and friendly to others.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
73. The ability to adapt to unanticipated problems or conflicts, accept changes (e.g., assignments or procedures), and change roles based on one’s assessment of the situation.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
74. The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important						When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important					Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.					
75. The ability to establish and maintain effective working relationships with team members.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
76. Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
77. The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
78. The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important					When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important					Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.						
79. The ability to perform work in compliance with laws, rules and regulations; to accept and conform to accepted standards of conduct and the authority structure of the organization.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
80. The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas).	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
81. The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one’s best.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
82. The ability to acquire new skills and knowledge, seek out and use feedback to improve performance, learn from one's own and others’ experiences, and apply learning to new situations.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important					When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important					Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.						
83. The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
84. Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
85. The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
86. The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important	When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important	Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.																	
87. The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 12.5%;">0</td> <td style="width: 12.5%;">1</td> <td style="width: 12.5%;">2</td> <td style="width: 12.5%;">3</td> <td style="width: 12.5%;">4</td> <td style="width: 12.5%;">5</td> </tr> </table>	0	1	2	3	4	5	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 12.5%;">0</td> <td style="width: 12.5%;">1</td> <td style="width: 12.5%;">2</td> <td style="width: 12.5%;">3</td> <td style="width: 12.5%;">4</td> </tr> </table>	0	1	2	3	4	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 16.6%;">0</td> <td style="width: 16.6%;">1</td> <td style="width: 16.6%;">2</td> <td style="width: 16.6%;">3</td> <td style="width: 16.6%;">4</td> <td style="width: 16.6%;">5</td> </tr> </table>	0	1	2	3	4	5
0	1	2	3	4	5															
0	1	2	3	4																
0	1	2	3	4	5															

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important						When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important					Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.					
88. The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
89. The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important						When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important					Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.					
90. The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
91. The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important					When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important					Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.						
92. The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
93. The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
94. The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important					When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important					Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.						
95. The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
96. The capacity to match or discriminate between colors. This capacity included detecting differences in color and in brightness.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
97. The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
98. The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statement	How critical is this KSA for successful job performance? (Circle only one) 0 – Not important for successful job performance 1 – Of little importance 2 - Of some importance 3 – Important 4 – Very important 5 – Critically important					When is possession of the KSA required? (Circle only one) 0 – Before hire 1 – Before STC core training 2 – Upon completion of STC core training 3 – After completion of STC core training 4 – Very important					Does possessing more of the KSA improve job performance? (Circle only one) 0 – No Improvement: Possessing more of the KSA would not result in improved job performance. 1 – Minimal Improvement: Possessing more of the KSA would result in minimal improvement in job performance. 2 – Minimal/Moderate Improvement: Possessing more of the KSA would result in minimal to moderate improvement in job performance. 3 – Moderate Improvement: Possessing more of the KSA would result in moderate improvement in job performance. 4 – Moderate/Substantial Improvement: Possessing more of the KSA would result in moderate to substantial improvement in job performance. 5 – Substantial Improvement: Possessing more of the KSA would result in substantial improvement in job performance.						
99. The ability to see objects in the presence of glare or bright ambient lighting.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
100. The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
101. The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5
102. The ability to identify the direction from which a sound or noise originated relative to the observer.	0	1	2	3	4	5	0	1	2	3	4	0	1	2	3	4	5

If you would like to provide any additional information regarding the KSAs, please feel free to do so in the space provided.

A large, empty rectangular box with a thin blue border, intended for providing additional information regarding the KSAs.

****THE EQUIPMENT SECTION ONLY APPEARED ON THE INCUMBENT VERSION****

Equipment Rating Instructions (Incumbents)

This section lists various types of equipment you may have used as a part of your job. For each equipment item, please indicate how often you have used each item on your job. Please circle the number that is most appropriate.

If you have any questions or are unclear about the instructions in this questionnaire, please contact CPS HR at STCJAQ@cpshr.us or via phone at (916) 471-3531.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment	How often have you used this equipment in the past year? (Circle only one) 0 – Never 1 – Occasionally 2 – Often 3 – Very often			
1. Transportation or Patrol Vehicle	0	1	2	3
2. Caged transport vehicle	0	1	2	3
3. Two-Way Radio	0	1	2	3
4. Stationary radio (e.g., dispatch radio)	0	1	2	3
5. Audio Recording Equipment	0	1	2	3
6. Audiovisual Equipment	0	1	2	3
7. Firearm(s)	0	1	2	3
8. Gun safe/locker	0	1	2	3
9. Ammunition/Rounds for Firearm(s)	0	1	2	3
10. Speed loader or magazine	0	1	2	3
11. Weapons repair or cleaning kit	0	1	2	3
12. Firearm training equipment (e.g., ear and eye protection, targets, plastic training pistol)	0	1	2	3
13. Chemical Agent	0	1	2	3
14. Impact weapon	0	1	2	3
15. Less than lethal weapons (e.g., riot control system, gas gun, Pepperball gun, rubber bullets, bean bags)	0	1	2	3
16. Less than lethal hand thrown projectiles (e.g., Sting balls, Flashbang)	0	1	2	3
17. Handcuffs.	0	1	2	3
18. Riot Gear (e.g., assault shield, helmet)	0	1	2	3
19. Body armor (e.g., protective or ballistic vests)	0	1	2	3
20. Tactical Vest	0	1	2	3
21. Forcible entry/cell extraction equipment	0	1	2	3
22. Gas mask or self-contained breathing apparatus	0	1	2	3
23. Oxygen supply/resuscitator	0	1	2	3
24. Mechanical/soft restraints other than handcuffs (e.g., wrist, leg, ankle, waist)	0	1	2	3
25. Restraint chair	0	1	2	3
26. Full body restraint(s) (e.g., canvas restraint, bed restraints)	0	1	2	3
27. Electronic restraint	0	1	2	3
28. Electronic stun device other than electronic restraints	0	1	2	3

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment	How often have you used this equipment in the past year? (Circle only one)			
	0 – Never	1 – Occasionally	2 – Often	3 – Very often
29. Personal alarm system	0	1	2	3
30. Alarm system or monitor.	0	1	2	3
31. Electronic Safety Check Device (e.g., metal detector, wand/pipe)	0	1	2	3
32. Electronic time keeper system	0	1	2	3
33. System control board	0	1	2	3
34. Electronic monitoring device(s)	0	1	2	3
35. Controlled substance detection equipment (e.g., urine bottles, drug test cups, breathalyzer)	0	1	2	3
36. Intercom device (public address system, call box)	0	1	2	3
37. Tool Kit	0	1	2	3
38. First Aid Kit	0	1	2	3
39. Trauma Kit	0	1	2	3
40. Universal precautions equipment (e.g. blood borne pathogens kit)	0	1	2	3
41. Automatic external defibrillator (AED)	0	1	2	3
42. Hydraulic rescue tools (e.g., Jaws of Life)	0	1	2	3
43. Hooked cutting/rescue device (e.g., 911 swirl cutting tool)	0	1	2	3
44. Fire fighting equipment (e.g., extinguisher, hoses)	0	1	2	3
45. Flashlight	0	1	2	3
46. Bolt cutters	0	1	2	3
47. Badge.	0	1	2	3
48. Duty belt	0	1	2	3
49. Holster(s)	0	1	2	3
50. Field book	0	1	2	3
51. Business cards	0	1	2	3
52. Surveillance gear	0	1	2	3
53. Binoculars	0	1	2	3
54. Body/mic camera	0	1	2	3
55. Bullhorn or hailer	0	1	2	3
56. Cash register	0	1	2	3
57. Computer search software	0	1	2	3

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment	How often have you used this equipment in the past year? (Circle only one) 0 – Never 1 – Occasionally 2 – Often 3 – Very often			
58. Computer software, other than computer search software	0	1	2	3
59. Computer terminal	0	1	2	3
60. Desktop computer	0	1	2	3
61. Laptop computer or mobile data terminal (MDT)	0	1	2	3
62. Tablet computer	0	1	2	3
63. Flash drive(s)	0	1	2	3
64. GPS navigation device	0	1	2	3
65. Telephone/cell phone	0	1	2	3
66. Palm pilot	0	1	2	3
67. Pager	0	1	2	3
68. Facsimile (Fax) machine	0	1	2	3
69. Teletype	0	1	2	3
70. Disposable hazardous material suits/spill kits (e.g., eye wash stations, decontamination supplies)	0	1	2	3
71. Electronic control panel or "breaker box"	0	1	2	3
72. Emergency lighting equipment (e.g., spotlight, search lights, flares)	0	1	2	3
73. Fingerprint equipment	0	1	2	3
74. Food preparation equipment (e.g., stove, broilers, microwave ovens, etc.).	0	1	2	3
75. Housekeeping equipment (e.g., mop, broom, etc.)	0	1	2	3
76. Illuminated needle-marks scope.	0	1	2	3
77. Keys	0	1	2	3
78. Ladder	0	1	2	3
79. Maps	0	1	2	3
80. Paint sprayer	0	1	2	3
81. PBX switchboard or multi-line phone system	0	1	2	3
82. Adding machine or calculator.	0	1	2	3
83. Typewriter	0	1	2	3
84. Photocopier	0	1	2	3
85. Microfilm/microfiche machine	0	1	2	3
86. Projection equipment (movie, slide, overhead)	0	1	2	3

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment	How often have you used this equipment in the past year? (Circle only one) 0 – Never 1 – Occasionally 2 – Often 3 – Very often			
87. Photographic equipment (cameras or processing)	0	1	2	3
88. Power supply generators	0	1	2	3
89. Evidence processing kit (e.g., latent print)	0	1	2	3
90. Property/evidence bag sealer	0	1	2	3
91. Property/evidence storage locker(s)	0	1	2	3
92. Padded training gear (e.g., Redman suit)	0	1	2	3
93. Spit mask	0	1	2	3
94. Survival gear (rural areas)	0	1	2	3
95. Tire chains	0	1	2	3
96. Whistle	0	1	2	3
97. X-ray equipment (examining mail and packages)	0	1	2	3
98. Full body scanner	0	1	2	3
99. Jumper cables	0	1	2	3

If you would like to provide any additional information regarding the equipment, please feel free to do so in the space provided.

Thank You!

Overview

Welcome to the Job Analysis Questionnaire. The Standards and Corrections Division (STC) within the Board of State and Community Corrections (BSCC) has contracted with CPS HR Consulting (CPS HR) to conduct a job analysis for the Adult Corrections Officer (ACO), Juvenile Corrections Officer (JCO), and Probation Officer (PO) jobs.

A job analysis is a structured study of a job in order to:

Identify the tasks that are performed on the job, the equipment used on the job, and the knowledge, skills, and abilities necessary to perform those tasks.

The results of a job analysis can be used for many purposes. This job analysis will be used to assess and update training and develop new selection examinations.

To develop an accurate description of these jobs, we need the assistance of individuals who are familiar with the job, such as yourself, to complete this Job Analysis Questionnaire (JAQ). The questionnaire is divided into various sections. Instructions for each section will be presented at the beginning of each section.

The job analysis method we are using looks for similarity across multiple job types. As a result, ***there may be components of the JAQ that do not pertain to your particular job and in that case, you will be given an opportunity within the JAQ to inform us of this.***

You will be asked to provide feedback on a number of tasks and knowledge, skills, and abilities using rating scales described in the questionnaire, which will take you approximately four hours to complete.

Please complete and submit your questionnaire no later than close of business on July 15th. Thank you for your time and effort, the feedback you provide in this questionnaire is invaluable. If you have any questions about this questionnaire or the rating process, feel free to contact CPS HR at STCJAQ@cpshr.us or via phone at (916) 471-3531.

Demographics

Please check the boxes that best represent you (**Check only one for each question, unless otherwise indicated**).

25. Which classification do you supervise? This is the classification for which you are completing the survey.

- Adult Corrections Officer
- Juvenile Corrections Officer
- Probation Officer

26. Are you currently working in this classification or do you supervise this classification?

- Incumbent
- Supervisor

****Note: If you selected Incumbent, please contact your Point of Contact to request the Incumbent JAQ. You are currently completing the Supervisor JAQ.***

27. In which type of agency do you work?

- Police
- Sheriff
- Local Department of Corrections
- Probation

28. If selected Police, in which agency do you work (otherwise, please skip this question)?

- | | |
|---|--|
| <input type="checkbox"/> Anaheim Police Department | <input type="checkbox"/> Long Beach Police Department |
| <input type="checkbox"/> Berkeley Police Department | <input type="checkbox"/> Los Angeles Police Department |
| <input type="checkbox"/> Burbank Police Department | <input type="checkbox"/> Manhattan Beach Police Department |
| <input type="checkbox"/> Chula Vista Police Department | <input type="checkbox"/> Monterey Park Police Department |
| <input type="checkbox"/> Claremont Police Department | <input type="checkbox"/> Monterey Police Department |
| <input type="checkbox"/> Covina Police Department | <input type="checkbox"/> Newport Beach Police Department |
| <input type="checkbox"/> El Monte Police Department | <input type="checkbox"/> Palos Verdes Estate Police Department |
| <input type="checkbox"/> El Segundo Police Department | <input type="checkbox"/> Pasadena Police Department |
| <input type="checkbox"/> Fremont Police Department | <input type="checkbox"/> Pomona Police Department |
| <input type="checkbox"/> Fullerton Police Department | <input type="checkbox"/> Redondo Beach Police Department |
| <input type="checkbox"/> Gardena Police Department | <input type="checkbox"/> Roseville Police Department |
| <input type="checkbox"/> Glendale Police Department | <input type="checkbox"/> San Fernando Police Department |
| <input type="checkbox"/> Glendora Police Department | <input type="checkbox"/> Santa Ana Police Department |
| <input type="checkbox"/> Hawthorne Police Department | <input type="checkbox"/> Santa Monica Police Department |
| <input type="checkbox"/> Hayward Police Department | <input type="checkbox"/> Seal Beach Police Department |
| <input type="checkbox"/> Hermosa Police Department | <input type="checkbox"/> Signal Hill Police Department |
| <input type="checkbox"/> Huntington Beach Police Department | <input type="checkbox"/> Southgate Police Department |
| <input type="checkbox"/> Huntington Park Police Department | <input type="checkbox"/> Torrance Police Department |
| <input type="checkbox"/> Inglewood Police Department | <input type="checkbox"/> West Covina Police Department |
| <input type="checkbox"/> Lompoc Police Department | |

29. If selected Sheriff, in which agency do you work (otherwise, please skip this question)?

- | | |
|--|---|
| <input type="checkbox"/> Alameda County Sheriff | <input type="checkbox"/> Placer County Sheriff |
| <input type="checkbox"/> Amador County Sheriff | <input type="checkbox"/> Plumas County Sheriff |
| <input type="checkbox"/> Butte County Sheriff | <input type="checkbox"/> Riverside County Sheriff |
| <input type="checkbox"/> Calaveras County Sheriff | <input type="checkbox"/> Sacramento County Sheriff |
| <input type="checkbox"/> Colusa County Sheriff | <input type="checkbox"/> San Benito County Sheriff |
| <input type="checkbox"/> Contra Costa County Sheriff | <input type="checkbox"/> San Bernardino County Sheriff |
| <input type="checkbox"/> Del Norte County Sheriff | <input type="checkbox"/> San Diego County Sheriff |
| <input type="checkbox"/> El Dorado County Sheriff | <input type="checkbox"/> San Francisco County Sheriff |
| <input type="checkbox"/> Fresno County Sheriff | <input type="checkbox"/> San Francisco County Sheriff |
| <input type="checkbox"/> Glenn County Sheriff | <input type="checkbox"/> San Joaquin County Sheriff |
| <input type="checkbox"/> Humboldt County Sheriff | <input type="checkbox"/> San Luis Obispo County Sheriff |
| <input type="checkbox"/> Imperial County Sheriff | <input type="checkbox"/> San Mateo County Sheriff |
| <input type="checkbox"/> Inyo County Sheriff | <input type="checkbox"/> Santa Barbara County Sheriff |
| <input type="checkbox"/> Kern County Sheriff | <input type="checkbox"/> Santa Clara County Sheriff |
| <input type="checkbox"/> Kings County Sheriff | <input type="checkbox"/> Santa Cruz County Sheriff |
| <input type="checkbox"/> Lake County Sheriff | <input type="checkbox"/> Shasta County Sheriff |
| <input type="checkbox"/> Lassen County Sheriff | <input type="checkbox"/> Sierra County Sheriff |
| <input type="checkbox"/> Los Angeles County Sheriff | <input type="checkbox"/> Siskiyou County Sheriff |
| <input type="checkbox"/> Madera County Sheriff | <input type="checkbox"/> Solano County Sheriff |
| <input type="checkbox"/> Marin County Sheriff | <input type="checkbox"/> Sonoma County Sheriff |
| <input type="checkbox"/> Mariposa County Sheriff | <input type="checkbox"/> Stanislaus County Sheriff |
| <input type="checkbox"/> Mendocino County Sheriff | <input type="checkbox"/> Sutter County Sheriff |
| <input type="checkbox"/> Merced County Sheriff | <input type="checkbox"/> Tehama County Sheriff |
| <input type="checkbox"/> Modoc County Sheriff | <input type="checkbox"/> Trinity County Sheriff |
| <input type="checkbox"/> Mono County Sheriff | <input type="checkbox"/> Tulare County Sheriff |
| <input type="checkbox"/> Monterey County Sheriff | <input type="checkbox"/> Tuolumne County Sheriff |
| <input type="checkbox"/> Napa County Sheriff | <input type="checkbox"/> Ventura County Sheriff |
| <input type="checkbox"/> Nevada County Sheriff | <input type="checkbox"/> Yolo County Sheriff |
| <input type="checkbox"/> Orange County Sheriff | <input type="checkbox"/> Yuba County Sheriff |

30. If selected Local Department of Corrections, in which agency do you work (otherwise, please skip this question)?

- | | |
|--|--|
| <input type="checkbox"/> Madera County Department of Corrections | <input type="checkbox"/> Napa County Department of Corrections |
|--|--|

31. If selected Probation, in which agency do you work (otherwise, please skip this question)?

- | | |
|--|---|
| <input type="checkbox"/> Alameda County Probation | <input type="checkbox"/> Imperial County Probation |
| <input type="checkbox"/> Alpine County Probation | <input type="checkbox"/> Inyo County Probation |
| <input type="checkbox"/> Amador County Probation | <input type="checkbox"/> Kern County Probation |
| <input type="checkbox"/> Butte County Probation | <input type="checkbox"/> Kings County Probation |
| <input type="checkbox"/> Calaveras County Probation | <input type="checkbox"/> Lake County Probation |
| <input type="checkbox"/> Colusa County Probation | <input type="checkbox"/> Lassen County Probation |
| <input type="checkbox"/> Contra Costa County Probation | <input type="checkbox"/> Los Angeles County Probation |
| <input type="checkbox"/> Del Norte County Probation | <input type="checkbox"/> Madera County Probation |
| <input type="checkbox"/> El Dorado County Probation | <input type="checkbox"/> Marin County Probation |
| <input type="checkbox"/> Fresno County Probation | <input type="checkbox"/> Mariposa County Probation |
| <input type="checkbox"/> Glenn County Probation | <input type="checkbox"/> Mendocino County Probation |
| <input type="checkbox"/> Humboldt County Probation | <input type="checkbox"/> Merced County Probation |

- | | |
|--|---|
| <input type="checkbox"/> Modoc County Probation | <input type="checkbox"/> San Mateo County Probation |
| <input type="checkbox"/> Mono County Probation | <input type="checkbox"/> Santa Barbara County Probation |
| <input type="checkbox"/> Monterey County Probation | <input type="checkbox"/> Santa Clara County Probation |
| <input type="checkbox"/> Napa County Probation | <input type="checkbox"/> Santa Cruz County Probation |
| <input type="checkbox"/> Nevada County Probation | <input type="checkbox"/> Shasta County Probation |
| <input type="checkbox"/> Orange County Probation | <input type="checkbox"/> Sierra County Probation |
| <input type="checkbox"/> Placer County Probation | <input type="checkbox"/> Siskiyou County Probation |
| <input type="checkbox"/> Plumas County Probation | <input type="checkbox"/> Solano County Probation |
| <input type="checkbox"/> Riverside County Probation | <input type="checkbox"/> Sonoma County Probation |
| <input type="checkbox"/> Sacramento County Probation | <input type="checkbox"/> Stanislaus County Probation |
| <input type="checkbox"/> San Benito County Probation | <input type="checkbox"/> Sutter County Probation |
| <input type="checkbox"/> San Bernardino County Probation | <input type="checkbox"/> Tehama County Probation |
| <input type="checkbox"/> San Diego County Probation | <input type="checkbox"/> Trinity County Probation |
| <input type="checkbox"/> San Francisco County Adult Probation | <input type="checkbox"/> Tulare County Probation |
| <input type="checkbox"/> San Francisco County Juvenile Probation | <input type="checkbox"/> Tuolumne County Probation |
| <input type="checkbox"/> San Joaquin County Probation | <input type="checkbox"/> Ventura County Probation |
| <input type="checkbox"/> San Luis Obispo County Probation | <input type="checkbox"/> Yolo County Probation |
| | <input type="checkbox"/> Yuba County Probation |

32. Do you carry a firearm as part of your job duties?

- Yes
- No

33. If selected Adult Corrections Officer, in what type of facility do you work (Check all that apply)? Otherwise, please skip this question.

- | | |
|---|---|
| <input type="checkbox"/> Presentenced Inmate Facility | <input type="checkbox"/> Work Furlough |
| <input type="checkbox"/> Sentenced Inmate Facility | <input type="checkbox"/> Type 1 Jail |
| <input type="checkbox"/> Both Presentenced and Sentenced Facility | <input type="checkbox"/> Temporary Holding Facility |
| <input type="checkbox"/> Day Reporting Center | <input type="checkbox"/> Other (Please indicate) |
| <input type="checkbox"/> Alternative Work Program | |
-

34. If selected Juvenile Corrections Officer, in what type of facility do you work (Check all that apply)? Otherwise, please skip this question.

- | | |
|---|--|
| <input type="checkbox"/> Ranch | <input type="checkbox"/> Day Reporting Center |
| <input type="checkbox"/> Camp | <input type="checkbox"/> Other (Please indicate) |
| <input type="checkbox"/> Juvenile Detention Facility | |
| <input type="checkbox"/> Alternative to Custody/Confinement | |
-

35. If selected Adult Corrections Officer OR Juvenile Corrections Officer, what is the level of security in the area that you primarily work (otherwise, please skip this question)?

- | | |
|---|---|
| <input type="checkbox"/> Minimum Security | <input type="checkbox"/> Maximum Security |
| <input type="checkbox"/> Medium Security | <input type="checkbox"/> Mixed |

36. If selected Juvenile Corrections Officer, what sex are the juveniles in your facility (otherwise, please skip this question)?

- Male Both Males and Females
 Female

37. If selected Adult Corrections Officer, what sex are the inmates in your facility (otherwise, please skip this question)?

- Male Both Males and Females
 Female

38. If selected Probation Officer, what sex are the probationers in your facility (otherwise, please skip this question)?

- Male Both Males and Females
 Female

39. If selected Probation Officer, what is the age group of the probationers under the jurisdiction of the probation officers you supervise (otherwise, please skip this question)?

- Juveniles Both Juveniles and Adults
 Adults

40. If selected Probation Officer, do you work in a day reporting center (otherwise, please skip this question)?

- Yes
 No

41. If selected Adult Corrections Officer, how many total years of experience do you have supervising Adult Corrections Officers in California (otherwise, please skip this question)?

- | | |
|----------------------------|---------------------------------------|
| <input type="checkbox"/> 1 | <input type="checkbox"/> 9 |
| <input type="checkbox"/> 2 | <input type="checkbox"/> 10 |
| <input type="checkbox"/> 3 | <input type="checkbox"/> 11 |
| <input type="checkbox"/> 4 | <input type="checkbox"/> 12 |
| <input type="checkbox"/> 5 | <input type="checkbox"/> 13 |
| <input type="checkbox"/> 6 | <input type="checkbox"/> 14 |
| <input type="checkbox"/> 7 | <input type="checkbox"/> 15 |
| <input type="checkbox"/> 8 | <input type="checkbox"/> More than 15 |

42. If selected Juvenile Corrections Officer, how many total years of experience do you have supervising Juvenile Corrections Officers in California (otherwise, please skip this question)?

- | | |
|----------------------------|---------------------------------------|
| <input type="checkbox"/> 1 | <input type="checkbox"/> 9 |
| <input type="checkbox"/> 2 | <input type="checkbox"/> 10 |
| <input type="checkbox"/> 3 | <input type="checkbox"/> 11 |
| <input type="checkbox"/> 4 | <input type="checkbox"/> 12 |
| <input type="checkbox"/> 5 | <input type="checkbox"/> 13 |
| <input type="checkbox"/> 6 | <input type="checkbox"/> 14 |
| <input type="checkbox"/> 7 | <input type="checkbox"/> 15 |
| <input type="checkbox"/> 8 | <input type="checkbox"/> More than 15 |

43. If selected Probation Officer, how many total years of experience do you have supervising Probation Officers in California (otherwise, please skip this question)?

- | | |
|----------------------------|---------------------------------------|
| <input type="checkbox"/> 1 | <input type="checkbox"/> 9 |
| <input type="checkbox"/> 2 | <input type="checkbox"/> 10 |
| <input type="checkbox"/> 3 | <input type="checkbox"/> 11 |
| <input type="checkbox"/> 4 | <input type="checkbox"/> 12 |
| <input type="checkbox"/> 5 | <input type="checkbox"/> 13 |
| <input type="checkbox"/> 6 | <input type="checkbox"/> 14 |
| <input type="checkbox"/> 7 | <input type="checkbox"/> 15 |
| <input type="checkbox"/> 8 | <input type="checkbox"/> More than 15 |

44. What shift do you currently work?

- | | |
|--|---|
| <input type="checkbox"/> Day | <input type="checkbox"/> Other (Please specify) |
| <input type="checkbox"/> Swing | |
| <input type="checkbox"/> Night/Graveyard | |
-

45. What is your sex? (optional)

- Male
 Female

46. What is your race/ethnic group (optional)?

- | | |
|--|---|
| <input type="checkbox"/> Black or African American | <input type="checkbox"/> Hispanic or Latino |
| <input type="checkbox"/> Asian | <input type="checkbox"/> American Indian or Alaska Native |
| <input type="checkbox"/> Native Hawaiian or other Pacific Islander | <input type="checkbox"/> Other |
| <input type="checkbox"/> White | <input type="checkbox"/> Two or more races |

47. What is your age (optional)?

- | | |
|-----------------------------|-----------------------------|
| <input type="checkbox"/> 18 | <input type="checkbox"/> 39 |
| <input type="checkbox"/> 19 | <input type="checkbox"/> 40 |
| <input type="checkbox"/> 20 | <input type="checkbox"/> 41 |
| <input type="checkbox"/> 21 | <input type="checkbox"/> 42 |
| <input type="checkbox"/> 22 | <input type="checkbox"/> 43 |
| <input type="checkbox"/> 23 | <input type="checkbox"/> 44 |
| <input type="checkbox"/> 24 | <input type="checkbox"/> 45 |
| <input type="checkbox"/> 25 | <input type="checkbox"/> 46 |
| <input type="checkbox"/> 26 | <input type="checkbox"/> 47 |
| <input type="checkbox"/> 27 | <input type="checkbox"/> 48 |
| <input type="checkbox"/> 28 | <input type="checkbox"/> 49 |
| <input type="checkbox"/> 29 | <input type="checkbox"/> 50 |
| <input type="checkbox"/> 30 | <input type="checkbox"/> 51 |
| <input type="checkbox"/> 31 | <input type="checkbox"/> 52 |
| <input type="checkbox"/> 32 | <input type="checkbox"/> 53 |
| <input type="checkbox"/> 33 | <input type="checkbox"/> 54 |
| <input type="checkbox"/> 34 | <input type="checkbox"/> 55 |
| <input type="checkbox"/> 35 | <input type="checkbox"/> 56 |
| <input type="checkbox"/> 36 | <input type="checkbox"/> 57 |
| <input type="checkbox"/> 37 | <input type="checkbox"/> 58 |
| <input type="checkbox"/> 38 | <input type="checkbox"/> 59 |

- | | |
|-----------------------------|------------------------------|
| <input type="checkbox"/> 60 | <input type="checkbox"/> 66 |
| <input type="checkbox"/> 61 | <input type="checkbox"/> 67 |
| <input type="checkbox"/> 62 | <input type="checkbox"/> 68 |
| <input type="checkbox"/> 63 | <input type="checkbox"/> 69 |
| <input type="checkbox"/> 64 | <input type="checkbox"/> 70+ |
| <input type="checkbox"/> 65 | |

48. What is the highest level of education that you have completed (optional)?

- No degree
 - High school diploma/GED
 - Technical/Vocational Degree
 - Some college without a degree
 - Associate degree
 - Bachelor's degree
 - Some post graduate education without a degree
 - Master's degree
 - Doctorate
 - Other (Please specify)
-

Task Rating Instructions (Supervisor)

For each task within the questionnaire you will be asked to make two ratings: Frequency and Importance.

- First, read each task and indicate how frequently **those you supervise** perform the task.
- Next, decide how important that task is for overall job performance of **those you supervise**. It may help to consider how overall job performance would be compromised if that particular task were not performed correctly.

Do not let your rating on one scale influence your rating on the other. Tasks that are frequently performed are not always the tasks that are the most important. Likewise, tasks may be performed rarely, but are critical to the job when they are performed. Please circle the number that is most appropriate.

When making your ratings, **base your ratings on those individuals you supervise who perform typical duties and have passed probation.**

If you have any questions or are unclear about the instructions in this questionnaire, please contact CPS HR at STCJAQ@cps.hr.us or via phone at (916) 471-3531.

****TASK STATEMENTS ARE THE SAME AS INCUMBENT VERSION – THEY ARE NOT REPLICATED HERE****

KSA Rating Instructions (Supervisor)

For each knowledge, skill, and ability (KSA) within the questionnaire you will be asked to make three ratings: Importance, When First Needed, and Relationship to Performance.

First, read each KSA and indicate how important that KSA is for the overall job performance **of those you supervise**.

Next, indicate when **those you supervise** should first possess that particular KSA.

- Before hire: the KSA was obtained sometime before being hired
- Before STC core training: the KSA was obtained shortly after hire, but before the STC core training (for example, obtained during orientation)
- Upon completion of STC core training: the KSA was obtained during STC core training within one year of hire
- After STC core training: the KSA was obtained after STC core training/after one year of hire (for example, obtained during annual training)

Finally, indicate if possession of more of the KSA beyond the minimum requirements to perform the job would lead to better overall job performance **of those you supervise**. Please circle the number that is most appropriate.

When making your ratings, **base your ratings on those individuals you supervise who perform typical duties and have passed probation**.

If you have any questions or are unclear about the instructions in this questionnaire, please contact CPS HR at STCJAQ@cpshr.us or via phone at (916) 471-3531.

****KSA STATEMENTS ARE THE SAME AS INCUMBENT VERSION – THEY ARE NOT REPLICATED HERE****

****THE COMPETENCY SECTION ONLY APPEARED ON THE SUPERVISOR VERSION****

Competency Rating Instructions (Supervisor)

For this portion of the JAQ please respond as it pertains to your own job as a SUPERVISOR.

We would like you to rate a set of 13 competencies. A competency is a general quality, skill, or knowledge possessed by a person. The set of competencies below applies to the job of supervisor. With respect to the supervisor job in your agency, we would like you to indicate for each how CRITICAL or important it is for satisfactory job performance, the LEVEL OF THE COMPETENCY that is needed to satisfactorily perform the job, and the NEED FOR TRAINING for that competency in your agency. Please circle the number that is most appropriate.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Competency	How critical is this competency for satisfactory job performance? (Circle only one) 0 – Not very useful 1 – Useful 2 – Important 3 – Very Important 4 – Crucial					What level of this competency is needed for satisfactory job performance? (Circle only one) 0 – Very limited 1 – Modest 2 – Adequate 3 – High 4 – Exceptional					How important is it for this competency to be included in core training for supervisors? (Circle only one) 0 – No need 1 – Low 2 – Moderate 3 – High 4 – Very high				
Competency 1: Ethics and Values. Knowing and practicing right from wrong and possessing qualities of good moral character.	0	1	2	3	4	0	1	2	3	4	0	1	2	3	4
Competency 2: Interpersonal Relationships. Having empathy, social responsibility, and meaningful exchanges and interactions with others.	0	1	2	3	4	0	1	2	3	4	0	1	2	3	4
Competency 3: Oral and Written Communication Practicing excellent formal and informal communication, demonstrating effective personal communication styles, non-verbal communication, and active listening, and giving and receiving feedback.	0	1	2	3	4	0	1	2	3	4	0	1	2	3	4
Competency 4: Motivating Others Encouraging staff to achieve goals and reinforcing positive behaviors.	0	1	2	3	4	0	1	2	3	4	0	1	2	3	4

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Competency	How critical is this competency for satisfactory job performance? (Circle only one) 0 – Not very useful 1 – Useful 2 – Important 3 – Very Important 4 – Crucial					What level of this competency is needed for satisfactory job performance? (Circle only one) 0 – Very limited 1 – Modest 2 – Adequate 3 – High 4 – Exceptional					How important is it for this competency to be included in core training for supervisors? (Circle only one) 0 – No need 1 – Low 2 – Moderate 3 – High 4 – Very high				
Competency 5: Supervision and Guidance of Staff Helping staff to improve their knowledge and skills, preparing staff for future roles, and providing periodic feedback on job performance.	0	1	2	3	4	0	1	2	3	4	0	1	2	3	4
Competency 6: Managing Conflict Understanding the causes of and helping to resolve conflict effectively.	0	1	2	3	4	0	1	2	3	4	0	1	2	3	4
Competency 7: Team Building Knowing the elements of successful work teams, clarifying team goals, and helping to establish ongoing trust and effective working relationships within teams.	0	1	2	3	4	0	1	2	3	4	0	1	2	3	4
Competency 8: Collaboration Effectively managing internal and external partnerships.	0	1	2	3	4	0	1	2	3	4	0	1	2	3	4

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Competency	How critical is this competency for satisfactory job performance? (Circle only one) 0 – Not very useful 1 – Useful 2 – Important 3 – Very Important 4 – Crucial					What level of this competency is needed for satisfactory job performance? (Circle only one) 0 – Very limited 1 – Modest 2 – Adequate 3 – High 4 – Exceptional					How important is it for this competency to be included in core training for supervisors? (Circle only one) 0 – No need 1 – Low 2 – Moderate 3 – High 4 – Very high				
Competency 9: Problem Solving and Decision-Making Accurately defining problems, identifying alternative solutions, and selecting an effective solution.	0	1	2	3	4	0	1	2	3	4	0	1	2	3	4
Competency 10: Strategic Thinking Recognizing relationships, complexities, and implications of a situation; anticipating alternative outcomes; and developing a plan to accomplish a goal.	0	1	2	3	4	0	1	2	3	4	0	1	2	3	4
Competency 11: Managing Change Anticipating the need for and leading productive change, and being flexible and adaptable.	0	1	2	3	4	0	1	2	3	4	0	1	2	3	4
Competency 12: Program Planning and Performance Assessment Developing a plan that prioritizes resource allocation and determining how goals will be measured and tracked.	0	1	2	3	4	0	1	2	3	4	0	1	2	3	4

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Competency	How critical is this competency for satisfactory job performance? (Circle only one) 0 – Not very useful 1 – Useful 2 - Important 3 – Very Important 4 – Crucial					What level of this competency is needed for satisfactory job performance? (Circle only one) 0 – Very limited 1 – Modest 2 – Adequate 3 – High 4 – Exceptional					How important is it for this competency to be included in core training for supervisors? (Circle only one) 0 – No need 1 – Low 2 – Moderate 3 – High 4 – Very high				
Competency 13: Knowledge of the Criminal Justice System Knowledge of federal and state law enforcement, the justice system, corrections, and public safety services.	0	1	2	3	4	0	1	2	3	4	0	1	2	3	4

If you would like to provide any additional information regarding the competencies, please feel free to do so in the space provided.

A large, empty rectangular box with a thin blue border, intended for providing additional information regarding competencies.

Thank You!

Appendix G

FAQ for JAQ Coordinators and Participants

Board of State and Community Corrections
Frequently Asked Questions for JAQ Coordinators and Participants

Frequently Asked Questions for Job Analysis Questionnaire (JAQ) Coordinators

Listed below are some questions which coordinators frequently ask about JAQ distribution and completion. If you have any questions about how to select participants, distribution, or any other aspects of the project that are not answered below, please contact: Kelly Hunley at (916) 445-5792.

1. Q: Who is conducting this study and who should be completing this questionnaire?

A: The Board of State and Community Corrections (BSCC) is conducting a job analysis study with the assistance of CPS HR Consulting (CPS HR) for the classifications of Adult Corrections Officer (ACO), Juvenile Corrections Officer (JCO), and Probation Officer (PO). All three of these classifications will be completing this questionnaire. Please note, that for purposes of this questionnaire, Corrections Officer is defined as any line level Corrections Officer who has completed the probationary training period. This may include a variety of titles such as Correctional Officers, Deputy Sheriff, Jailer, etc. Additionally, first level supervisors over these classifications are also asked to participate in the completion of the questionnaire.

2. Q: What does the term “Supervisor” mean?

A: For the purpose of this questionnaire, supervisor is defined as any immediate supervisor who directly supervises line-level adult or juvenile correctional officers or probation officers.
Typically this supervisor position assigns workloads and writes performance evaluations on the line staff. Title is not as important in this category as function.

3. Q: Do the supervisors have to come from the same units as the line staff sample? Do the supervisors have to supervise those line staff selected for the sample?

A: No. In fact, the supervisors are asked to rate the items in the questionnaire based on the typical Officer who they oversee in their agency, not on a specific person who they supervise. Therefore, it will not be necessary to link the supervisors with the line staff sampled. It will still be important, however, to draw a supervisor sample that represents the diversity of supervisors from your agency.

4. Q: How long will it take to complete each questionnaire?

A: Completion time will vary, but we anticipate an average of 3 ½ - 4 hours.

5. Q: Is it okay if the respondents talk to one another about the questionnaire questions?

A: It is preferable to have the respondents work independently.

6. Q: What if someone declines to complete the questionnaire because he or she says they don't know enough to answer the questions?

A: If the respondent indicates he or she truly doesn't know enough about the job, or feels uncomfortable completing the questionnaire then select a replacement. The individual selected as a replacement should be consistent with how you selected the original participant. You will need to provide an email address, name, and classification title for the new participant to STCJAQ@cpshr.us and with a cc to Kelly Hunley at Kelly.Hunley@bscc.ca.gov so that an online questionnaire can be emailed to this new participant.

Frequently Asked Questions for Job Analysis Questionnaire (JAQ) Participants

Following is a list of questions that are frequently asked by participants asked to complete a questionnaire. Please refer to the answers below when responding to these questions.

1. Q: Why is this questionnaire being distributed? What will it be used for?

A: The Board of State and Community Corrections (BSCC) has contracted with CPS HR Consulting (CPS HR) to conduct a job analysis for the Adult Corrections Officer (ACO), Juvenile Corrections Officer (JCO), and Probation Officer (PO) classifications. This questionnaire is designed to provide us with information about the job tasks and equipment that are associated with these jobs, as well as the knowledge, skills, abilities and other characteristics needed to perform the jobs. The information collected from these questionnaires will ultimately be used to help in the development of new selection and training standards for these classifications. Additionally, BSCC will be utilizing this information to assess how these jobs may or may not have changed since realignment. Therefore, it is critical that we get accurate information from those who perform and supervise the work.

It is important to note that the job analysis methodology being used is called a "job families" approach which assesses for commonality across multiple classifications. As a result, there may be components of the JAQ that do not pertain to your particular job and in that case, you will be given an opportunity within the JAQ to inform us of this. While we understand that there are substantial differences in the responsibilities of and duties performed by individuals within the classifications of ACO, JCO, and PO, there are also some duties which may be shared and some knowledge, skills, and abilities required for successful performance of tasks that are similar in nature. Assessing these similarities will allow BSCC to standardize selection and training materials across jobs which will lead to more efficient processes.

2. Q: Will I be affected by a new selection system?

A: You will not have to pass a new selection system to keep your present job, so your job assignment and/or employment status will not be directly affected by the new system. The new standards will be used to help hire and train new Officers, so you will be indirectly affected (through the selection and training of new co-workers) by the new system.

3. Q: Why do you want my name? I thought responses were going to be confidential.

A: We ask for your name only for tracking purposes, so that we can accurately determine who completed a questionnaire. Once we have tracked all responses, your name will be removed from the final database and your name and individual responses will not be directly linked to any information that is given to your agency.

4. Q: How were the lists of tasks/equipment/knowledge, skills, abilities and other characteristics developed?

A: Several steps were followed to generate these lists. Research staff:

- reviewed and studied job descriptions from Officer jobs from across California;
- observed Officers on the job, and asked about their job;
- met with a group of stakeholders from across California to talk about the tasks, equipment, knowledge, skills, and abilities and other characteristics associated with the Officer jobs;
- reviewed results from previous job analyses conducted for these jobs. Information from all of these sources were combined together to form the lists in the JAQ.

5. Q: How long will it take to complete this questionnaire?

A: It should take approximately 3 ½ - 4 hours to complete.

6. Q: What if I have questions? Who can I ask?

A: You can ask the agency coordinator (the person who gave you this assignment).

7. Q: How do I receive the questionnaire and how do I submit it when I'm done? Who do I contact if I have trouble accessing the questionnaire?

A: You will receive an email from CPS HR via Qualtrics (the online questionnaire provider). Contained within that email will be a unique link that will give you access to the questionnaire. There will be detailed instructions within the questionnaire on how to rate the statements contained within the questionnaire. There will also be an email address and phone number within the questionnaire's instructions of who you can contact in case you have any technical issues with the questionnaire itself. Please note, that if you need to temporarily stop working on the questionnaire you will be able to save your work and return to it at a later time. To do that, complete your ratings on the current page, then click the forward button to go to the next page. You may then close your browser. When you return to the questionnaire, you will begin at the page where you left off.

Appendix H

Respondent Demographic Results ACO, JCO, PO

Board of State and Community Corrections
Respondent Demographic Results ACO, JCO, PO

Question	Possible Responses	ACO 2020 (42.5%)		JCO 1078(22.7%)		PO 1651 (34.8%)	
		Inc.	Sup.	Inc.	Sup.	Inc.	Sup.
Which classification do you work/supervise? ⁵		1677 (83%)	343 (17%)	896 (83.1%)	182 (16.9%)	1410 (85.4%)	241 (14.6%)
Which form of the JAQ was completed?	Form 1	596 (35.5%)	119 (34.7%)	299 (33.4%)	58 (31.9%)	481 (34.1%)	82 (34.0%)
	Form 2	531 (31.7%)	102 (29.7%)	314 (35.0%)	57 (31.3%)	447 (31.7%)	82 (34.0%)
	Form 3	550 (32.8%)	122 (35.6%)	283 (31.6%)	67 (36.8%)	482 (34.2%)	77 (32.0%)
County Size	Small	162 (9.7%)	44 (12.8%)	107 (11.9%)	44 (24.2%)	168 (11.9%)	34 (14.1%)
	Medium	321 (19.1%)	76 (22.2%)	240 (26.8%)	64 (35.2%)	368 (26.1%)	70 (29.0%)
	Large	1194 (71.2%)	223 (65.0%)	549 (61.2%)	74 (40.7%)	874 (62.0%)	137 (56.9%)
Region	Bay	244 (14.6%)	51 (14.9%)	163 (18.2%)	35 (19.2%)	232 (16.5%)	52 (21.6%)
	Central	284 (16.9%)	81 (23.6%)	179 (20.0%)	37 (20.3%)	225 (16.0%)	39 (16.2%)
	North	120 (7.2%)	26 (7.6%)	141 (15.7%)	41 (22.5%)	173 (12.3%)	34 (14.1%)
	Sacramento	192 (11.5%)	25 (7.3%)	68 (7.6%)	30 (16.5%)	210 (14.9%)	33 (13.7%)
	South	837 (49.9%)	160 (46.7%)	345 (38.5%)	39 (21.4%)	570 (40.4%)	83 (34.4%)

⁵ There was one additional ACO that did not specify Incumbent or Supervisor and is not represented in this table.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

In which type of agency do you work?	Police	269 (16.0%)	70 (20.4%)				
	Sheriff	1352 (80.6%)	261 (76.1%)				
	Local Department of Corrections	40 (2.4%)	6 (1.8%)				
	Probation	16 (1.0%)	6 (1.8%)	896 (100%)	182 (100%)	1410 (100%)	241 (100%)
Which Police Department do you work for?	Anaheim Police Department	10 (0.6%)	3 (0.9%)				
	Berkeley Police Department	6 (0.4%)	2 (0.6%)				
	Burbank Police Department	7 (0.4%)					
	Chula Vista Police Department	3 (0.2%)					
	Claremont Police Department	5 (0.3%)					
	Covina Police Department	1 (0.1%)	1 (0.3%)				
	El Monte Police Department	4 (0.2%)	1 (0.3%)				
	El Segundo Police Department	6 (0.4%)					
	Fremont Police Department	1 (0.1%)	1 (0.3%)				
	Fullerton Police Department	4 (0.2%)					
	Gardena Police Department	2 (0.1%)					
	Glendale Police Department	13 (0.8%)	4 (1.2%)				
	Glendora Police Department	5 (0.3%)					
	Hawthorne Police Department	11 (0.7%)	1 (0.3%)				

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Hayward Police Department	13 (0.8%)	5 (1.5%)				
Hermosa Police Department	6 (0.4%)	2 (0.6%)				
Huntington Beach Police Dept.	10 (0.6%)	3 (0.9%)				
Huntington Park Police Dept.	6 (0.4%)	1 (0.3%)				
Inglewood Police Department	5 (0.3%)	1 (0.3%)				
Lompoc Police Department	2 (0.1%)	1 (0.3%)				
Long Beach Police Department	12 (0.7%)	5 (1.5%)				
Los Angeles Police Department	39 (2.3%)	24 (7.0%)				
Manhattan Beach Police Dept.	2 (0.1%)	1 (0.3%)				
Monterey Park Police Department	4 (0.2%)	2 (0.6%)				
Monterey Police Department						
Newport Beach Police Department	9 (0.5%)	1 (0.3%)				
Palos Verdes Estate Police Dept.	8 (0.5%)					
Pasadena Police Department	10 (0.6%)	2 (0.6%)				
Pomona Police Department	9 (0.5%)	4 (1.2%)				
Redondo Beach Police Department	7 (0.4%)	1 (0.3%)				
Roseville Police Department	5 (0.3%)	1 (0.3%)				
San Fernando Police Department	4 (0.2%)					

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

	Santa Ana Police Department	6 (0.4%)	1 (0.3%)				
	Santa Monica Police Department	11 (0.7%)	1 (0.3%)				
	Seal Beach Police Department	3 (0.2%)					
	Signal Hill Police Department	8 (0.5%)					
	Southgate Police Department	2 (0.1%)					
	Torrance Police Department	9 (0.5%)					
	West Covina Police Department	1 (0.1%)	1 (0.3%)				
In which Sheriff Department do you work?	Alameda County Sheriff						
	Amador County Sheriff						
	Butte County Sheriff	19 (1.1%)	2 (0.6%)				
	Calaveras County Sheriff	6 (0.4%)	4 (1.2%)				
	Colusa County Sheriff	12 (0.7%)	1 (0.3%)				
	Contra Costa County Sheriff	26 (1.6%)	7 (2.0%)				
	Del Norte County Sheriff	6 (0.4%)	2 (0.6%)				
	El Dorado County Sheriff	4 (0.2%)					
	Fresno County Sheriff	65 (3.9%)	11 (3.2%)				
	Glenn County Sheriff	1 (0.1%)					
	Humboldt County Sheriff	13 (0.8%)	1 (0.3%)				
	Imperial County Sheriff	19 (1.1%)	8 (2.3%)				

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Inyo County Sheriff	4 (0.2%)	1 (0.3%)				
Kern County Sheriff	79 (4.7%)	20 (5.8%)				
Kings County Sheriff	15 (0.9%)	6 (1.7%)				
Lake County Sheriff	17 (1.0%)	3 (0.9%)				
Lassen County Sheriff	3 (0.2%)	4 (1.2%)				
Los Angeles County Sheriff	173 (10.3%)	33 (9.6%)				
Madera County Sheriff						
Marin County Sheriff	19 (1.1%)	4 (1.2%)				
Mariposa County Sheriff	15 (0.9%)	2 (0.6%)				
Mendocino County Sheriff	14 (0.8%)	4 (1.2%)				
Merced County Sheriff	12 (0.7%)	3 (0.9%)				
Modoc County Sheriff	2 (0.1%)					
Mono County Sheriff	1 (0.1%)					
Monterey County Sheriff	14 (0.8%)	4 (1.2%)				
Napa County Sheriff						
Nevada County Sheriff	17 (1.0%)	2 (0.6%)				
Orange County Sheriff	97 (5.8%)	6 (1.7%)				
Placer County Sheriff	15 (0.9%)	3 (0.9%)				

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Plumas County Sheriff	1 (0.1%)	1 (0.3%)				
Riverside County Sheriff	78 (4.7%)	17 (5.0%)				
Sacramento County Sheriff	46 (2.7%)	3 (0.9%)				
San Benito County Sheriff	1 (0.1%)	2 (0.6%)				
San Bernardino County Sheriff	30 (1.8%)	12 (3.5%)				
San Diego County Sheriff	147 (8.8%)	17 (5.0%)				
San Francisco County Sheriff	57 (3.4%)	12 (3.5%)				
San Joaquin County Sheriff	41 (2.4%)	5 (1.5%)				
San Luis Obispo County Sheriff	22 (1.3%)	3 (0.9%)				
San Mateo County Sheriff	1 (0.1%)					
Santa Barbara County Sheriff						
Santa Clara County Sheriff	37 (2.2%)	4 (1.2%)				
Santa Cruz County Sheriff	19 (1.1%)	5 (1.5%)				
Shasta County Sheriff	21 (1.3%)	4 (1.2%)				
Sierra County Sheriff						
Siskiyou County Sheriff	15 (0.9%)	3 (0.9%)				
Solano County Sheriff	30 (1.8%)	5 (1.5%)				
Sonoma County Sheriff						
Stanislaus County Sheriff	35 (2.1%)	5 (1.5%)				

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

	Sutter County Sheriff	6 (0.4%)	1 (0.3%)				
	Tehama County Sheriff	13 (0.8%)	3 (0.9%)				
	Trinity County Sheriff		1 (0.3%)				
	Tulare County Sheriff		15 (4.4%)				
	Tuolumne County Sheriff	15 (0.9%)	7 (2.0%)				
	Ventura County Sheriff	34 (2.0%)	2 (0.6%)				
	Yolo County Sheriff	22 (1.3%)	1 (0.3%)				
	Yuba County Sheriff	13 (0.8%)	2 (0.6%)				
In which Local Department of Corrections do you work?	Madera County Department of Corrections	20 (1.2%)	5 (1.5%)				
	Napa County Department of Corrections	20 (1.2%)	1 (0.3%)				
In which Probation Department do you work?	Alameda County Probation			45 (5.0%)	5 (2.7%)	47 (3.3%)	7 (2.9%)
	Alpine County Probation						
	Amador County Probation					4 (0.3%)	2 (0.8%)
	Butte County Probation			19 (2.1%)	2 (1.1%)	20 (1.4%)	4 (1.7%)
	Calaveras County Probation					6 (0.4%)	
	Colusa County Probation			1 (0.1%)		4 (0.3%)	2 (0.8%)
	Contra Costa County Probation			15 (1.7%)	4 (2.2%)	25 (1.8%)	6 (2.5%)
	Del Norte County Probation			14 (1.6%)	6 (3.3%)	3 (0.2%)	1 (0.4%)

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

El Dorado County Probation			9 (1.0%)	5 (2.7%)	26 (1.8%)	6 (2.5%)
Fresno County Probation			39 (4.4%)	7 (3.8%)	39 (2.8%)	1 (0.4%)
Glenn County Probation			5 (0.6%)	3 (1.6%)	7 (0.5%)	
Humboldt County Probation			14 (1.6%)	5 (2.7%)	20 (1.4%)	4 (1.7%)
Imperial County Probation			11 (1.2%)	7 (3.8%)	12 (0.9%)	4 (1.7%)
Inyo County Probation			9 (1.0%)	2 (1.1%)	7 (0.5%)	
Kern County Probation			45 (5.0%)	5 (2.7%)	37 (2.6%)	13 (5.4%)
Kings County Probation			1 (0.1%)	1 (0.5%)	1 (0.1%)	1 (0.4%)
Lake County Probation			1 (0.1%)	1 (0.5%)		
Lassen County Probation			6 (0.7%)	4 (2.2%)	7 (0.5%)	2 (0.8%)
Los Angeles County Probation			68 (7.6%)	5 (2.7%)	242 (17.2%)	29 (12.0%)
Madera County Probation			17 (1.9%)	2 (1.1%)	20 (1.4%)	
Marin County Probation			7 (0.8%)	2 (1.1%)	17 (1.2%)	4 (1.7%)
Mariposa County Probation						
Mendocino County Probation			17 (1.9%)	4 (2.2%)	16 (1.1%)	5 (2.1%)
Merced County Probation			20 (2.2%)	3 (1.6%)	40 (2.8%)	3 (1.2%)
Modoc County Probation					2 (0.1%)	
Mono County Probation		1 (0.3%)			4 (0.3%)	1 (0.4%)

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Monterey County Probation			9 (1.0%)	3 (1.6%)	21 (1.5%)	6 (2.5%)
Napa County Probation			7 (0.8%)	2 (1.1%)	10 (0.7%)	4 (1.7%)
Nevada County Probation			8 (0.9%)	4 (2.2%)	9 (0.6%)	1 (0.4%)
Orange County Probation			72 (8.0%)	8 (4.4%)	62 (4.4%)	8 (3.3%)
Placer County Probation			7 (0.8%)	3 (1.6%)	24 (1.7%)	4 (1.7%)
Plumas County Probation					2 (0.1%)	
Riverside County Probation			40 (4.5%)	3 (1.6%)	65 (4.6%)	12 (5.0%)
Sacramento County Probation			5 (0.6%)	1 (0.5%)	90 (6.4%)	9 (3.7%)
San Benito County Probation			1 (0.1%)	2 (1.1%)	4 (0.3%)	1 (0.4%)
San Bernardino County Probation	1 (0.1%)	2 (0.6%)	73 (8.1%)	6 (3.3%)	78 (5.5%)	12 (5.0%)
San Diego County Probation			35 (3.9%)	3 (1.6%)	42 (3.0%)	7 (2.9%)
San Francisco County Adult Probation					25 (1.8%)	3 (1.2%)
San Francisco County Juvenile Probation			19 (2.1%)	5 (2.7%)	15 (1.1%)	5 (2.1%)
San Joaquin County Probation			21 (2.3%)	10 (5.5%)	27 (1.9%)	9 (3.7%)
San Luis Obispo County Probation			10 (1.1%)	4 (2.2%)	17 (1.2%)	6 (2.5%)
San Mateo County Probation			25 (2.8%)	4 (2.2%)	31 (2.2%)	6 (2.5%)
Santa Barbara County Probation			24 (2.7%)	3 (1.6%)	28 (2.0%)	3 (1.2%)
Santa Clara County Probation	1 (0.1%)	1 (0.3%)	40 (4.5%)	8 (4.4%)	33 (2.3%)	8 (3.3%)

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

	Santa Cruz County Probation			6 (0.7%)	6 (3.3%)	16 (1.1%)	6 (2.5%)
	Shasta County Probation			15 (1.7%)	2 (1.1%)	13 (0.9%)	1 (0.4%)
	Sierra County Probation					1 (0.1%)	
	Siskiyou County Probation			12 (1.3%)	2 (1.1%)		
	Solano County Probation			5 (0.6%)		17 (1.2%)	3 (1.2%)
	Sonoma County Probation						
	Stanislaus County Probation			16 (1.8%)	4 (2.2%)	21 (1.5%)	4 (1.7%)
	Sutter County Probation					12 (0.9%)	3 (1.2%)
	Tehama County Probation			13 (1.5%)	4 (2.2%)	14 (1.0%)	3 (1.2%)
	Trinity County Probation			1 (0.1%)		6 (0.4%)	
	Tulare County Probation			21 (2.3%)	7 (3.8%)	27 (1.9%)	4 (1.7%)
	Tuolumne County Probation					8 (0.6%)	5 (2.1%)
	Ventura County Probation	14 (0.8%)	2 (0.6%)	22 (2.5%)	4 (2.2%)	41 (2.9%)	8 (3.3%)
	Yolo County Probation			16 (1.8%)	4 (2.2%)	19 (1.3%)	3 (1.2%)
	Yuba County Probation			10 (1.1%)	7 (3.8%)	19 (1.3%)	2 (0.8%)
Do you carry a firearm as part of your job duties?	Yes	863 (51.5%)	205 (59.8%)	28 (3.1%)	3 (1.7%)	511 (36.2%)	92 (38.2%)
	No	812 (48.4%)	138 (40.2%)	866 (96.7%)	178 (97.8%)	899 (63.8%)	149 (61.8%)
	Presentenced Inmate Facility	383 (22.8%)	63 (18.4%)				

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

For ACO, how many respondents indicated working in each type of facility/facilities? (Mark all that apply)	Sentenced Inmate Facility						
	Both Presentenced and Sentenced Facility	1302 (77.6%)	257 (74.9%)				
	Day Reporting Center	65 (3.9%)	13 (3.8%)				
	Alternative Work Program	133 (7.9%)	27 (7.9%)				
	Work Furlough	110 (6.6%)	23 (6.7%)				
	Type 1 Jail	330 (19.7%)	84 (24.5%)				
	Temporary Holding Facility	243 (14.5%)	34 (9.9%)				
	Other	62 (3.7%)	12 (3.5%)				
For JCO, how many respondents indicated working in each type of facility/facilities? (Mark all that apply)	Ranch			38 (4.2%)	11 (6.0%)		
	Camp			140 (15.6%)	28 (15.4%)		
	Juvenile Detention Facility			763 (85.2%)	151 (83.0%)		
	Alternative to Custody/Confinement			22 (2.5%)	4 (2.2%)		
	Day Reporting Center			8 (0.9%)	3 (1.7%)		
	Other			39 (4.4%)	5 (2.7%)		
For ACO/JCO, what is the level of security in the area you primarily work?	Minimum Security	146 (8.7%)	28 (8.2%)	117 (13.1%)	27 (14.8%)		
	Medium Security	135 (8.1%)	23 (6.7%)	106 (11.8%)	14 (7.7%)		
	Maximum Security	274 (16.3%)	55 (16.0%)	164 (18.3%)	38 (20.9%)		
	Mixed	1115 (66.5%)	237 (69.1%)	464 (51.8%)	96 (52.7%)		

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

For JCO, what sex are the juveniles in your facility?	Male			163 (18.2%)	22 (12.1%)		
	Female			15 (1.7%)			
	Both Males and Females			715 (79.8%)	160 (87.9%)		
For ACO, what sex are the inmates in your facility?	Male	384 (22.9%)	60 (17.5%)				
	Female	62 (3.7%)	8 (2.3%)				
	Both Males and Females	1228 (73.2%)	275 (80.2%)				
For PO, what sex are the probationers in your facility?	Male					125 (8.9%)	16 (6.6%)
	Female					51 (3.6%)	9 (3.7%)
	Both Males and Females					1227 (87.0%)	216 (89.6%)
For PO, what is the age group of the probationers under your jurisdiction?	Juveniles					529 (37.5%)	
	Adults					694 (49.2%)	
	Both Juveniles and Adults					180 (12.8%)	
For PO Supv., what is the age group of the probationers under the jurisdiction of those you supervise?	Juveniles						103 (42.7%)
	Adults						107 (44.4%)
	Both Juveniles and Adults						31 (12.9%)
For PO, do you work in a day reporting center?	Yes					145 (10.3%)	20 (8.3%)
	No					1257 (89.1%)	221 (91.7%)

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

For incumbents, how many total years of experience do you have as an ACO/JCO/PO (respectively) in California?	1	85 (5.1%)		35 (3.9%)		49 (3.5%)	
	2	120 (7.2%)		49 (5.5%)		101 (7.2%)	
	3	66 (3.9%)		25 (2.8%)		34 (2.4%)	
	4	43 (2.6%)		28 (3.1%)		29 (2.1%)	
	5	94 (5.6%)		45 (5.0%)		29 (2.1%)	
	6	164 (9.8%)		89 (9.9%)		102 (7.2%)	
	7	134 (8.0%)		100 (11.2%)		102 (7.2%)	
	8	144 (8.6%)		79 (8.8%)		107 (7.6%)	
	9	80 (4.8%)		57 (6.4%)		81 (5.8%)	
	10	69 (4.1%)		39 (4.4%)		58 (4.1%)	
	11	53 (3.2%)		28 (3.1%)		39 (2.8%)	
	12	73 (4.4%)		48 (5.4%)		78 (5.5%)	
	13	68 (4.1%)		49 (5.5%)		115 (8.2%)	
	14	81 (4.8%)		43 (4.8%)		110 (7.8%)	
	15	40 (2.4%)		26 (2.9%)		61 (4.3%)	
	More than 15	359 (21.4%)		155 (17.3%)		308 (21.8%)	
	Did not respond	4 (0.2%)		1 (0.1%)		7 (0.5%)	
	Average (SD)	9.7 years (5.4)		9.3 years (4.6)		10.2 years (4.8)	

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

For supervisors, how many total years of experience do you have supervising the ACO/JCO/PO classification (respectively) in California?	1	31 (9.0%)	14 (7.7%)	47 (19.5%)
	2	30 (8.8%)	11 (6.0%)	27 (11.2%)
	3	21 (6.1%)	7 (3.9%)	15 (6.2%)
	4	11 (3.2%)	5 (2.7%)	9 (3.7%)
	5	11 (3.2%)	9 (5.0%)	11 (4.6%)
	6	17 (5.0%)	8 (4.4%)	11 (4.6%)
	7	29 (8.5%)	15 (8.2%)	19 (7.9%)
	8	22 (6.4%)	5 (2.7%)	21 (8.7%)
	9	22 (6.4%)	6 (3.3%)	7 (2.9%)
	10	9 (2.6%)	9 (5.0%)	
	11	3 (0.9%)	6 (3.3%)	7 (2.9%)
	12	9 (2.6%)	12 (6.6%)	9 (3.9%)
	13	18 (5.2%)	12 (6.6%)	12 (5.0%)
	14	7 (2.0%)	9 (5.0%)	6 (2.5%)
	15	12 (3.5%)	8 (4.4%)	8 (3.3%)
	More than 15	91 (26.5%)	46 (25.3%)	32 (13.3%)
	Average (SD)	9.1 years (5.5)	9.9 years (5.3)	7.2 years (5.4)

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

What shift do you currently work?	Day	918 (54.7%)	204 (59.5%)	413 (46.1%)	88 (48.4%)	1294 (91.8%)	215 (89.2%)
	Swing	152 (9.1%)	36 (10.5%)	223 (24.9%)	40 (22.0%)	30 (2.1%)	8 (3.3%)
	Night/Graveyard	569 (33.9%)	95 (27.7%)	162 (18.1%)	27 (14.8%)	12 (0.9%)	3 (1.2%)
	Other	38 (2.3%)	8 (2.3%)	94 (10.5%)	27 (14.8%)	74 (5.3%)	15 (6.2%)
What is your sex (optional)?	Male	1129 (67.3%)	245 (71.4%)	509 (56.8%)	117 (64.3%)	667 (47.3%)	125 (51.9%)
	Female	511 (30.5%)	89 (25.9%)	365 (40.7%)	60 (33.0%)	706 (50.1%)	107 (44.4%)
	Did not respond	37 (2.2%)	9 (2.6%)	22 (2.5%)	5 (2.7%)	37 (2.6%)	9 (3.7%)
What is your race/ethnic group (optional)?	Black or African American	123 (7.3%)	22 (6.4%)	141 (15.7%)	26 (14.3%)	184 (13.1%)	25 (10.4%)
	Asian	84 (5.0%)	12 (3.5%)	47 (5.2%)	4 (2.2%)	68 (4.8%)	9 (3.7%)
	Native Hawaiian or other Pacific Islander	28 (1.7%)	1 (0.3%)	12 (1.3%)	2 (1.1%)	16 (1.1%)	2 (0.8%)
	White	754 (45.0%)	167 (48.7%)	255 (28.5%)	72 (39.6%)	525 (37.2%)	122 (50.6%)
	Hispanic or Latino	452 (27.0%)	89 (25.9%)	313 (34.9%)	53 (29.1%)	394 (27.9%)	47 (19.5%)
	American Indian or Alaska Native	21 (1.3%)	2 (0.6%)	14 (1.6%)	4 (2.2%)	16 (1.1%)	2 (0.8%)
	Other	47 (2.8%)	6 (1.8%)	17 (1.9%)	6 (3.3%)	51 (3.6%)	5 (2.1%)
	Two or more races	92 (5.5%)	23 (6.7%)	58 (6.5%)	8 (4.4%)	82 (5.8%)	19 (7.9%)
	Did not respond	76 (4.5%)	21 (6.1%)	39 (4.4%)	7 (3.9%)	74 (5.3%)	10 (4.2%)

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

What is your age (optional)?	18	64 (3.8%)	10 (2.9%)	29 (3.2%)	4 (2.2%)	55 (3.9%)	5 (2.1%)
	19	43 (2.6%)	22 (6.4%)	17 (1.9%)	6 (3.3%)	60 (4.3%)	7 (2.9%)
	20	1 (0.1%)					
	21	1 (0.1%)		1 (0.1%)			
	22	5 (0.3%)					
	23	13 (0.8%)	2 (0.6%)	3 (0.3%)		1 (0.1%)	
	24	34 (2.0%)		4 (0.4%)		4 (0.3%)	
	25	37 (2.2%)	1 (0.3%)	5 (0.6%)		10 (0.7%)	
	26	45 (2.7%)	1 (0.3%)	16 (1.8%)	1 (0.5%)	8 (0.6%)	1 (0.4%)
	27	52 (3.1%)	2 (0.6%)	20 (2.2%)	1 (0.5%)	15 (1.1%)	
	28	53 (3.2%)	2 (0.6%)	16 (1.8%)	1 (0.5%)	17 (1.2%)	1 (0.4%)
	29	46 (2.7%)	6 (1.7%)	39 (4.4%)	4 (2.2%)	25 (1.8%)	1 (0.4%)
	30	67 (4.0%)	4 (1.2%)	34 (3.8%)	4 (2.2%)	30 (2.1%)	
	31	59 (3.5%)	4 (1.2%)	35 (3.9%)	6 (3.3%)	42 (3.0%)	3 (1.2%)
	32	55 (3.3%)	9 (2.6%)	36 (4.0%)	3 (1.6%)	51 (3.6%)	1 (0.4%)
	33	66 (3.9%)	6 (1.7%)	48 (5.4%)	3 (1.6%)	47 (3.3%)	2 (0.8%)
	34	69 (4.1%)	9 (2.6%)	41 (4.6%)	4 (2.2%)	42 (3.0%)	5 (2.1%)
	35	38 (2.3%)	5 (1.5%)	43 (4.8%)	7 (3.8%)	60 (4.3%)	5 (2.1%)

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

36						
37	60 (3.6%)	9 (2.6%)	40 (4.5%)	3 (1.6%)	68 (4.8%)	6 (2.5%)
38	58 (3.5%)	3 (0.9%)	33 (3.7%)	8 (4.4%)	59 (4.2%)	13 (5.4%)
39	41 (2.4%)	12 (3.5%)	35 (3.9%)	7 (3.9%)	69 (4.9%)	10 (4.1%)
40	61 (3.6%)	10 (2.9%)	40 (4.5%)	12 (6.6%)	55 (3.9%)	12 (5.0%)
41	58 (3.5%)	12 (3.5%)	21 (2.3%)	4 (2.2%)	63 (4.5%)	13 (5.4%)
42						
43	56 (3.3%)	22 (6.4%)	30 (3.3%)	4 (2.2%)	59 (4.2%)	18 (7.5%)
44	42 (2.5%)	13 (3.8%)	25 (2.8%)	8 (4.4%)	46 (3.3%)	13 (5.4%)
45	38 (2.3%)	14 (4.1%)	14 (1.6%)	8 (4.4%)	43 (3.0%)	9 (3.7%)
46	36 (2.1%)	19 (5.5%)	12 (1.3%)	5 (2.7%)	36 (2.6%)	9 (3.7%)
47	29 (1.7%)	17 (5.0%)	20 (2.2%)	6 (3.3%)	34 (2.4%)	8 (3.3%)
48	34 (2.0%)	14 (4.1%)	13 (1.5%)	5 (2.7%)	25 (1.8%)	7 (2.9%)
49	28 (1.7%)	11 (3.2%)	19 (2.1%)	8 (4.4%)	32 (2.3%)	12 (5.0%)
50	30 (1.8%)	11 (3.2%)	11 (1.2%)	3 (1.6%)	20 (1.4%)	15 (6.2%)
51	34 (2.0%)	11 (3.2%)	16 (1.8%)	7 (3.9%)	28 (2.0%)	5 (2.1%)
52	28 (1.7%)	11 (3.2%)	12 (1.3%)	2 (1.1%)	21 (1.5%)	4 (1.7%)
53	19 (1.1%)	6 (1.7%)	12 (1.3%)	3 (1.6%)	13 (0.9%)	6 (2.5%)

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

54	19 (1.1%)	1 (0.3%)	6 (0.7%)	4 (2.2%)	25 (1.8%)	7 (2.9%)
55	16 (1.0%)	2 (0.6%)	8 (0.9%)	3 (1.6%)	8 (0.6%)	2 (0.8%)
56	14 (0.8%)	1 (0.3%)	10 (1.1%)	1 (0.5%)	16 (1.1%)	2 (0.8%)
57	5 (0.3%)	5 (1.5%)	7 (0.8%)	2 (1.1%)	7 (0.5%)	3 (1.2%)
58	7 (0.4%)	4 (1.2%)	9 (1.0%)	3 (1.6%)	10 (0.7%)	4 (1.7%)
59	3 (0.2%)	2 (0.6%)	7 (0.8%)	1 (0.5%)	2 (0.1%)	1 (0.4%)
60	6 (0.4%)	1 (0.3%)	3 (0.3%)	2 (1.1%)	7 (0.5%)	6 (2.5%)
61	11 (0.7%)	7 (2.0%)	4 (0.4%)	3 (1.6%)	5 (0.4%)	
62	7 (0.4%)	1 (0.3%)	4 (0.4%)	1 (0.5%)	6 (0.4%)	1 (0.4%)
63	3 (0.2%)	1 (0.3%)	3 (0.3%)	1 (0.5%)	3 (0.2%)	2 (0.8%)
64	2 (0.1%)	1 (0.3%)			4 (0.3%)	1 (0.4%)
65	2 (0.1%)		1 (0.1%)	1 (0.5%)	4 (0.3%)	
66	1 (0.1%)					1 (0.4%)
67	1 (0.1%)				2 (0.1%)	
68					1 (0.1%)	
69					1 (0.1%)	
70	1 (0.1%)					1 (0.4%)
Did not respond	179 (10.7%)	39 (11.4%)	94 (10.5%)	23 (12.6%)	171 (12.1%)	19 (7.9%)

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

	Average (SD)	19.9 years (10.6)	24.3 years (11.1)	20.7 years (10.0)	25.0 years (10.6)	21.8 years (10.4)	27.0 years (9.7)
What is the highest level of education that you have completed (optional)?	No degree	5 (0.3%)	1 (0.3%)	1 (0.1%)			1 (0.4%)
	High school diploma/GED	195 (11.6%)	38 (11.1%)	37 (4.1%)	11 (6.0%)	6 (0.4%)	
	Technical/Vocational Degree	35 (2.1%)	7 (2.0%)	6 (0.7%)		1 (0.1%)	1+
	Some college without a degree	701 (41.8%)	134 (39.1%)	196 (21.9%)	44 (24.2%)	42 (3.0%)	8 (3.3%)
	Associate degree	261 (15.6%)	55 (16.0%)	176 (19.6%)	35 (19.2%)	54 (3.8%)	10 (4.2%)
	Bachelor's degree	315 (18.8%)	63 (18.4%)	355 (39.6%)	66 (36.3%)	971 (68.9%)	140 (58.1%)
	Some post graduate education without a degree	51 (3.0%)	16 (4.7%)	43 (4.8%)	6 (3.3%)	117 (8.3%)	33 (13.7%)
	Master's degree	38 (2.3%)	14 (4.1%)	48 (5.4%)	9 (5.0%)	165 (11.7%)	37 (15.4%)
	Doctorate	4 (0.2%)	1 (0.3%)	1 (0.1%)	2 (1.1%)	15 (1.1%)	3 (1.2%)
	Other	10 (0.6%)	2 (0.6%)	5 (0.6%)		2 (0.1%)	

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Did not respond	62 (3.7%)	12 (3.5%)	28 (3.1%)	9 (5.0%)	37 (2.6%)	9 (3.7%)
------------------------	----------------------	----------------------	----------------------	---------------------	----------------------	---------------------

Appendix I

ACO Overall Task Results

Board of State and Community Corrections
Adult Corrections Officer Overall Task Results

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Physical Tasks								
1	Lift, carry, and/or drag heavy objects.	95.9%	4.83	2.54	1645	3.06	1.20	1839
2	Walk or run up or down one or more flights of stairs.	94.3%	6.31	3.05	1640	3.63	1.20	1802
3	Climb through openings.	69.8%	1.89	2.05	1635	2.65	1.30	1337
4	Climb up and down a ladder.	71.0%	2.11	2.23	1636	2.67	1.32	1370
5	Crawl in confined areas.	66.7%	1.54	1.77	1635	2.55	1.32	1283
6	Climb up to and/or jump down from elevated surfaces.	70.7%	2.08	2.25	1633	2.70	1.29	1353
7	Jump over obstacles.	72.4%	1.85	1.89	1630	2.75	1.28	1382

⁶ Statements with a line strike did not meet the task frequency and/or task importance retention criteria with the statistic failing to meet the criteria in red. However, those with a superscript “2” were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
8	Pull oneself up over obstacles.	71.4%	1.61	1.76	1632	2.86	1.29	1374
9	Push and/or pull hard-to-move objects by hand.	87.5%	3.44	2.65	1628	3.07	1.24	1656
10	Pursue individuals on foot.	80.1%	1.69	1.70	1624	3.46	1.22	1514
11	Run for a short distance.	92.1%	3.61	2.23	1606	3.76	1.11	1721
12	Walk or stand for long periods of time.	98.1%	7.62	2.34	1626	3.88	1.04	1858
13	Sit for long periods of time.	97.6%	7.13	2.42	1622	3.30	1.30	1834
14	Bend, extend, and/or twist body.	96.8%	7.11	2.58	1624	3.64	1.10	1834
15	Balance oneself on uneven or narrow surfaces.	68.2%	2.43	2.70	1638	2.95 ²	1.29	1317
16	Drive an automobile for work duties other than to transport individuals.	81.8%	3.26	2.65	1633	3.25	1.21	1569
17	In various degrees of lighting watch for indications of illegal activity or disturbance.	89.8%	5.83	3.42	1638	4.00	1.04	1729
18	Listen for unusual sounds or sounds that may indicate illegal activity or disturbance.	94.7%	6.91	2.98	1634	4.11	0.99	1818

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
19	Operate lifting equipment.	37.2%	1.06	2.00	1627	2.73	1.40	714
20	Operate and control lights, power, and/or water in cells/rooms/dormitories.	93.6%	6.66	3.01	1635	3.84	1.07	1783
21	Operate gates, doors, locks, sally ports, cells/rooms/dorms, electronically or manually.	98.2%	7.80	2.33	1633	4.28	0.91	1872
Handcuffs and Restraints								
22	Handcuff a non-resisting individual.	97.6%	6.43	2.57	1639	4.26	0.87	1887
23	Handcuff a resisting individual.	97.7%	4.65	2.26	1637	4.42	0.81	1887
24	Apply restraint devices other than handcuffs to a non-resisting individual.	92.5%	4.44	3.02	1633	4.19	0.93	1785
25	Apply restraint devices other than handcuffs to a resisting individual.	95.2%	3.60	2.28	1635	4.31	0.88	1832
26	Physically subdue or restrain a resisting or fleeing individual by yourself.	94.6%	2.65	1.91	1635	4.34	0.90	1803
27	Physically subdue or restrain a resisting or fleeing individual with the help of others.	96.1%	3.29	1.99	1636	4.38	0.85	1848
28	Place an actively resisting individual in the seat of a car.	74.3%	1.61	1.68	1629	4.10	1.06	1435
Officer Safety								
29	Defend oneself or others using less than lethal force.	97.8%	3.18	1.93	1626	4.50	0.78	1871

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
30	Defend oneself or others using lethal force.	84.7%	1.27	1.37	1626	4.52	0.86	1617
31	Defend oneself or others against a combative individual.	98.3%	3.34	1.83	1616	4.53	0.77	1870
32	Defend oneself against an armed individual.	89.0%	1.41	1.35	1622	4.56	0.79	1699
33	Physically separate multiple combative individuals with the help of others.	97.1%	3.02	1.75	1627	4.43	0.81	1853
34	Physically separate two combative individuals by yourself.	92.1%	2.18	1.60	1623	4.32	0.91	1734
35	Assist an uncooperative/ incapacitated individual from a prone position on the ground to his/her feet.	97.0%	3.40	1.91	1625	4.17	0.92	1845
36	Search individuals for weapons, contraband, and/or drugs.	98.6%	7.12	2.52	1619	4.60	0.70	1863
37	Strip-search individuals.	96.8%	5.48	2.90	1614	4.45	0.80	1821
38	Perform cell/room extractions.	95.9%	2.74	1.70	1630	4.32	0.88	1829
39	Place and secure individual in safety room.	95.3%	4.00	2.34	1615	4.31	0.85	1803
40	Anticipate, monitor, and intervene in potentially violent interpersonal situations.	97.3%	4.45	2.52	1615	4.31	0.85	1840
41	Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.	92.1%	4.07	2.83	1613	4.32	0.89	1751
42	Use force to gain entrance through barriers.	85.8%	1.73	1.49	1623	4.14	0.99	1639

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
43	Operate and/or interpret body scans for contraband or other anomalies.	61.6%	2.16	2.92	1624	4.14	1.05	1164
44	Complete range qualification required to carry a firearm.	68.8%	2.11	1.73	1623	4.43	0.84	1328
45	Draw and/or fire a firearm on duty in the course of job performance.	63.6%	1.02	1.40	1615	4.48	0.87	1218
Initial Processing and Release								
46	Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	91.2%	5.44	3.45	1619	4.20	0.89	1734
47	Fingerprint individuals.	93.6%	5.41	3.33	1620	4.16	0.92	1755
48	Photograph individuals.	93.2%	5.22	3.32	1606	4.12	0.93	1734
49	Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	95.1%	6.00	3.07	1613	4.01	0.93	1775
50	Advise individual of constitutional rights.	81.0%	3.16	2.89	1616	3.84	1.07	1532
51	Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	93.8%	5.93	3.17	1623	4.24	0.87	1764
52	Ensure incoming individuals get to make any required phone calls.	93.9%	5.69	3.30	1612	3.99	0.99	1765
53	Classify individuals to assign proper housing.	91.0%	4.60	3.61	1615	4.24	0.90	1695
54	Prepare identification cards or identification wristbands and give/affix to individuals.	94.4%	5.88	3.08	1614	4.11	0.95	1767

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Initial Processing and Release								
55	Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	89.4%	4.82	3.38	1614	3.86	1.06	1691
56	Observe/monitor behavior of individual in receiving room/holding unit while he/she awaits move to assigned housing.	96.3%	6.12	3.10	1615	4.07	0.92	1813
57	Inventory and take custody of individuals' property, clothing, and/or money.	94.7%	5.62	3.23	1613	4.00	0.95	1786
58	Prepare forms, cards, or file jackets necessary to initiate individual's records.	88.6%	4.88	3.51	1603	3.93	0.99	1644
59	Provide food or other necessities to incoming individuals.	95.3%	6.38	3.05	1603	3.93	0.98	1772
60	Identify filing deadlines and court appearance deadlines.	78.9%	3.97	3.58	1605	3.94	1.02	1480
61	Inform all relevant parties of date of detention hearing.	73.7%	3.71	3.60	1603	3.73	1.13	1392
62	Run warrant checks, holds, and/or search clauses.	83.9%	4.28	3.48	1602	4.01	1.00	1585
63	Complete documentation necessary for release.	86.1%	4.89	3.58	1599	4.17	0.94	1636
64	Verify identity of individuals prior to booking or releasing.	95.2%	6.02	3.20	1597	4.37	0.86	1768
65	Return personal property and/or money upon release.	89.4%	5.18	3.48	1599	4.15	0.93	1675
66	Schedule detention hearing.	46.8% ²	1.55	2.67	1612	3.60	1.17	893

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
67	Release individuals on Own Recognizance or Cite Release.	81.0%	4.27	3.60	1609	3.88	1.04	1541
68	Initiate search to locate parent(s) or legal guardian(s), if needed.	40.6%	0.91	1.79	1607	3.46	1.25	771
69	Decide whether to hold an individual in detention.	58.8%	2.12	2.98	1599	3.69	1.15	1140
70	Evaluate fitness of legal guardian(s) or parent(s) to take custody of individual.	31.3%	0.61	1.45	1607	3.52	1.24	582
71	Contact appropriate parties to notify them that an individual is in custody.	49.5% ²	1.37	2.21	1605	3.39	1.23	952
72	Accommodate individual needs (e.g., due to medical conditions and/or religious rights).	88.6%	4.69	3.23	1597	3.80	1.05	1666
73	Collect and process DNA samples.	85.7%	4.25	3.25	1606	3.99	0.99	1621
Medical								
74	Perform CPR.	98.1%	1.28	0.71	1619	4.28	0.97	1836
75	Render first aid other than CPR.	97.9%	2.13	1.45	1607	4.18	0.95	1821
76	Complete medical/mental health forms.	78.3%	4.10	3.52	1610	4.01	0.99	1477
77	Review medical log and make note of medical restrictions.	69.2%	3.44	3.48	1612	3.90	1.05	1305
78	Deliver medication, observe individual taking it, and record if taken or refused.	63.1%	3.91	3.77	1616	3.99	1.00	1198

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
79	Arrange for medical treatment or psychiatric care.	73.6%	3.68	3.20	1611	3.93	1.04	1390
80	Obtain signed medical consent form from parent(s) or legal guardian(s).	28.1%	0.60	1.52	1606	3.53	1.24	512
Escorting and Transporting								
81	Plan transportation route and an alternate route.	70.0%	2.31	2.55	1610	3.88	1.04	1337
82	Verify individuals' identity and/or classification prior to escorting or transporting.	91.8%	5.20	3.14	1610	4.22	0.92	1730
83	Verify identity of person transporting an individual.	84.5%	4.16	3.22	1606	4.16	0.94	1590
84	Process incoming and outgoing law enforcement/facility buses.	67.6%	2.57	3.04	1606	3.84	1.05	1288
85	Conduct vehicle safety check/inspection prior to transporting individual(s).	75.5%	2.94	2.75	1607	3.93	0.99	1426
86	Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	72.7%	2.63	2.70	1610	3.98	1.03	1379
87	Monitor movement of vehicles within the facility or in the immediate area.	73.0%	3.26	3.25	1605	3.89	1.02	1384
88	Transport equipment and/or evidence.	71.1%	1.91	2.07	1616	3.61	1.10	1343
89	Transport individuals or groups of individuals including safety/location checks.	74.3%	2.82	2.94	1605	3.80	1.03	1402
90	Escort an individual or groups to and from locations within facility.	92.0%	5.95	3.24	1611	3.96	0.97	1736

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
91	Arrange for transportation of individual(s).	84.0%	3.62	3.13	1604	3.77	1.02	1586
92	Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).	69.2%	2.22	2.53	1612	3.88	1.10	1307
93	Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior.	64.9%	1.60	2.19	1608	3.70	1.18	1209
Supervising Personnel								
94	Schedule and/or plan the work of other personnel or volunteers.	53.7%	1.53	2.33	1596	3.33	1.18	1105
95	Observe the work of other personnel or volunteers and provide appropriate feedback.	62.6%	2.22	2.77	1600	3.51	1.11	1246
96	Train, mentor, and provide instruction to other personnel or volunteers.	76.7%	3.14	2.96	1599	3.75	1.07	1472
97	Give assignments to other personnel, program providers, or volunteers.	61.7%	2.14	2.76	1596	3.44	1.17	1225
98	Assist in interviewing applicants for work in the department.	46.0%	0.78	1.35	1599	3.34	1.29	950
99	Recruit applicants for work in the department, including volunteers.	43.2%	0.75	1.32	1598	3.21	1.28	874
100	Write or update job descriptions.	44.3%	0.78	1.28	1592	3.25	1.25	875
Record Keeping								
101	Log facility equipment in and out.	82.2%	4.62	3.46	1605	3.80	1.06	1532

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
102	Log vehicles entering and leaving the facility.	63.1%	2.35	2.89	1608	3.67	1.10	1161
103	Log weapons/firearms in and out.	59.1%	2.11	2.86	1592	3.88	1.15	1080
104	Maintain a record of all mail/packages for any individual to assure proper distribution.	56.7%	1.88	2.69	1608	3.39	1.17	1050
105	Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	82.6%	4.69	3.60	1607	3.90	1.02	1551
106	Record relevant activities and incidents occurring during shift in daily journal or log.	93.9%	6.78	3.06	1608	4.08	0.92	1743
107	Complete forms and prepare correspondence (e.g., email, memos).	90.3%	5.80	3.24	1604	3.71	1.03	1688
108	Prepare/update court status and court lists.	81.0%	4.22	3.54	1592	3.83	1.05	1500
109	Create new forms.	68.1%	2.08	2.55	1594	3.21	1.22	1290
110	Conduct and document population counts to account for all individuals.	93.6%	6.85	3.13	1592	4.36	0.91	1746
111	Gather data for statistical reports.	66.4%	2.42	2.97	1593	3.43	1.21	1274
112	Manage files and documents.	81.2%	4.77	3.65	1582	3.75	1.08	1518
113	Log movement of all non-detainees entering and leaving the facility.	74.9%	3.80	3.60	1595	3.83	1.13	1403
114	Maintain authorized visitor log.	75.4%	3.28	3.28	1594	3.72	1.10	1417

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
115	Oversee and maintain logs on vehicle fleets.	51.4%	1.34	2.23	1588	3.38	1.21	981
116	Document how your time is spent performing specific activities.	64.2%	3.38	3.72	1590	3.44	1.22	1194
117	Compute and record time served credits, conduct credits, and/or release dates.	56.7%	1.89	2.79	1589	3.66	1.19	1072
Meals								
118	Release individuals for meals at appropriate times.	84.7%	5.92	3.56	1604	3.72	0.96	1580
119	Inspect food for possible contamination prior to serving.	76.8%	4.83	3.76	1606	3.76	1.03	1461
120	Report food shortages to shift supervisor or kitchen.	90.9%	5.09	3.12	1612	3.65	1.00	1711
121	Supervise meals.	92.6%	6.50	3.10	1600	3.78	0.97	1729
122	Verify tray and utensil counts.	88.9%	5.75	3.40	1606	3.90	0.99	1662
123	Prepare meals/snacks for individuals.	50.3%	2.66	3.53	1604	3.64	1.13	956
124	Serve and monitor special diets.	89.7%	5.67	3.37	1604	3.71	1.05	1687
Activities								
125	Monitor electronic device usage and reading material for inappropriate content.	57.6%	2.40	3.11	1602	3.28	1.23	1089

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
126	Supervise and/or coach individuals playing sports or game activities.	32.0%	1.20	2.39	1605	3.08	1.31	598
127	Plan and schedule recreational activities.	36.1%	1.27	2.45	1601	2.86	1.31	685
128	Participate in sports or game activities with individuals.	16.4%	0.41	1.31	1600	2.67	1.46	309
129	Instruct/train/coach individuals in vocational activities and projects.	20.2%	0.47	1.40	1600	2.67	1.46	383
130	Assist individuals with schoolwork.	17.0%	0.42	1.32	1592	2.63	1.43	316
Visiting								
131	Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	87.7%	4.45	3.24	1610	4.09	1.01	1657
132	Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.	87.9%	4.18	3.09	1606	4.07	1.01	1648
133	Arrange for special visits.	71.0%	2.09	2.43	1605	3.20	1.27	1351
134	Answer questions and provide information to visitors.	91.9%	4.55	2.98	1600	3.32	1.14	1700
135	Conduct background clearance checks (e.g., for volunteers or visitors).	60.7%	1.79	2.49	1606	3.67	1.14	1136
136	Provide video kiosk assistance and operating instructions to visitors.	46.7%	1.28	2.20	1602	3.11	1.29	854

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Counseling								
137	Conduct or co-facilitate family counseling sessions.	15.1%	0.26	0.88	1604	2.93 ²	1.32	273
138	Conduct or co-facilitate formal or structured group counseling sessions with individuals.	19.3%	0.41	1.23	1604	2.91 ²	1.29	363
139	Conduct formal or structured counseling sessions with individuals on a one-on-one basis.	21.0%	0.53	1.49	1602	3.01	1.30	400
140	Counsel individuals informally/formally including crisis intervention.	40.9%	1.48	2.40	1603	3.37	1.15	778
141	Observe individuals in group and individual activities and provide advice and counseling to foster behavioral modification.	32.5%	1.22	2.39	1598	3.29	1.21	612
142	Make recommendations for program advancement/graduation.	23.6%	0.52	1.34	1603	2.82	1.25	449
143	Provide positive feedback and encouragement to individual(s).	55.9%	2.98	3.36	1605	3.20	1.14	1075
144	Conduct vocational or job counseling sessions with individual(s).	19.2%	0.44	1.35	1603	2.99 ²	1.26	371
145	Counsel individual who will be released without further action.	31.9%	1.10	2.19	1602	2.97 ²	1.22	600
146	Manage/mediate family (parent/juvenile) interactions in program setting (in custody or out of custody).	17.4%	0.33	1.05	1595	2.94 ²	1.30	314
Mail								
147	Scan incoming and outgoing mail.	84.2%	4.59	3.36	1609	3.91	0.99	1576

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
148	Search articles, packages, property, money left by visitors for individuals.	81.6%	3.77	3.18	1605	3.93	0.97	1523
149	Distribute mail to individuals or collect individuals' outgoing mail.	86.8%	5.23	3.34	1602	3.66	1.06	1629
150	Notify sender and receiver of seizure of unauthorized material.	73.2%	2.95	3.06	1599	3.48	1.15	1370
Searching								
151	Conduct search of all areas accessible by individuals.	97.9%	6.83	2.46	1600	4.26	0.83	1841
152	Conduct search of all areas not readily accessible by individuals.	96.3%	6.06	2.70	1596	4.10	0.91	1797
153	Conduct security checks/patrols.	94.1%	7.15	2.92	1603	4.36	0.84	1771
154	Conduct surveillance using closed circuit monitoring system.	87.9%	5.81	3.50	1599	4.15	0.95	1648
155	Operate metal detection or X-ray equipment.	76.7%	3.77	3.38	1591	4.01	1.06	1446
Evidence and Contraband								
156	Identify, isolate, preserve and secure crime scene.	90.4%	2.57	1.86	1612	4.29	0.87	1703
157	Identify, seize, secure, document, preserve and/or dispose of evidence/contraband material.	92.1%	3.41	2.25	1598	4.27	0.84	1712

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Drug and Substance Testing								
158	Conduct presumptive drug tests on seized items suspected to be controlled substances.	68.0%	1.78	1.86	1611	3.90	0.99	1279
159	Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	74.8%	2.10	2.04	1606	3.90	1.00	1393
160	Administer breath analyzer test to individuals.	57.0%	1.56	2.35	1599	3.68	1.13	1042
Restitution and Fines								
161	Advise individual and/or victim of their right to a restitution hearing.	25.0%	0.52	1.35	1600	3.07	1.24	447
162	Determine and recommend the amount of restitution due to victims(s).	16.2%	0.28	0.95	1601	3.06	1.25	292
163	Interview probationer and/or family to determine ability to pay restitution, fines, probation fees, other payments, set up payment schedule and monitor payments.	14.1%	0.25	0.95	1599	2.97 ²	1.29	251
164	Review bail bonds to ensure accuracy.	56.8%	2.66	3.25	1604	3.90	1.10	1125
165	Collect, accept and process payments.	36.2%	1.35	2.53	1600	3.61	1.26	708
166	Calculate individuals' wages.	13.7%	0.27	1.04	1595	2.99 ²	1.37	250
Prepare Reports								
167	Proofread and/or edit reports	89.1%	4.84	2.75	1606	3.92	0.90	1693

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
168	Prepare court documents/reports.	67.9%	2.79	3.07	1596	3.82	1.05	1320
169	Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	96.4%	5.21	2.39	1603	4.00	0.86	1817
170	Prepare individual evaluation reports (e.g., progress, performance, updates).	63.9%	2.02	2.53	1602	3.66	1.05	1269
171	Prepare reports regarding detention or release.	52.9%	1.70	2.63	1603	3.56	1.13	1045
172	Interview relevant individuals in order to prepare reports.	70.0%	2.88	2.73	1598	3.73	1.02	1352
173	Process requests for sealing of records.	25.7%	0.57	1.53	1592	3.33	1.33	485
Security								
174	Provide security to staff working in facility.	93.1%	7.26	2.87	1600	4.46	0.76	1748
175	Account for the security of keys, tools, and equipment.	96.9%	7.64	2.44	1598	4.50	0.73	1810
176	Report count discrepancies.	93.4%	5.34	3.30	1597	4.40	0.81	1739
177	Notify appropriate staff of movement.	96.5%	7.59	2.49	1593	4.33	0.81	1789
178	Check individuals' passes.	73.9%	4.51	3.71	1593	4.09	1.02	1372
179	Issue passes to individuals.	62.2%	3.09	3.52	1589	3.92	1.13	1159

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
180	Log movement of individuals.	94.1%	7.22	2.87	1591	4.26	0.87	1744
181	Conduct security round/visual check of individuals and facility.	97.8%	8.07	2.17	1594	4.51	0.76	1826
182	Maintain visual observation of individuals when required.	98.6%	8.06	2.05	1590	4.46	0.77	1825
183	Call into control room, post, or switchboard at required intervals.	75.7%	5.29	3.89	1597	4.08	0.97	1408
184	Report suspicious activity inside or outside facility.	97.4%	5.09	2.87	1598	4.21	0.87	1827
185	Secure and separate individuals who commit crimes.	95.9%	5.36	2.82	1596	4.21	0.85	1792
186	Make arrests or charge individuals or others who commit crimes.	69.5%	2.35	2.42	1605	4.05	0.95	1334
187	Investigate incidents or crimes that occur.	83.9%	3.53	2.63	1605	4.10	0.88	1597
188	Investigate disturbances or suspicious activities.	89.1%	4.47	2.82	1602	4.09	0.88	1681
189	Assist in search for missing/escaped individuals.	84.1%	2.05	2.10	1601	4.25	0.98	1563
190	Check to see that all equipment is functioning properly.	95.7%	6.90	2.68	1597	4.24	0.87	1797
191	Keep inventory of all dangerous tools/ weapons/utensils.	89.1%	5.57	3.45	1598	4.35	0.87	1680

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Referrals								
192	Refer individual for professional evaluation or to appropriate services.	63.4%	2.78	2.93	1611	3.46	1.11	1210
193	Assign individual to program, counselor, or case manager.	30.5%	0.78	1.72	1601	3.09	1.19	569
194	Refer members of individual's family, victim(s) or others to counseling and/or other appropriate services.	28.2%	0.57	1.35	1604	2.94 ²	1.22	534
195	Identify treatment, educational, employment, financial, or other service which will meet the needs of an individual, his/her family, or others and refer appropriately.	24.5%	0.51	1.34	1602	2.92 ²	1.23	460
196	Contact appropriate service provider; describe individual's needs, and get their commitment to work with the individual.	27.2%	0.63	1.51	1603	2.95 ²	1.23	502
197	Follow up to verify that an individual received service(s) and to evaluate success of referral.	28.0%	0.71	1.66	1595	3.03	1.22	516
Supervising and Monitoring								
198	Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance.	94.4%	6.56	2.91	1609	3.72	0.99	1743
199	Provide phone access and/or monitor individuals' calls.	95.8%	6.79	2.95	1609	3.72	1.02	1771
200	Supervise individuals on work details in facility areas (e.g., laundry, kitchen, other rooms).	86.7%	5.26	3.39	1610	3.83	0.97	1602
201	Supervise and evaluate individuals on-site in educational, vocational, recreational and other rehabilitative programs.	63.4%	2.87	3.30	1606	3.56	1.13	1162
202	Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.	80.7%	4.95	3.57	1609	3.67	1.03	1489

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
203	Prevent unauthorized communication between individuals.	96.3%	6.90	2.69	1605	3.95	0.94	1782
204	Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	97.1%	7.42	2.54	1596	4.17	0.88	1788
205	Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	97.9%	7.73	2.32	1600	4.22	0.85	1811
206	Maintain and clean individuals' clothing, bedding, and living quarters.	70.1%	4.32	3.67	1601	3.73	1.03	1320
207	Read documents to individuals to ensure understanding.	86.4%	4.64	3.14	1599	3.53	1.07	1593
208	Respond to questions or requests from individuals (e.g., related to completing forms).	94.2%	6.35	2.93	1596	3.54	1.05	1738
209	Video/audio record and review critical or potentially critical incidents.	85.5%	3.43	2.86	1596	3.81	0.98	1591
210	Notify and prepare individuals for release, transfer, and/or transport.	95.5%	6.49	2.83	1595	3.89	0.93	1761
211	Enforce and apply appropriate discipline to individuals.	90.3%	5.67	3.11	1587	3.93	0.92	1658
212	Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	93.7%	6.11	2.98	1606	4.10	0.90	1758
213	Monitor closed circuit video arraignments.	65.0%	2.96	3.43	1598	3.59	1.16	1176
214	Gather information necessary to effect administrative and disciplinary transfers.	76.9%	3.52	3.14	1600	3.63	1.04	1428
215	Monitor individual use of commissary, visiting, and/or other electronic kiosks.	79.1%	4.33	3.40	1592	3.47	1.09	1440

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
216	Process and distribute pre-paid telephone cards.	36.0%	1.33	2.50	1600	3.27	1.22	666
217	Reclassify individuals to maintain proper housing assignment.	83.7%	3.85	3.24	1595	3.99	1.01	1572
Court-Related Duties								
218	Serve as traffic hearing officer.	19.2%	0.25	0.71	1605	3.01	1.30	342
219	Act as court bailiff.	36.3%	0.67	1.30	1597	3.33	1.21	662
220	Record court proceedings.	18.8%	0.33	1.07	1585	3.36	1.19	329
221	Prepare for court appearance by reviewing case file.	47.7% ²	0.94	1.33	1603	3.71	1.07	898
222	Testify in court.	92.6%	1.67	1.04	1608	3.81	1.04	1728
223	Consult with judiciary on cases for sentencing/disposition.	36.9%	0.61	1.13	1595	3.50	1.19	677
Alternative Programs								
224	Determine an individual's eligibility for alternative sentencing programs.	37.4%	0.72	1.58	1611	3.12	1.24	715
225	Process documents necessary for alternative sentencing programs.	39.4%	0.81	1.71	1606	3.10	1.25	748
226	Notify applicant of approval status for alternative sentencing programs.	39.4%	0.79	1.60	1604	3.04	1.24	746

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
227	Make field checks of individuals in alternative sentencing programs.	34.9%	0.57	1.29	1599	3.18	1.32	651
228	Monitor movement of individuals on home confinement and/or electronic monitoring.	35.5%	0.64	1.52	1601	3.28	1.32	653
229	Check electronic monitoring systems (e.g., EM, GPS, ankle monitor, alcohol monitoring device) database for compliance violations.	35.4%	0.63	1.47	1605	3.28	1.35	658
230	Orient individual to alternative sentencing program rules and procedures.	36.7%	0.67	1.50	1604	3.22	1.29	687
231	Determine eligibility, develop case plan, and monitor progress in re-entry programs.	32.7%	0.52	1.27	1599	3.15	1.32	603
Oral Communication								
232	Communicate verbally with other staff to share information regarding operations.	98.6%	8.11	1.91	1608	4.31	0.81	1844
233	Communicate via intercom, radio, and/or telephone.	99.3%	8.64	1.33	1608	4.35	0.79	1850
234	Maintain and monitor communications/radio systems.	92.4%	7.53	2.96	1599	4.30	0.86	1708
235	Make announcements/give information over P.A. or paging system.	90.8%	6.52	3.29	1605	3.90	1.05	1670
236	Communicate with individuals in a language other than English or serve as an interpreter.	77.9%	3.46	3.51	1602	3.59	1.16	1437
237	Answer questions/provide information to various regulatory agencies and commissions.	79.0%	3.86	3.43	1594	3.56	1.14	1477
238	Answer, respond to, and transfer phone calls requesting information.	96.6%	6.99	2.72	1597	3.71	1.05	1785

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
239	Conduct tours.	84.4%	2.07	1.66	1600	2.89	1.28	1601
240	Communicate with court personnel.	89.1%	3.80	2.93	1591	3.53	1.10	1669
241	Gather information from individuals about conflicts or personal problems.	88.7%	4.87	3.06	1598	3.68	1.02	1676
242	Give instructions/ directions orally to groups of individuals.	93.7%	6.66	3.04	1593	3.93	0.97	1755
243	Confer with supervisors concerning operations.	96.0%	6.38	2.67	1601	3.98	0.92	1811
244	De-escalate situations utilizing tactical communication skills.	97.3%	6.47	2.57	1595	4.30	0.83	1827
Service to Community								
245	Represent department with other agencies.	78.7%	2.59	2.68	1608	3.45	1.09	1501
246	Serve on non-departmental boards.	41.8%	0.67	1.23	1600	3.02	1.23	808
247	Give presentations	68.6%	1.57	1.67	1600	3.10	1.15	1309
248	Respond to questions from the public.	76.0%	3.58	3.37	1589	3.45	1.08	1438
249	Participate in joint operations with other agencies.	69.3%	1.49	1.75	1603	3.34	1.10	1318
250	Speak with at-risk members of the community about their concerns or problems.	43.9%	0.84	1.57	1600	3.23	1.17	797

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Develop Case Plans								
251	Gather information, prepare, develop and review individualized case plan.	31.5%	0.76	1.76	1602	3.22	1.22	594
252	Determine the frequency of contact needed during supervision utilizing risk assessment.	33.3%	0.84	1.86	1596	3.27	1.22	624
253	Review individual's file.	48.3% ²	2.06	3.05	1595	3.42	1.16	918
254	Assess, monitor and update individual's progress with case plan.	29.6%	0.71	1.75	1595	3.25	1.24	552
255	Conduct risk and needs assessment and reassessments.	36.5%	1.13	2.30	1587	3.40	1.24	699
Emergencies								
256	Conduct fire, earthquake, or evacuation drills.	92.7%	2.47	1.39	1601	3.97	0.96	1746
257	Evacuate individuals from an area or facility.	93.3%	1.78	1.29	1601	4.04	0.97	1749
258	Dispatch help in emergencies or disturbances.	91.5%	2.72	1.98	1594	4.20	0.91	1699
259	Extinguish or help extinguish fire.	92.8%	1.26	0.91	1596	4.12	1.00	1710
260	Activate alarm system to alert all staff in case of an emergency.	92.9%	1.68	1.37	1596	4.15	0.99	1718
261	Respond to emergency situations according to agency policies.	97.6%	3.57	2.18	1591	4.33	0.86	1810

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Current Knowledge								
262	Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.	98.3%	6.44	2.38	1605	4.24	0.84	1851
263	Read internal memos, correspondence, reports, and emails.	98.8%	7.72	1.84	1609	4.10	0.85	1852
264	Make suggestions regarding changes in policies, procedures, or rules.	91.5%	3.34	2.42	1606	3.62	1.01	1741
265	Attend staff meetings.	89.5%	3.91	2.73	1604	3.65	1.03	1683
266	Follow instructions from supervisor including designated lead staff.	98.0%	7.61	2.17	1603	4.11	0.86	1836
267	Follow all departmental policies and procedures.	99.5%	8.64	1.26	1606	4.42	0.80	1877
268	Participate in training/workgroups/seminars.	98.0%	4.05	2.08	1591	3.82	0.94	1824
269	Read court documents or other legal documents.	91.1%	5.16	3.03	1593	3.77	1.02	1714
270	Maintain knowledge of contracted agencies' standards for detention.	74.9%	3.36	3.18	1593	3.66	1.09	1391
271	Maintain knowledge of criminal justice and social service partners' policies and procedures.	76.6%	3.55	3.17	1594	3.62	1.11	1439
Finances								
272	Make special purchases for individuals.	21.6%	0.45	1.21	1608	2.76	1.29	434

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
273	Distribute/supervise distribution of commissary.	68.5%	2.93	2.72	1603	3.02	1.14	1279
274	Supervise and record individuals' financial transactions.	33.4%	1.00	2.03	1605	3.06	1.26	634
275	Process work furlough funds received, re-issue funds, and distribute accordingly.	25.0%	0.48	1.23	1596	3.01	1.30	477
Work Details								
276	Recommend/make work assignments for individuals.	68.4%	2.68	2.92	1603	3.17	1.09	1322
277	Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.	70.5%	2.52	2.72	1605	3.57	1.08	1374
278	Issue and log in/out equipment, tools, cleaning supplies and other inventory.	75.1%	3.68	3.34	1602	3.59	1.06	1423
279	Inspect work equipment and work area for safety.	82.4%	5.11	3.55	1599	3.81	1.03	1560
280	Complete an individual's work time card.	39.5%	1.41	2.48	1597	3.43	1.15	810
Family Court Duties								
281	Conduct investigation to determine whether conservator(s)/legal guardian(s) is properly administering an estate.	11.6%	0.19	0.77	1603	2.86 ²	1.35	199
282	Make recommendations about placement, visitation, and custody of minors during custody proceedings.	12.5%	0.23	0.93	1608	2.91 ²	1.36	221
283	Make recommendations regarding emancipation.	10.8%	0.18	0.77	1608	2.86 ²	1.31	185

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
284	Make recommendations regarding underage couples' marriage requests.	9.5%	0.16	0.76	1608	2.76 ²	1.36	166
285	Make recommendations regarding adoption.	8.8%	0.14	0.65	1597	2.75 ²	1.31	149
Investigations								
286	Obtain verification of employment, education, and/or other pertinent background information.	34.4%	0.87	1.91	1600	3.32	1.19	649
287	Conduct intake or pre-plea/pre-sentence interview with individual.	36.5%	1.22	2.46	1601	3.50	1.17	668
288	Photograph any injuries or bruises in cases of suspected abuse.	64.0%	1.78	2.04	1599	3.63	1.08	1174
289	Investigate and report complaints of abuse.	63.4%	1.46	1.77	1590	3.62	1.07	1155
290	Evaluate residence for appropriateness of home environment.	23.7%	0.41	1.13	1598	3.30	1.20	401
291	Collect, review and interpret appropriate criminal records and documents pertaining to an individual.	52.8%	2.16	3.05	1584	3.65	1.08	993
292	Contact agencies and collect information on an individual.	62.1%	1.84	2.37	1603	3.47	1.06	1178
293	Interview individuals and involved parties to obtain background information and information about the offense.	53.3%	1.61	2.24	1597	3.55	1.04	1002
294	Obtain and review police report of charges against individuals taken into custody.	64.5%	2.74	3.19	1598	3.63	1.09	1218
295	Access databases (e.g., CLETS, CWS/CMS) to find or input information.	83.0%	4.25	3.52	1607	3.88	1.03	1581

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
296	Verify identity based on fingerprint information.	80.4%	4.07	3.59	1598	4.01	1.02	1517
297	Investigate and report complaints of PREA violations.	72.2%	1.28	1.67	1603	3.86	1.09	1370
Monitor Compliance								
298	Request court action or garnishment where individual falls behind in child support or other payments.	10.5%	0.17	0.75	1606	2.99 ²	1.19	185
299	Review request for and issue travel permits.	10.3%	0.19	0.84	1604	2.89 ²	1.24	194
300	Review requests for permission and initiate procedures to transfer a case to a new jurisdiction.	13.6%	0.25	0.95	1604	2.95 ²	1.17	247
301	Investigate incoming transfer requests from other jurisdictions.	19.5%	0.40	1.19	1602	3.02	1.24	363
302	Initiate procedures to request Interstate Compact Supervision.	13.1%	0.20	0.75	1599	2.90 ²	1.21	231
303	File petition for modification, termination or revocation of probation and /or request warrant.	18.0%	0.33	1.08	1586	3.09	1.17	331
304	Execute warrants.	38.9%	0.84	1.67	1601	3.44	1.16	727
305	Search individual's person, personal property or residence, per Court Order.	50.8%	1.62	2.62	1597	3.56	1.16	927
306	Review and determine appropriate supervision level.	44.8%	1.59	2.77	1599	3.56	1.15	830
307	Gather information, interview appropriate parties and the individual to determine level of probation compliance.	24.5%	0.48	1.29	1605	3.19	1.09	442

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
308	Conduct home/site visits.	25.0%	0.42	1.14	1605	3.26	1.20	449
309	Complete documentation necessary to authorize holds.	36.3%	0.98	2.02	1593	3.46	1.15	685
Establish Relationships								
310	Recruit foster parents.	5.2%	0.09	0.54	1609	2.73 ²	1.34	92
311	Visit community-based organizations/placement facilities to learn about their services and evaluate the care and/or treatment they provide.	11.5%	0.19	0.73	1609	2.82 ²	1.26	230
312	Coordinate/contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship.	15.8%	0.33	1.07	1610	2.93 ²	1.22	326
313	Monitor and audit vendors teaching classes and programs and update program information in writing.	17.9%	0.37	1.16	1606	2.94 ²	1.27	354
Notifying								
314	Notify/inform law enforcement agencies and other agencies of law violations/information of interest.	66.2%	1.99	2.38	1608	3.52	1.07	1262
315	Notify victim(s) as required by law.	61.3%	1.55	2.03	1601	3.73	1.13	1174
316	Notify anyone who is the specific object of threats by an individual as required by law.	62.3%	1.39	1.90	1601	3.71	1.18	1192
317	Notify parent(s)/legal guardian(s) and/or probation officer of any change in an individual's status.	44.8%	0.90	1.58	1598	3.43	1.17	833

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Making Recommendations								
318	Evaluate information to determine aggravating or mitigating circumstances of the crime.	48.3% ²	1.47	2.21	1607	3.46	1.10	924
319	Investigate, determine, make recommendations and refer individuals to appropriate placement.	53.9%	2.18	2.96	1609	3.60	1.10	1025
320	Evaluate information to decide on recommended disposition, sentence and/or terms and conditions of supervision.	34.3%	0.92	1.99	1605	3.34	1.19	645
321	Discuss offense with external entities to determine whether new charges/violation of probation should be filed.	38.5%	0.86	1.65	1599	3.27	1.14	727
Release Decisions								
322	Review and prepare appropriate documents for recommended release of an individual.	61.6%	3.00	3.49	1614	4.00	1.09	1187
323	Conduct an interview and/or gather information to determine if an individual is to be released or detained.	55.1%	2.23	3.09	1612	3.91	1.13	1067
Miscellaneous								
324	Maintain confidentiality of information.	95.7%	7.13	2.79	1604	4.18	0.97	1794
325	Assist with special projects, studies, and investigations.	87.1%	3.59	2.64	1610	3.42	1.07	1644
326	Obtain and process court documents and take necessary action.	73.6%	3.25	3.23	1608	3.68	1.11	1416
327	Read individual's records to ensure compliance with special directives regarding care and custody of individual.	76.9%	4.01	3.53	1601	3.77	1.11	1460

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
328	Teach classes to individuals.	46.5%	1.13	1.79	1607	3.27	1.19	922
329	Read daily journal/log.	83.2%	6.10	3.54	1591	3.80	1.04	1554
330	Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.	67.3%	1.41	1.74	1606	3.18	1.22	1291
331	Interpret common street terminology.	86.5%	5.54	3.41	1597	3.50	1.03	1623
332	Assist individuals in writing grievances.	61.6%	1.96	2.33	1606	2.84	1.18	1156
333	Establish informants.	74.6%	2.41	2.38	1589	3.33	1.10	1374
334	Design and/or implement programs.	52.4%	1.17	1.75	1586	3.00	1.16	1004
335	Maintain and/or periodically update handbooks.	53.2%	1.27	2.02	1595	3.06	1.18	1038
336	Present cases to a committee that reviews recommendations.	38.2%	0.73	1.47	1601	2.97 ²	1.20	754
337	Participate in an individual's grievance proceedings.	55.6%	1.39	1.92	1600	2.99 ²	1.15	1088
338	Serve on disciplinary review board.	45.1%	1.03	1.78	1612	3.09	1.17	885
339	Work with data to measure program outcomes and inform program decisions.	34.4%	0.68	1.51	1612	2.98 ²	1.17	679
340	Request equipment/facility repairs verbally or in writing.	88.5%	4.26	2.56	1613	3.52	0.99	1687
341	Clean up and dispose of contaminated or hazardous material.	77.0%	2.88	2.45	1614	3.76	1.03	1449

Task Statements ⁶		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
342	Inventory, order, and stock supplies.	79.5%	3.29	2.73	1608	3.40	1.05	1510
343	Inspect areas for cleanliness.	93.1%	6.73	2.80	1609	3.67	0.99	1761

Appendix J

ACO Important Performed Tasks

Board of State and Community Corrections
Adult Corrections Officer Important Performed Task Results

Task Statements⁷ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
36	Officer Safety	Search individuals for weapons, contraband, and/or drugs.	98.6%	7.12	2.52	1619	4.60	0.70	1863
32	Officer Safety	Defend oneself against an armed individual.	89.0%	1.41	1.35	1622	4.56	0.79	1699
31	Officer Safety	Defend oneself or others against a combative individual.	98.3%	3.34	1.83	1616	4.53	0.77	1870
30	Officer Safety	Defend oneself or others using lethal force.	84.7%	1.27	1.37	1626	4.52	0.86	1617
181	Security	Conduct security round/visual check of individuals and facility.	97.8%	8.07	2.17	1594	4.51	0.76	1826
29	Officer Safety	Defend oneself or others using less than lethal force.	97.8%	3.18	1.93	1626	4.50	0.78	1871
175	Security	Account for the security of keys, tools, and equipment.	96.9%	7.64	2.44	1598	4.50	0.73	1810
45	Officer Safety	Draw and/or fire a firearm on duty in the course of job performance.	63.6%	1.02	1.40	1615	4.48	0.87	1218
182	Security	Maintain visual observation of individuals when required.	98.6%	8.06	2.05	1590	4.46	0.77	1825

⁷ Statistics in red font did not meet the initial retention criteria for the corresponding scale. However, those with a superscript “2” were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Task Statements⁷ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
174	Security	Provide security to staff working in facility.	93.1%	7.26	2.87	1600	4.46	0.76	1748
37	Officer Safety	Strip-search individuals.	96.8%	5.48	2.90	1614	4.45	0.80	1821
33	Officer Safety	Physically separate multiple combative individuals with the help of others.	97.1%	3.02	1.75	1627	4.43	0.81	1853
44	Officer Safety	Complete range qualification required to carry a firearm.	68.8%	2.11	1.73	1623	4.43	0.84	1328
267	Current Knowledge	Follow all departmental policies and procedures.	99.5%	8.64	1.26	1606	4.42	0.80	1877
23	Handcuffs and Restraints	Handcuff a resisting individual.	97.7%	4.65	2.26	1637	4.42	0.81	1887
176	Security	Report count discrepancies.	93.4%	5.34	3.30	1597	4.40	0.81	1739
27	Handcuffs and Restraints	Physically subdue or restrain a resisting or fleeing individual with the help of others.	96.1%	3.29	1.99	1636	4.38	0.85	1848
64	Initial Processing and Release	Verify identity of individuals prior to booking or releasing.	95.2%	6.02	3.20	1597	4.37	0.86	1768
153	Searching	Conduct security checks/patrols.	94.1%	7.15	2.92	1603	4.36	0.84	1771
110	Record Keeping	Conduct and document population counts to account for all individuals.	93.6%	6.85	3.13	1592	4.36	0.91	1746
233	Oral Communication	Communicate via intercom, radio, and/or telephone.	99.3%	8.64	1.33	1608	4.35	0.79	1850

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁷ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
191	Security	Keep inventory of all dangerous tools/ weapons/utensils.	89.1%	5.57	3.45	1598	4.35	0.87	1680
26	Handcuffs and Restraints	Physically subdue or restrain a resisting or fleeing individual by yourself.	94.6%	2.65	1.91	1635	4.34	0.90	1803
261	Emergencies	Respond to emergency situations according to agency policies.	97.6%	3.57	2.18	1591	4.33	0.86	1810
177	Security	Notify appropriate staff of movement.	96.5%	7.59	2.49	1593	4.33	0.81	1789
38	Officer Safety	Perform cell/room extractions.	95.9%	2.74	1.70	1630	4.32	0.88	1829
34	Officer Safety	Physically separate two combative individuals by yourself.	92.1%	2.18	1.60	1623	4.32	0.91	1734
41	Officer Safety	Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.	92.1%	4.07	2.83	1613	4.32	0.89	1751
232	Oral Communication	Communicate verbally with other staff to share information regarding operations.	98.6%	8.11	1.91	1608	4.31	0.81	1844
40	Officer Safety	Anticipate, monitor, and intervene in potentially violent interpersonal situations.	97.3%	4.45	2.52	1615	4.31	0.85	1840
39	Officer Safety	Place and secure individual in safety room.	95.3%	4.00	2.34	1615	4.31	0.85	1803
25	Handcuffs and Restraints	Apply restraint devices other than handcuffs to a resisting individual.	95.2%	3.60	2.28	1635	4.31	0.88	1832
244	Oral Communication	De-escalate situations utilizing tactical communication skills.	97.3%	6.47	2.57	1595	4.30	0.83	1827

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁷ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
234	Oral Communication	Maintain and monitor communications/radio systems.	92.4%	7.53	2.96	1599	4.30	0.86	1708
156	Evidence and Contraband	Identify, isolate, preserve and secure crime scene.	90.4%	2.57	1.86	1612	4.29	0.87	1703
21	Physical Tasks	Operate gates, doors, locks, sally ports, cells/rooms/dorms, electronically or manually.	98.2%	7.80	2.33	1633	4.28	0.91	1872
74	Medical	Perform CPR.	98.1%	1.28	0.71	1619	4.28	0.97	1836
157	Evidence and Contraband	Identify, seize, secure, document, preserve and/or dispose of evidence/contraband material.	92.1%	3.41	2.25	1598	4.27	0.84	1712
151	Searching	Conduct search of all areas accessible by individuals.	97.9%	6.83	2.46	1600	4.26	0.83	1841
22	Handcuffs and Restraints	Handcuff a non-resisting individual.	97.6%	6.43	2.57	1639	4.26	0.87	1887
180	Security	Log movement of individuals.	94.1%	7.22	2.87	1591	4.26	0.87	1744
189	Security	Assist in search for missing/escaped individuals.	84.1%	2.05	2.10	1601	4.25	0.98	1563
262	Current Knowledge	Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.	98.3%	6.44	2.38	1605	4.24	0.84	1851
190	Security	Check to see that all equipment is functioning properly.	95.7%	6.90	2.68	1597	4.24	0.87	1797
51	Initial Processing and Release	Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	93.8%	5.93	3.17	1623	4.24	0.87	1764

Task Statements ⁷ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
53	Initial Processing and Release	Classify individuals to assign proper housing.	91.0%	4.60	3.61	1615	4.24	0.90	1695
205	Supervising and Monitoring	Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	97.9%	7.73	2.32	1600	4.22	0.85	1811
82	Escorting and Transporting	Verify individuals' identity and/or classification prior to escorting or transporting.	91.8%	5.20	3.14	1610	4.22	0.92	1730
184	Security	Report suspicious activity inside or outside facility.	97.4%	5.09	2.87	1598	4.21	0.87	1827
185	Security	Secure and separate individuals who commit crimes.	95.9%	5.36	2.82	1596	4.21	0.85	1792
258	Emergencies	Dispatch help in emergencies or disturbances.	91.5%	2.72	1.98	1594	4.20	0.91	1699
46	Initial Processing and Release	Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	91.2%	5.44	3.45	1619	4.20	0.89	1734
24	Handcuffs and Restraints	Apply restraint devices other than handcuffs to a non-resisting individual.	92.5%	4.44	3.02	1633	4.19	0.93	1785
75	Medical	Render first aid other than CPR.	97.9%	2.13	1.45	1607	4.18	0.95	1821
324	Miscellaneous	Maintain confidentiality of information.	95.7%	7.13	2.79	1604	4.18	0.97	1794
204	Supervising and Monitoring	Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	97.1%	7.42	2.54	1596	4.17	0.88	1788

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁷ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
35	Officer Safety	Assist an uncooperative/ incapacitated individual from a prone position on the ground to his/her feet.	97.0%	3.40	1.91	1625	4.17	0.92	1845
63	Initial Processing and Release	Complete documentation necessary for release.	86.1%	4.89	3.58	1599	4.17	0.94	1636
47	Initial Processing and Release	Fingerprint individuals.	93.6%	5.41	3.33	1620	4.16	0.92	1755
83	Escorting and Transporting	Verify identity of person transporting an individual.	84.5%	4.16	3.22	1606	4.16	0.94	1590
260	Emergencies	Activate alarm system to alert all staff in case of an emergency.	92.9%	1.68	1.37	1596	4.15	0.99	1718
65	Initial Processing and Release	Return personal property and/or money upon release.	89.4%	5.18	3.48	1599	4.15	0.93	1675
154	Searching	Conduct surveillance using closed circuit monitoring system.	87.9%	5.81	3.50	1599	4.15	0.95	1648
42	Officer Safety	Use force to gain entrance through barriers.	85.8%	1.73	1.49	1623	4.14	0.99	1639
43	Officer Safety	Operate and/or interpret body scans for contraband or other anomalies.	61.6%	2.16	2.92	1624	4.14	1.05	1164
48	Initial Processing and Release	Photograph individuals.	93.2%	5.22	3.32	1606	4.12	0.93	1734
259	Emergencies	Extinguish or help extinguish fire.	92.8%	1.26	0.91	1596	4.12	1.00	1710
266	Current Knowledge	Follow instructions from supervisor including designated lead staff.	98.0%	7.61	2.17	1603	4.11	0.86	1836

Task Statements ⁷ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
18	Physical Tasks	Listen for unusual sounds or sounds that may indicate illegal activity or disturbance.	94.7%	6.91	2.98	1634	4.11	0.99	1818
54	Initial Processing and Release	Prepare identification cards or identification wristbands and give/affix to individuals.	94.4%	5.88	3.08	1614	4.11	0.95	1767
263	Current Knowledge	Read internal memos, correspondence, reports, and emails.	98.8%	7.72	1.84	1609	4.10	0.85	1852
152	Searching	Conduct search of all areas not readily accessible by individuals.	96.3%	6.06	2.70	1596	4.10	0.91	1797
212	Supervising and Monitoring	Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	93.7%	6.11	2.98	1606	4.10	0.90	1758
187	Security	Investigate incidents or crimes that occur.	83.9%	3.53	2.63	1605	4.10	0.88	1597
28	Handcuffs and Restraints	Place an actively resisting individual in the seat of a car.	74.3%	1.61	1.68	1629	4.10	1.06	1435
188	Security	Investigate disturbances or suspicious activities.	89.1%	4.47	2.82	1602	4.09	0.88	1681
131	Visiting	Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	87.7%	4.45	3.24	1610	4.09	1.01	1657
178	Security	Check individuals' passes.	73.9%	4.51	3.71	1593	4.09	1.02	1372
106	Record Keeping	Record relevant activities and incidents occurring during shift in daily journal or log.	93.9%	6.78	3.06	1608	4.08	0.92	1743
183	Security	Call into control room, post, or switchboard at required intervals.	75.7%	5.29	3.89	1597	4.08	0.97	1408

Task Statements⁷ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
56	Initial Processing and Release	Observe/monitor behavior of individual in receiving room/holding unit while he/she awaits move to assigned housing.	96.3%	6.12	3.10	1615	4.07	0.92	1813
132	Visiting	Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.	87.9%	4.18	3.09	1606	4.07	1.01	1648
186	Security	Make arrests or charge individuals or others who commit crimes.	69.5%	2.35	2.42	1605	4.05	0.95	1334
257	Emergencies	Evacuate individuals from an area or facility.	93.3%	1.78	1.29	1601	4.04	0.97	1749
49	Initial Processing and Release	Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	95.1%	6.00	3.07	1613	4.01	0.93	1775
62	Initial Processing and Release	Run warrant checks, holds, and/or search clauses.	83.9%	4.28	3.48	1602	4.01	1.00	1585
296	Investigations	Verify identity based on fingerprint information.	80.4%	4.07	3.59	1598	4.01	1.02	1517
76	Medical	Complete medical/mental health forms.	78.3%	4.10	3.52	1610	4.01	0.99	1477
155	Searching	Operate metal detection or X-ray equipment.	76.7%	3.77	3.38	1591	4.01	1.06	1446
169	Prepare Reports	Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	96.4%	5.21	2.39	1603	4.00	0.86	1817
57	Initial Processing and Release	Inventory and take custody of individuals' property, clothing, and/or money.	94.7%	5.62	3.23	1613	4.00	0.95	1786

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁷ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
17	Physical Tasks	In various degrees of lighting watch for indications of illegal activity or disturbance.	89.8%	5.83	3.42	1638	4.00	1.04	1729
322	Release Decisions	Review and prepare appropriate documents for recommended release of an individual.	61.6%	3.00	3.49	1614	4.00	1.09	1187
52	Initial Processing and Release	Ensure incoming individuals get to make any required phone calls.	93.9%	5.69	3.30	1612	3.99	0.99	1765
73	Initial Processing and Release	Collect and process DNA samples.	85.7%	4.25	3.25	1606	3.99	0.99	1621
217	Supervising and Monitoring	Reclassify individuals to maintain proper housing assignment.	83.7%	3.85	3.24	1595	3.99	1.01	1572
78	Medical	Deliver medication, observe individual taking it, and record if taken or refused.	63.1%	3.91	3.77	1616	3.99	1.00	1198
243	Oral Communication	Confer with supervisors concerning operations.	96.0%	6.38	2.67	1601	3.98	0.92	1811
86	Escorting and Transporting	Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	72.7%	2.63	2.70	1610	3.98	1.03	1379
256	Emergencies	Conduct fire, earthquake, or evacuation drills.	92.7%	2.47	1.39	1601	3.97	0.96	1746
90	Escorting and Transporting	Escort an individual or groups to and from locations within facility.	92.0%	5.95	3.24	1611	3.96	0.97	1736
203	Supervising and Monitoring	Prevent unauthorized communication between individuals.	96.3%	6.90	2.69	1605	3.95	0.94	1782
60	Initial Processing and Release	Identify filing deadlines and court appearance deadlines.	78.9%	3.97	3.58	1605	3.94	1.02	1480

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁷ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
59	Initial Processing and Release	Provide food or other necessities to incoming individuals.	95.3%	6.38	3.05	1603	3.93	0.98	1772
242	Oral Communication	Give instructions/ directions orally to groups of individuals.	93.7%	6.66	3.04	1593	3.93	0.97	1755
211	Supervising and Monitoring	Enforce and apply appropriate discipline to individuals.	90.3%	5.67	3.11	1587	3.93	0.92	1658
58	Initial Processing and Release	Prepare forms, cards, or file jackets necessary to initiate individual's records.	88.6%	4.88	3.51	1603	3.93	0.99	1644
148	Mail	Search articles, packages, property, money left by visitors for individuals.	81.6%	3.77	3.18	1605	3.93	0.97	1523
85	Escorting and Transporting	Conduct vehicle safety check/inspection prior to transporting individual(s).	75.5%	2.94	2.75	1607	3.93	0.99	1426
79	Medical	Arrange for medical treatment or psychiatric care.	73.6%	3.68	3.20	1611	3.93	1.04	1390
167	Prepare Reports	Proofread and/or edit reports.	89.1%	4.84	2.75	1606	3.92	0.90	1693
179	Security	Issue passes to individuals.	62.2%	3.09	3.52	1589	3.92	1.13	1159
147	Mail	Scan incoming and outgoing mail.	84.2%	4.59	3.36	1609	3.91	0.99	1576
323	Release Decisions	Conduct an interview and/or gather information to determine if an individual is to be released or detained.	55.1%	2.23	3.09	1612	3.91	1.13	1067
235	Oral Communication	Make announcements/give information over P.A. or paging system.	90.8%	6.52	3.29	1605	3.90	1.05	1670

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁷ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
122	Meals	Verify tray and utensil counts.	88.9%	5.75	3.40	1606	3.90	0.99	1662
105	Record Keeping	Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	82.6%	4.69	3.60	1607	3.90	1.02	1551
159	Drug and Substance Testing	Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	74.8%	2.10	2.04	1606	3.90	1.00	1393
77	Medical	Review medical log and make note of medical restrictions.	69.2%	3.44	3.48	1612	3.90	1.05	1305
158	Drug and Substance Testing	Conduct presumptive drug tests on seized items suspected to be controlled substances.	68.0%	1.78	1.86	1611	3.90	0.99	1279
164	Restitution and Fines	Review bail bonds to ensure accuracy.	56.8%	2.66	3.25	1604	3.90	1.10	1125
210	Supervising and Monitoring	Notify and prepare individuals for release, transfer, and/or transport.	95.5%	6.49	2.83	1595	3.89	0.93	1761
87	Escorting and Transporting	Monitor movement of vehicles within the facility or in the immediate area.	73.0%	3.26	3.25	1605	3.89	1.02	1384
12	Physical Tasks	Walk or stand for long periods of time.	98.1%	7.62	2.34	1626	3.88	1.04	1858
295	Investigations	Access databases (e.g., CLETS, CWS/CMS) to find or input information.	83.0%	4.25	3.52	1607	3.88	1.03	1581
67	Initial Processing and Release	Release individuals on Own Recognizance or Cite Release.	81.0%	4.27	3.60	1609	3.88	1.04	1541

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁷ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
81	Escorting and Transporting	Plan transportation route and an alternate route.	70.0%	2.31	2.55	1610	3.88	1.04	1337
92	Escorting and Transporting	Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).	69.2%	2.22	2.53	1612	3.88	1.10	1307
103	Record Keeping	Log weapons/firearms in and out.	59.1%	2.11	2.86	1592	3.88	1.15	1080
55	Initial Processing and Release	Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	89.4%	4.82	3.38	1614	3.86	1.06	1691
297	Investigations	Investigate and report complaints of PREA violations.	72.2%	1.28	1.67	1603	3.86	1.09	1370
20	Physical Tasks	Operate and control lights, power, and/or water in cells/rooms/dormitories.	93.6%	6.66	3.01	1635	3.84	1.07	1783
50	Initial Processing and Release	Advise individual of constitutional rights.	81.0%	3.16	2.89	1616	3.84	1.07	1532
84	Escorting and Transporting	Process incoming and outgoing law enforcement/facility buses.	67.6%	2.57	3.04	1606	3.84	1.05	1288
200	Supervising and Monitoring	Supervise individuals on work details in facility areas (e.g., laundry, kitchen, other rooms).	86.7%	5.26	3.39	1610	3.83	0.97	1602
108	Record Keeping	Prepare/update court status and court lists.	81.0%	4.22	3.54	1592	3.83	1.05	1500
113	Record Keeping	Log movement of all non-detainees entering and leaving the facility.	74.9%	3.80	3.60	1595	3.83	1.13	1403
268	Current Knowledge	Participate in training/workgroups/seminars.	98.0%	4.05	2.08	1591	3.82	0.94	1824

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁷ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
168	Prepare Reports	Prepare court documents/reports.	67.9%	2.79	3.07	1596	3.82	1.05	1320
222	Court-Related Duties	Testify in court.	92.6%	1.67	1.04	1608	3.81	1.04	1728
209	Supervising and Monitoring	Video/audio record and review critical or potentially critical incidents.	85.5%	3.43	2.86	1596	3.81	0.98	1591
279	Work Details	Inspect work equipment and work area for safety.	82.4%	5.11	3.55	1599	3.81	1.03	1560
72	Initial Processing and Release	Accommodate individual needs (e.g., due to medical conditions and/or religious rights).	88.6%	4.69	3.23	1597	3.80	1.05	1666
329	Miscellaneous	Read daily journal/log.	83.2%	6.10	3.54	1591	3.80	1.04	1554
101	Record Keeping	Log facility equipment in and out.	82.2%	4.62	3.46	1605	3.80	1.06	1532
89	Escorting and Transporting	Transport individuals or groups of individuals including safety/location checks.	74.3%	2.82	2.94	1605	3.80	1.03	1402
121	Meals	Supervise meals.	92.6%	6.50	3.10	1600	3.78	0.97	1729
269	Current Knowledge	Read court documents or other legal documents.	91.1%	5.16	3.03	1593	3.77	1.02	1714
91	Escorting and Transporting	Arrange for transportation of individual(s).	84.0%	3.62	3.13	1604	3.77	1.02	1586
327	Miscellaneous	Read individual's records to ensure compliance with special directives regarding care and custody of individual.	76.9%	4.01	3.53	1601	3.77	1.11	1460

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁷ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
11	Physical Tasks	Run for a short distance.	92.1%	3.61	2.23	1606	3.76	1.11	1721
341	Miscellaneous	Clean up and dispose of contaminated or hazardous material.	77.0%	2.88	2.45	1614	3.76	1.03	1449
119	Meals	Inspect food for possible contamination prior to serving.	76.8%	4.83	3.76	1606	3.76	1.03	1461
112	Record Keeping	Manage files and documents.	81.2%	4.77	3.65	1582	3.75	1.08	1518
96	Supervising Personnel	Train, mentor, and provide instruction to other personnel or volunteers.	76.7%	3.14	2.96	1599	3.75	1.07	1472
61	Initial Processing and Release	Inform all relevant parties of date of detention hearing.	73.7%	3.71	3.60	1603	3.73	1.13	1392
206	Supervising and Monitoring	Maintain and clean individuals' clothing, bedding, and living quarters.	70.1%	4.32	3.67	1601	3.73	1.03	1320
172	Prepare Reports	Interview relevant individuals in order to prepare reports.	70.0%	2.88	2.73	1598	3.73	1.02	1352
315	Notifying	Notify victim(s) as required by law.	61.3%	1.55	2.03	1601	3.73	1.13	1174
199	Supervising and Monitoring	Provide phone access and/or monitor individuals' calls.	95.8%	6.79	2.95	1609	3.72	1.02	1771
198	Supervising and Monitoring	Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance.	94.4%	6.56	2.91	1609	3.72	0.99	1743
118	Meals	Release individuals for meals at appropriate times.	84.7%	5.92	3.56	1604	3.72	0.96	1580

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁷ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
114	Record Keeping	Maintain authorized visitor log.	75.4%	3.28	3.28	1594	3.72	1.10	1417
221	Court-Related Duties	Prepare for court appearance by reviewing case file.	47.7% ²	0.94	1.33	1603	3.71	1.07	898
238	Oral Communication	Answer, respond to, and transfer phone calls requesting information.	96.6%	6.99	2.72	1597	3.71	1.05	1785
107	Record Keeping	Complete forms and prepare correspondence (e.g., email, memos).	90.3%	5.80	3.24	1604	3.71	1.03	1688
124	Meals	Serve and monitor special diets.	89.7%	5.67	3.37	1604	3.71	1.05	1687
316	Notifying	Notify anyone who is the specific object of threats by an individual as required by law.	62.3%	1.39	1.90	1601	3.71	1.18	1192
93	Escorting and Transporting	Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior.	64.9%	1.60	2.19	1608	3.70	1.18	1209
69	Initial Processing and Release	Decide whether to hold an individual in detention.	58.8%	2.12	2.98	1599	3.69	1.15	1140
241	Oral Communication	Gather information from individuals about conflicts or personal problems.	88.7%	4.87	3.06	1598	3.68	1.02	1676
326	Miscellaneous	Obtain and process court documents and take necessary action.	73.6%	3.25	3.23	1608	3.68	1.11	1416
160	Drug and Substance Testing	Administer breath analyzer test to individuals.	57.0%	1.56	2.35	1599	3.68	1.13	1042
343	Miscellaneous	Inspect areas for cleanliness.	93.1%	6.73	2.80	1609	3.67	0.99	1761

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁷ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
202	Supervising and Monitoring	Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.	80.7%	4.95	3.57	1609	3.67	1.03	1489
102	Record Keeping	Log vehicles entering and leaving the facility.	63.1%	2.35	2.89	1608	3.67	1.10	1161
135	Visiting	Conduct background clearance checks (e.g., for volunteers or visitors).	60.7%	1.79	2.49	1606	3.67	1.14	1136
149	Mail	Distribute mail to individuals or collect individuals' outgoing mail.	86.8%	5.23	3.34	1602	3.66	1.06	1629
270	Current Knowledge	Maintain knowledge of contracted agencies' standards for detention.	74.9%	3.36	3.18	1593	3.66	1.09	1391
170	Prepare Reports	Prepare individual evaluation reports (e.g., progress, performance, updates).	63.9%	2.02	2.53	1602	3.66	1.05	1269
117	Record Keeping	Compute and record time served credits, conduct credits, and/or release dates.	56.7%	1.89	2.79	1589	3.66	1.19	1072
120	Meals	Report food shortages to shift supervisor or kitchen.	90.9%	5.09	3.12	1612	3.65	1.00	1711
265	Current Knowledge	Attend staff meetings.	89.5%	3.91	2.73	1604	3.65	1.03	1683
291	Investigations	Collect, review and interpret appropriate criminal records and documents pertaining to an individual.	52.8%	2.16	3.05	1584	3.65	1.08	993
14	Physical Tasks	Bend, extend, and/or twist body.	96.8%	7.11	2.58	1624	3.64	1.10	1834
123	Meals	Prepare meals/snacks for individuals.	50.3%	2.66	3.53	1604	3.64	1.13	956
2	Physical Tasks	Walk or run up or down one or more flights of stairs.	94.3%	6.31	3.05	1640	3.63	1.20	1802

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁷ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
214	Supervising and Monitoring	Gather information necessary to effect administrative and disciplinary transfers.	76.9%	3.52	3.14	1600	3.63	1.04	1428
294	Investigations	Obtain and review police report of charges against individuals taken into custody.	64.5%	2.74	3.19	1598	3.63	1.09	1218
288	Investigations	Photograph any injuries or bruises in cases of suspected abuse.	64.0%	1.78	2.04	1599	3.63	1.08	1174
264	Current Knowledge	Make suggestions regarding changes in policies, procedures, or rules.	91.5%	3.34	2.42	1606	3.62	1.01	1741
271	Current Knowledge	Maintain knowledge of criminal justice and social service partners' policies and procedures.	76.6%	3.55	3.17	1594	3.62	1.11	1439
289	Investigations	Investigate and report complaints of abuse.	63.4%	1.46	1.77	1590	3.62	1.07	1155
88	Escorting and Transporting	Transport equipment and/or evidence.	71.1%	1.91	2.07	1616	3.61	1.10	1343
66	Initial Processing and Release	Schedule detention hearing.	46.8% ²	1.55	2.67	1612	3.60	1.17	893
319	Making Recommendations	Investigate, determine, make recommendations and refer individuals to appropriate placement.	53.9%	2.18	2.96	1609	3.60	1.10	1025
236	Oral Communication	Communicate with individuals in a language other than English or serve as an interpreter.	77.9%	3.46	3.51	1602	3.59	1.16	1437
278	Work Details	Issue and log in/out equipment, tools, cleaning supplies and other inventory.	75.1%	3.68	3.34	1602	3.59	1.06	1423
213	Supervising and Monitoring	Monitor closed circuit video arraignments.	65.0%	2.96	3.43	1598	3.59	1.16	1176

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁷ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
277	Work Details	Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.	70.5%	2.52	2.72	1605	3.57	1.08	1374
237	Oral Communication	Answer questions/provide information to various regulatory agencies and commissions.	79.0%	3.86	3.43	1594	3.56	1.14	1477
201	Supervising and Monitoring	Supervise and evaluate individuals on-site in educational, vocational, recreational and other rehabilitative programs.	63.4%	2.87	3.30	1606	3.56	1.13	1162
171	Prepare Reports	Prepare reports regarding detention or release.	52.9%	1.70	2.63	1603	3.56	1.13	1045
305	Monitor Compliance	Search individual's person, personal property or residence, per Court Order.	50.8%	1.62	2.62	1597	3.56	1.16	927
293	Investigations	Interview individuals and involved parties to obtain background information and information about the offense.	53.3%	1.61	2.24	1597	3.55	1.04	1002
208	Supervising and Monitoring	Respond to questions or requests from individuals (e.g., related to completing forms).	94.2%	6.35	2.93	1596	3.54	1.05	1738
240	Oral Communication	Communicate with court personnel.	89.1%	3.80	2.93	1591	3.53	1.10	1669
207	Supervising and Monitoring	Read documents to individuals to ensure understanding.	86.4%	4.64	3.14	1599	3.53	1.07	1593
340	Miscellaneous	Request equipment/facility repairs verbally or in writing.	88.5%	4.26	2.56	1613	3.52	0.99	1687
314	Notifying	Notify/inform law enforcement agencies and other agencies of law violations/information of interest.	66.2%	1.99	2.38	1608	3.52	1.07	1262
95	Supervising Personnel	Observe the work of other personnel or volunteers and provide appropriate feedback.	62.6%	2.22	2.77	1600	3.51	1.11	1246

Task Statements ⁷ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
331	Miscellaneous	Interpret common street terminology.	86.5%	5.54	3.41	1597	3.50	1.03	1623
150	Mail	Notify sender and receiver of seizure of unauthorized material.	73.2%	2.95	3.06	1599	3.48	1.15	1370
215	Supervising and Monitoring	Monitor individual use of commissary, visiting, and/or other electronic kiosks.	79.1%	4.33	3.40	1592	3.47	1.09	1440
292	Investigations	Contact agencies and collect information on an individual.	62.1%	1.84	2.37	1603	3.47	1.06	1178
318	Making Recommendations	Evaluate information to determine aggravating or mitigating circumstances of the crime.	48.3% ²	1.47	2.21	1607	3.46	1.10	924
10	Physical Tasks	Pursue individuals on foot.	80.1%	1.69	1.70	1624	3.46	1.22	1514
192	Referrals	Refer individual for professional evaluation or to appropriate services.	63.4%	2.78	2.93	1611	3.46	1.11	1210
245	Service to Community	Represent department with other agencies.	78.7%	2.59	2.68	1608	3.45	1.09	1501
248	Service to Community	Respond to questions from the public.	76.0%	3.58	3.37	1589	3.45	1.08	1438
116	Record Keeping	Document how your time is spent performing specific activities.	64.2%	3.38	3.72	1590	3.44	1.22	1194
97	Supervising Personnel	Give assignments to other personnel, program providers, or volunteers.	61.7%	2.14	2.76	1596	3.44	1.17	1225
111	Record Keeping	Gather data for statistical reports.	66.4%	2.42	2.97	1593	3.43	1.21	1274

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁷ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
253	Develop Case Plans	Review individual's file.	48.3% ²	2.06	3.05	1595	3.42	1.16	918
325	Miscellaneous	Assist with special projects, studies, and investigations.	87.1%	3.59	2.64	1610	3.42	1.07	1644
342	Miscellaneous	Inventory, order, and stock supplies.	79.5%	3.29	2.73	1608	3.40	1.05	1510
71	Initial Processing and Release	Contact appropriate parties to notify them that an individual is in custody.	49.5% ²	1.37	2.21	1605	3.39	1.23	952
104	Record Keeping	Maintain a record of all mail/packages for any individual to assure proper distribution.	56.7%	1.88	2.69	1608	3.39	1.17	1050
115	Record Keeping	Oversee and maintain logs on vehicle fleets.	51.4%	1.34	2.23	1588	3.38	1.21	981
249	Service to Community	Participate in joint operations with other agencies.	69.3%	1.49	1.75	1603	3.34	1.10	1318
333	Miscellaneous	Establish informants.	74.6%	2.41	2.38	1589	3.33	1.10	1374
94	Supervising Personnel	Schedule and/or plan the work of other personnel or volunteers.	53.7%	1.53	2.33	1596	3.33	1.18	1105
134	Visiting	Answer questions and provide information to visitors.	91.9%	4.55	2.98	1600	3.32	1.14	1700
13	Physical Tasks	Sit for long periods of time.	97.6%	7.13	2.42	1622	3.30	1.30	1834
125	Activities	Monitor electronic device usage and reading material for inappropriate content.	57.6%	2.40	3.11	1602	3.28	1.23	1089
16	Physical Tasks	Drive an automobile for work duties other than to transport individuals.	81.8%	3.26	2.65	1633	3.25	1.21	1569

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁷ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
109	Record Keeping	Create new forms.	68.1%	2.08	2.55	1594	3.21	1.22	1290
133	Visiting	Arrange for special visits.	71.0%	2.09	2.43	1605	3.20	1.27	1351
143	Counseling	Provide positive feedback and encouragement to individual(s).	55.9%	2.98	3.36	1605	3.20	1.14	1075
330	Miscellaneous	Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.	67.3%	1.41	1.74	1606	3.18	1.22	1291
276	Work Details	Recommend/make work assignments for individuals.	68.4%	2.68	2.92	1603	3.17	1.09	1322
247	Service to Community	Give presentations	68.6%	1.57	1.67	1600	3.10	1.15	1309
9	Physical Tasks	Push and/or pull hard-to-move objects by hand.	87.5%	3.44	2.65	1628	3.07	1.24	1656
1	Physical Tasks	Lift, carry, and/or drag heavy objects.	95.9%	4.83	2.54	1645	3.06	1.20	1839
335	Miscellaneous	Maintain and/or periodically update handbooks.	53.2%	1.27	2.02	1595	3.06	1.18	1038
273	Finances	Distribute/supervise distribution of commissary.	68.5%	2.93	2.72	1603	3.02	1.14	1279
334	Miscellaneous	Design and/or implement programs.	52.4%	1.17	1.75	1586	3.00	1.16	1004
337	Miscellaneous	Participate in an individual's grievance proceedings.	55.6%	1.39	1.92	1600	2.99 ²	1.15	1088
15	Physical Tasks	Balance oneself on uneven or narrow surfaces.	68.2%	2.43	2.70	1638	2.95 ²	1.29	1317

Appendix K

ACO Tasks Not Performed and/or Not Important

Board of State and Community Corrections
Adult Corrections Officer Tasks Not Performed and/or Not Important

Task Statements ⁸ (Tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
165	Restitution and Fines	Collect, accept and process payments.	36.2%	1.35	2.53	1600	3.61	1.26	708
306	Monitor Compliance	Review and determine appropriate supervision level.	44.8%	1.59	2.77	1599	3.56	1.15	830
80	Medical	Obtain signed medical consent form from parent(s) or legal guardian(s).	28.1%	0.60	1.52	1606	3.53	1.24	512
70	Initial Processing and Release	Evaluate fitness of legal guardian(s) or parent(s) to take custody of individual.	31.3%	0.61	1.45	1607	3.52	1.24	582
223	Court-Related Duties	Consult with judiciary on cases for sentencing/disposition.	36.9%	0.61	1.13	1595	3.50	1.19	677
287	Investigations	Conduct intake or pre-plea/pre-sentence interview with individual.	36.5%	1.22	2.46	1601	3.50	1.17	668
68	Initial Processing and Release	Initiate search to locate parent(s) or legal guardian(s), if needed.	40.6%	0.91	1.79	1607	3.46	1.25	771
309	Monitor Compliance	Complete documentation necessary to authorize holds.	36.3%	0.98	2.02	1593	3.46	1.15	685

⁸ Statistics in red font did not meet the initial retention criteria for the corresponding scale. However, those with a superscript “2” were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ⁸ (Tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
304	Monitor Compliance	Execute warrants.	38.9%	0.84	1.67	1601	3.44	1.16	727
317	Notifying	Notify parent(s)/legal guardian(s) and/or probation officer of any change in an individual's status.	44.8%	0.90	1.58	1598	3.43	1.17	833
280	Work Details	Complete an individual's work time card.	39.5%	1.41	2.48	1597	3.43	1.15	810
255	Develop Case Plans	Conduct risk and needs assessment and reassessments.	36.5%	1.13	2.30	1587	3.40	1.24	699
140	Counseling	Counsel individuals informally/formally including crisis intervention.	40.9%	1.48	2.40	1603	3.37	1.15	778
220	Court-Related Duties	Record court proceedings.	18.8%	0.33	1.07	1585	3.36	1.19	329
98	Supervising Personnel	Assist in interviewing applicants for work in the department.	46.0%	0.78	1.35	1599	3.34	1.29	950
320	Making Recommendations	Evaluate information to decide on recommended disposition, sentence and/or terms and conditions of supervision.	34.3%	0.92	1.99	1605	3.34	1.19	645
219	Court-Related Duties	Act as court bailiff.	36.3%	0.67	1.30	1597	3.33	1.21	662
173	Prepare Reports	Process requests for sealing of records.	25.7%	0.57	1.53	1592	3.33	1.33	485
286	Investigations	Obtain verification of employment, education, and/or other pertinent background information.	34.4%	0.87	1.91	1600	3.32	1.19	649
290	Investigations	Evaluate residence for appropriateness of home environment.	23.7%	0.41	1.13	1598	3.30	1.20	401

Task Statements ⁸ (Tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
141	Counseling	Observe individuals in group and individual activities and provide advice and counseling to foster behavioral modification.	32.5%	1.22	2.39	1598	3.29	1.21	612
228	Alternative Programs	Monitor movement of individuals on home confinement and/or electronic monitoring.	35.5%	0.64	1.52	1601	3.28	1.32	653
229	Alternative Programs	Check electronic monitoring systems (e.g., EM, GPS, ankle monitor, alcohol monitoring device) database for compliance violations.	35.4%	0.63	1.47	1605	3.28	1.35	658
328	Miscellaneous	Teach classes to individuals.	46.5%	1.13	1.79	1607	3.27	1.19	922
321	Making Recommendations	Discuss offense with external entities to determine whether new charges/violation of probation should be filed.	38.5%	0.86	1.65	1599	3.27	1.14	727
216	Supervising and Monitoring	Process and distribute pre-paid telephone cards.	36.0%	1.33	2.50	1600	3.27	1.22	666
252	Develop Case Plans	Determine the frequency of contact needed during supervision utilizing risk assessment.	33.3%	0.84	1.86	1596	3.27	1.22	624
308	Monitor Compliance	Conduct home/site visits.	25.0%	0.42	1.14	1605	3.26	1.20	449
100	Supervising Personnel	Write or update job descriptions.	44.3%	0.78	1.28	1592	3.25	1.25	875
254	Develop Case Plans	Assess, monitor and update individual's progress with case plan.	29.6%	0.71	1.75	1595	3.25	1.24	552
250	Service to Community	Speak with at-risk members of the community about their concerns or problems.	43.9%	0.84	1.57	1600	3.23	1.17	797

Task Statements ⁸ (Tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
230	Alternative Programs	Orient individual to alternative sentencing program rules and procedures.	36.7%	0.67	1.50	1604	3.22	1.29	687
251	Develop Case Plans	Gather information, prepare, develop and review individualized case plan.	31.5%	0.76	1.76	1602	3.22	1.22	594
99	Supervising Personnel	Recruit applicants for work in the department, including volunteers.	43.2%	0.75	1.32	1598	3.21	1.28	874
307	Monitor Compliance	Gather information, interview appropriate parties and the individual to determine level of probation compliance.	24.5%	0.48	1.29	1605	3.19	1.09	442
227	Alternative Programs	Make field checks of individuals in alternative sentencing programs.	34.9%	0.57	1.29	1599	3.18	1.32	651
231	Alternative Programs	Determine eligibility, develop case plan, and monitor progress in re-entry programs.	32.7%	0.52	1.27	1599	3.15	1.32	603
224	Alternative Programs	Determine an individual's eligibility for alternative sentencing programs.	37.4%	0.72	1.58	1611	3.12	1.24	715
136	Visiting	Provide video kiosk assistance and operating instructions to visitors.	46.7%	1.28	2.20	1602	3.11	1.29	854
225	Alternative Programs	Process documents necessary for alternative sentencing programs.	39.4%	0.81	1.71	1606	3.10	1.25	748
338	Miscellaneous	Serve on disciplinary review board.	45.1%	1.03	1.78	1612	3.09	1.17	885
193	Referrals	Assign individual to program, counselor, or case manager.	30.5%	0.78	1.72	1601	3.09	1.19	569
303	Monitor Compliance	File petition for modification, termination or revocation of probation and /or request warrant.	18.0%	0.33	1.08	1586	3.09	1.17	331

Task Statements ⁸ (Tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
126	Activities	Supervise and/or coach individuals playing sports or game activities.	32.0%	1.20	2.39	1605	3.08	1.31	598
161	Restitution and Fines	Advise individual and/or victim of their right to a restitution hearing.	25.0%	0.52	1.35	1600	3.07	1.24	447
274	Finances	Supervise and record individuals' financial transactions.	33.4%	1.00	2.03	1605	3.06	1.26	634
162	Restitution and Fines	Determine and recommend the amount of restitution due to victims(s).	16.2%	0.28	0.95	1601	3.06	1.25	292
226	Alternative Programs	Notify applicant of approval status for alternative sentencing programs.	39.4%	0.79	1.60	1604	3.04	1.24	746
197	Referrals	Follow up to verify that an individual received service(s) and to evaluate success of referral.	28.0%	0.71	1.66	1595	3.03	1.22	516
246	Service to Community	Serve on non-departmental boards.	41.8%	0.67	1.23	1600	3.02	1.23	808
301	Monitor Compliance	Investigate incoming transfer requests from other jurisdictions.	19.5%	0.40	1.19	1602	3.02	1.24	363
275	Finances	Process work furlough funds received, re-issue funds, and distribute accordingly.	25.0%	0.48	1.23	1596	3.01	1.30	477
139	Counseling	Conduct formal or structured counseling sessions with individuals on a one-on-one basis.	21.0%	0.53	1.49	1602	3.01	1.30	400
18	Court-Related Duties	Serve as traffic hearing officer.	19.2%	0.25	0.71	1605	3.01	1.30	342
144	Counseling	Conduct vocational or job counseling sessions with individual(s).	19.2%	0.44	1.35	1603	2.99 ²	1.26	371

Task Statements ⁸ (Tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
166	Restitution and Fines	Calculate individuals' wages.	13.7%	0.27	1.04	1595	2.99 ²	1.37	250
298	Monitor Compliance	Request court action or garnishment where individual falls behind in child support or other payments.	10.5%	0.17	0.75	1606	2.99 ²	1.19	185
339	Miscellaneous	Work with data to measure program outcomes and inform program decisions.	34.4%	0.68	1.51	1612	2.98 ²	1.17	679
336	Miscellaneous	Present cases to a committee that reviews recommendations.	38.2%	0.73	1.47	1601	2.97 ²	1.20	754
145	Counseling	Counsel individual who will be released without further action.	31.9%	1.10	2.19	1602	2.97 ²	1.22	600
163	Restitution and Fines	Interview probationer and/or family to determine ability to pay restitution, fines, probation fees, other payments, set up payment schedule and monitor payments.	14.1%	0.25	0.95	1599	2.97 ²	1.29	251
196	Referrals	Contact appropriate service provider; describe individual's needs, and get their commitment to work with the individual.	27.2%	0.63	1.51	1603	2.95 ²	1.23	502
300	Monitor Compliance	Review requests for permission and initiate procedures to transfer a case to a new jurisdiction.	13.6%	0.25	0.95	1604	2.95 ²	1.17	247
194	Referrals	Refer members of individual's family, victim(s) or others to counseling and/or other appropriate services.	28.2%	0.57	1.35	1604	2.94 ²	1.22	534
313	Establish Relationships	Monitor and audit vendors teaching classes and programs and update program information in writing.	17.9%	0.37	1.16	1606	2.94 ²	1.27	354
146	Counseling	Manage/mediate family (parent/juvenile) interactions in program setting (in custody or out of custody).	17.4%	0.33	1.05	1595	2.94 ²	1.30	314

Task Statements ⁸ (Tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
312	Establish Relationships	Coordinate/contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship.	15.8%	0.33	1.07	1610	2.93 ²	1.22	326
137	Counseling	Conduct or co-facilitate family counseling sessions.	15.1%	0.26	0.88	1604	2.93 ²	1.32	273
195	Referrals	Identify treatment, educational, employment, financial, or other service which will meet the needs of an individual, his/her family, or others and refer appropriately.	24.5%	0.51	1.34	1602	2.92 ²	1.23	460
138	Counseling	Conduct or co-facilitate formal or structured group counseling sessions with individuals.	19.3%	0.41	1.23	1604	2.91 ²	1.29	363
282	Family Court Duties	Make recommendations about placement, visitation, and custody of minors during custody proceedings.	12.5%	0.23	0.93	1608	2.91 ²	1.36	221
302	Monitor Compliance	Initiate procedures to request Interstate Compact Supervision.	13.1%	0.20	0.75	1599	2.90 ²	1.21	231
299	Monitor Compliance	Review request for and issue travel permits.	10.3%	0.19	0.84	1604	2.89 ²	1.24	194
239	Oral Communication	Conduct tours.	84.4%	2.07	1.66	1600	2.89	1.28	1601
281	Family Court Duties	Conduct investigation to determine whether conservator(s)/legal guardian(s) is properly administering an estate.	11.6%	0.19	0.77	1603	2.86 ²	1.35	199
283	Family Court Duties	Make recommendations regarding emancipation.	10.8%	0.18	0.77	1608	2.86 ²	1.31	185
127	Activities	Plan and schedule recreational activities.	36.1%	1.27	2.45	1601	2.86	1.31	685

Task Statements ⁸ (Tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
8	Physical Tasks	Pull oneself up over obstacles.	71.4%	1.61	1.76	1632	2.86	1.29	1374
332	Miscellaneous	Assist individuals in writing grievances.	61.6%	1.96	2.33	1606	2.84	1.18	1156
311	Establish Relationships	Visit community-based organizations/placement facilities to learn about their services and evaluate the care and/or treatment they provide.	11.5%	0.19	0.73	1609	2.82 ²	1.26	230
142	Counseling	Make recommendations for program advancement/graduation.	23.6%	0.52	1.34	1603	2.82	1.25	449
284	Family Court Duties	Make recommendations regarding underage couples' marriage requests.	9.5%	0.16	0.76	1608	2.76 ²	1.36	166
272	Finances	Make special purchases for individuals.	21.6%	0.45	1.21	1608	2.76	1.29	434
285	Family Court Duties	Make recommendations regarding adoption.	8.8%	0.14	0.65	1597	2.75 ²	1.31	149
7	Physical Tasks	Jump over obstacles.	72.4%	1.85	1.89	1630	2.75	1.28	1382
310	Establish Relationships	Recruit foster parents.	5.2%	0.09	0.54	1609	2.73 ²	1.34	92
19	Physical Tasks	Operate lifting equipment.	37.2%	1.06	2.00	1627	2.73	1.40	714
6	Physical Tasks	Climb up to and/or jump down from elevated surfaces.	70.7%	2.08	2.25	1633	2.70	1.29	1353
128	Activities	Participate in sports or game activities with individuals.	16.4%	0.41	1.31	1600	2.67	1.46	309

Task Statements⁸ (Tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
129	Activities	Instruct/train/coach individuals in vocational activities and projects.	20.2%	0.47	1.40	1600	2.67	1.46	383
4	Physical Tasks	Climb up and down a ladder.	71.0%	2.11	2.23	1636	2.67	1.32	1370
3	Physical Tasks	Climb through openings.	69.8%	1.89	2.05	1635	2.65	1.30	1337
130	Activities	Assist individuals with schoolwork.	17.0%	0.42	1.32	1592	2.63	1.43	316
5	Physical Tasks	Crawl in confined areas.	66.7%	1.54	1.77	1635	2.55	1.32	1283

Appendix L

ACO Equipment Results

Board of State and Community Corrections
Adult Corrections Officer Equipment Results

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
1	Transportation or Patrol Vehicle	79.5%	1.46	1.04	1567	322	542	371	332
2	Caged transport vehicle	73.3%	1.35	1.08	1564	418	499	336	311
3	Two-Way Radio	95.4%	2.64	0.80	1562	72	98	154	1238
4	Stationary radio (e.g., dispatch radio)	70.9%	1.43	1.18	1565	456	410	266	433
5	Audio Recording Equipment	58.6%	0.93	1.00	1557	645	573	149	190
6	Audiovisual Equipment	69.1%	1.23	1.08	1556	481	526	255	294
7	Firearm(s)	57.9%	1.07	1.11	1564	659	382	273	250
8	Gun safe/locker	64.3%	1.46	1.27	1566	559	241	257	509
9	Ammunition/Rounds for Firearm(s)	59.3%	1.15	1.15	1561	635	355	277	294
10	Speed loader or magazine	49.4%	0.92	1.10	1553	786	327	219	221
11	Weapons repair or cleaning kit	60.3%	1.01	1.01	1561	619	471	303	168

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
12	Firearm training equipment (e.g., ear and eye protection, targets, plastic training pistol)	64.2%	1.09	1.01	1563	560	479	347	177
13	Chemical Agent	66.8%	0.98	0.90	1558	517	696	209	136
14	Impact weapon	50.4%	0.69	0.83	1553	771	561	145	76
15	Less than lethal weapons (e.g., riot control system, gas gun, Pepperball gun, rubber bullets, bean bags)	57.3%	0.78	0.83	1561	666	649	167	79
16	Less than lethal hand thrown projectiles (e.g., Sting balls, Flashbang)	36.0%	0.48	0.74	1559	998	421	92	48
17	Handcuffs.	96.3%	2.38	0.84	1558	58	196	396	908
18	Riot Gear (e.g., assault shield, helmet)	55.1%	0.73	0.81	1553	697	644	140	72
19	Body armor (e.g., protective or ballistic vests)	64.5%	1.18	1.10	1563	555	449	282	277
20	Tactical Vest	45.5%	0.72	0.95	1550	844	426	150	130
21	Forcible entry/cell extraction equipment	58.9%	0.73	0.73	1560	641	749	126	44
22	Gas mask or self-contained breathing apparatus	48.6%	0.60	0.72	1561	803	616	103	39
23	Oxygen supply/resuscitator	34.0%	0.40	0.63	1555	1027	458	45	25
24	Mechanical/soft restraints other than handcuffs (e.g., wrist, leg, ankle, waist)	69.1%	1.14	1.02	1561	483	610	237	231

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
25	Restraint chair	62.4%	0.79	0.76	1560	587	767	149	57
26	Full body restraint(s) (e.g., canvas restraint, bed restraints)	30.7%	0.38	0.65	1556	1079	389	59	29
27	Electronic restraint	14.6%	0.19	0.52	1560	1333	172	38	17
28	Electronic stun device other than electronic restraints	39.7%	0.52	0.74	1553	936	473	101	43
29	Personal alarm system	20.2%	0.31	0.71	1557	1243	203	55	56
30	Alarm system or monitor.	32.6%	0.49	0.82	1538	1037	319	111	71
31	Electronic Safety Check Device (e.g., metal detector, wand/pipe)	67.7%	1.14	1.04	1553	502	592	206	253
32	Electronic time keeper system	42.2%	0.85	1.16	1551	897	253	133	268
33	System control board	62.5%	1.30	1.22	1550	581	318	251	400
34	Electronic monitoring device(s)	37.4%	0.72	1.07	1551	971	240	141	199
35	Controlled substance detection equipment (e.g., urine bottles, drug test cups, breathalyzer)	49.4%	0.70	0.86	1552	785	534	144	89
36	Intercom device (public address system, call box)	78.8%	1.71	1.16	1552	329	344	327	552
37	Tool Kit	55.7%	0.78	0.86	1552	687	624	141	100

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
38	First Aid Kit	75.2%	0.98	0.77	1547	384	905	168	90
39	Trauma Kit	28.6%	0.35	0.63	1543	1101	365	50	27
40	Universal precautions equipment (e.g. blood borne pathogens kit)	61.0%	1.05	1.08	1546	603	521	159	263
41	Automatic external defibrillator (AED)	28.1%	0.33	0.58	1552	1116	386	29	21
42	Hydraulic rescue tools (e.g., Jaws of Life)	5.9%	0.08	0.38	1545	1454	61	20	10
43	Hooked cutting/rescue device (e.g., 911 swirl cutting tool)	31.7%	0.40	0.68	1551	1060	393	60	38
44	Fire fighting equipment (e.g., extinguisher, hoses)	30.1%	0.36	0.62	1556	1088	400	43	25
45	Flashlight	95.1%	2.08	0.93	1558	76	387	434	661
46	Bolt cutters	49.3%	0.62	0.74	1558	790	629	87	52
47	Badge.	88.0%	2.33	1.07	1557	187	163	152	1055
48	Duty belt	93.9%	2.58	0.87	1549	94	117	128	1210
49	Holster(s)	77.8%	2.07	1.26	1538	342	135	131	930
50	Field book	52.2%	0.96	1.12	1534	733	395	142	264

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
51	Business cards	25.5%	0.37	0.74	1553	1157	274	60	62
52	Surveillance gear	21.6%	0.36	0.78	1554	1218	189	75	72
53	Binoculars	16.6%	0.21	0.52	1544	1287	209	30	18
54	Body/mic camera	14.8%	0.23	0.64	1545	1316	141	43	45
55	Bullhorn or hailer	10.5%	0.14	0.47	1546	1383	124	21	18
56	Cash register	8.9%	0.14	0.52	1550	1412	80	30	28
57	Computer search software	65.6%	1.47	1.26	1550	533	256	255	506
58	Computer software, other than computer search software	72.0%	1.71	1.26	1545	432	221	255	637
59	Computer terminal	86.7%	2.30	1.08	1552	206	126	210	1010
60	Desktop computer	96.4%	2.65	0.75	1548	55	93	195	1205
61	Laptop computer or mobile data terminal (MDT)	37.7%	0.65	0.99	1551	967	326	92	166
62	Tablet computer	21.2%	0.42	0.92	1551	1222	137	54	138
63	Flash drive(s)	64.1%	1.16	1.11	1548	556	479	217	296

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
64	GPS navigation device	29.8%	0.49	0.87	1549	1087	263	101	98
65	Telephone/cell phone	90.4%	2.28	1.03	1559	149	221	239	950
66	Palm pilot	7.7%	0.12	0.49	1551	1431	72	23	25
67	Pager	9.0%	0.14	0.51	1543	1404	89	20	30
68	Facsimile (Fax) machine	74.5%	1.35	1.08	1546	394	539	289	324
69	Teletype	43.8%	0.85	1.12	1540	865	269	180	226
70	Disposable hazardous material suits/spill kits (e.g., eye wash stations, decontamination supplies)	48.2%	0.61	0.76	1532	794	594	85	59
71	Electronic control panel or "breaker box"	44.6%	0.62	0.84	1542	854	510	89	89
72	Emergency lighting equipment (e.g., spotlight, search lights, flares)	39.0%	0.51	0.74	1553	947	474	82	50
73	Fingerprint equipment	80.6%	1.81	1.18	1551	301	353	229	668
74	Food preparation equipment (e.g., stove, broilers, microwave ovens, etc.).	63.4%	1.27	1.19	1561	571	389	214	387
75	Housekeeping equipment (e.g., mop, broom, etc.)	78.9%	1.48	1.07	1556	328	531	326	371
76	Illuminated needle-marks scope.	10.1%	0.16	0.53	1543	1387	100	25	31

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
77	Keys	98.5%	2.82	0.55	1552	23	54	100	1375
78	Ladder	44.9%	0.59	0.78	1549	853	541	88	67
79	Maps	41.3%	0.62	0.89	1541	905	425	102	109
80	Paint sprayer	9.1%	0.13	0.48	1535	1395	96	22	22
81	PBX switchboard or multi-line phone system	33.9%	0.71	1.11	1550	1025	165	141	219
82	Adding machine or calculator.	58.0%	0.90	0.95	1557	654	553	208	142
83	Typewriter	14.9%	0.25	0.68	1548	1317	131	42	58
84	Photocopier	92.2%	2.12	0.97	1557	121	284	441	711
85	Microfilm/microfiche machine	8.4%	0.14	0.52	1556	1425	69	34	28
86	Projection equipment (movie, slide, overhead)	24.3%	0.34	0.68	1551	1174	275	60	42
87	Photographic equipment (cameras or processing)	71.0%	1.26	1.07	1555	451	540	272	292
88	Power supply generators	20.0%	0.27	0.62	1550	1240	234	40	36
89	Evidence processing kit (e.g., latent print)	29.2%	0.40	0.72	1541	1091	334	67	49

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
90	Property/evidence bag sealer	67.3%	1.19	1.10	1541	504	538	197	302
91	Property/evidence storage locker(s)	71.5%	1.16	1.01	1553	443	674	187	249
92	Padded training gear (e.g., Redman suit)	43.5%	0.54	0.71	1561	882	556	87	36
93	Spit mask	77.5%	1.01	0.74	1553	350	907	225	71
94	Survival gear (rural areas)	12.2%	0.17	0.52	1550	1361	137	29	23
95	Tire chains	7.4%	0.10	0.42	1550	1436	80	20	14
96	Whistle	9.1%	0.12	0.44	1551	1410	103	24	14
97	X-ray equipment (examining mail and packages)	16.2%	0.25	0.64	1559	1307	161	51	40
98	Full body scanner	17.3%	0.31	0.77	1550	1282	129	61	78
99	Jumper cables	25.9%	0.31	0.58	1553	1151	347	33	22

Appendix M

ACO Overall KSA Results

**Board of State and Community Corrections
Adult Corrections Officer Overall KSA Results**

KSA Statements ⁹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
1	Knowledge of department's/facility's rules, regulations, and procedures.	4.45	0.78	1823	3.9%	1749	97.2%	3.86	1.29	1774
2	Knowledge of the criminal justice system (adult and/or juvenile) including its elements, history, and philosophy.	3.73	1.09	1823	9.3%	1746	96.5%	3.48	1.33	1757
3	Knowledge of state and federal laws, legal codes, court procedures, precedents, government regulations, and executive orders.	3.81	1.08	1821	5.3%	1741	97.3%	3.57	1.30	1757
4	Knowledge of court, legal, and other law enforcement agency documents/forms (e.g., warrants, court order forms).	3.81	1.04	1806	3.2%	1729	97.5%	3.57	1.27	1750
5	Knowledge of the procedures for testifying in court as a witness, including courtroom demeanor.	3.82	1.06	1812	3.1%	1725	97.3%	3.56	1.31	1751
6	Knowledge of California state laws and codes governing the custody, care, security, and detention of individuals in a facility or youth detention facility (e.g., minimum jail standards).	4.17	0.98	1810	3.8%	1730	97.7%	3.79	1.26	1754

⁹ KSA statements with a line strike did not meet the importance retention criterion. KSAs that were not needed at entry are marked with red font in the needed at entry criterion column. However, those statistics with a superscript "2" were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ⁹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
7	Knowledge of the legal rights and civil liability of peace officers.	4.06	1.11	1806	5.1%	1723	96.7%	3.68	1.33	1742
8	Knowledge of investigative techniques and procedures.	3.59	1.18	1801	3.6%	1714	96.7%	3.53	1.29	1727
9	Knowledge of human physical and psychological development.	3.01	1.26	1794	12.6%	1710	95.0%	3.10	1.38	1716
10	Knowledge of the basic principles of psychology and sociology as they relate to theories of personality, behavior patterns, crime, social adjustment, human motivation, group dynamics, and the symptoms and causes of mental illness.	3.18	1.23	1806	10.3%	1723	96.2%	3.24	1.35	1744
11	Knowledge of crisis intervention techniques and procedures.	3.49	1.18	1804	4.5%	1723	97.1%	3.40	1.29	1737
12	Knowledge of individual and group counseling theories, techniques, principles, and practices.	2.69	1.43	1794	7.8%	1686	91.8%	2.85	1.47	1713
13	Skill in de-escalating volatile situations.	4.23	0.91	1784	6.7%	1696	98.4%	3.85	1.22	1703
14	Skill in applying individual and/or group counseling techniques.	2.69	1.43	1763	8.9%	1661	91.3%	2.88	1.49	1687
15	Knowledge of the needs, problems, attitudes, behavior patterns of individuals, and the factors underlying criminal behavior/juvenile delinquency.	3.38	1.18	1804	7.3%	1710	96.3%	3.23	1.32	1725
16	Knowledge of the value systems of different groups or cultures.	3.30	1.16	1800	10.2%	1714	95.9%	3.15	1.36	1729

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ⁹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
17	Knowledge of the purpose and methods of discipline as applied to persons under criminal confinement.	3.54	1.14	1796	4.3%	1712	96.5%	3.30	1.34	1737
18	Knowledge of general personal hygiene and health practices.	3.38	1.23	1794	37.9%	1703	92.2%	2.95	1.51	1723
19	Knowledge of universal safety precautions for preventing transmission of disease.	4.10	1.02	1784	15.2%	1708	96.9%	3.46	1.35	1732
20	Knowledge of standard facility health and sanitation practices and procedures.	3.40	1.19	1791	6.4%	1709	95.3%	3.08	1.38	1716
21	Knowledge of work and treatment programs available to individuals in the facility.	2.80	1.31	1810	4.5%	1703	91.7%	2.80	1.46	1726
22	Knowledge of report writing procedures (e.g., for crime reports, incident reports, escape reports, behavior reports).	4.10	0.90	1805	3.8%	1711	97.9%	3.78	1.24	1733
23	Knowledge of standard office practices, such as record keeping, filing, and the operation of office equipment.	3.11	1.24	1804	15.9%	1709	92.9%	2.92	1.46	1726
24	Knowledge of routine grounds keeping and building maintenance.	2.13	1.57	1793	19.9%	1655	78.1%	2.27	1.68	1691
25	Skill in safely, appropriately, and accurately handling and using firearms.	3.80	1.67	1792	10.8%	1659	90.4%	3.49	1.63	1710
26	Skill in safely, appropriately, and accurately using self-defense, physical restraints, weaponless defense, and riot control techniques and procedures.	4.41	0.90	1799	4.5%	1704	98.0%	3.96	1.24	1734
27	Skill in identifying and applying the appropriate type of first aid procedure or technique (including CPR).	4.16	0.97	1797	6.5%	1704	97.3%	3.68	1.30	1722

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ⁹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
28	Knowledge of the symptoms and effects of drug and alcohol use and abuse.	3.77	0.98	1795	5.5%	1712	97.6%	3.58	1.24	1728
29	Ability to identify illicit drugs.	3.71	1.02	1769	3.6%	1686	97.7%	3.56	1.27	1708
30	Knowledge of drug and alcohol testing procedures.	3.43	1.22	1755	3.8%	1677	95.7%	3.35	1.37	1697
31	Knowledge of indicators of criminal affiliation and behavior (e.g., gangs, street terminology, monikers, symbols).	3.96	0.93	1788	3.4%	1705	98.1%	3.71	1.23	1717
32	Knowledge of group leadership and supervision techniques.	3.45	1.15	1781	10.8%	1690	95.8%	3.31	1.38	1709
33	Knowledge of the rules of team and individual games/sports.	1.95	1.69	1772	39.5%	1615	68.6%	2.05	1.78	1667
34	Knowledge of standard radio broadcast procedures and rules.	3.62	1.34	1771	6.7%	1667	93.2%	3.35	1.45	1700
35	Knowledge of criminal offender record information (C.O.R.I.).	3.16	1.31	1792	3.7%	1688	93.9%	3.16	1.43	1711
36	Knowledge of available community resources, their approaches, limitations, and the referral process to obtain services.	2.70	1.46	1781	9.0%	1666	88.8%	2.76	1.56	1706
37	The ability to recognize when something is wrong or is likely to go wrong; it does not involve solving the problem, only recognizing there is a problem.	4.09	0.97	1788	25.2%	1707	97.1%	3.67	1.32	1725
38	The ability to proceed in a careful, cautious, and/or prudent manner.	4.05	0.95	1785	24.1%	1695	97.5%	3.61	1.28	1726

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ⁹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
39	Skill in knowing where and how to access written procedures/information when needed.	3.79	0.95	1786	9.5%	1702	97.7%	3.47	1.25	1720
40	Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications.	3.77	0.96	1778	44.5%	1711	96.5%	3.47	1.34	1730
41	Skill in observing, interpreting, and accurately documenting verbal and non-verbal behavior.	4.08	0.89	1780	13.3%	1694	98.2%	3.70	1.24	1717
42	Skill in searching persons.	4.35	0.89	1790	3.7%	1698	98.3%	3.86	1.24	1726
43	Skill in searching vehicles, residences, and/or facilities.	3.77	1.36	1769	4.6%	1663	94.7%	3.51	1.43	1694
44	Skill in interviewing a range of individuals who may be cooperative or uncooperative and effectively gathering information.	3.90	1.08	1784	5.3%	1688	96.8%	3.60	1.31	1713
45	Skill in interviewing abused or neglected individuals (e.g., children, elders).	3.11	1.63	1783	10.1%	1651	88.7%	3.09	1.60	1686
46	The ability to know one's location in relation to the environment, or to know where other objects are in relation to one's self.	3.84	1.24	1779	25.5%	1683	95.5%	3.40	1.41	1707
47	Skill in driving a car.	3.39	1.48	1775	54.0%	1677	87.6%	2.96	1.62	1687
48	Skill in dictating reports or correspondence.	3.09	1.45	1790	17.8%	1667	91.1%	3.04	1.55	1692
49	The ability to prioritize projects, tasks, and responsibilities effectively and in working efficiently to meet all deadlines.	3.93	0.92	1795	37.1%	1726	96.9%	3.47	1.33	1726

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ⁹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
50	Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate.	3.86	0.93	1794	46.4%	1708	96.9%	3.42	1.34	1722
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	4.10	0.87	1790	59.8%	1711	95.4%	3.51	1.42	1728
52	The ability to understand materials written in English.	4.24	0.84	1782	67.9%	1711	94.9%	3.54	1.46	1720
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	4.15	0.85	1787	63.2%	1720	95.4%	3.53	1.42	1723
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	4.00	0.91	1775	49.9% ²	1706	95.8%	3.42	1.39	1724
55	Skill in organizing one's work, files, and other materials.	3.51	1.00	1785	46.3%	1704	95.1%	3.11	1.39	1718
56	The ability to analyze and evaluate information to arrive at a correct conclusion, including making judgments regarding the accuracy of information, applying rules and principles, and combining pieces of information to come up with logical answers.	3.88	0.98	1775	38.8%	1687	96.4%	3.41	1.37	1715
57	Skill in adding and subtracting whole numbers.	3.22	1.30	1757	70.2%	1683	87.9%	2.72	1.61	1700
58	Skill in multiplying and dividing whole numbers.	2.96 ²	1.40	1763	69.9%	1676	85.8%	2.58	1.63	1703
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	3.93	0.97	1777	48.0% ²	1696	94.0%	3.27	1.46	1713

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ⁹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
60	The ability to concentrate on a task and not be distracted.	3.89	0.93	1771	51.5%	1693	94.9%	3.30	1.43	1717
61	The ability to quickly and accurately compare letters, numbers, objects, pictures, or words presented in written or visual form in order to identify inaccurate, inconsistent, or missing information.	3.43	1.14	1794	44.3%	1717	93.9%	3.10	1.44	1727
62	The ability to quickly and accurately process multiple types of information and/or perform multiple tasks, shifting back and forth between tasks and/or sources of information.	3.81	0.97	1796	39.8%	1714	95.5%	3.39	1.38	1730
63	The ability to recall information such as procedures and rules, faces, identification marks, and the order in which events occurred.	4.00	0.94	1789	36.1%	1717	95.9%	3.51	1.36	1734
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	3.78	1.03	1781	58.9%	1706	93.6%	3.23	1.47	1697
65	The ability to exert oneself physically without becoming tired too quickly.	3.95	0.94	1782	49.8% ²	1704	94.7%	3.39	1.41	1728
66	The ability to take charge of situations or groups, to assert ideas, to influence, persuade, or motivate others; to speak-up, be candid, and confront people when necessary, without hesitation in a professional manner.	4.06	0.95	1786	34.0%	1715	96.2%	3.60	1.34	1724
67	The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations.	4.31	0.85	1779	37.0%	1699	96.6%	3.73	1.35	1728

KSA Statements ⁹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
68	The ability to perform effectively under stressful conditions and to cope with prolonged exposure to job stressors (e.g., time pressure, emergencies, threats, physical altercations).	4.33	0.81	1797	32.6%	1712	96.7%	3.74	1.34	1741
69	The ability to be thorough and to carry out tasks with a concern for the inclusion and accuracy of details.	4.12	0.82	1786	37.4%	1712	96.5%	3.55	1.33	1738
70	The ability to interact confidently with individuals or groups at all levels; to not be easily fooled or persuaded into changing course of action; and to have confidence in one's ability to be effective.	4.17	0.83	1786	36.6%	1711	96.3%	3.60	1.35	1730
71	The ability to make well-reasoned decisions in a timely manner, sometimes in situations where there are no standard procedures.	4.20	0.82	1789	37.5%	1712	96.5%	3.59	1.34	1734
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	3.95	0.90	1778	56.1%	1714	94.8%	3.41	1.40	1735
73	The ability to adapt to unanticipated problems or conflicts, accept changes (e.g., assignments or procedures), and change roles based on one's assessment of the situation.	4.11	0.86	1786	37.3%	1702	96.4%	3.54	1.36	1729
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	3.87	0.96	1777	48.4% ²	1708	94.9%	3.37	1.41	1732
75	The ability to establish and maintain effective working relationships with team members.	4.10	0.82	1795	46.3%	1718	95.3%	3.51	1.40	1726

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ⁹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	3.98	0.92	1794	49.2% ²	1711	95.2%	3.41	1.43	1727
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	4.25	0.80	1791	59.6%	1712	95.2%	3.55	1.41	1737
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.	4.32	0.82	1792	62.6%	1713	94.9%	3.61	1.45	1732
79	The ability to perform work in compliance with laws, rules and regulations; to accept and conform to accepted standards of conduct and the authority structure of the organization.	4.30	0.82	1786	40.4%	1702	95.9%	3.63	1.38	1724
80	The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas).	4.11	0.86	1791	45.5%	1710	95.0%	3.47	1.43	1727
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	4.05	0.87	1792	50.9%	1704	95.6%	3.51	1.41	1733
82	The ability to acquire new skills and knowledge, seek out and use feedback to improve performance, learn from one's own and others' experiences, and apply learning to new situations.	3.93	0.89	1799	39.0%	1709	96.5%	3.50	1.35	1727

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ⁹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	4.16	0.89	1794	55.6%	1710	95.6%	3.50	1.41	1735
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	3.79	1.03	1790	52.5%	1712	94.7%	3.22	1.43	1729
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	3.74	1.08	1786	50.4%	1711	94.4%	3.18	1.44	1721
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	3.86	1.04	1790	49.7% ²	1710	95.0%	3.28	1.43	1720
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	3.65	1.11	1796	51.1%	1714	94.1%	3.15	1.45	1722

KSA Statements ⁹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	3.66	1.11	1790	52.1%	1694	94.4%	3.15	1.45	1718
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	3.69	1.07	1790	59.4%	1698	93.0%	3.10	1.49	1723
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	3.70	1.10	1791	58.3%	1709	92.7%	3.11	1.50	1730
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	3.73	1.10	1791	58.8%	1717	92.7%	3.11	1.50	1731
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	3.74	1.10	1797	60.3%	1715	92.7%	3.11	1.51	1732

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ⁹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	3.58	1.13	1790	62.5%	1713	91.6%	2.94	1.51	1728
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	3.70	1.05	1783	62.5%	1721	91.9%	3.00	1.52	1731
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	3.58	1.09	1784	62.8%	1711	91.2%	2.94	1.51	1736
96	The capacity to match or discriminate between colors. This capacity included detecting differences in color and in brightness.	3.39	1.23	1804	68.7%	1718	86.4%	2.73	1.62	1741
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	3.58	1.12	1800	65.3%	1725	88.4%	2.87	1.57	1736
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	3.77	1.07	1804	64.2%	1725	90.0%	3.05	1.57	1745
99	The ability to see objects in the presence of glare or bright ambient lighting.	3.43	1.17	1794	64.0%	1709	87.8%	2.79	1.59	1726
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	3.52	1.12	1804	60.3%	1729	89.5%	2.90	1.55	1741

KSA Statements ⁹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	3.68	1.06	1803	58.0%	1723	91.6%	3.05	1.54	1729
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	3.73	1.03	1805	62.6%	1719	91.0%	3.01	1.56	1747

Appendix N

ACO Important KSAs

Board of State and Community Corrections
Adult Corrections Officer Important KSAs

KSA Statements ¹⁰ (KSA statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
1	Knowledge of department's/facility's rules, regulations, and procedures.	4.45	0.78	1823	3.9%	1749	97.2%	3.86	1.29	1774
26	Skill in safely, appropriately, and accurately using self-defense, physical restraints, weaponless defense, and riot control techniques and procedures.	4.41	0.90	1799	4.5%	1704	98.0%	3.96	1.24	1734
42	Skill in searching persons.	4.35	0.89	1790	3.7%	1698	98.3%	3.86	1.24	1726
68	The ability to perform effectively under stressful conditions and to cope with prolonged exposure to job stressors (e.g., time pressure, emergencies, threats, physical altercations).	4.33	0.81	1797	32.6%	1712	96.7%	3.74	1.34	1741
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.	4.32	0.82	1792	62.6%	1713	94.9%	3.61	1.45	1732

¹⁰ Statistics in red font did not meet the initial retention criteria for the corresponding scale. However, those with a superscript "2" were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁰ (KSA statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
67	The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations.	4.31	0.85	1779	37.0%	1699	96.6%	3.73	1.35	1728
79	The ability to perform work in compliance with laws, rules and regulations; to accept and conform to accepted standards of conduct and the authority structure of the organization.	4.30	0.82	1786	40.4%	1702	95.9%	3.63	1.38	1724
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	4.25	0.80	1791	59.6%	1712	95.2%	3.55	1.41	1737
52	The ability to understand materials written in English.	4.24	0.84	1782	67.9%	1711	94.9%	3.54	1.46	1720
13	Skill in de-escalating volatile situations.	4.23	0.91	1784	6.7%	1696	98.4%	3.85	1.22	1703
71	The ability to make well-reasoned decisions in a timely manner, sometimes in situations where there are no standard procedures.	4.20	0.82	1789	37.5%	1712	96.5%	3.59	1.34	1734
6	Knowledge of California state laws and codes governing the custody, care, security, and detention of individuals in a facility or youth detention facility (e.g., minimum jail standards).	4.17	0.98	1810	3.8%	1730	97.7%	3.79	1.26	1754

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁰ (KSA statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
70	The ability to interact confidently with individuals or groups at all levels; to not be easily fooled or persuaded into changing course of action; and to have confidence in one's ability to be effective.	4.17	0.83	1786	36.6%	1711	96.3%	3.60	1.35	1730
27	Skill in identifying and applying the appropriate type of first aid procedure or technique (including CPR).	4.16	0.97	1797	6.5%	1704	97.3%	3.68	1.30	1722
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	4.16	0.89	1794	55.6%	1710	95.6%	3.50	1.41	1735
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	4.15	0.85	1787	63.2%	1720	95.4%	3.53	1.42	1723
69	The ability to be thorough and to carry out tasks with a concern for the inclusion and accuracy of details.	4.12	0.82	1786	37.4%	1712	96.5%	3.55	1.33	1738
73	The ability to adapt to unanticipated problems or conflicts, accept changes (e.g., assignments or procedures), and change roles based on one's assessment of the situation.	4.11	0.86	1786	37.3%	1702	96.4%	3.54	1.36	1729
80	The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas).	4.11	0.86	1791	45.5%	1710	95.0%	3.47	1.43	1727
19	Knowledge of universal safety precautions for preventing transmission of disease.	4.10	1.02	1784	15.2%	1708	96.9%	3.46	1.35	1732
22	Knowledge of report writing procedures (e.g., for crime reports, incident reports, escape reports, behavior reports).	4.10	0.90	1805	3.8%	1711	97.9%	3.78	1.24	1733

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁰ (KSA statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	4.10	0.87	1790	59.8%	1711	95.4%	3.51	1.42	1728
75	The ability to establish and maintain effective working relationships with team members.	4.10	0.82	1795	46.3%	1718	95.3%	3.51	1.40	1726
37	The ability to recognize when something is wrong or is likely to go wrong; it does not involve solving the problem, only recognizing there is a problem.	4.09	0.97	1788	25.2%	1707	97.1%	3.67	1.32	1725
41	Skill in observing, interpreting, and accurately documenting verbal and non-verbal behavior.	4.08	0.89	1780	13.3%	1694	98.2%	3.70	1.24	1717
7	Knowledge of the legal rights and civil liability of peace officers.	4.06	1.11	1806	5.1%	1723	96.7%	3.68	1.33	1742
66	The ability to take charge of situations or groups, to assert ideas, to influence, persuade, or motivate others; to speak-up, be candid, and confront people when necessary, without hesitation in a professional manner.	4.06	0.95	1786	34.0%	1715	96.2%	3.60	1.34	1724
38	The ability to proceed in a careful, cautious, and/or prudent manner.	4.05	0.95	1785	24.1%	1695	97.5%	3.61	1.28	1726
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	4.05	0.87	1792	50.9%	1704	95.6%	3.51	1.41	1733
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	4.00	0.91	1775	49.9% ²	1706	95.8%	3.42	1.39	1724

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁰ (KSA statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
63	The ability to recall information such as procedures and rules, faces, identification marks, and the order in which events occurred.	4.00	0.94	1789	36.1%	1717	95.9%	3.51	1.36	1734
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	3.98	0.92	1794	49.2% ²	1711	95.2%	3.41	1.43	1727
31	Knowledge of indicators of criminal affiliation and behavior (e.g., gangs, street terminology, monikers, symbols).	3.96	0.93	1788	3.4%	1705	98.1%	3.71	1.23	1717
65	The ability to exert oneself physically without becoming tired too quickly.	3.95	0.94	1782	49.8% ²	1704	94.7%	3.39	1.41	1728
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	3.95	0.90	1778	56.1%	1714	94.8%	3.41	1.40	1735
49	The ability to prioritize projects, tasks, and responsibilities effectively and in working efficiently to meet all deadlines.	3.93	0.92	1795	37.1%	1726	96.9%	3.47	1.33	1726
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	3.93	0.97	1777	48.0% ²	1696	94.0%	3.27	1.46	1713
82	The ability to acquire new skills and knowledge, seek out and use feedback to improve performance, learn from one's own and others' experiences, and apply learning to new situations.	3.93	0.89	1799	39.0%	1709	96.5%	3.50	1.35	1727
44	Skill in interviewing a range of individuals who may be cooperative or uncooperative and effectively gathering information.	3.90	1.08	1784	5.3%	1688	96.8%	3.60	1.31	1713

KSA Statements ¹⁰ (KSA statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
60	The ability to concentrate on a task and not be distracted.	3.89	0.93	1771	51.5%	1693	94.9%	3.30	1.43	1717
56	The ability to analyze and evaluate information to arrive at a correct conclusion, including making judgments regarding the accuracy of information, applying rules and principles, and combining pieces of information to come up with logical answers.	3.88	0.98	1775	38.8%	1687	96.4%	3.41	1.37	1715
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	3.87	0.96	1777	48.4% ²	1708	94.9%	3.37	1.41	1732
50	Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate.	3.86	0.93	1794	46.4%	1708	96.9%	3.42	1.34	1722
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	3.86	1.04	1790	49.7% ²	1710	95.0%	3.28	1.43	1720
46	The ability to know one's location in relation to the environment, or to know where other objects are in relation to one's self.	3.84	1.24	1779	25.5%	1683	95.5%	3.40	1.41	1707
5	Knowledge of the procedures for testifying in court as a witness, including courtroom demeanor.	3.82	1.06	1812	3.1%	1725	97.3%	3.56	1.31	1751

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁰ (KSA statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
3	Knowledge of state and federal laws, legal codes, court procedures, precedents, government regulations, and executive orders.	3.81	1.08	1821	5.3%	1741	97.3%	3.57	1.30	1757
4	Knowledge of court, legal, and other law enforcement agency documents/forms (e.g., warrants, court order forms).	3.81	1.04	1806	3.2%	1729	97.5%	3.57	1.27	1750
62	The ability to quickly and accurately process multiple types of information and/or perform multiple tasks, shifting back and forth between tasks and/or sources of information.	3.81	0.97	1796	39.8%	1714	95.5%	3.39	1.38	1730
25	Skill in safely, appropriately, and accurately handling and using firearms.	3.80	1.67	1792	10.8%	1659	90.4%	3.49	1.63	1710
39	Skill in knowing where and how to access written procedures/information when needed.	3.79	0.95	1786	9.5%	1702	97.7%	3.47	1.25	1720
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	3.79	1.03	1790	52.5%	1712	94.7%	3.22	1.43	1729
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	3.78	1.03	1781	58.9%	1706	93.6%	3.23	1.47	1697
28	Knowledge of the symptoms and effects of drug and alcohol use and abuse.	3.77	0.98	1795	5.5%	1712	97.6%	3.58	1.24	1728
40	Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications.	3.77	0.96	1778	44.5%	1711	96.5%	3.47	1.34	1730
43	Skill in searching vehicles, residences, and/or facilities.	3.77	1.36	1769	4.6%	1663	94.7%	3.51	1.43	1694

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁰ (KSA statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	3.77	1.07	1804	64.2%	1725	90.0%	3.05	1.57	1745
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	3.74	1.08	1786	50.4%	1711	94.4%	3.18	1.44	1721
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	3.74	1.10	1797	60.3%	1715	92.7%	3.11	1.51	1732
2	Knowledge of the criminal justice system (adult and/or juvenile) including its elements, history, and philosophy.	3.73	1.09	1823	9.3%	1746	96.5%	3.48	1.33	1757
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	3.73	1.10	1791	58.8%	1717	92.7%	3.11	1.50	1731
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	3.73	1.03	1805	62.6%	1719	91.0%	3.01	1.56	1747
29	Ability to identify illicit drugs.	3.71	1.02	1769	3.6%	1686	97.7%	3.56	1.27	1708

KSA Statements¹⁰ (KSA statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	3.70	1.10	1791	58.3%	1709	92.7%	3.11	1.50	1730
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	3.70	1.05	1783	62.5%	1721	91.9%	3.00	1.52	1731
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	3.69	1.07	1790	59.4%	1698	93.0%	3.10	1.49	1723
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	3.68	1.06	1803	58.0%	1723	91.6%	3.05	1.54	1729
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	3.66	1.11	1790	52.1%	1694	94.4%	3.15	1.45	1718

KSA Statements ¹⁰ (KSA statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	3.65	1.11	1796	51.1%	1714	94.1%	3.15	1.45	1722
34	Knowledge of standard radio broadcast procedures and rules.	3.62	1.34	1771	6.7%	1667	93.2%	3.35	1.45	1700
8	Knowledge of investigative techniques and procedures.	3.59	1.18	1801	3.6%	1714	96.7%	3.53	1.29	1727
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	3.58	1.13	1790	62.5%	1713	91.6%	2.94	1.51	1728
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	3.58	1.09	1784	62.8%	1711	91.2%	2.94	1.51	1736
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	3.58	1.12	1800	65.3%	1725	88.4%	2.87	1.57	1736
17	Knowledge of the purpose and methods of discipline as applied to persons under criminal confinement.	3.54	1.14	1796	4.3%	1712	96.5%	3.30	1.34	1737
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	3.52	1.12	1804	60.3%	1729	89.5%	2.90	1.55	1741

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁰ (KSA statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
55	Skill in organizing one's work, files, and other materials.	3.51	1.00	1785	46.3%	1704	95.1%	3.11	1.39	1718
11	Knowledge of crisis intervention techniques and procedures.	3.49	1.18	1804	4.5%	1723	97.1%	3.40	1.29	1737
32	Knowledge of group leadership and supervision techniques.	3.45	1.15	1781	10.8%	1690	95.8%	3.31	1.38	1709
30	Knowledge of drug and alcohol testing procedures.	3.43	1.22	1755	3.8%	1677	95.7%	3.35	1.37	1697
61	The ability to quickly and accurately compare letters, numbers, objects, pictures, or words presented in written or visual form in order to identify inaccurate, inconsistent, or missing information.	3.43	1.14	1794	44.3%	1717	93.9%	3.10	1.44	1727
99	The ability to see objects in the presence of glare or bright ambient lighting.	3.43	1.17	1794	64.0%	1709	87.8%	2.79	1.59	1726
20	Knowledge of standard facility health and sanitation practices and procedures.	3.40	1.19	1791	6.4%	1709	95.3%	3.08	1.38	1716
47	Skill in driving a car.	3.39	1.48	1775	54.0%	1677	87.6%	2.96	1.62	1687
96	The capacity to match or discriminate between colors. This capacity included detecting differences in color and in brightness.	3.39	1.23	1804	68.7%	1718	86.4%	2.73	1.62	1741
15	Knowledge of the needs, problems, attitudes, behavior patterns of individuals, and the factors underlying criminal behavior/juvenile delinquency.	3.38	1.18	1804	7.3%	1710	96.3%	3.23	1.32	1725

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁰ (KSA statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
18	Knowledge of general personal hygiene and health practices.	3.38	1.23	1794	37.9%	1703	92.2%	2.95	1.51	1723
16	Knowledge of the value systems of different groups or cultures.	3.30	1.16	1800	10.2%	1714	95.9%	3.15	1.36	1729
57	Skill in adding and subtracting whole numbers.	3.22	1.30	1757	70.2%	1683	87.9%	2.72	1.61	1700
10	Knowledge of the basic principles of psychology and sociology as they relate to theories of personality, behavior patterns, crime, social adjustment, human motivation, group dynamics, and the symptoms and causes of mental illness.	3.18	1.23	1806	10.3%	1723	96.2%	3.24	1.35	1744
35	Knowledge of criminal offender record information (C.O.R.I.).	3.16	1.31	1792	3.7%	1688	93.9%	3.16	1.43	1711
23	Knowledge of standard office practices, such as record keeping, filing, and the operation of office equipment.	3.11	1.24	1804	15.9%	1709	92.9%	2.92	1.46	1726
45	Skill in interviewing abused or neglected individuals (e.g., children, elders).	3.11	1.63	1783	10.1%	1651	88.7%	3.09	1.60	1686
48	Skill in dictating reports or correspondence.	3.09	1.45	1790	17.8%	1667	91.1%	3.04	1.55	1692
9	Knowledge of human physical and psychological development.	3.01	1.26	1794	12.6%	1710	95.0%	3.10	1.38	1716
58	Skill in multiplying and dividing whole numbers.	2.96 ²	1.40	1763	69.9%	1676	85.8%	2.58	1.63	1703

Appendix O

ACO KSAs Suitable for Selection-Related Purposes

Board of State and Community Corrections
Adult Corrections Officer KSAs Suitable for Selection-Related Purposes

KSA Statements ¹¹ (KSAs in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.	4.32	0.82	1792	62.6%	1713	94.9%	3.61	1.45	1732
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	4.25	0.80	1791	59.6%	1712	95.2%	3.55	1.41	1737
52	The ability to understand materials written in English.	4.24	0.84	1782	67.9%	1711	94.9%	3.54	1.46	1720
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	4.16	0.89	1794	55.6%	1710	95.6%	3.50	1.41	1735
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	4.15	0.85	1787	63.2%	1720	95.4%	3.53	1.42	1723
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	4.10	0.87	1790	59.8%	1711	95.4%	3.51	1.42	1728

¹¹ Statistics in red font did not meet the initial retention criteria for the corresponding scale. However, those with a superscript “2” were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹¹ (KSAs in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	4.05	0.87	1792	50.9%	1704	95.6%	3.51	1.41	1733
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	4.00	0.91	1775	49.9% ²	1706	95.8%	3.42	1.39	1724
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	3.98	0.92	1794	49.2% ²	1711	95.2%	3.41	1.43	1727
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	3.95	0.90	1778	56.1%	1714	94.8%	3.41	1.40	1735
65	The ability to exert oneself physically without becoming tired too quickly.	3.95	0.94	1782	49.8% ²	1704	94.7%	3.39	1.41	1728
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	3.93	0.97	1777	48.0% ²	1696	94.0%	3.27	1.46	1713
60	The ability to concentrate on a task and not be distracted.	3.89	0.93	1771	51.5%	1693	94.9%	3.30	1.43	1717
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	3.87	0.96	1777	48.4% ²	1708	94.9%	3.37	1.41	1732

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹¹ (KSAs in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	3.86	1.04	1790	49.7% ²	1710	95.0%	3.28	1.43	1720
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	3.79	1.03	1790	52.5%	1712	94.7%	3.22	1.43	1729
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	3.78	1.03	1781	58.9%	1706	93.6%	3.23	1.47	1697
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	3.77	1.07	1804	64.2%	1725	90.0%	3.05	1.57	1745
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	3.74	1.10	1797	60.3%	1715	92.7%	3.11	1.51	1732
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	3.74	1.08	1786	50.4%	1711	94.4%	3.18	1.44	1721
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	3.73	1.03	1805	62.6%	1719	91.0%	3.01	1.56	1747

KSA Statements ¹¹ (KSAs in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	3.73	1.10	1791	58.8%	1717	92.7%	3.11	1.50	1731
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	3.70	1.05	1783	62.5%	1721	91.9%	3.00	1.52	1731
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	3.70	1.10	1791	58.3%	1709	92.7%	3.11	1.50	1730
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	3.69	1.07	1790	59.4%	1698	93.0%	3.10	1.49	1723
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	3.68	1.06	1803	58.0%	1723	91.6%	3.05	1.54	1729

KSA Statements ¹¹ (KSAs in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	3.66	1.11	1790	52.1%	1694	94.4%	3.15	1.45	1718
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	3.65	1.11	1796	51.1%	1714	94.1%	3.15	1.45	1722
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	3.58	1.12	1800	65.3%	1725	88.4%	2.87	1.57	1736
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	3.58	1.09	1784	62.8%	1711	91.2%	2.94	1.51	1736
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	3.58	1.13	1790	62.5%	1713	91.6%	2.94	1.51	1728

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹¹ (KSAs in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	3.52	1.12	1804	60.3%	1729	89.5%	2.90	1.55	1741
99	The ability to see objects in the presence of glare or bright ambient lighting.	3.43	1.17	1794	64.0%	1709	87.8%	2.79	1.59	1726
96	The capacity to match or discriminate between colors. This capacity included detecting differences in color and in brightness.	3.39	1.23	1804	68.7%	1718	86.4%	2.73	1.62	1741
47	Skill in driving a car.	3.39	1.48	1775	54.0%	1677	87.6%	2.96	1.62	1687
57	Skill in adding and subtracting whole numbers.	3.22	1.30	1757	70.2%	1683	87.9%	2.72	1.61	1700
58	Skill in multiplying and dividing whole numbers.	2.96 ²	1.40	1763	69.9%	1676	85.8%	2.58	1.63	1703

Appendix P

JCO Overall Task Results

Board of State and Community Corrections
Juvenile Corrections Officer Overall Task Results

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Physical Tasks								
1	Lift, carry, and/or drag heavy objects.	94.7%	4.46	2.60	868	2.95 ²	1.28	964
2	Walk or run up or down one or more flights of stairs.	85.7%	5.55	3.56	867	3.56	1.34	869
3	Climb through openings.	44.0%	1.00	1.65	866	2.60	1.43	460
4	Climb up and down a ladder.	50.9%	1.27	1.80	866	2.50	1.40	535
5	Crawl in confined areas.	40.2%	0.87	1.61	865	2.55	1.43	419
6	Climb up to and/or jump down from elevated surfaces.	47.7% ²	1.36	2.17	863	2.63	1.39	487
7	Jump over obstacles.	62.4%	1.60	1.89	865	2.74	1.34	650
8	Pull oneself up over obstacles.	52.0%	1.05	1.54	854	2.76	1.34	533

¹² Statements with a line strike did not meet the task frequency and/or task importance retention criteria with the statistic failing to meet the criteria in red. However, those with a superscript "2" were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
9	Push and/or pull hard-to-move objects by hand.	79.0%	2.90	2.58	847	2.96 ²	1.30	800
10	Pursue individuals on foot.	82.8%	1.98	1.76	853	3.54	1.21	825
11	Run for a short distance.	96.3%	3.94	2.17	846	3.79	1.10	955
12	Walk or stand for long periods of time.	98.7%	7.93	2.14	855	4.04	1.07	991
13	Sit for long periods of time.	92.5%	6.37	2.91	855	3.17	1.37	937
14	Bend, extend, and/or twist body.	96.6%	6.72	2.80	848	3.58	1.22	959
15	Balance oneself on uneven or narrow surfaces.	56.7%	2.10	2.77	864	2.89 ²	1.36	575
16	Drive an automobile for work duties other than to transport individuals.	77.4%	2.75	2.51	862	3.22	1.27	797
17	In various degrees of lighting watch for indications of illegal activity or disturbance.	80.9%	5.21	3.77	866	4.04	1.10	833
18	Listen for unusual sounds or sounds that may indicate illegal activity or disturbance.	91.5%	6.67	3.20	863	4.15	1.01	933
19	Operate lifting equipment.	25.5%	0.78	1.85	863	2.90 ²	1.36	252

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
20	Operate and control lights, power, and/or water in cells/rooms/dormitories.	91.7%	6.64	3.18	865	3.88	1.15	940
21	Operate gates, doors, locks, sally ports, cells/rooms/dorms, electronically or manually.	95.0%	7.25	2.89	865	4.26	0.97	969
Handcuffs and Restraints								
22	Handcuff a non-resisting individual.	97.9%	4.93	2.41	871	4.20	0.94	1007
23	Handcuff a resisting individual.	97.8%	3.86	1.93	864	4.39	0.85	996
24	Apply restraint devices other than handcuffs to a non-resisting individual.	89.4%	3.30	2.50	866	4.14	1.01	911
25	Apply restraint devices other than handcuffs to a resisting individual.	91.2%	2.73	2.01	871	4.19	1.01	933
26	Physically subdue or restrain a resisting or fleeing individual by yourself.	91.7%	2.49	1.75	866	4.28	0.98	940
27	Physically subdue or restrain a resisting or fleeing individual with the help of others.	96.2%	3.04	1.79	868	4.34	0.91	980
28	Place an actively resisting individual in the seat of a car.	77.3%	1.44	1.54	863	4.04	1.12	783
Officer Safety								
29	Defend oneself or others using less than lethal force.	96.6%	2.92	1.77	858	4.42	0.91	980
30	Defend oneself or others using lethal force.	51.0%	0.92	1.45	859	4.26	1.09	507

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
31	Defend oneself or others against a combative individual.	99.1%	3.03	1.64	857	4.44	0.89	987
32	Defend oneself against an armed individual.	71.1%	1.09	1.32	859	4.39	1.02	709
33	Physically separate multiple combative individuals with the help of others.	99.0%	3.20	1.66	859	4.45	0.85	993
34	Physically separate two combative individuals by yourself.	92.7%	2.58	1.62	861	4.34	0.95	936
35	Assist an uncooperative/ incapacitated individual from a prone position on the ground to his/her feet.	98.8%	3.16	1.58	857	4.26	0.91	991
36	Search individuals for weapons, contraband, and/or drugs.	99.4%	6.44	2.48	860	4.54	0.77	998
37	Strip-search individuals.	85.3%	3.04	2.58	855	4.28	0.99	856
38	Perform cell/room extractions.	94.4%	2.59	1.71	861	4.27	0.90	950
39	Place and secure individual in safety room.	91.0%	2.70	2.05	863	4.19	0.96	904
40	Anticipate, monitor, and intervene in potentially violent interpersonal situations.	97.2%	4.41	2.53	858	4.33	0.88	978
41	Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.	83.3%	3.10	2.69	861	4.22	0.98	850
42	Use force to gain entrance through barriers.	78.4%	1.57	1.55	857	4.04	1.09	780
43	Operate and/or interpret body scans for contraband or other anomalies.	50.8%	2.02	2.89	858	4.07	1.14	500

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
44	Complete range qualification required to carry a firearm.	20.3%	0.48	1.33	860	3.91	1.49	190
45	Draw and/or fire a firearm on duty in the course of job performance.	16.0%	0.34	1.20	857	4.08	1.41	149
Initial Processing and Release								
46	Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	89.4%	4.36	2.96	853	4.13	1.01	888
47	Fingerprint individuals.	83.9%	3.01	2.64	852	4.05	1.02	829
48	Photograph individuals.	86.7%	3.30	2.68	848	4.03	1.00	859
49	Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	97.8%	5.61	2.54	854	4.20	0.88	969
50	Advise individual of constitutional rights.	90.3%	4.08	2.72	849	4.13	1.01	892
51	Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	92.6%	4.52	2.83	853	4.23	0.92	922
52	Ensure incoming individuals get to make any required phone calls.	97.1%	5.11	2.54	854	4.08	0.95	968
53	Classify individuals to assign proper housing.	90.9%	4.19	2.92	849	4.17	0.95	898
54	Prepare identification cards or identification wristbands and give/affix to individuals.	71.3%	3.05	3.01	847	3.98	1.11	666
55	Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	81.7%	3.06	2.73	838	3.95	1.04	802

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
56	Observe/monitor behavior of individual in receiving room/holding unit while he/she awaits move to assigned housing.	94.5%	4.40	2.82	851	4.07	0.97	942
57	Inventory and take custody of individuals' property, clothing, and/or money.	95.6%	4.25	2.64	855	4.02	0.93	959
58	Prepare forms, cards, or file jackets necessary to initiate individual's records.	87.9%	3.81	2.90	848	3.94	1.00	879
59	Provide food or other necessities to incoming individuals.	95.8%	5.19	2.85	855	4.01	0.96	963
60	Identify filing deadlines and court appearance deadlines.	72.4%	2.79	2.93	851	3.92	1.09	723
61	Inform all relevant parties of date of detention hearing.	64.6%	2.25	2.73	844	3.80	1.16	637
62	Run warrant checks, holds, and/or search clauses.	60.7%	2.11	2.72	848	3.93	1.09	605
63	Complete documentation necessary for release.	85.0%	3.50	2.79	852	4.04	1.02	855
64	Verify identity of individuals prior to booking or releasing.	86.3%	3.60	2.87	845	4.17	1.00	861
65	Return personal property and/or money upon release.	92.5%	3.79	2.67	845	4.10	0.96	923
66	Schedule detention hearing.	27.0%	0.54	1.37	854	3.59	1.31	258
67	Release individuals on Own Recognizance or Cite Release.	47.5% ²	1.31	2.06	852	3.68	1.20	471
68	Initiate search to locate parent(s) or legal guardian(s), if needed.	50.4%	1.43	2.17	847	3.75	1.14	513

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
69	Decide whether to hold an individual in detention.	45.1%	1.28	2.11	850	3.95	1.15	451
70	Evaluate fitness of legal guardian(s) or parent(s) to take custody of individual.	34.9%	0.86	1.76	855	3.77	1.24	347
71	Contact appropriate parties to notify them that an individual is in custody.	73.7%	2.81	2.67	852	3.99	1.04	755
72	Accommodate individual needs (e.g., due to medical conditions and/or religious rights).	86.1%	4.03	2.98	848	4.01	0.99	867
73	Collect and process DNA samples.	53.7%	1.32	1.94	848	3.84	1.13	525
Medical								
74	Perform CPR.	97.6%	1.10	0.69	862	4.35	1.00	980
75	Render first aid other than CPR.	97.7%	2.10	1.46	856	4.23	1.02	973
76	Complete medical/mental health forms.	88.5%	3.97	2.70	853	4.11	1.00	881
77	Review medical log and make note of medical restrictions.	85.4%	4.82	3.17	856	4.17	0.98	858
78	Deliver medication, observe individual taking it, and record if taken or refused.	77.0%	4.51	3.57	855	4.27	0.95	778
79	Arrange for medical treatment or psychiatric care.	64.2%	2.57	2.87	854	4.06	1.03	658
80	Obtain signed medical consent form from parent(s) or legal guardian(s).	73.2%	2.27	2.31	855	3.94	1.13	759

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Escorting and Transporting								
81	Plan transportation route and an alternate route.	75.8%	2.23	2.26	855	3.90	1.07	782
82	Verify individuals' identity and/or classification prior to escorting or transporting.	89.1%	3.33	2.60	845	4.14	0.98	891
83	Verify identity of person transporting an individual.	84.9%	3.02	2.60	847	4.12	0.99	842
84	Process incoming and outgoing law enforcement/facility buses.	44.3%	1.26	2.15	846	3.83	1.17	436
85	Conduct vehicle safety check/inspection prior to transporting individual(s).	86.3%	2.85	2.30	854	4.12	0.97	867
86	Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	83.8%	2.83	2.38	851	4.12	0.97	836
87	Monitor movement of vehicles within the facility or in the immediate area.	73.4%	2.77	2.86	852	3.99	1.03	737
88	Transport equipment and/or evidence.	60.7%	1.44	1.95	853	3.73	1.10	616
89	Transport individuals or groups of individuals including safety/location checks.	81.9%	2.81	2.65	847	3.97	1.01	821
90	Escort an individual or groups to and from locations within facility.	94.5%	6.01	3.19	856	4.15	0.94	948
91	Arrange for transportation of individual(s).	76.1%	2.50	2.68	848	3.83	1.08	769
92	Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).	88.4%	2.73	2.15	851	4.10	0.96	880

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
93	Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior.	73.9%	2.05	2.25	850	3.89	1.07	733
Supervising Personnel								
94	Schedule and/or plan the work of other personnel or volunteers.	55.4%	1.82	2.61	856	3.52	1.17	598
95	Observe the work of other personnel or volunteers and provide appropriate feedback.	72.1%	2.89	2.90	853	3.57	1.09	759
96	Train, mentor, and provide instruction to other personnel or volunteers.	78.5%	3.23	2.79	853	3.77	1.04	811
97	Give assignments to other personnel, program providers, or volunteers.	66.6%	2.55	2.88	848	3.56	1.15	688
98	Assist in interviewing applicants for work in the department.	38.0%	0.65	1.23	852	3.54	1.23	433
99	Recruit applicants for work in the department, including volunteers.	35.4%	0.66	1.33	842	3.41	1.28	385
100	Write or update job descriptions.	32.1%	0.57	1.17	841	3.43	1.25	346
Record Keeping								
101	Log facility equipment in and out.	82.8%	4.92	3.54	849	3.99	1.03	830
102	Log vehicles entering and leaving the facility.	69.9%	2.85	3.01	848	3.90	1.07	688
103	Log weapons/firearms in and out.	28.5%	0.87	2.12	843	3.88	1.34	275

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
104	Maintain a record of all mail/packages for any individual to assure proper distribution.	59.0%	2.49	3.07	851	3.60	1.15	587
105	Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	84.9%	5.09	3.29	846	4.01	0.99	853
106	Record relevant activities and incidents occurring during shift in daily journal or log.	94.5%	7.35	2.69	850	4.23	0.90	939
107	Complete forms and prepare correspondence (e.g., email, memos).	90.1%	6.04	3.15	845	3.84	1.05	902
108	Prepare/update court status and court lists.	68.0%	2.80	3.16	845	3.77	1.18	672
109	Create new forms.	64.2%	2.11	2.57	838	3.32	1.24	648
110	Conduct and document population counts to account for all individuals.	93.5%	7.19	2.98	847	4.43	0.84	938
111	Gather data for statistical reports.	62.5%	2.43	2.97	843	3.58	1.17	640
112	Manage files and documents.	86.4%	5.67	3.30	844	3.89	1.00	862
113	Log movement of all non-detainees entering and leaving the facility.	80.9%	4.59	3.63	849	4.03	1.05	803
114	Maintain authorized visitor log.	82.3%	3.80	3.25	846	3.87	1.09	826
115	Oversee and maintain logs on vehicle fleets.	55.0%	1.61	2.44	838	3.52	1.16	547
116	Document how your time is spent performing specific activities.	77.2%	4.89	3.76	839	3.74	1.14	759

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
117	Compute and record time served credits, conduct credits, and/or release dates.	58.0%	2.27	2.93	846	3.73	1.20	581
Meals								
118	Release individuals for meals at appropriate times.	95.0%	7.31	2.81	855	4.09	0.91	954
119	Inspect food for possible contamination prior to serving.	73.3%	4.89	3.92	851	4.08	0.97	728
120	Report food shortages to shift supervisor or kitchen.	85.1%	4.60	3.32	853	3.92	1.03	853
121	Supervise meals.	98.2%	7.68	2.41	853	4.24	0.83	980
122	Verify tray and utensil counts.	93.8%	7.04	3.04	850	4.29	0.89	929
123	Prepare meals/snacks for individuals.	74.4%	4.72	3.78	851	3.95	1.04	740
124	Serve and monitor special diets.	90.4%	6.02	3.39	853	4.17	0.97	902
Activities								
125	Monitor electronic device usage and reading material for inappropriate content.	70.4%	3.85	3.55	842	3.73	1.07	691
126	Supervise and/or coach individuals playing sports or game activities.	94.7%	6.37	2.84	851	3.82	0.98	940
127	Plan and schedule recreational activities.	92.4%	5.99	3.08	842	3.74	0.98	919

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
128	Participate in sports or game activities with individuals.	60.8%	3.04	3.29	851	3.28	1.25	611
129	Instruct/train/coach individuals in vocational activities and projects.	78.8%	4.15	3.33	849	3.54	1.10	786
130	Assist individuals with schoolwork.	84.0%	4.51	3.13	848	3.43	1.10	851
Visiting								
131	Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	90.0%	4.11	2.86	854	4.22	0.95	912
132	Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.	95.2%	4.50	2.60	849	4.28	0.90	949
133	Arrange for special visits.	73.9%	2.23	2.31	851	3.56	1.11	748
134	Answer questions and provide information to visitors.	95.1%	4.58	2.49	840	3.69	1.01	942
135	Conduct background clearance checks (e.g., for volunteers or visitors).	41.9%	0.99	1.90	852	3.78	1.22	422
136	Provide video kiosk assistance and operating instructions to visitors.	31.7%	0.84	1.83	840	3.46	1.25	301
Counseling								
137	Conduct or co-facilitate family counseling sessions.	43.1%	1.14	2.00	852	3.47	1.22	439
138	Conduct or co-facilitate formal or structured group counseling sessions with individuals.	71.1%	3.19	3.08	851	3.69	1.08	718

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
139	Conduct formal or structured counseling sessions with individuals on a one-on-one basis.	74.6%	3.76	3.23	847	3.78	1.03	744
140	Counsel individuals informally/formally including crisis intervention.	88.2%	4.97	3.04	847	4.06	0.94	881
141	Observe individuals in group and individual activities and provide advice and counseling to foster behavioral modification.	85.9%	5.41	3.36	843	4.08	0.93	857
142	Make recommendations for program advancement/graduation.	64.7%	2.52	2.86	846	3.63	1.06	660
143	Provide positive feedback and encouragement to individual(s).	95.1%	7.15	2.69	849	4.09	0.92	954
144	Conduct vocational or job counseling sessions with individual(s).	64.6%	2.71	2.96	848	3.57	1.10	644
145	Counsel individual who will be released without further action.	81.3%	3.86	2.90	845	3.66	1.03	804
146	Manage/mediate family (parent/juvenile) interactions in program setting (in custody or out of custody).	55.9%	1.96	2.62	846	3.63	1.14	561
Mail								
147	Scan incoming and outgoing mail.	93.9%	5.82	2.83	851	4.11	0.90	942
148	Search articles, packages, property, money left by visitors for individuals.	86.3%	4.03	3.02	851	4.03	1.00	862
149	Distribute mail to individuals or collect individuals' outgoing mail.	96.2%	6.32	2.56	849	3.93	0.94	958
150	Notify sender and receiver of seizure of unauthorized material.	78.6%	2.94	2.78	844	3.80	1.06	773

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Searching								
151	Conduct search of all areas accessible by individuals.	98.8%	6.95	2.27	850	4.37	0.79	986
152	Conduct search of all areas not readily accessible by individuals.	96.1%	6.04	2.68	843	4.19	0.89	946
153	Conduct security checks/patrols.	90.7%	6.49	3.18	843	4.39	0.81	904
154	Conduct surveillance using closed circuit monitoring system.	78.9%	4.36	3.61	845	4.18	0.97	782
155	Operate metal detection or X-ray equipment.	81.3%	4.07	3.15	844	4.16	0.98	796
Evidence and Contraband								
156	Identify, isolate, preserve and secure crime scene.	72.8%	1.67	1.80	849	4.13	1.10	732
157	Identify, seize, secure, document, preserve and/or dispose of evidence/contraband material.	87.2%	2.87	2.20	844	4.18	0.97	862
Drug and Substance Testing								
158	Conduct presumptive drug tests on seized items suspected to be controlled substances.	54.3%	1.41	2.05	854	3.84	1.14	544
159	Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	73.5%	2.47	2.46	846	3.99	1.05	735
160	Administer breath analyzer test to individuals.	34.4%	0.84	1.75	840	3.78	1.14	335

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Restitution and Fines								
161	Advise individual and/or victim of their right to a restitution hearing.	24.1%	0.58	1.54	852	3.18	1.41	225
162	Determine and recommend the amount of restitution due to victims(s).	15.9%	0.31	1.12	848	3.01	1.42	147
163	Interview probationer and/or family to determine ability to pay restitution, fines, probation fees, other payments, set up payment schedule and monitor payments.	16.9%	0.32	1.06	847	3.05	1.35	154
164	Review bail bonds to ensure accuracy.	12.4%	0.24	1.01	848	3.16	1.39	124
165	Collect, accept and process payments.	13.1%	0.25	1.01	849	3.02	1.40	119
166	Calculate individuals' wages.	12.0%	0.24	1.04	849	2.99 ²	1.38	110
Prepare Reports								
167	Proofread and/or edit reports.	89.0%	5.23	2.80	852	4.10	0.85	898
168	Prepare court documents/reports.	67.1%	3.05	3.05	850	3.97	1.02	667
169	Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	94.1%	5.34	2.38	847	4.18	0.86	943
170	Prepare individual evaluation reports (e.g., progress, performance, updates).	74.8%	3.51	3.00	850	3.89	0.97	772
171	Prepare reports regarding detention or release.	55.5%	2.05	2.68	847	3.75	1.10	544

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
172	Interview relevant individuals in order to prepare reports.	63.8%	2.55	2.72	848	3.80	1.02	636
173	Process requests for sealing of records.	23.6%	0.59	1.64	840	3.44	1.26	229
Security								
174	Provide security to staff working in facility.	87.7%	6.64	3.40	838	4.49	0.83	876
175	Account for the security of keys, tools, and equipment.	93.8%	7.27	2.84	845	4.49	0.82	935
176	Report count discrepancies.	90.3%	4.90	3.35	836	4.37	0.94	893
177	Notify appropriate staff of movement.	95.5%	7.54	2.62	841	4.43	0.80	943
178	Check individuals' passes.	62.8%	3.12	3.47	842	4.04	1.14	608
179	Issue passes to individuals.	50.4%	2.12	3.11	837	3.86	1.24	492
180	Log movement of individuals.	92.4%	6.94	3.11	842	4.40	0.86	907
181	Conduct security round/visual check of individuals and facility.	97.1%	7.77	2.43	842	4.54	0.78	960
182	Maintain visual observation of individuals when required.	98.0%	8.05	2.12	837	4.58	0.72	964
183	Call into control room, post, or switchboard at required intervals.	82.1%	5.99	3.72	845	4.21	0.94	816

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
184	Report suspicious activity inside or outside facility.	96.7%	4.56	2.96	845	4.26	0.93	953
185	Secure and separate individuals who commit crimes.	89.5%	4.51	3.09	846	4.20	0.91	898
186	Make arrests or charge individuals or others who commit crimes.	47.8% ²	1.30	2.11	843	3.86	1.13	472
187	Investigate incidents or crimes that occur.	73.4%	2.99	2.82	846	4.09	0.94	752
188	Investigate disturbances or suspicious activities.	80.0%	3.80	3.04	837	4.09	0.92	797
189	Assist in search for missing/escaped individuals.	74.4%	1.75	2.12	843	4.12	1.10	732
190	Check to see that all equipment is functioning properly.	92.4%	6.32	3.07	846	4.20	0.93	932
191	Keep inventory of all dangerous tools/ weapons/utensils.	87.6%	6.19	3.46	849	4.45	0.84	881
Referrals								
192	Refer individual for professional evaluation or to appropriate services.	71.5%	3.34	3.00	853	3.85	1.00	716
193	Assign individual to program, counselor, or case manager.	54.2%	1.88	2.57	850	3.58	1.10	561
194	Refer members of individual's family, victim(s) or others to counseling and/or other appropriate services.	42.0%	1.18	2.05	851	3.47	1.15	411
195	Identify treatment, educational, employment, financial, or other service which will meet the needs of an individual, his/her family, or others and refer appropriately.	45.5%	1.51	2.35	851	3.53	1.12	449

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
196	Contact appropriate service provider; describe individual's needs, and get their commitment to work with the individual.	45.9% ²	1.57	2.43	847	3.53	1.13	456
197	Follow up to verify that an individual received service(s) and to evaluate success of referral.	44.7%	1.52	2.34	843	3.49	1.17	440
Supervising and Monitoring								
198	Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance.	98.4%	7.77	2.27	852	4.16	0.87	987
199	Provide phone access and/or monitor individuals' calls.	97.5%	6.99	2.41	849	3.99	0.94	975
200	Supervise individuals on work details in facility areas (e.g., laundry, kitchen, other rooms).	95.2%	6.76	2.91	847	4.13	0.93	948
201	Supervise and evaluate individuals on-site in educational, vocational, recreational and other rehabilitative programs.	88.1%	6.12	3.39	847	4.07	0.97	883
202	Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.	91.2%	6.21	3.17	850	3.98	0.99	913
203	Prevent unauthorized communication between individuals.	97.5%	7.24	2.51	844	4.21	0.89	964
204	Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	98.5%	8.05	2.05	845	4.42	0.80	975
205	Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	97.9%	7.87	2.24	848	4.41	0.83	975
206	Maintain and clean individuals' clothing, bedding, and living quarters.	89.6%	6.37	3.16	838	4.06	0.93	879
207	Read documents to individuals to ensure understanding.	96.6%	6.08	2.61	845	3.90	0.98	956

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
208	Respond to questions or requests from individuals (e.g., related to completing forms).	95.6%	6.49	2.68	837	3.86	0.96	940
209	Video/audio record and review critical or potentially critical incidents.	66.6%	2.53	2.96	847	3.89	1.14	666
210	Notify and prepare individuals for release, transfer, and/or transport.	93.0%	5.21	2.78	842	3.93	0.97	920
211	Enforce and apply appropriate discipline to individuals.	97.6%	7.27	2.38	839	4.28	0.82	962
212	Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	95.4%	6.28	2.91	846	4.22	0.92	957
213	Monitor closed circuit video arraignments.	58.7%	2.67	3.30	835	3.88	1.10	561
214	Gather information necessary to effect administrative and disciplinary transfers.	67.3%	2.78	3.02	840	3.73	1.10	675
215	Monitor individual use of commissary, visiting, and/or other electronic kiosks.	71.0%	3.68	3.30	840	3.78	1.09	702
216	Process and distribute pre-paid telephone cards.	22.3%	0.95	2.32	843	3.38	1.34	218
217	Reclassify individuals to maintain proper housing assignment.	74.0%	3.10	2.99	842	3.95	1.06	746
Court-Related Duties								
218	Serve as traffic hearing officer.	8.6%	0.18	0.91	847	2.96 ²	1.51	73
219	Act as court bailiff.	9.9%	0.31	1.26	847	3.53	1.23	89

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
220	Record court proceedings.	11.9%	0.38	1.44	841	3.42	1.35	99
221	Prepare for court appearance by reviewing case file.	24.4%	0.53	1.35	854	3.60	1.22	240
222	Testify in court.	79.7%	1.16	1.04	849	3.66	1.24	783
223	Consult with judiciary on cases for sentencing/disposition.	18.9%	0.34	1.05	850	3.42	1.37	180
Alternative Programs								
224	Determine an individual's eligibility for alternative sentencing programs.	23.3%	0.56	1.52	857	3.24	1.39	228
225	Process documents necessary for alternative sentencing programs.	24.8%	0.62	1.63	852	3.26	1.32	243
226	Notify applicant of approval status for alternative sentencing programs.	23.0%	0.53	1.45	855	3.22	1.32	219
227	Make field checks of individuals in alternative sentencing programs.	21.5%	0.46	1.37	839	3.26	1.40	203
228	Monitor movement of individuals on home confinement and/or electronic monitoring.	29.8%	0.75	1.81	852	3.50	1.31	287
229	Check electronic monitoring systems (e.g., EM, GPS, ankle monitor, alcohol monitoring device) database for compliance violations.	27.6%	0.63	1.61	856	3.51	1.33	259
230	Orient individual to alternative sentencing program rules and procedures.	29.9%	0.84	1.91	852	3.48	1.29	296
231	Determine eligibility, develop case plan, and monitor progress in re-entry programs.	25.9%	0.66	1.70	850	3.51	1.25	239

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Oral Communication								
232	Communicate verbally with other staff to share information regarding operations.	98.9%	8.38	1.58	854	4.42	0.78	989
233	Communicate via intercom, radio, and/or telephone.	99.4%	8.58	1.35	851	4.39	0.81	986
234	Maintain and monitor communications/radio systems.	93.5%	7.27	3.03	851	4.25	0.94	925
235	Make announcements/give information over P.A. or paging system.	83.2%	5.07	3.74	850	3.83	1.17	820
236	Communicate with individuals in a language other than English or serve as an interpreter.	73.7%	2.98	3.27	844	3.71	1.19	728
237	Answer questions/provide information to various regulatory agencies and commissions.	74.2%	3.21	3.23	848	3.69	1.16	748
238	Answer, respond to, and transfer phone calls requesting information.	96.5%	6.40	2.83	849	3.80	1.04	953
239	Conduct tours.	67.4%	1.52	1.69	849	3.02	1.30	710
240	Communicate with court personnel.	81.7%	2.95	2.69	842	3.53	1.17	813
241	Gather information from individuals about conflicts or personal problems.	92.0%	5.44	2.97	848	3.93	0.97	933
242	Give instructions/ directions orally to groups of individuals.	96.5%	7.46	2.66	849	4.23	0.89	966
243	Confer with supervisors concerning operations.	96.3%	6.80	2.56	849	4.16	0.91	967

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
244	De-escalate situations utilizing tactical communication skills.	98.5%	6.89	2.35	850	4.44	0.79	981
Service to Community								
245	Represent department with other agencies.	71.2%	2.20	2.47	846	3.51	1.19	729
246	Serve on non-departmental boards.	34.8%	0.70	1.44	844	3.20	1.28	349
247	Give presentations	57.0%	1.44	1.92	845	3.21	1.23	579
248	Respond to questions from the public.	51.6%	1.86	2.62	843	3.43	1.18	524
249	Participate in joint operations with other agencies.	49.9% ²	1.13	1.88	852	3.40	1.25	508
250	Speak with at-risk members of the community about their concerns or problems.	40.7%	1.07	2.08	846	3.44	1.20	412
Develop Case Plans								
251	Gather information, prepare, develop and review individualized case plan.	65.7%	2.84	2.89	849	3.70	1.09	660
252	Determine the frequency of contact needed during supervision utilizing risk assessment.	54.1%	2.11	2.81	833	3.67	1.14	529
253	Review individual's file.	81.3%	4.72	3.13	846	3.79	1.03	813
254	Assess, monitor and update individual's progress with case plan.	71.7%	3.54	3.09	842	3.70	1.08	704

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
255	Conduct risk and needs assessment and reassessments.	64.4%	2.74	2.95	838	3.73	1.12	630
Emergencies								
256	Conduct fire, earthquake, or evacuation drills.	95.1%	3.54	1.70	850	4.12	0.97	961
257	Evacuate individuals from an area or facility.	94.6%	2.54	1.70	849	4.16	0.98	948
258	Dispatch help in emergencies or disturbances.	90.1%	2.37	1.86	848	4.20	1.00	890
259	Extinguish or help extinguish fire.	89.0%	1.19	1.13	843	4.15	1.08	880
260	Activate alarm system to alert all staff in case of an emergency.	91.7%	2.12	1.85	846	4.24	0.98	917
261	Respond to emergency situations according to agency policies.	97.5%	3.61	2.19	843	4.39	0.87	976
Current Knowledge								
262	Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.	97.9%	6.06	2.51	848	4.19	0.90	972
263	Read internal memos, correspondence, reports, and emails.	98.5%	7.69	1.81	852	4.15	0.88	983
264	Make suggestions regarding changes in policies, procedures, or rules.	88.8%	3.20	2.51	850	3.69	1.10	897
265	Attend staff meetings.	97.6%	3.91	1.84	849	3.77	1.06	969

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
266	Follow instructions from supervisor including designated lead staff.	98.9%	7.92	1.89	846	4.25	0.86	980
267	Follow all departmental policies and procedures.	99.4%	8.69	1.16	849	4.52	0.75	995
268	Participate in training/workgroups/seminars.	98.3%	4.01	1.92	842	3.97	0.93	980
269	Read court documents or other legal documents.	93.4%	5.52	2.78	844	3.89	1.01	926
270	Maintain knowledge of contracted agencies' standards for detention.	73.0%	3.44	3.25	838	3.76	1.12	724
271	Maintain knowledge of criminal justice and social service partners' policies and procedures.	80.0%	3.65	3.06	834	3.73	1.09	781
Finances								
272	Make special purchases for individuals.	27.6%	0.67	1.47	850	2.72	1.28	298
273	Distribute/supervise distribution of commissary.	40.4%	1.62	2.50	848	2.93 ²	1.25	407
274	Supervise and record individuals' financial transactions.	15.0%	0.35	1.24	852	3.05	1.32	141
275	Process work furlough funds received, re-issue funds, and distribute accordingly.	14.2%	0.29	1.09	846	3.06	1.43	132
Work Details								
276	Recommend/make work assignments for individuals.	71.4%	3.95	3.43	849	3.49	1.05	735

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
277	Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.	76.4%	3.56	3.11	851	3.75	1.05	785
278	Issue and log in/out equipment, tools, cleaning supplies and other inventory.	77.8%	4.50	3.54	851	3.78	1.04	788
279	Inspect work equipment and work area for safety.	83.3%	5.47	3.48	846	3.97	0.99	825
280	Complete an individual's work time card.	41.6%	2.03	3.06	846	3.71	1.11	428
Family Court Duties								
281	Conduct investigation to determine whether conservator(s)/legal guardian(s) is properly administering an estate.	12.2%	0.27	1.06	850	3.15	1.38	111
282	Make recommendations about placement, visitation, and custody of minors during custody proceedings.	21.2%	0.50	1.43	848	3.32	1.33	213
283	Make recommendations regarding emancipation.	16.6%	0.31	1.08	850	3.08	1.48	155
284	Make recommendations regarding underage couples' marriage requests.	10.6%	0.21	0.98	848	3.14	1.41	93
285	Make recommendations regarding adoption.	11.3%	0.23	1.05	844	3.27	1.42	97
Investigations								
286	Obtain verification of employment, education, and/or other pertinent background information.	28.4%	0.79	1.75	849	3.39	1.27	288
287	Conduct intake or pre-plea/pre-sentence interview with individual.	30.4%	0.89	1.92	853	3.62	1.23	299

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
288	Photograph any injuries or bruises in cases of suspected abuse.	73.4%	1.68	1.80	851	3.95	1.16	753
289	Investigate and report complaints of abuse.	80.9%	1.78	1.65	847	4.08	1.13	803
290	Evaluate residence for appropriateness of home environment.	24.2%	0.50	1.31	843	3.56	1.30	228
291	Collect, review and interpret appropriate criminal records and documents pertaining to an individual.	41.0%	1.39	2.39	839	3.71	1.23	406
292	Contact agencies and collect information on an individual.	46.2% ²	1.19	1.85	847	3.57	1.17	476
293	Interview individuals and involved parties to obtain background information and information about the offense.	35.3%	0.94	1.82	850	3.60	1.21	349
294	Obtain and review police report of charges against individuals taken into custody.	59.4%	2.38	2.79	848	3.84	1.13	597
295	Access databases (e.g., CLETS, CWS/CMS) to find or input information.	53.4%	2.16	3.00	848	3.77	1.19	531
296	Verify identity based on fingerprint information.	41.1%	1.00	1.93	846	3.69	1.29	404
297	Investigate and report complaints of PREA violations.	62.6%	0.97	1.41	839	4.11	1.12	634
Monitor Compliance								
298	Request court action or garnishment where individual falls behind in child support or other payments.	9.7%	0.19	0.87	853	2.95 ²	1.50	85
299	Review request for and issue travel permits.	12.6%	0.23	0.92	849	2.83 ²	1.49	114

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
300	Review requests for permission and initiate procedures to transfer a case to a new jurisdiction.	14.9%	0.27	0.92	851	3.08	1.45	141
301	Investigate incoming transfer requests from other jurisdictions.	18.5%	0.35	1.04	850	3.25	1.32	180
302	Initiate procedures to request Interstate Compact Supervision.	14.9%	0.26	0.90	848	3.20	1.36	135
303	File petition for modification, termination or revocation of probation and /or request warrant.	17.0%	0.34	1.07	846	3.43	1.35	161
304	Execute warrants.	18.8%	0.37	1.08	846	3.43	1.38	180
305	Search individual's person, personal property or residence, per Court Order.	50.6%	2.30	3.15	849	3.89	1.22	495
306	Review and determine appropriate supervision level.	40.7%	1.66	2.78	848	3.83	1.18	405
307	Gather information, interview appropriate parties and the individual to determine level of probation compliance.	26.7%	0.74	1.81	845	3.47	1.24	255
308	Conduct home/site visits.	25.8%	0.55	1.35	848	3.48	1.34	249
309	Complete documentation necessary to authorize holds.	30.4%	0.76	1.67	841	3.63	1.26	297
Establish Relationships								
310	Recruit foster parents.	8.0%	0.16	0.80	850	3.05	1.41	75
311	Visit community based organizations/placement facilities to learn about their services and evaluate the care and/or treatment they provide.	18.8%	0.37	1.07	855	3.29	1.20	190

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
312	Coordinate/contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship.	28.2%	0.69	1.54	856	3.35	1.18	306
313	Monitor and audit vendors teaching classes and programs and update program information in writing.	21.1%	0.58	1.60	853	3.37	1.20	222
Notifying								
314	Notify/inform law enforcement agencies and other agencies of law violations/information of interest.	55.4%	1.39	1.93	857	3.63	1.18	568
315	Notify victim(s) as required by law.	33.4%	0.62	1.29	857	3.64	1.26	344
316	Notify anyone who is the specific object of threats by an individual as required by law.	46.8% ²	0.83	1.36	854	3.73	1.27	488
317	Notify parent(s)/legal guardian(s) and/or probation officer of any change in an individual's status.	69.8%	2.27	2.38	845	3.78	1.12	711
Making Recommendations								
318	Evaluate information to determine aggravating or mitigating circumstances of the crime.	32.9%	0.99	1.97	857	3.65	1.23	323
319	Investigate, determine, make recommendations and refer individuals to appropriate placement.	27.8%	0.69	1.63	857	3.53	1.26	272
320	Evaluate information to decide on recommended disposition, sentence and/or terms and conditions of supervision.	24.5%	0.60	1.53	852	3.50	1.26	239
321	Discuss offense with external entities to determine whether new charges/violation of probation should be filed.	30.3%	0.68	1.50	854	3.56	1.21	306

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Release Decisions								
322	Review and prepare appropriate documents for recommended release of an individual.	54.2%	2.02	2.60	858	3.95	1.05	549
323	Conduct an interview and/or gather information to determine if an individual is to be released or detained.	42.2%	1.33	2.22	854	3.92	1.13	425
Miscellaneous								
324	Maintain confidentiality of information.	97.0%	7.70	2.43	854	4.46	0.87	965
325	Assist with special projects, studies, and investigations.	84.5%	3.53	2.78	850	3.40	1.14	843
326	Obtain and process court documents and take necessary action.	65.0%	2.91	3.16	855	3.81	1.13	647
327	Read individual's records to ensure compliance with special directives regarding care and custody of individual.	86.3%	5.02	3.20	854	3.95	1.06	856
328	Teach classes to individuals.	67.7%	2.64	2.79	849	3.42	1.12	668
329	Read daily journal/log.	90.3%	7.02	3.04	849	4.15	0.96	892
330	Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.	51.4%	1.02	1.78	850	3.49	1.38	530
331	Interpret common street terminology.	91.3%	6.08	3.15	849	3.76	1.05	911
332	Assist individuals in writing grievances.	90.4%	3.34	2.25	847	3.41	1.06	893
333	Establish informants.	53.5%	1.86	2.47	841	3.30	1.17	514

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹²		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
334	Design and/or implement programs.	75.1%	2.77	2.74	846	3.46	1.05	757
335	Maintain and/or periodically update handbooks.	58.2%	1.90	2.63	843	3.40	1.19	601
336	Present cases to a committee that reviews recommendations.	40.9%	1.03	1.89	848	3.36	1.15	413
337	Participate in an individual's grievance proceedings.	72.4%	2.06	2.12	842	3.42	1.12	731
338	Serve on disciplinary review board.	36.6%	0.78	1.57	859	3.36	1.18	378
339	Work with data to measure program outcomes and inform program decisions.	38.2%	0.97	1.85	855	3.38	1.19	401
340	Request equipment/facility repairs verbally or in writing.	87.6%	3.70	2.32	856	3.61	1.03	889
341	Clean up and dispose of contaminated or hazardous material.	83.5%	2.86	2.24	859	3.91	1.06	838
342	Inventory, order, and stock supplies.	84.4%	3.87	2.73	859	3.59	0.99	859
343	Inspect areas for cleanliness.	94.4%	7.15	2.61	850	3.93	0.94	946

Appendix Q

JCO Important Performed Tasks

Board of State and Community Corrections
Juvenile Corrections Officer Important Performed Task Results

Task Statements¹³ (Retained tasks are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
182	Security	Maintain visual observation of individuals when required.	98.0%	8.05	2.12	837	4.58	0.72	964
36	Officer Safety	Search individuals for weapons, contraband, and/or drugs.	99.4%	6.44	2.48	860	4.54	0.77	998
181	Security	Conduct security round/visual check of individuals and facility.	97.1%	7.77	2.43	842	4.54	0.78	960
267	Current Knowledge	Follow all departmental policies and procedures.	99.4%	8.69	1.16	849	4.52	0.75	995
175	Security	Account for the security of keys, tools, and equipment.	93.8%	7.27	2.84	845	4.49	0.82	935
174	Security	Provide security to staff working in facility.	87.7%	6.64	3.40	838	4.49	0.83	876
324	Miscellaneous	Maintain confidentiality of information.	97.0%	7.70	2.43	854	4.46	0.87	965
33	Officer Safety	Physically separate multiple combative individuals with the help of others.	99.0%	3.20	1.66	859	4.45	0.85	993
191	Security	Keep inventory of all dangerous tools/ weapons/utensils.	87.6%	6.19	3.46	849	4.45	0.84	881

¹³ Statistics in red font did not meet the initial retention criteria for the corresponding scale. However, those with a superscript "2" were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Task Statements¹³ (Retained tasks are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
31	Officer Safety	Defend oneself or others against a combative individual.	99.1%	3.03	1.64	857	4.44	0.89	987
244	Oral Communication	De-escalate situations utilizing tactical communication skills.	98.5%	6.89	2.35	850	4.44	0.79	981
177	Security	Notify appropriate staff of movement.	95.5%	7.54	2.62	841	4.43	0.80	943
110	Record Keeping	Conduct and document population counts to account for all individuals.	93.5%	7.19	2.98	847	4.43	0.84	938
232	Oral Communication	Communicate verbally with other staff to share information regarding operations.	98.9%	8.38	1.58	854	4.42	0.78	989
204	Supervising and Monitoring	Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	98.5%	8.05	2.05	845	4.42	0.80	975
29	Officer Safety	Defend oneself or others using less than lethal force.	96.6%	2.92	1.77	858	4.42	0.91	980
205	Supervising and Monitoring	Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	97.9%	7.87	2.24	848	4.41	0.83	975
180	Security	Log movement of individuals.	92.4%	6.94	3.11	842	4.40	0.86	907
233	Oral Communication	Communicate via intercom, radio, and/or telephone.	99.4%	8.58	1.35	851	4.39	0.81	986
23	Handcuffs and Restraints	Handcuff a resisting individual.	97.8%	3.86	1.93	864	4.39	0.85	996

Task Statements¹³ (Retained tasks are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
261	Emergencies	Respond to emergency situations according to agency policies.	97.5%	3.61	2.19	843	4.39	0.87	976
153	Searching	Conduct security checks/patrols.	90.7%	6.49	3.18	843	4.39	0.81	904
32	Officer Safety	Defend oneself against an armed individual.	71.1%	1.09	1.32	859	4.39	1.02	709
151	Security	Conduct search of all areas accessible by individuals.	98.8%	6.95	2.27	850	4.37	0.79	986
176	Security	Report count discrepancies.	90.3%	4.90	3.35	836	4.37	0.94	893
74	Medical	Perform CPR.	97.6%	1.10	0.69	862	4.35	1.00	980
27	Handcuffs and Restraints	Physically subdue or restrain a resisting or fleeing individual with the help of others.	96.2%	3.04	1.79	868	4.34	0.91	980
34	Officer Safety	Physically separate two combative individuals by yourself.	92.7%	2.58	1.62	861	4.34	0.95	936
40	Officer Safety	Anticipate, monitor, and intervene in potentially violent interpersonal situations.	97.2%	4.41	2.53	858	4.33	0.88	978
122	Meals	Verify tray and utensil counts.	93.8%	7.04	3.04	850	4.29	0.89	929
211	Supervising and Monitoring	Enforce and apply appropriate discipline to individuals.	97.6%	7.27	2.38	839	4.28	0.82	962
132	Visiting	Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.	95.2%	4.50	2.60	849	4.28	0.90	949

Task Statements¹³ (Retained tasks are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
26	Handcuffs and Restraints	Physically subdue or restrain a resisting or fleeing individual by yourself.	91.7%	2.49	1.75	866	4.28	0.98	940
37	Officer Safety	Strip-search individuals.	85.3%	3.04	2.58	855	4.28	0.99	856
38	Officer Safety	Perform cell/room extractions.	94.4%	2.59	1.71	861	4.27	0.90	950
78	Medical	Deliver medication, observe individual taking it, and record if taken or refused.	77.0%	4.51	3.57	855	4.27	0.95	778
35	Officer Safety	Assist an uncooperative/ incapacitated individual from a prone position on the ground to his/her feet.	98.8%	3.16	1.58	857	4.26	0.91	991
184	Security	Report suspicious activity inside or outside facility.	96.7%	4.56	2.96	845	4.26	0.93	953
21	Physical Tasks	Operate gates, doors, locks, sally ports, cells/rooms/dorms, electronically or manually.	95.0%	7.25	2.89	865	4.26	0.97	969
30	Officer Safety	Defend oneself or others using lethal force.	51.0%	0.92	1.45	859	4.26	1.09	507
266	Current Knowledge	Follow instructions from supervisor including designated lead staff.	98.9%	7.92	1.89	846	4.25	0.86	980
234	Oral Communication	Maintain and monitor communications/radio systems.	93.5%	7.27	3.03	851	4.25	0.94	925
121	Meals	Supervise meals.	98.2%	7.68	2.41	853	4.24	0.83	980
260	Emergencies	Activate alarm system to alert all staff in case of an emergency.	91.7%	2.12	1.85	846	4.24	0.98	917

Task Statements¹³ (Retained tasks are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
75	Medical	Render first aid other than CPR.	97.7%	2.10	1.46	856	4.23	1.02	973
242	Oral Communication	Give instructions/ directions orally to groups of individuals.	96.5%	7.46	2.66	849	4.23	0.89	966
106	Record Keeping	Record relevant activities and incidents occurring during shift in daily journal or log.	94.5%	7.35	2.69	850	4.23	0.90	939
51	Initial Processing and Release	Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	92.6%	4.52	2.83	853	4.23	0.92	922
212	Supervising and Monitoring	Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	95.4%	6.28	2.91	846	4.22	0.92	957
131	Visiting	Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	90.0%	4.11	2.86	854	4.22	0.95	912
41	Officer Safety	Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.	83.3%	3.10	2.69	861	4.22	0.98	850
203	Supervising and Monitoring	Prevent unauthorized communication between individuals.	97.5%	7.24	2.51	844	4.21	0.89	964
183	Security	Call into control room, post, or switchboard at required intervals.	82.1%	5.99	3.72	845	4.21	0.94	816
22	Handcuffs and Restraints	Handcuff a non-resisting individual.	97.9%	4.93	2.41	871	4.20	0.94	1007
49	Initial Processing and Release	Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	97.8%	5.61	2.54	854	4.20	0.88	969

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements¹³ (Retained tasks are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
190	Security	Check to see that all equipment is functioning properly.	92.4%	6.32	3.07	846	4.20	0.93	932
258	Emergencies	Dispatch help in emergencies or disturbances.	90.1%	2.37	1.86	848	4.20	1.00	890
185	Security	Secure and separate individuals who commit crimes.	89.5%	4.51	3.09	846	4.20	0.91	898
262	Current Knowledge	Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.	97.9%	6.06	2.51	848	4.19	0.90	972
152	Searching	Conduct search of all areas not readily accessible by individuals.	96.1%	6.04	2.68	843	4.19	0.89	946
25	Handcuffs and Restraints	Apply restraint devices other than handcuffs to a resisting individual.	91.2%	2.73	2.01	871	4.19	1.01	933
39	Officer Safety	Place and secure individual in safety room.	91.0%	2.70	2.05	863	4.19	0.96	904
169	Prepare Reports	Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	94.1%	5.34	2.38	847	4.18	0.86	943
157	Evidence and Contraband	Identify, seize, secure, document, preserve and/or dispose of evidence/contraband material.	87.2%	2.87	2.20	844	4.18	0.97	862
154	Searching	Conduct surveillance using closed circuit monitoring system.	78.9%	4.36	3.61	845	4.18	0.97	782
53	Initial Processing and Release	Classify individuals to assign proper housing.	90.9%	4.19	2.92	849	4.17	0.95	898
124	Meals	Serve and monitor special diets.	90.4%	6.02	3.39	853	4.17	0.97	902

Task Statements¹³ (Retained tasks are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
64	Initial Processing and Release	Verify identity of individuals prior to booking or releasing.	86.3%	3.60	2.87	845	4.17	1.00	861
77	Medical	Review medical log and make note of medical restrictions.	85.4%	4.82	3.17	856	4.17	0.98	858
198	Supervising and Monitoring	Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance.	98.4%	7.77	2.27	852	4.16	0.87	987
243	Oral Communication	Confer with supervisors concerning operations.	96.3%	6.80	2.56	849	4.16	0.91	967
257	Emergencies	Evacuate individuals from an area or facility.	94.6%	2.54	1.70	849	4.16	0.98	948
155	Searching	Operate metal detection or X-ray equipment.	81.3%	4.07	3.15	844	4.16	0.98	796
263	Current Knowledge	Read internal memos, correspondence, reports, and emails.	98.5%	7.69	1.81	852	4.15	0.88	983
90	Escorting and Transporting	Escort an individual or groups to and from locations within facility.	94.5%	6.01	3.19	856	4.15	0.94	948
18	Physical Tasks	Listen for unusual sounds or sounds that may indicate illegal activity or disturbance.	91.5%	6.67	3.20	863	4.15	1.01	933
329	Miscellaneous	Read daily journal/log.	90.3%	7.02	3.04	849	4.15	0.96	892
259	Emergencies	Extinguish or help extinguish fire.	89.0%	1.19	1.13	843	4.15	1.08	880
24	Handcuffs and Restraints	Apply restraint devices other than handcuffs to a non-resisting individual.	89.4%	3.30	2.50	866	4.14	1.01	911

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements¹³ (Retained tasks are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
82	Escorting and Transporting	Verify individuals' identity and/or classification prior to escorting or transporting.	89.1%	3.33	2.60	845	4.14	0.98	891
200	Supervising and Monitoring	Supervise individuals on work details in facility areas (e.g., laundry, kitchen, other rooms).	95.2%	6.76	2.91	847	4.13	0.93	948
50	Initial Processing and Release	Advise individual of constitutional rights.	90.3%	4.08	2.72	849	4.13	1.01	892
46	Initial Processing and Release	Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	89.4%	4.36	2.96	853	4.13	1.01	888
156	Evidence and Contraband	Identify, isolate, preserve and secure crime scene.	72.8%	1.67	1.80	849	4.13	1.10	732
256	Emergencies	Conduct fire, earthquake, or evacuation drills.	95.1%	3.54	1.70	850	4.12	0.97	961
85	Escorting and Transporting	Conduct vehicle safety check/inspection prior to transporting individual(s).	86.3%	2.85	2.30	854	4.12	0.97	867
83	Escorting and Transporting	Verify identity of person transporting an individual.	84.9%	3.02	2.60	847	4.12	0.99	842
86	Escorting and Transporting	Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	83.8%	2.83	2.38	851	4.12	0.97	836
189	Searching	Assist in search for missing/escaped individuals.	74.4%	1.75	2.12	843	4.12	1.10	732
147	Mail	Scan incoming and outgoing mail.	93.9%	5.82	2.83	851	4.11	0.90	942
76	Medical	Complete medical/mental health forms.	88.5%	3.97	2.70	853	4.11	1.00	881

Task Statements¹³ (Retained tasks are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
297	Investigations	Investigate and report complaints of PREA violations.	62.6%	0.97	1.41	839	4.11	1.12	634
65	Initial Processing and Release	Return personal property and/or money upon release.	92.5%	3.79	2.67	845	4.10	0.96	923
167	Prepare Reports	Proofread and/or edit reports.	89.0%	5.23	2.80	852	4.10	0.85	898
92	Escorting and Transporting	Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).	88.4%	2.73	2.15	851	4.10	0.96	880
143	Counseling	Provide positive feedback and encouragement to individual(s).	95.1%	7.15	2.69	849	4.09	0.92	954
118	Meals	Release individuals for meals at appropriate times.	95.0%	7.31	2.81	855	4.09	0.91	954
188	Security	Investigate disturbances or suspicious activities.	80.0%	3.80	3.04	837	4.09	0.92	797
187	Security	Investigate incidents or crimes that occur.	73.4%	2.99	2.82	846	4.09	0.94	752
52	Initial Processing and Release	Ensure incoming individuals get to make any required phone calls.	97.1%	5.11	2.54	854	4.08	0.95	968
141	Counseling	Observe individuals in group and individual activities and provide advice and counseling to foster behavioral modification.	85.9%	5.41	3.36	843	4.08	0.93	857
289	Investigations	Investigate and report complaints of abuse.	80.9%	1.78	1.65	847	4.08	1.13	803
119	Meals	Inspect food for possible contamination prior to serving.	73.3%	4.89	3.92	851	4.08	0.97	728

Task Statements¹³ (Retained tasks are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
56	Initial Processing and Release	Observe/monitor behavior of individual in receiving room/holding unit while he/she awaits move to assigned housing.	94.5%	4.40	2.82	851	4.07	0.97	942
201	Supervising and Monitoring	Supervise and evaluate individuals on-site in educational, vocational, recreational and other rehabilitative programs.	88.1%	6.12	3.39	847	4.07	0.97	883
43	Officer Safety	Operate and/or interpret body scans for contraband or other anomalies.	50.8%	2.02	2.89	858	4.07	1.14	500
206	Supervising and Monitoring	Maintain and clean individuals' clothing, bedding, and living quarters.	89.6%	6.37	3.16	838	4.06	0.93	879
140	Counseling	Counsel individuals informally/formally including crisis intervention.	88.2%	4.97	3.04	847	4.06	0.94	881
79	Medical	Arrange for medical treatment or psychiatric care.	64.2%	2.57	2.87	854	4.06	1.03	658
47	Initial Processing and Release	Fingerprint individuals.	83.9%	3.01	2.64	852	4.05	1.02	829
12	Physical Tasks	Walk or stand for long periods of time.	98.7%	7.93	2.14	855	4.04	1.07	991
63	Initial Processing and Release	Complete documentation necessary for release.	85.0%	3.50	2.79	852	4.04	1.02	855
17	Physical Tasks	In various degrees of lighting watch for indications of illegal activity or disturbance.	80.9%	5.21	3.77	866	4.04	1.10	833
42	Officer Safety	Use force to gain entrance through barriers.	78.4%	1.57	1.55	857	4.04	1.09	780
28	Handcuffs and Restraints	Place an actively resisting individual in the seat of a car.	77.3%	1.44	1.54	863	4.04	1.12	783

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements¹³ (Retained tasks are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
178	Security	Check individuals' passes.	62.8%	3.12	3.47	842	4.04	1.14	608
48	Initial Processing and Release	Photograph individuals.	86.7%	3.30	2.68	848	4.03	1.00	859
148	Mail	Search articles, packages, property, money left by visitors for individuals.	86.3%	4.03	3.02	851	4.03	1.00	862
113	Record Keeping	Log movement of all non-detainees entering and leaving the facility.	80.9%	4.59	3.63	849	4.03	1.05	803
57	Initial Processing and Release	Inventory and take custody of individuals' property, clothing, and/or money.	95.6%	4.25	2.64	855	4.02	0.93	959
59	Initial Processing and Release	Provide food or other necessities to incoming individuals.	95.8%	5.19	2.85	855	4.01	0.96	963
72	Initial Processing and Release	Accommodate individual needs (e.g., due to medical conditions and/or religious rights).	86.1%	4.03	2.98	848	4.01	0.99	867
105	Record Keeping	Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	84.9%	5.09	3.29	846	4.01	0.99	853
199	Supervising and Monitoring	Provide phone access and/or monitor individuals' calls.	97.5%	6.99	2.41	849	3.99	0.94	975
101	Record Keeping	Log facility equipment in and out.	82.8%	4.92	3.54	849	3.99	1.03	830
71	Initial Processing and Release	Contact appropriate parties to notify them that an individual is in custody.	73.7%	2.81	2.67	852	3.99	1.04	755

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements¹³ (Retained tasks are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
159	Drug and Substance Testing	Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	73.5%	2.47	2.46	846	3.99	1.05	735
87	Escorting and Transporting	Monitor movement of vehicles within the facility or in the immediate area.	73.4%	2.77	2.86	852	3.99	1.03	737
202	Supervising and Monitoring	Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.	91.2%	6.21	3.17	850	3.98	0.99	913
54	Initial Processing and Release	Prepare identification cards or identification wristbands and give/affix to individuals.	71.3%	3.05	3.01	847	3.98	1.11	666
268	Current Knowledge	Participate in training/workgroups/seminars.	98.3%	4.01	1.92	842	3.97	0.93	980
279	Work Details	Inspect work equipment and work area for safety.	83.3%	5.47	3.48	846	3.97	0.99	825
89	Escorting and Transporting	Transport individuals or groups of individuals including safety/location checks.	81.9%	2.81	2.65	847	3.97	1.01	821
168	Prepare Reports	Prepare court documents/reports.	67.1%	3.05	3.05	850	3.97	1.02	667
327	Miscellaneous	Read individual's records to ensure compliance with special directives regarding care and custody of individual.	86.3%	5.02	3.20	854	3.95	1.06	856
55	Initial Processing and Release	Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	81.7%	3.06	2.73	838	3.95	1.04	802
123	Meals	Prepare meals/snacks for individuals.	74.4%	4.72	3.78	851	3.95	1.04	740
217	Supervising and Monitoring	Reclassify individuals to maintain proper housing assignment.	74.0%	3.10	2.99	842	3.95	1.06	746

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements¹³ (Retained tasks are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
288	Investigations	Photograph any injuries or bruises in cases of suspected abuse.	73.4%	1.68	1.80	851	3.95	1.16	753
322	Release Decisions	Review and prepare appropriate documents for recommended release of an individual.	54.2%	2.02	2.60	858	3.95	1.05	549
58	Initial Processing and Release	Prepare forms, cards, or file jackets necessary to initiate individual's records.	87.9%	3.81	2.90	848	3.94	1.00	879
80	Medical	Obtain signed medical consent form from parent(s) or legal guardian(s).	73.2%	2.27	2.31	855	3.94	1.13	759
149	Mail	Distribute mail to individuals or collect individuals' outgoing mail.	96.2%	6.32	2.56	849	3.93	0.94	958
343	Miscellaneous	Inspect areas for cleanliness.	94.4%	7.15	2.61	850	3.93	0.94	946
210	Supervising and Monitoring	Notify and prepare individuals for release, transfer, and/or transport.	93.0%	5.21	2.78	842	3.93	0.97	920
241	Oral Communication	Gather information from individuals about conflicts or personal problems.	92.0%	5.44	2.97	848	3.93	0.97	933
62	Initial Processing and Release	Run warrant checks, holds, and/or search clauses.	60.7%	2.11	2.72	848	3.93	1.09	605
120	Meals	Report food shortages to shift supervisor or kitchen.	85.1%	4.60	3.32	853	3.92	1.03	853
60	Initial Processing and Release	Identify filing deadlines and court appearance deadlines.	72.4%	2.79	2.93	851	3.92	1.09	723
341	Miscellaneous	Clean up and dispose of contaminated or hazardous material.	83.5%	2.86	2.24	859	3.91	1.06	838

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements¹³ (Retained tasks are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
207	Supervising and Monitoring	Read documents to individuals to ensure understanding.	96.6%	6.08	2.61	845	3.90	0.98	956
81	Escorting and Transporting	Plan transportation route and an alternate route.	75.8%	2.23	2.26	855	3.90	1.07	782
102	Record Keeping	Log vehicles entering and leaving the facility.	69.9%	2.85	3.01	848	3.90	1.07	688
269	Current Knowledge	Read court documents or other legal documents.	93.4%	5.52	2.78	844	3.89	1.01	926
112	Record Keeping	Manage files and documents.	86.4%	5.67	3.30	844	3.89	1.00	862
170	Prepare Reports	Prepare individual evaluation reports (e.g., progress, performance, updates).	74.8%	3.51	3.00	850	3.89	0.97	772
93	Escorting and Transporting	Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior.	73.9%	2.05	2.25	850	3.89	1.07	733
209	Supervising and Monitoring	Video/audio record and review critical or potentially critical incidents.	66.6%	2.53	2.96	847	3.89	1.14	666
305	Monitor Compliance	Search individual's person, personal property or residence, per Court Order.	50.6%	2.30	3.15	849	3.89	1.22	495
20	Physical Tasks	Operate and control lights, power, and/or water in cells/rooms/dormitories.	91.7%	6.64	3.18	865	3.88	1.15	940
213	Supervising and Monitoring	Monitor closed circuit video arraignments.	58.7%	2.67	3.30	835	3.88	1.10	561
114	Record Keeping	Maintain authorized visitor log.	82.3%	3.80	3.25	846	3.87	1.09	826

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements¹³ (Retained tasks are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
186	Security	Make arrests or charge individuals or others who commit crimes.	47.8% ²	1.30	2.11	843	3.86	1.13	472
208	Supervising and Monitoring	Respond to questions or requests from individuals (e.g., related to completing forms).	95.6%	6.49	2.68	837	3.86	0.96	940
179	Security	Issue passes to individuals.	50.4%	2.12	3.11	837	3.86	1.24	492
192	Referrals	Refer individual for professional evaluation or to appropriate services.	71.5%	3.34	3.00	853	3.85	1.00	716
107	Record Keeping	Complete forms and prepare correspondence (e.g., email, memos).	90.1%	6.04	3.15	845	3.84	1.05	902
294	Investigations	Obtain and review police report of charges against individuals taken into custody.	59.4%	2.38	2.79	848	3.84	1.13	597
158	Drug and Substance Testing	Conduct presumptive drug tests on seized items suspected to be controlled substances.	54.3%	1.41	2.05	854	3.84	1.14	544
73	Initial Processing and Release	Collect and process DNA samples.	53.7%	1.32	1.94	848	3.84	1.13	525
235	Oral Communication	Make announcements/give information over P.A. or paging system.	83.2%	5.07	3.74	850	3.83	1.17	820
91	Escorting and Transporting	Arrange for transportation of individual(s).	76.1%	2.50	2.68	848	3.83	1.08	769
126	Activities	Supervise and/or coach individuals playing sports or game activities.	94.7%	6.37	2.84	851	3.82	0.98	940
326	Miscellaneous	Obtain and process court documents and take necessary action.	65.0%	2.91	3.16	855	3.81	1.13	647

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements¹³ (Retained tasks are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
238	Oral Communication	Answer, respond to, and transfer phone calls requesting information.	96.5%	6.40	2.83	849	3.80	1.04	953
150	Mail	Notify sender and receiver of seizure of unauthorized material.	78.6%	2.94	2.78	844	3.80	1.06	773
61	Initial Processing and Release	Inform all relevant parties of date of detention hearing.	64.6%	2.25	2.73	844	3.80	1.16	637
172	Prepare Reports	Interview relevant individuals in order to prepare reports.	63.8%	2.55	2.72	848	3.80	1.02	636
11	Physical Tasks	Run for a short distance.	96.3%	3.94	2.17	846	3.79	1.10	955
253	Develop Case Plans	Review individual's file.	81.3%	4.72	3.13	846	3.79	1.03	813
278	Work Details	Issue and log in/out equipment, tools, cleaning supplies and other inventory.	77.8%	4.50	3.54	851	3.78	1.04	788
139	Counseling	Conduct formal or structured counseling sessions with individuals on a one-on-one basis.	74.6%	3.76	3.23	847	3.78	1.03	744
215	Supervising and Monitoring	Monitor individual use of commissary, visiting, and/or other electronic kiosks.	71.0%	3.68	3.30	840	3.78	1.09	702
317	Notifying	Notify parent(s)/legal guardian(s) and/or probation officer of any change in an individual's status.	69.8%	2.27	2.38	845	3.78	1.12	711
265	Current Knowledge	Attend staff meetings.	97.6%	3.91	1.84	849	3.77	1.06	969
96	Supervising Personnel	Train, mentor, and provide instruction to other personnel or volunteers.	78.5%	3.23	2.79	853	3.77	1.04	811

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements¹³ (Retained tasks are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
108	Record Keeping	Prepare/update court status and court lists.	68.0%	2.80	3.16	845	3.77	1.18	672
295	Investigations	Access databases (e.g., CLETS, CWS/CMS) to find or input information.	53.4%	2.16	3.00	848	3.77	1.19	531
331	Miscellaneous	Interpret common street terminology.	91.3%	6.08	3.15	849	3.76	1.05	911
270	Current Knowledge	Maintain knowledge of contracted agencies' standards for detention.	73.0%	3.44	3.25	838	3.76	1.12	724
277	Work Details	Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.	76.4%	3.56	3.11	851	3.75	1.05	785
171	Prepare Reports	Prepare reports regarding detention or release.	55.5%	2.05	2.68	847	3.75	1.10	544
68	Initial Processing and Release	Initiate search to locate parent(s) or legal guardian(s), if needed.	50.4%	1.43	2.17	847	3.75	1.14	513
127	Activities	Plan and schedule recreational activities.	92.4%	5.99	3.08	842	3.74	0.98	919
116	Record Keeping	Document how your time is spent performing specific activities.	77.2%	4.89	3.76	839	3.74	1.14	759
316	Notifying	Notify anyone who is the specific object of threats by an individual as required by law.	46.8% ²	0.83	1.36	854	3.73	1.27	488
271	Current Knowledge	Maintain knowledge of criminal justice and social service partners' policies and procedures.	80.0%	3.65	3.06	834	3.73	1.09	781
125	Activities	Monitor electronic device usage and reading material for inappropriate content.	70.4%	3.85	3.55	842	3.73	1.07	691

Task Statements¹³ (Retained tasks are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
214	Supervising and Monitoring	Gather information necessary to effect administrative and disciplinary transfers.	67.3%	2.78	3.02	840	3.73	1.10	675
255	Develop Case Plans	Conduct risk and needs assessment and reassessments.	64.4%	2.74	2.95	838	3.73	1.12	630
88	Escorting and Transporting	Transport equipment and/or evidence.	60.7%	1.44	1.95	853	3.73	1.10	616
117	Record Keeping	Compute and record time served credits, conduct credits, and/or release dates.	58.0%	2.27	2.93	846	3.73	1.20	581
236	Oral Communication	Communicate with individuals in a language other than English or serve as an interpreter.	73.7%	2.98	3.27	844	3.71	1.19	728
254	Develop Case Plans	Assess, monitor and update individual's progress with case plan.	71.7%	3.54	3.09	842	3.70	1.08	704
251	Develop Case Plans	Gather information, prepare, develop and review individualized case plan.	65.7%	2.84	2.89	849	3.70	1.09	660
134	Visiting	Answer questions and provide information to visitors.	95.1%	4.58	2.49	840	3.69	1.01	942
264	Current Knowledge	Make suggestions regarding changes in policies, procedures, or rules.	88.8%	3.20	2.51	850	3.69	1.10	897
237	Oral Communication	Answer questions/provide information to various regulatory agencies and commissions.	74.2%	3.21	3.23	848	3.69	1.16	748
138	Counseling	Conduct or co-facilitate formal or structured group counseling sessions with individuals.	71.1%	3.19	3.08	851	3.69	1.08	718
67	Initial Processing and Release	Release individuals on Own Recognizance or Cite Release.	47.5% ²	1.31	2.06	852	3.68	1.20	471

Task Statements¹³ (Retained tasks are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
252	Develop Case Plans	Determine the frequency of contact needed during supervision utilizing risk assessment.	54.1%	2.11	2.81	833	3.67	1.14	529
145	Counseling	Counsel individual who will be released without further action.	81.3%	3.86	2.90	845	3.66	1.03	804
222	Court-Related Duties	Testify in court.	79.7%	1.16	1.04	849	3.66	1.24	783
142	Counseling	Make recommendations for program advancement/graduation.	64.7%	2.52	2.86	846	3.63	1.06	660
146	Counseling	Manage/mediate family (parent/juvenile) interactions in program setting (in custody or out of custody).	55.9%	1.96	2.62	846	3.63	1.14	561
314	Notifying	Notify/inform law enforcement agencies and other agencies of law violations/information of interest.	55.4%	1.39	1.93	857	3.63	1.18	568
340	Miscellaneous	Request equipment/facility repairs verbally or in writing.	87.6%	3.70	2.32	856	3.61	1.03	889
104	Record Keeping	Maintain a record of all mail/packages for any individual to assure proper distribution.	59.0%	2.49	3.07	851	3.60	1.15	587
342	Miscellaneous	Inventory, order, and stock supplies.	84.4%	3.87	2.73	859	3.59	0.99	859
14	Physical Tasks	Bend, extend, and/or twist body.	96.6%	6.72	2.80	848	3.58	1.22	959
111	Record Keeping	Gather data for statistical reports.	62.5%	2.43	2.97	843	3.58	1.17	640
193	Referrals	Assign individual to program, counselor, or case manager.	54.2%	1.88	2.57	850	3.58	1.10	561

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements¹³ (Retained tasks are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
292	Investigations	Contact agencies and collect information on an individual.	46.2% ²	1.19	1.85	847	3.57	1.17	476
95	Supervising Personnel	Observe the work of other personnel or volunteers and provide appropriate feedback.	72.1%	2.89	2.90	853	3.57	1.09	759
144	Counseling	Conduct vocational or job counseling sessions with individual(s).	64.6%	2.71	2.96	848	3.57	1.10	644
2	Physical Tasks	Walk or run up or down one or more flights of stairs.	85.7%	5.55	3.56	867	3.56	1.34	869
133	Visiting	Arrange for special visits.	73.9%	2.23	2.31	851	3.56	1.11	748
97	Supervising Personnel	Give assignments to other personnel, program providers, or volunteers.	66.6%	2.55	2.88	848	3.56	1.15	688
10	Physical Tasks	Pursue individuals on foot.	82.8%	1.98	1.76	853	3.54	1.21	825
129	Activities	Instruct/train/coach individuals in vocational activities and projects.	78.8%	4.15	3.33	849	3.54	1.10	786
196	Referrals	Contact appropriate service provider; describe individual's needs, and get their commitment to work with the individual.	45.9% ²	1.57	2.43	847	3.53	1.13	456
240	Oral Communication	Communicate with court personnel.	81.7%	2.95	2.69	842	3.53	1.17	813
94	Supervising Personnel	Schedule and/or plan the work of other personnel or volunteers.	55.4%	1.82	2.61	856	3.52	1.17	598
115	Record Keeping	Oversee and maintain logs on vehicle fleets.	55.0%	1.61	2.44	838	3.52	1.16	547

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements¹³ (Retained tasks are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
245	Service to Community	Represent department with other agencies.	71.2%	2.20	2.47	846	3.51	1.19	729
276	Work Details	Recommend/make work assignments for individuals.	71.4%	3.95	3.43	849	3.49	1.05	735
330	Miscellaneous	Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.	51.4%	1.02	1.78	850	3.49	1.38	530
334	Miscellaneous	Design and/or implement programs.	75.1%	2.77	2.74	846	3.46	1.05	757
130	Activities	Assist individuals with schoolwork.	84.0%	4.51	3.13	848	3.43	1.10	851
248	Service to Community	Respond to questions from the public.	51.6%	1.86	2.62	843	3.43	1.18	524
337	Miscellaneous	Participate in an individual's grievance proceedings.	72.4%	2.06	2.12	842	3.42	1.12	731
328	Miscellaneous	Teach classes to individuals.	67.7%	2.64	2.79	849	3.42	1.12	668
332	Miscellaneous	Assist individuals in writing grievances.	90.4%	3.34	2.25	847	3.41	1.06	893
249	Service to Community	Participate in joint operations with other agencies.	49.9% ²	1.13	1.88	852	3.40	1.25	508
325	Miscellaneous	Assist with special projects, studies, and investigations.	84.5%	3.53	2.78	850	3.40	1.14	843
335	Miscellaneous	Maintain and/or periodically update handbooks.	58.2%	1.90	2.63	843	3.40	1.19	601

Task Statements ¹³ (Retained tasks are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
109	Record Keeping	Create new forms.	64.2%	2.11	2.57	838	3.32	1.24	648
333	Miscellaneous	Establish informants.	53.5%	1.86	2.47	841	3.30	1.17	514
128	Activities	Participate in sports or game activities with individuals.	60.8%	3.04	3.29	851	3.28	1.25	611
16	Physical Tasks	Drive an automobile for work duties other than to transport individuals.	77.4%	2.75	2.51	862	3.22	1.27	797
247	Service to Community	Give presentations	57.0%	1.44	1.92	845	3.21	1.23	579
13	Physical Tasks	Sit for long periods of time.	92.5%	6.37	2.91	855	3.17	1.37	937
239	Oral Communication	Conduct tours.	67.4%	1.52	1.69	849	3.02	1.30	710
9	Physical Tasks	Push and/or pull hard-to-move objects by hand.	79.0%	2.90	2.58	847	2.96 ²	1.30	800
1	Physical Tasks	Lift, carry, and/or drag heavy objects.	94.7%	4.46	2.60	868	2.95 ²	1.28	964
15	Physical Tasks	Balance oneself on uneven or narrow surfaces.	56.7%	2.10	2.77	864	2.89 ²	1.36	575

Appendix R

JCO Tasks Not Performed and/or Not Important

Board of State and Community Corrections
Juvenile Corrections Officer Tasks Not Performed and/or Not Important

Task Statements¹⁴ (Task statements are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
45	Officer Safety	Draw and/or fire a firearm on duty in the course of job performance.	16.0%	0.34	1.20	857	4.08	1.41	149
69	Initial Processing and Release	Decide whether to hold an individual in detention.	45.1%	1.28	2.11	850	3.95	1.15	451
323	Release Decisions	Conduct an interview and/or gather information to determine if an individual is to be released or detained.	42.2%	1.33	2.22	854	3.92	1.13	425
44	Officer Safety	Complete range qualification required to carry a firearm.	20.3%	0.48	1.33	860	3.91	1.49	190
103	Record Keeping	Log weapons/firearms in and out.	28.5%	0.87	2.12	843	3.88	1.34	275
84	Escorting and Transporting	Process incoming and outgoing law enforcement/facility buses.	44.3%	1.26	2.15	846	3.83	1.17	436
306	Monitor Compliance	Review and determine appropriate supervision level.	40.7%	1.66	2.78	848	3.83	1.18	405
135	Visiting	Conduct background clearance checks (e.g., for volunteers or visitors).	41.9%	0.99	1.90	852	3.78	1.22	422

¹⁴ Statistics in red font did not meet the initial retention criteria for the corresponding scale. However, those with a superscript “2” were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Task Statements ¹⁴ (Task statements are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
160	Drug and Substance Testing	Administer breath analyzer test to individuals.	34.4%	0.84	1.75	840	3.78	1.14	335
70	Initial Processing and Release	Evaluate fitness of legal guardian(s) or parent(s) to take custody of individual.	34.9%	0.86	1.76	855	3.77	1.24	347
280	Work Details	Complete an individual's work time card.	41.6%	2.03	3.06	846	3.71	1.11	428
291	Investigations	Collect, review and interpret appropriate criminal records and documents pertaining to an individual.	41.0%	1.39	2.39	839	3.71	1.23	406
296	Investigations	Verify identity based on fingerprint information.	41.1%	1.00	1.93	846	3.69	1.29	404
318	Making Recommendations	Evaluate information to determine aggravating or mitigating circumstances of the crime.	32.9%	0.99	1.97	857	3.65	1.23	323
315	Notifying	Notify victim(s) as required by law.	33.4%	0.62	1.29	857	3.64	1.26	344
309	Monitor Compliance	Complete documentation necessary to authorize holds.	30.4%	0.76	1.67	841	3.63	1.26	297
287	Investigations	Conduct intake or pre-plea/pre-sentence interview with individual.	30.4%	0.89	1.92	853	3.62	1.23	299
293	Investigations	Interview individuals and involved parties to obtain background information and information about the offense.	35.3%	0.94	1.82	850	3.60	1.21	349
221	Court-Related Duties	Prepare for court appearance by reviewing case file.	24.4%	0.53	1.35	854	3.60	1.22	240
66	Initial Processing and Release	Schedule detention hearing.	27.0%	0.54	1.37	854	3.59	1.31	258

Task Statements ¹⁴ (Task statements are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
321	Making Recommendations	Discuss offense with external entities to determine whether new charges/violation of probation should be filed.	30.3%	0.68	1.50	854	3.56	1.21	306
290	Investigations	Evaluate residence for appropriateness of home environment.	24.2%	0.50	1.31	843	3.56	1.30	228
98	Supervising Personnel	Assist in interviewing applicants for work in the department.	38.0%	0.65	1.23	852	3.54	1.23	433
195	Referrals	Identify treatment, educational, employment, financial, or other service which will meet the needs of an individual, his/her family, or others and refer appropriately.	45.5%	1.51	2.35	851	3.53	1.12	449
319	Making Recommendations	Investigate, determine, make recommendations and refer individuals to appropriate placement.	27.8%	0.69	1.63	857	3.53	1.26	272
219	Court-Related Duties	Act as court bailiff.	9.9%	0.31	1.26	847	3.53	1.23	89
229	Alternative Programs	Check electronic monitoring systems (e.g., EM, GPS, ankle monitor, alcohol monitoring device) database for compliance violations.	27.6%	0.63	1.61	856	3.51	1.33	259
231	Alternative Programs	Determine eligibility, develop case plan, and monitor progress in re-entry programs.	25.9%	0.66	1.70	850	3.51	1.25	239
228	Alternative Programs	Monitor movement of individuals on home confinement and/or electronic monitoring.	29.8%	0.75	1.81	852	3.50	1.31	287
320	Making Recommendations	Evaluate information to decide on recommended disposition, sentence and/or terms and conditions of supervision.	24.5%	0.60	1.53	852	3.50	1.26	239
197	Referrals	Follow up to verify that an individual received service(s) and to evaluate success of referral.	44.7%	1.52	2.34	843	3.49	1.17	440

Task Statements ¹⁴ (Task statements are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
230	Alternative Programs	Orient individual to alternative sentencing program rules and procedures.	29.9%	0.84	1.91	852	3.48	1.29	296
308	Monitor Compliance	Conduct home/site visits.	25.8%	0.55	1.35	848	3.48	1.34	249
137	Counseling	Conduct or co-facilitate family counseling sessions.	43.1%	1.14	2.00	852	3.47	1.22	439
194	Referrals	Refer members of individual's family, victim(s) or others to counseling and/or other appropriate services.	42.0%	1.18	2.05	851	3.47	1.15	411
307	Monitor Compliance	Gather information, interview appropriate parties and the individual to determine level of probation compliance.	26.7%	0.74	1.81	845	3.47	1.24	255
136	Visiting	Provide video kiosk assistance and operating instructions to visitors.	31.7%	0.84	1.83	840	3.46	1.25	301
250	Service to Community	Speak with at-risk members of the community about their concerns or problems.	40.7%	1.07	2.08	846	3.44	1.20	412
173	Prepare Reports	Process requests for sealing of records.	23.6%	0.59	1.64	840	3.44	1.26	229
100	Supervising Personnel	Write or update job descriptions.	32.1%	0.57	1.17	841	3.43	1.25	346
304	Monitor Compliance	Execute warrants.	18.8%	0.37	1.08	846	3.43	1.38	180
303	Monitor Compliance	File petition for modification, termination or revocation of probation and /or request warrant.	17.0%	0.34	1.07	846	3.43	1.35	161
223	Court-Related Duties	Consult with judiciary on cases for sentencing/disposition.	18.9%	0.34	1.05	850	3.42	1.37	180
220	Court-Related Duties	Record court proceedings.	11.9%	0.38	1.44	841	3.42	1.35	99

Task Statements ¹⁴ (Task statements are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
99	Supervising Personnel	Recruit applicants for work in the department, including volunteers.	35.4%	0.66	1.33	842	3.41	1.28	385
286	Investigations	Obtain verification of employment, education, and/or other pertinent background information.	28.4%	0.79	1.75	849	3.39	1.27	288
339	Miscellaneous	Work with data to measure program outcomes and inform program decisions.	38.2%	0.97	1.85	855	3.38	1.19	401
216	Supervising and Monitoring	Process and distribute pre-paid telephone cards.	22.3%	0.95	2.32	843	3.38	1.34	218
313	Establish Relationships	Monitor and audit vendors teaching classes and programs and update program information in writing.	21.1%	0.58	1.60	853	3.37	1.20	222
336	Miscellaneous	Present cases to a committee that reviews recommendations.	40.9%	1.03	1.89	848	3.36	1.15	413
338	Miscellaneous	Serve on disciplinary review board.	36.6%	0.78	1.57	859	3.36	1.18	378
312	Establish Relationships	Coordinate/contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship.	28.2%	0.69	1.54	856	3.35	1.18	306
282	Family Court Duties	Make recommendations about placement, visitation, and custody of minors during custody proceedings.	21.2%	0.50	1.43	848	3.32	1.33	213
311	Establish Relationships	Visit community-based organizations/placement facilities to learn about their services and evaluate the care and/or treatment they provide.	18.8%	0.37	1.07	855	3.29	1.20	190
285	Family Court Duties	Make recommendations regarding adoption.	11.3%	0.23	1.05	844	3.27	1.42	97
225	Alternative Programs	Process documents necessary for alternative sentencing programs.	24.8%	0.62	1.63	852	3.26	1.32	243

Task Statements ¹⁴ (Task statements are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
227	Alternative Programs	Make field checks of individuals in alternative sentencing programs.	21.5%	0.46	1.37	839	3.26	1.40	203
301	Monitor Compliance	Investigate incoming transfer requests from other jurisdictions.	18.5%	0.35	1.04	850	3.25	1.32	180
224	Alternative Programs	Determine an individual's eligibility for alternative sentencing programs.	23.3%	0.56	1.52	857	3.24	1.39	228
226	Alternative Programs	Notify applicant of approval status for alternative sentencing programs.	23.0%	0.53	1.45	855	3.22	1.32	219
246	Service to Community	Serve on non-departmental boards.	34.8%	0.70	1.44	844	3.20	1.28	349
302	Monitor Compliance	Initiate procedures to request Interstate Compact Supervision.	14.9%	0.26	0.90	848	3.20	1.36	135
161	Restitution and Fines	Advise individual and/or victim of their right to a restitution hearing.	24.1%	0.58	1.54	852	3.18	1.41	225
164	Restitution and Fines	Review bail bonds to ensure accuracy.	12.4%	0.24	1.01	848	3.16	1.39	124
281	Family Court Duties	Conduct investigation to determine whether conservator(s)/legal guardian(s) is properly administering an estate.	12.2%	0.27	1.06	850	3.15	1.38	111
284	Family Court Duties	Make recommendations regarding underage couples' marriage requests.	10.6%	0.21	0.98	848	3.14	1.41	93
283	Family Court Duties	Make recommendations regarding emancipation.	16.6%	0.31	1.08	850	3.08	1.48	155
300	Monitor Compliance	Review requests for permission and initiate procedures to transfer a case to a new jurisdiction.	14.9%	0.27	0.92	851	3.08	1.45	141

Task Statements ¹⁴ (Task statements are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
275	Finances	Process work furlough funds received, re-issue funds, and distribute accordingly.	14.2%	0.29	1.09	846	3.06	1.43	132
163	Restitution and Fines	Interview probationer and/or family to determine ability to pay restitution, fines, probation fees, other payments, set up payment schedule and monitor payments.	16.9%	0.32	1.06	847	3.05	1.35	154
274	Finances	Supervise and record individuals' financial transactions.	15.0%	0.35	1.24	852	3.05	1.32	141
310	Establish Relationships	Recruit foster parents.	8.0%	0.16	0.80	850	3.05	1.41	75
165	Restitution and Fines	Collect, accept and process payments.	13.1%	0.25	1.01	849	3.02	1.40	119
162	Restitution and Fines	Determine and recommend the amount of restitution due to victims(s).	15.9%	0.31	1.12	848	3.01	1.42	147
166	Restitution and Fines	Calculate individuals' wages.	12.0%	0.24	1.04	849	2.99 ²	1.38	110
218	Court-Related Duties	Serve as traffic hearing officer.	8.6%	0.18	0.91	847	2.96 ²	1.51	73
298	Monitor Compliance	Request court action or garnishment where individual falls behind in child support or other payments.	9.7%	0.19	0.87	853	2.95 ²	1.50	85
273	Finances	Distribute/supervise distribution of commissary.	40.4%	1.62	2.50	848	2.93 ²	1.25	407
19	Physical Tasks	Operate lifting equipment.	25.5%	0.78	1.85	863	2.90 ²	1.36	252
299	Monitor Compliance	Review request for and issue travel permits.	12.6%	0.23	0.92	849	2.83 ²	1.49	114
8	Physical Tasks	Pull oneself up over obstacles.	52.0%	1.05	1.54	854	2.76	1.34	533

Task Statements ¹⁴ (Task statements are in order from most to least Important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
7	Physical Tasks	Jump over obstacles.	62.4%	1.60	1.89	865	2.74	1.34	650
272	Finances	Make special purchases for individuals.	27.6%	0.67	1.47	850	2.72	1.28	298
6	Physical Tasks	Climb up to and/or jump down from elevated surfaces.	47.7% ²	1.36	2.17	863	2.63	1.39	487
3	Physical Tasks	Climb through openings.	44.0%	1.00	1.65	866	2.60	1.43	460
5	Physical Tasks	Crawl in confined areas.	40.2%	0.87	1.61	865	2.55	1.43	419
4	Physical Tasks	Climb up and down a ladder.	50.9%	1.27	1.80	866	2.50	1.40	535

¹ Although this statistic did not meet the initial cutoff criterion, it was retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Appendix S

JCO Equipment Results

Board of State and Community Corrections
Juvenile Corrections Officer Equipment Results

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
1	Transportation or Patrol Vehicle	83.2%	1.29	0.91	844	142	435	144	123
2	Caged transport vehicle	81.2%	1.26	0.92	839	158	425	140	116
3	Two-Way Radio	96.1%	2.57	0.82	837	33	77	103	624
4	Stationary radio (e.g., dispatch radio)	57.8%	1.21	1.23	837	353	165	112	207
5	Audio Recording Equipment	26.2%	0.41	0.80	837	618	142	32	45
6	Audiovisual Equipment	49.6%	0.93	1.13	838	422	186	93	137
7	Firearm(s)	4.9%	0.10	0.46	842	801	14	14	13
8	Gun safe/locker	7.9%	0.15	0.56	838	772	30	15	21
9	Ammunition/Rounds for Firearm(s)	4.5%	0.09	0.45	839	801	14	11	13
10	Speed loader or magazine	4.1%	0.08	0.43	835	801	9	15	10
11	Weapons repair or cleaning kit	5.6%	0.10	0.44	833	786	22	16	9

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
12	Firearm training equipment (e.g., ear and eye protection, targets, plastic training pistol)	6.0%	0.10	0.45	838	788	23	17	10
13	Chemical Agent	69.8%	1.17	1.02	841	254	308	158	121
14	Impact weapon	6.4%	0.10	0.43	838	784	34	10	10
15	Less than lethal weapons (e.g., riot control system, gas gun, Pepperball gun, rubber bullets, bean bags)	10.0%	0.14	0.49	839	755	58	15	11
16	Less than lethal hand thrown projectiles (e.g., Sting balls, Flashbang)	2.3%	0.04	0.29	842	823	10	4	5
17	Handcuffs.	96.5%	2.03	0.87	839	29	219	293	298
18	Riot Gear (e.g., assault shield, helmet)	21.3%	0.26	0.55	835	657	152	15	11
19	Body armor (e.g., protective or ballistic vests)	17.8%	0.27	0.67	839	690	103	16	30
20	Tactical Vest	12.2%	0.18	0.56	829	728	68	15	18
21	Forcible entry/cell extraction equipment	39.5%	0.45	0.62	840	508	293	29	10
22	Gas mask or self-contained breathing apparatus	8.8%	0.10	0.37	834	761	64	4	5
23	Oxygen supply/resuscitator	4.9%	0.07	0.33	832	791	32	4	5
24	Mechanical/soft restraints other than handcuffs (e.g., wrist, leg, ankle, waist)	67.9%	1.09	0.99	839	269	326	140	104

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
25	Restraint chair	12.5%	0.15	0.43	840	735	93	5	7
26	Full body restraint(s) (e.g., canvas restraint, bed restraints)	11.2%	0.15	0.48	837	743	70	15	9
27	Electronic restraint	2.2%	0.03	0.26	834	816	12	2	4
28	Electronic stun device other than electronic restraints	1.6%	0.03	0.26	832	819	5	4	4
29	Personal alarm system	23.2%	0.40	0.83	831	638	103	42	48
30	Alarm system or monitor.	32.9%	0.51	0.86	826	554	168	56	48
31	Electronic Safety Check Device (e.g., metal detector, wand/pipe)	70.7%	1.34	1.11	830	243	236	180	171
32	Electronic time keeper system	35.2%	0.76	1.15	836	542	84	77	133
33	System control board	50.9%	1.12	1.25	827	406	113	110	198
34	Electronic monitoring device(s)	28.9%	0.54	0.96	827	588	108	56	75
35	Controlled substance detection equipment (e.g., urine bottles, drug test cups, breathalyzer)	46.2%	0.75	0.96	833	448	214	104	67
36	Intercom device (public address system, call box)	57.8%	1.17	1.19	836	353	172	130	181
37	Tool Kit	49.9%	0.70	0.86	828	415	294	69	50

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
38	First Aid Kit	84.1%	1.19	0.81	830	132	487	134	77
39	Trauma Kit	18.5%	0.24	0.57	826	673	117	24	12
40	Universal precautions equipment (e.g. blood borne pathogens kit)	63.9%	1.08	1.06	820	296	302	84	138
41	Automatic external defibrillator (AED)	11.7%	0.15	0.47	832	735	79	8	10
42	Hydraulic rescue tools (e.g., Jaws of Life)	1.9%	0.03	0.26	826	810	9	3	4
43	Hooked cutting/rescue device (e.g., 911 swirl cutting tool)	22.6%	0.27	0.56	831	643	163	13	12
44	Fire fighting equipment (e.g., extinguisher, hoses)	13.0%	0.17	0.49	831	723	84	15	9
45	Flashlight	86.1%	1.39	0.91	835	116	407	183	129
46	Bolt cutters	22.2%	0.29	0.62	830	646	147	18	19
47	Badge.	69.3%	1.63	1.29	837	257	140	95	345
48	Duty belt	89.9%	2.48	1.00	829	84	55	67	623
49	Holster(s)	51.9%	1.41	1.43	827	398	39	42	348
50	Field book	24.5%	0.43	0.88	820	619	108	33	60

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
51	Business cards	15.1%	0.23	0.63	829	704	79	25	21
52	Surveillance gear	13.0%	0.24	0.70	830	722	46	29	33
53	Binoculars	3.9%	0.06	0.33	828	796	19	9	4
54	Body/mic camera	5.5%	0.11	0.49	818	773	18	11	16
55	Bullhorn or hailer	3.1%	0.05	0.31	830	804	16	5	5
56	Cash register	2.1%	0.04	0.32	822	805	6	4	7
57	Computer search software	49.0%	1.04	1.21	828	422	120	116	170
58	Computer software, other than computer search software	60.1%	1.36	1.28	829	331	125	120	253
59	Computer terminal	66.3%	1.62	1.31	833	281	95	117	340
60	Desktop computer	92.1%	2.40	0.94	828	65	70	160	533
61	Laptop computer or mobile data terminal (MDT)	31.0%	0.57	0.99	836	577	131	39	89
62	Tablet computer	13.8%	0.29	0.79	834	719	42	23	50
63	Flash drive(s)	36.3%	0.64	0.99	829	528	152	70	79

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
64	GPS navigation device	17.5%	0.30	0.74	832	686	81	27	38
65	Telephone/cell phone	83.2%	1.99	1.15	833	140	135	152	406
66	Palm pilot	3.4%	0.06	0.37	823	795	13	6	9
67	Pager	3.4%	0.06	0.38	823	795	14	4	10
68	Facsimile (Fax) machine	57.8%	0.89	0.95	827	349	287	120	71
69	Teletype	5.2%	0.08	0.39	823	780	27	8	8
70	Disposable hazardous material suits/spill kits (e.g., eye wash stations, decontamination supplies)	41.1%	0.51	0.70	815	480	279	34	22
71	Electronic control panel or "breaker box"	27.5%	0.40	0.76	832	603	164	27	38
72	Emergency lighting equipment (e.g., spotlight, search lights, flares)	21.5%	0.28	0.61	829	651	140	22	16
73	Fingerprint equipment	56.4%	0.99	1.06	826	360	226	130	110
74	Food preparation equipment (e.g., stove, broilers, microwave ovens, etc.).	63.1%	1.19	1.13	830	306	222	140	162
75	Housekeeping equipment (e.g., mop, broom, etc.)	88.9%	1.97	1.04	829	92	183	211	343
76	Illuminated needle-marks scope.	4.6%	0.09	0.44	821	783	16	10	12

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
77	Keys	98.0%	2.79	0.59	833	17	24	78	714
78	Ladder	37.2%	0.46	0.68	831	522	257	34	18
79	Maps	28.4%	0.40	0.74	825	591	166	39	29
80	Paint sprayer	5.4%	0.07	0.32	816	772	35	6	3
81	PBX switchboard or multi-line phone system	27.9%	0.58	1.04	831	599	73	66	93
82	Adding machine or calculator.	51.0%	0.76	0.90	830	407	269	103	51
83	Typewriter	8.3%	0.13	0.48	830	761	43	14	12
84	Photocopier	85.7%	1.78	1.04	821	117	202	243	259
85	Microfilm/microfiche machine	4.2%	0.07	0.37	825	790	17	12	6
86	Projection equipment (movie, slide, overhead)	30.4%	0.45	0.78	831	578	164	59	30
87	Photographic equipment (cameras or processing)	52.5%	0.88	1.01	831	395	228	122	86
88	Power supply generators	15.5%	0.21	0.57	828	700	91	24	13
89	Evidence processing kit (e.g., latent print)	9.4%	0.13	0.46	831	753	56	12	10

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
90	Property/evidence bag sealer	42.3%	0.66	0.91	832	480	217	76	59
91	Property/evidence storage locker(s)	51.6%	0.87	1.03	826	400	234	94	98
92	Padded training gear (e.g., Redman suit)	19.9%	0.26	0.58	833	667	129	25	12
93	Spit mask	39.4%	0.46	0.65	829	502	283	30	14
94	Survival gear (rural areas)	5.8%	0.09	0.39	828	780	33	7	8
95	Tire chains	7.4%	0.10	0.39	829	768	46	10	5
96	Whistle	15.5%	0.23	0.61	832	703	85	25	19
97	X-ray equipment (examining mail and packages)	4.0%	0.06	0.32	833	800	22	7	4
98	Full body scanner	10.7%	0.17	0.56	838	748	53	20	17
99	Jumper cables	15.6%	0.19	0.48	832	702	110	13	7

Appendix T

JCO Overall KSA Results

Board of State and Community Corrections
Juvenile Corrections Officer Overall KSA Results

KSA Statements ¹⁵		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
1	Knowledge of department's/facility's rules, regulations, and procedures.	4.54	0.75	988	9.6%	934	97.9%	3.88	1.26	960
2	Knowledge of the criminal justice system (adult and/or juvenile) including its elements, history, and philosophy.	3.70	1.11	989	19.0%	943	97.3%	3.43	1.33	954
3	Knowledge of state and federal laws, legal codes, court procedures, precedents, government regulations, and executive orders.	3.59	1.18	984	10.1%	925	96.8%	3.37	1.35	955
4	Knowledge of court, legal, and other law enforcement agency documents/forms (e.g., warrants, court order forms).	3.60	1.22	982	6.5%	933	96.6%	3.40	1.33	955
5	Knowledge of the procedures for testifying in court as a witness, including courtroom demeanor.	3.48	1.31	977	6.8%	923	96.3%	3.33	1.39	947
6	Knowledge of California state laws and codes governing the custody, care, security, and detention of individuals in a facility or youth detention facility (e.g., minimum jail standards).	4.10	1.07	977	6.7%	927	98.1%	3.71	1.28	947

¹⁵ KSA statements with a line strike did not meet the importance retention criterion. KSAs that were not needed at entry are marked with red font in the needed at entry criterion column. However, those statistics with a superscript "2" were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁵		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
7	Knowledge of the legal rights and civil liability of peace officers.	4.11	1.07	979	9.7%	915	97.7%	3.63	1.33	946
8	Knowledge of investigative techniques and procedures.	3.39	1.32	971	6.7%	912	97.0%	3.45	1.33	934
9	Knowledge of human physical and psychological development.	3.36	1.22	958	21.2%	903	96.8%	3.37	1.32	928
10	Knowledge of the basic principles of psychology and sociology as they relate to theories of personality, behavior patterns, crime, social adjustment, human motivation, group dynamics, and the symptoms and causes of mental illness.	3.48	1.18	970	21.1%	913	97.2%	3.50	1.32	945
11	Knowledge of crisis intervention techniques and procedures.	4.09	1.05	965	9.2%	911	98.3%	3.83	1.19	945
12	Knowledge of individual and group counseling theories, techniques, principles, and practices.	3.73	1.12	962	11.0%	917	98.0%	3.66	1.23	943
13	Skill in de-escalating volatile situations.	4.39	0.89	964	12.7%	899	98.9%	4.01	1.17	940
14	Skill in applying individual and/or group counseling techniques.	3.89	1.04	957	10.0%	911	98.7%	3.74	1.20	948
15	Knowledge of the needs, problems, attitudes, behavior patterns of individuals, and the factors underlying criminal behavior/juvenile delinquency.	3.93	1.01	971	14.1%	918	98.6%	3.65	1.20	946
16	Knowledge of the value systems of different groups or cultures.	3.72	1.09	966	19.3%	917	98.3%	3.48	1.26	945

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁵		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
17	Knowledge of the purpose and methods of discipline as applied to persons under criminal confinement.	3.97	1.03	967	6.9%	911	98.3%	3.63	1.21	946
18	Knowledge of general personal hygiene and health practices.	3.72	1.06	966	40.7%	917	95.3%	3.20	1.42	943
19	Knowledge of universal safety precautions for preventing transmission of disease.	4.19	1.00	974	19.3%	915	97.9%	3.62	1.29	950
20	Knowledge of standard facility health and sanitation practices and procedures.	3.72	1.11	959	9.7%	911	97.2%	3.36	1.30	943
21	Knowledge of work and treatment programs available to individuals in the facility.	3.44	1.17	972	6.5%	922	96.6%	3.26	1.31	946
22	Knowledge of report writing procedures (e.g., for crime reports, incident reports, escape reports, behavior reports).	4.21	0.94	977	8.2%	918	98.1%	3.84	1.20	945
23	Knowledge of standard office practices, such as record keeping, filing, and the operation of office equipment.	3.32	1.25	970	20.4%	914	93.9%	3.06	1.44	936
24	Knowledge of routine grounds keeping and building maintenance.	2.41	1.57	966	22.3%	884	82.5%	2.48	1.67	916
25	Skill in safely, appropriately, and accurately handling and using firearms.	2.45	2.11	964	25.2%	833	71.3%	2.61	1.99	903
26	Skill in safely, appropriately, and accurately using self-defense, physical restraints, weaponless defense, and riot control techniques and procedures.	4.40	0.93	977	6.8%	915	98.4%	4.00	1.19	947
27	Skill in identifying and applying the appropriate type of first aid procedure or technique (including CPR).	4.24	1.00	971	12.3%	918	98.3%	3.72	1.28	941

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁵		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
28	Knowledge of the symptoms and effects of drug and alcohol use and abuse.	3.75	1.06	969	12.7%	919	97.8%	3.53	1.27	940
29	Ability to identify illicit drugs.	3.62	1.22	965	9.0%	912	97.5%	3.46	1.30	934
30	Knowledge of drug and alcohol testing procedures.	3.41	1.36	958	7.0%	906	95.0%	3.32	1.41	931
31	Knowledge of indicators of criminal affiliation and behavior (e.g., gangs, street terminology, monikers, symbols).	4.10	1.00	967	8.4%	921	98.1%	3.80	1.22	942
32	Knowledge of group leadership and supervision techniques.	3.98	1.03	967	13.6%	911	97.7%	3.70	1.28	937
33	Knowledge of the rules of team and individual games/sports.	2.74	1.43	960	31.0%	901	87.7%	2.71	1.60	927
34	Knowledge of standard radio broadcast procedures and rules.	3.37	1.44	964	8.9%	900	92.2%	3.16	1.52	926
35	Knowledge of criminal offender record information (C.O.R.I.).	3.05	1.50	966	7.4%	905	92.3%	3.13	1.49	933
36	Knowledge of available community resources, their approaches, limitations, and the referral process to obtain services.	2.92 ²	1.44	966	11.5%	912	91.0%	2.99	1.50	931
37	The ability to recognize when something is wrong or is likely to go wrong; it does not involve solving the problem, only recognizing there is a problem.	4.16	1.00	973	32.8%	922	97.3%	3.74	1.30	941
38	The ability to proceed in a careful, cautious, and/or prudent manner.	4.05	1.00	965	35.0%	920	97.3%	3.60	1.30	940

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁵		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
39	Skill in knowing where and how to access written procedures/information when needed.	3.80	1.03	964	12.8%	917	97.7%	3.48	1.28	932
40	Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications.	3.73	1.09	967	50.2%	919	95.5%	3.40	1.38	941
41	Skill in observing, interpreting, and accurately documenting verbal and non-verbal behavior.	4.13	0.97	965	20.6%	913	97.5%	3.76	1.23	945
42	Skill in searching persons.	4.23	1.02	964	6.6%	919	98.0%	3.80	1.25	937
43	Skill in searching vehicles, residences, and/or facilities.	3.80	1.33	955	8.8%	904	95.4%	3.53	1.39	925
44	Skill in interviewing a range of individuals who may be cooperative or uncooperative and effectively gathering information.	3.86	1.12	963	9.8%	918	97.4%	3.63	1.26	946
45	Skill in interviewing abused or neglected individuals (e.g., children, elders).	3.76	1.25	969	11.9%	921	96.2%	3.52	1.36	947
46	The ability to know one's location in relation to the environment, or to know where other objects are in relation to one's self.	3.73	1.25	961	35.9%	914	94.7%	3.30	1.44	938
47	Skill in driving a car.	3.55	1.34	951	70.9%	913	86.7%	2.89	1.67	925
48	Skill in dictating reports or correspondence.	3.10	1.53	969	25.7%	909	89.3%	2.99	1.58	928
49	The ability to prioritize projects, tasks, and responsibilities effectively and in working efficiently to meet all deadlines.	3.89	1.00	970	43.4%	927	96.5%	3.44	1.36	941

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁵		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
50	Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate.	3.92	1.00	967	54.0%	924	95.9%	3.44	1.41	942
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	4.12	0.99	969	65.9%	923	93.9%	3.49	1.48	939
52	The ability to understand materials written in English.	4.22	0.96	967	72.9%	918	93.3%	3.48	1.51	938
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	4.14	0.94	962	69.6%	919	94.7%	3.52	1.45	939
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	3.98	1.02	960	56.2%	914	94.9%	3.40	1.44	935
55	Skill in organizing one's work, files, and other materials.	3.50	1.10	971	45.2%	929	94.1%	3.16	1.43	946
56	The ability to analyze and evaluate information to arrive at a correct conclusion, including making judgments regarding the accuracy of information, applying rules and principles, and combining pieces of information to come up with logical answers.	3.93	1.06	969	42.9%	925	95.7%	3.42	1.39	941
57	Skill in adding and subtracting whole numbers.	3.23	1.40	965	71.5%	925	88.2%	2.74	1.63	941
58	Skill in multiplying and dividing whole numbers.	2.96 ²	1.47	950	70.4%	906	84.9%	2.57	1.68	926

KSA Statements ¹⁵		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	4.15	0.95	963	54.6%	919	95.1%	3.44	1.44	943
60	The ability to concentrate on a task and not be distracted.	3.95	1.01	960	57.7%	912	95.2%	3.35	1.42	942
61	The ability to quickly and accurately compare letters, numbers, objects, pictures, or words presented in written or visual form in order to identify inaccurate, inconsistent, or missing information.	3.46	1.26	969	45.7%	914	93.1%	3.11	1.47	933
62	The ability to quickly and accurately process multiple types of information and/or perform multiple tasks, shifting back and forth between tasks and/or sources of information.	3.80	1.05	969	45.0%	922	95.3%	3.35	1.41	940
63	The ability to recall information such as procedures and rules, faces, identification marks, and the order in which events occurred.	4.05	1.01	965	41.1%	919	95.9%	3.49	1.39	938
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	3.83	1.09	965	61.8%	922	93.7%	3.24	1.49	935
65	The ability to exert oneself physically without becoming tired too quickly.	3.87	1.04	962	54.3%	921	93.6%	3.32	1.44	939
66	The ability to take charge of situations or groups, to assert ideas, to influence, persuade, or motivate others; to speak-up, be candid, and confront people when necessary, without hesitation in a professional manner.	4.17	0.95	965	36.9%	917	96.4%	3.63	1.36	940

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁵		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
67	The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations.	4.37	0.87	963	46.9% ²	913	96.4%	3.72	1.37	938
68	The ability to perform effectively under stressful conditions and to cope with prolonged exposure to job stressors (e.g., time pressure, emergencies, threats, physical altercations).	4.37	0.83	967	42.1%	921	96.6%	3.73	1.35	937
69	The ability to be thorough and to carry out tasks with a concern for the inclusion and accuracy of details.	4.16	0.89	970	45.3%	921	95.9%	3.58	1.35	933
70	The ability to interact confidently with individuals or groups at all levels; to not be easily fooled or persuaded into changing course of action; and to have confidence in one's ability to be effective.	4.25	0.86	970	43.8%	920	96.3%	3.67	1.34	944
71	The ability to make well-reasoned decisions in a timely manner, sometimes in situations where there are no standard procedures.	4.24	0.85	967	45.4%	915	96.1%	3.64	1.35	943
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	4.12	0.96	960	65.7%	922	94.5%	3.50	1.43	938
73	The ability to adapt to unanticipated problems or conflicts, accept changes (e.g., assignments or procedures), and change roles based on one's assessment of the situation.	4.23	0.88	966	46.2% ²	920	95.4%	3.58	1.40	945
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	4.04	0.94	959	55.6%	922	95.2%	3.47	1.42	935

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁵		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
75	The ability to establish and maintain effective working relationships with team members.	4.21	0.87	965	53.6%	924	95.2%	3.59	1.39	941
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	4.19	0.92	966	58.4%	923	95.2%	3.56	1.41	940
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	4.32	0.84	970	64.4%	929	94.3%	3.60	1.46	938
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.	4.40	0.82	969	64.9%	925	94.6%	3.65	1.44	942
79	The ability to perform work in compliance with laws, rules and regulations; to accept and conform to accepted standards of conduct and the authority structure of the organization.	4.35	0.85	965	44.7%	923	96.4%	3.71	1.36	937
80	The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas).	4.14	0.90	963	53.5%	926	94.9%	3.51	1.42	937
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	4.09	0.90	964	55.1%	918	95.1%	3.55	1.39	942

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁵		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
82	The ability to acquire new skills and knowledge, seek out and use feedback to improve performance, learn from one's own and others' experiences, and apply learning to new situations.	4.05	0.90	968	40.6%	914	96.0%	3.56	1.36	942
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	4.25	0.90	963	61.7%	913	94.1%	3.55	1.45	939
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	3.77	1.09	963	56.9%	916	93.0%	3.18	1.47	940
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	3.70	1.14	962	55.5%	917	92.9%	3.16	1.46	936
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	3.79	1.11	964	55.3%	917	93.2%	3.22	1.47	938
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	3.55	1.21	963	55.6%	926	92.7%	3.07	1.48	940

KSA Statements ¹⁵		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	3.55	1.20	954	57.2%	919	92.0%	3.05	1.50	935
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	3.67	1.14	966	63.0%	934	91.8%	3.06	1.51	943
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	3.67	1.15	968	61.6%	932	92.1%	3.08	1.51	936
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	3.75	1.13	966	63.5%	934	92.2%	3.10	1.52	941

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁵		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	3.79	1.14	960	61.8%	927	92.4%	3.13	1.53	946
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	3.54	1.19	962	64.4%	919	89.4%	2.87	1.58	937
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	3.67	1.14	969	64.5%	920	89.9%	2.95	1.58	938
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	3.53	1.20	963	65.3%	910	89.8%	2.88	1.56	940
96	The capacity to match or discriminate between colors. This capacity included detecting differences in color and in brightness.	3.19	1.38	975	67.7%	925	85.3%	2.61	1.63	947
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	3.43	1.26	971	65.8%	926	88.5%	2.80	1.60	946
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	3.77	1.13	973	63.1%	925	90.3%	3.05	1.59	945

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁵		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
99	The ability to see objects in the presence of glare or bright ambient lighting.	3.41	1.24	972	64.3%	927	88.8%	2.82	1.59	948
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	3.53	1.19	974	60.5%	928	90.0%	2.93	1.57	946
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	3.64	1.16	973	59.5%	925	92.1%	3.05	1.54	945
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	3.70	1.15	977	63.2%	933	90.8%	3.03	1.57	948

Appendix U

JCO Important KSAs

Board of State and Community Corrections
Juvenile Corrections Officer Important KSAs

KSA Statements ¹⁶ (KSA Statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
1	Knowledge of department's/facility's rules, regulations, and procedures.	4.54	0.75	988	9.6%	934	97.9%	3.88	1.26	960
26	Skill in safely, appropriately, and accurately using self-defense, physical restraints, weaponless defense, and riot control techniques and procedures.	4.40	0.93	977	6.8%	915	98.4%	4.00	1.19	947
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.	4.40	0.82	969	64.9%	925	94.6%	3.65	1.44	942
13	Skill in de-escalating volatile situations.	4.39	0.89	964	12.7%	899	98.9%	4.01	1.17	940
67	The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations.	4.37	0.87	963	46.9% ²	913	96.4%	3.72	1.37	938
68	The ability to perform effectively under stressful conditions and to cope with prolonged exposure to job stressors (e.g., time pressure, emergencies, threats, physical altercations).	4.37	0.83	967	42.1%	921	96.6%	3.73	1.35	937

¹⁶ Statistics in red font did not meet the initial retention criteria for the corresponding scale. However, those with a superscript "2" were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁶ (KSA Statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
79	The ability to perform work in compliance with laws, rules and regulations; to accept and conform to accepted standards of conduct and the authority structure of the organization.	4.35	0.85	965	44.7%	923	96.4%	3.71	1.36	937
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	4.32	0.84	970	64.4%	929	94.3%	3.60	1.46	938
70	The ability to interact confidently with individuals or groups at all levels; to not be easily fooled or persuaded into changing course of action; and to have confidence in one's ability to be effective.	4.25	0.86	970	43.8%	920	96.3%	3.67	1.34	944
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	4.25	0.90	963	61.7%	913	94.1%	3.55	1.45	939
27	Skill in identifying and applying the appropriate type of first aid procedure or technique (including CPR).	4.24	1.00	971	12.3%	918	98.3%	3.72	1.28	941
71	The ability to make well-reasoned decisions in a timely manner, sometimes in situations where there are no standard procedures.	4.24	0.85	967	45.4%	915	96.1%	3.64	1.35	943
42	Skill in searching persons.	4.23	1.02	964	6.6%	919	98.0%	3.80	1.25	937
73	The ability to adapt to unanticipated problems or conflicts, accept changes (e.g., assignments or procedures), and change roles based on one's assessment of the situation.	4.23	0.88	966	46.2% ²	920	95.4%	3.58	1.40	945

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁶ (KSA Statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
52	The ability to understand materials written in English.	4.22	0.96	967	72.9%	918	93.3%	3.48	1.51	938
22	Knowledge of report writing procedures (e.g., for crime reports, incident reports, escape reports, behavior reports).	4.21	0.94	977	8.2%	918	98.1%	3.84	1.20	945
75	The ability to establish and maintain effective working relationships with team members.	4.21	0.87	965	53.6%	924	95.2%	3.59	1.39	941
19	Knowledge of universal safety precautions for preventing transmission of disease.	4.19	1.00	974	19.3%	915	97.9%	3.62	1.29	950
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	4.19	0.92	966	58.4%	923	95.2%	3.56	1.41	940
66	The ability to take charge of situations or groups, to assert ideas, to influence, persuade, or motivate others; to speak-up, be candid, and confront people when necessary, without hesitation in a professional manner.	4.17	0.95	965	36.9%	917	96.4%	3.63	1.36	940
37	The ability to recognize when something is wrong or is likely to go wrong; it does not involve solving the problem, only recognizing there is a problem.	4.16	1.00	973	32.8%	922	97.3%	3.74	1.30	941
69	The ability to be thorough and to carry out tasks with a concern for the inclusion and accuracy of details.	4.16	0.89	970	45.3%	921	95.9%	3.58	1.35	933
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	4.15	0.95	963	54.6%	919	95.1%	3.44	1.44	943

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁶ (KSA Statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	4.14	0.94	962	69.6%	919	94.7%	3.52	1.45	939
80	The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas).	4.14	0.90	963	53.5%	926	94.9%	3.51	1.42	937
41	Skill in observing, interpreting, and accurately documenting verbal and non-verbal behavior.	4.13	0.97	965	20.6%	913	97.5%	3.76	1.23	945
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	4.12	0.99	969	65.9%	923	93.9%	3.49	1.48	939
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	4.12	0.96	960	65.7%	922	94.5%	3.50	1.43	938
7	Knowledge of the legal rights and civil liability of peace officers.	4.11	1.07	979	9.7%	915	97.7%	3.63	1.33	946
6	Knowledge of California state laws and codes governing the custody, care, security, and detention of individuals in a facility or youth detention facility (e.g., minimum jail standards).	4.10	1.07	977	6.7%	927	98.1%	3.71	1.28	947
31	Knowledge of indicators of criminal affiliation and behavior (e.g., gangs, street terminology, monikers, symbols).	4.10	1.00	967	8.4%	921	98.1%	3.80	1.22	942
11	Knowledge of crisis intervention techniques and procedures.	4.09	1.05	965	9.2%	911	98.3%	3.83	1.19	945
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	4.09	0.90	964	55.1%	918	95.1%	3.55	1.39	942

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁶ (KSA Statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
38	The ability to proceed in a careful, cautious, and/or prudent manner.	4.05	1.00	965	35.0%	920	97.3%	3.60	1.30	940
63	The ability to recall information such as procedures and rules, faces, identification marks, and the order in which events occurred.	4.05	1.01	965	41.1%	919	95.9%	3.49	1.39	938
82	The ability to acquire new skills and knowledge, seek out and use feedback to improve performance, learn from one's own and others' experiences, and apply learning to new situations.	4.05	0.90	968	40.6%	914	96.0%	3.56	1.36	942
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	4.04	0.94	959	55.6%	922	95.2%	3.47	1.42	935
32	Knowledge of group leadership and supervision techniques.	3.98	1.03	967	13.6%	911	97.7%	3.70	1.28	937
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	3.98	1.02	960	56.2%	914	94.9%	3.40	1.44	935
17	Knowledge of the purpose and methods of discipline as applied to persons under criminal confinement.	3.97	1.03	967	6.9%	911	98.3%	3.63	1.21	946
60	The ability to concentrate on a task and not be distracted.	3.95	1.01	960	57.7%	912	95.2%	3.35	1.42	942
15	Knowledge of the needs, problems, attitudes, behavior patterns of individuals, and the factors underlying criminal behavior/juvenile delinquency.	3.93	1.01	971	14.1%	918	98.6%	3.65	1.20	946

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁶ (KSA Statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
56	The ability to analyze and evaluate information to arrive at a correct conclusion, including making judgments regarding the accuracy of information, applying rules and principles, and combining pieces of information to come up with logical answers.	3.93	1.06	969	42.9%	925	95.7%	3.42	1.39	941
50	Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate.	3.92	1.00	967	54.0%	924	95.9%	3.44	1.41	942
14	Skill in applying individual and/or group counseling techniques.	3.89	1.04	957	10.0%	911	98.7%	3.74	1.20	948
49	The ability to prioritize projects, tasks, and responsibilities effectively and in working efficiently to meet all deadlines.	3.89	1.00	970	43.4%	927	96.5%	3.44	1.36	941
65	The ability to exert oneself physically without becoming tired too quickly.	3.87	1.04	962	54.3%	921	93.6%	3.32	1.44	939
44	Skill in interviewing a range of individuals who may be cooperative or uncooperative and effectively gathering information.	3.86	1.12	963	9.8%	918	97.4%	3.63	1.26	946
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	3.83	1.09	965	61.8%	922	93.7%	3.24	1.49	935
39	Skill in knowing where and how to access written procedures/information when needed.	3.80	1.03	964	12.8%	917	97.7%	3.48	1.28	932
43	Skill in searching vehicles, residences, and/or facilities.	3.80	1.33	955	8.8%	904	95.4%	3.53	1.39	925

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁶ (KSA Statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
62	The ability to quickly and accurately process multiple types of information and/or perform multiple tasks, shifting back and forth between tasks and/or sources of information.	3.80	1.05	969	45.0%	922	95.3%	3.35	1.41	940
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	3.79	1.11	964	55.3%	917	93.2%	3.22	1.47	938
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	3.79	1.14	960	61.8%	927	92.4%	3.13	1.53	946
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	3.77	1.09	963	56.9%	916	93.0%	3.18	1.47	940
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	3.77	1.13	973	63.1%	925	90.3%	3.05	1.59	945
45	Skill in interviewing abused or neglected individuals (e.g., children, elders).	3.76	1.25	969	11.9%	921	96.2%	3.52	1.36	947
28	Knowledge of the symptoms and effects of drug and alcohol use and abuse.	3.75	1.06	969	12.7%	919	97.8%	3.53	1.27	940
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	3.75	1.13	966	63.5%	934	92.2%	3.10	1.52	941

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁶ (KSA Statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
12	Knowledge of individual and group counseling theories, techniques, principles, and practices.	3.73	1.12	962	11.0%	917	98.0%	3.66	1.23	943
40	Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications.	3.73	1.09	967	50.2%	919	95.5%	3.40	1.38	941
46	The ability to know one's location in relation to the environment, or to know where other objects are in relation to one's self.	3.73	1.25	961	35.9%	914	94.7%	3.30	1.44	938
16	Knowledge of the value systems of different groups or cultures.	3.72	1.09	966	19.3%	917	98.3%	3.48	1.26	945
18	Knowledge of general personal hygiene and health practices.	3.72	1.06	966	40.7%	917	95.3%	3.20	1.42	943
20	Knowledge of standard facility health and sanitation practices and procedures.	3.72	1.11	959	9.7%	911	97.2%	3.36	1.30	943
2	Knowledge of the criminal justice system (adult and/or juvenile) including its elements, history, and philosophy.	3.70	1.11	989	19.0%	943	97.3%	3.43	1.33	954
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	3.70	1.14	962	55.5%	917	92.9%	3.16	1.46	936
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	3.70	1.15	977	63.2%	933	90.8%	3.03	1.57	948
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	3.67	1.14	966	63.0%	934	91.8%	3.06	1.51	943

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁶ (KSA Statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	3.67	1.15	968	61.6%	932	92.1%	3.08	1.51	936
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	3.67	1.14	969	64.5%	920	89.9%	2.95	1.58	938
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	3.64	1.16	973	59.5%	925	92.1%	3.05	1.54	945
29	Ability to identify illicit drugs.	3.62	1.22	965	9.0%	912	97.5%	3.46	1.30	934
4	Knowledge of court, legal, and other law enforcement agency documents/forms (e.g., warrants, court order forms).	3.60	1.22	982	6.5%	933	96.6%	3.40	1.33	955
3	Knowledge of state and federal laws, legal codes, court procedures, precedents, government regulations, and executive orders.	3.59	1.18	984	10.1%	925	96.8%	3.37	1.35	955
47	Skill in driving a car.	3.55	1.34	951	70.9%	913	86.7%	2.89	1.67	925

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁶ (KSA Statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	3.55	1.21	963	55.6%	926	92.7%	3.07	1.48	940
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	3.55	1.20	954	57.2%	919	92.0%	3.05	1.50	935
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	3.54	1.19	962	64.4%	919	89.4%	2.87	1.58	937
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	3.53	1.20	963	65.3%	910	89.8%	2.88	1.56	940
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	3.53	1.19	974	60.5%	928	90.0%	2.93	1.57	946
55	Skill in organizing one's work, files, and other materials.	3.50	1.10	971	45.2%	929	94.1%	3.16	1.43	946

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁶ (KSA Statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
5	Knowledge of the procedures for testifying in court as a witness, including courtroom demeanor.	3.48	1.31	977	6.8%	923	96.3%	3.33	1.39	947
10	Knowledge of the basic principles of psychology and sociology as they relate to theories of personality, behavior patterns, crime, social adjustment, human motivation, group dynamics, and the symptoms and causes of mental illness.	3.48	1.18	970	21.1%	913	97.2%	3.50	1.32	945
61	The ability to quickly and accurately compare letters, numbers, objects, pictures, or words presented in written or visual form in order to identify inaccurate, inconsistent, or missing information.	3.46	1.26	969	45.7%	914	93.1%	3.11	1.47	933
21	Knowledge of work and treatment programs available to individuals in the facility.	3.44	1.17	972	6.5%	922	96.6%	3.26	1.31	946
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	3.43	1.26	971	65.8%	926	88.5%	2.80	1.60	946
30	Knowledge of drug and alcohol testing procedures.	3.41	1.36	958	7.0%	906	95.0%	3.32	1.41	931
99	The ability to see objects in the presence of glare or bright ambient lighting.	3.41	1.24	972	64.3%	927	88.8%	2.82	1.59	948
8	Knowledge of investigative techniques and procedures.	3.39	1.32	971	6.7%	912	97.0%	3.45	1.33	934
34	Knowledge of standard radio broadcast procedures and rules.	3.37	1.44	964	8.9%	900	92.2%	3.16	1.52	926

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁶ (KSA Statements are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
9	Knowledge of human physical and psychological development.	3.36	1.22	958	21.2%	903	96.8%	3.37	1.32	928
23	Knowledge of standard office practices, such as record keeping, filing, and the operation of office equipment.	3.32	1.25	970	20.4%	914	93.9%	3.06	1.44	936
57	Skill in adding and subtracting whole numbers.	3.23	1.40	965	71.5%	925	88.2%	2.74	1.63	941
96	The capacity to match or discriminate between colors. This capacity included detecting differences in color and in brightness.	3.19	1.38	975	67.7%	925	85.3%	2.61	1.63	947
48	Skill in dictating reports or correspondence.	3.10	1.53	969	25.7%	909	89.3%	2.99	1.58	928
35	Knowledge of criminal offender record information (C.O.R.I.).	3.05	1.50	966	7.4%	905	92.3%	3.13	1.49	933
58	Skill in multiplying and dividing whole numbers.	2.96 ²	1.47	950	70.4%	906	84.9%	2.57	1.68	926
36	Knowledge of available community resources, their approaches, limitations, and the referral process to obtain services.	2.92 ²	1.44	966	11.5%	912	91.0%	2.99	1.50	931

Appendix V

JCO KSAs Suitable for Selection- Related Purposes

Board of State and Community Corrections
Juvenile Corrections Officer KSAs Suitable for Selection-Related Purposes

KSA Statements ¹⁷ (KSAs are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.	4.40	0.82	969	64.9%	925	94.6%	3.65	1.44	942
67	The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations.	4.37	0.87	963	46.9% ²	913	96.4%	3.72	1.37	938
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	4.32	0.84	970	64.4%	929	94.3%	3.60	1.46	938
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	4.25	0.90	963	61.7%	913	94.1%	3.55	1.45	939
73	The ability to adapt to unanticipated problems or conflicts, accept changes (e.g., assignments or procedures), and change roles based on one's assessment of the situation.	4.23	0.88	966	46.2% ²	920	95.4%	3.58	1.40	945

¹⁷ Statistics in red font did not meet the initial retention criteria for the corresponding scale. However, those with a superscript "2" were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁷ (KSAs are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
52	The ability to understand materials written in English.	4.22	0.96	967	72.9%	918	93.3%	3.48	1.51	938
75	The ability to establish and maintain effective working relationships with team members.	4.21	0.87	965	53.6%	924	95.2%	3.59	1.39	941
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	4.19	0.92	966	58.4%	923	95.2%	3.56	1.41	940
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	4.15	0.95	963	54.6%	919	95.1%	3.44	1.44	943
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	4.14	0.94	962	69.6%	919	94.7%	3.52	1.45	939
80	The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas).	4.14	0.90	963	53.5%	926	94.9%	3.51	1.42	937
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	4.12	0.99	969	65.9%	923	93.9%	3.49	1.48	939
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	4.12	0.96	960	65.7%	922	94.5%	3.50	1.43	938
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	4.09	0.90	964	55.1%	918	95.1%	3.55	1.39	942
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	4.04	0.94	959	55.6%	922	95.2%	3.47	1.42	935

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁷ (KSAs are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	3.98	1.02	960	56.2%	914	94.9%	3.40	1.44	935
60	The ability to concentrate on a task and not be distracted.	3.95	1.01	960	57.7%	912	95.2%	3.35	1.42	942
50	Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate.	3.92	1.00	967	54.0%	924	95.9%	3.44	1.41	942
65	The ability to exert oneself physically without becoming tired too quickly.	3.87	1.04	962	54.3%	921	93.6%	3.32	1.44	939
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	3.83	1.09	965	61.8%	922	93.7%	3.24	1.49	935
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	3.79	1.14	960	61.8%	927	92.4%	3.13	1.53	946
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	3.79	1.11	964	55.3%	917	93.2%	3.22	1.47	938
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	3.77	1.13	973	63.1%	925	90.3%	3.05	1.59	945
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	3.77	1.09	963	56.9%	916	93.0%	3.18	1.47	940

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁷ (KSAs are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	3.75	1.13	966	63.5%	934	92.2%	3.10	1.52	941
40	Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications.	3.73	1.09	967	50.2%	919	95.5%	3.40	1.38	941
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	3.70	1.15	977	63.2%	933	90.8%	3.03	1.57	948
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	3.70	1.14	962	55.5%	917	92.9%	3.16	1.46	936
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	3.67	1.14	969	64.5%	920	89.9%	2.95	1.58	938
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	3.67	1.14	966	63.0%	934	91.8%	3.06	1.51	943

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁷ (KSAs are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	3.67	1.15	968	61.6%	932	92.1%	3.08	1.51	936
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	3.64	1.16	973	59.5%	925	92.1%	3.05	1.54	945
47	Skill in driving a car.	3.55	1.34	951	70.9%	913	86.7%	2.89	1.67	925
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	3.55	1.20	954	57.2%	919	92.0%	3.05	1.50	935
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	3.55	1.21	963	55.6%	926	92.7%	3.07	1.48	940

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ¹⁷ (KSAs are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	3.54	1.19	962	64.4%	919	89.4%	2.87	1.58	937
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	3.53	1.20	963	65.3%	910	89.8%	2.88	1.56	940
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	3.53	1.19	974	60.5%	928	90.0%	2.93	1.57	946
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	3.43	1.26	971	65.8%	926	88.5%	2.80	1.60	946
99	The ability to see objects in the presence of glare or bright ambient lighting.	3.41	1.24	972	64.3%	927	88.8%	2.82	1.59	948
57	Skill in adding and subtracting whole numbers.	3.23	1.40	965	71.5%	925	88.2%	2.74	1.63	941
96	The capacity to match or discriminate between colors. This capacity included detecting differences in color and in brightness.	3.19	1.38	975	67.7%	925	85.3%	2.61	1.63	947
58	Skill in multiplying and dividing whole numbers.	2.96 ²	1.47	950	70.4%	906	84.9%	2.57	1.68	926

Appendix W

PO Overall Task Results

Board of State and Community Corrections
Probation Officer Overall Task Results

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Physical Tasks								
1	Lift, carry, and/or drag heavy objects.	85.6%	2.99	2.29	1385	2.62	1.31	1361
2	Walk or run up or down one or more flights of stairs.	87.8%	4.49	3.16	1382	2.90 ²	1.38	1394
3	Climb through openings.	65.9%	1.50	1.63	1384	2.63	1.27	1041
4	Climb up and down a ladder.	53.9%	1.02	1.29	1381	2.54	1.29	859
5	Crawl in confined areas.	60.4%	1.14	1.36	1381	2.57	1.30	948
6	Climb up to and/or jump down from elevated surfaces.	64.2%	1.49	1.67	1383	2.70	1.25	1020
7	Jump over obstacles.	67.3%	1.55	1.65	1379	2.72	1.25	1062

¹⁸ Statements with a line strike did not meet the task frequency and/or task importance retention criteria with the statistic failing to meet the criteria in red. However, those with a superscript "2" were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
8	Pull oneself up over obstacles.	67.5%	1.37	1.45	1382	2.77	1.25	1069
9	Push and/or pull hard to move objects by hand.	74.3%	1.96	1.86	1373	2.76	1.24	1170
10	Pursue individuals on foot.	77.9%	1.58	1.32	1383	3.09	1.24	1222
11	Run for a short distance.	84.5%	2.11	1.55	1367	3.18	1.22	1305
12	Walk or stand for long periods of time.	89.9%	4.50	2.97	1375	3.30	1.22	1403
13	Sit for long periods of time.	96.5%	6.96	2.64	1377	3.29	1.28	1508
14	Bend, extend, and/or twist body.	89.7%	5.29	3.18	1374	3.28	1.20	1402
15	Balance oneself on uneven or narrow surfaces.	63.8%	1.90	2.26	1380	2.82	1.27	1023
16	Drive an automobile for work duties other than to transport individuals.	92.7%	5.46	2.75	1382	3.67	1.12	1457
17	In various degrees of lighting watch for indications of illegal activity or disturbance.	79.9%	3.33	2.97	1376	3.47	1.21	1255
18	Listen for unusual sounds or sounds that may indicate illegal activity or disturbance.	83.0%	3.77	3.10	1374	3.55	1.20	1297

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
19	Operate lifting equipment.	21.2%	0.43	1.14	1377	2.52	1.41	326
20	Operate and control lights, power, and/or water in cells/rooms/dormitories.	38.8%	1.29	2.34	1385	3.04	1.39	607
21	Operate gates, doors, locks, sally ports, cells/rooms/dorms, electronically or manually.	48.5% ²	1.85	2.77	1383	3.24	1.35	762
Handcuffs and Restraints								
22	Handcuff a non-resisting individual.	96.3%	3.78	2.02	1387	4.16	0.93	1532
23	Handcuff a resisting individual.	96.2%	2.53	1.46	1382	4.26	0.91	1530
24	Apply restraint devices other than handcuffs to a non-resisting individual.	83.6%	1.77	1.53	1387	3.90	1.11	1316
25	Apply restraint devices other than handcuffs to a resisting individual.	84.7%	1.52	1.20	1384	3.99	1.09	1334
26	Physically subdue or restrain a resisting or fleeing individual by yourself.	86.6%	1.51	1.11	1383	4.05	1.08	1363
27	Physically subdue or restrain a resisting or fleeing individual with the help of others.	93.1%	1.92	1.15	1381	4.13	1.01	1465
28	Place an actively resisting individual in the seat of a car.	91.0%	1.64	1.10	1380	4.05	1.03	1421
Officer Safety								
29	Defend oneself or others using less than lethal force.	94.3%	1.81	1.22	1382	4.41	0.91	1492

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
30	Defend oneself or others using lethal force.	80.0%	0.92	0.73	1384	4.43	0.95	1258
31	Defend oneself or others against a combative individual.	95.4%	1.79	1.06	1379	4.40	0.94	1499
32	Defend oneself against an armed individual.	89.1%	1.05	0.68	1380	4.47	0.93	1387
33	Physically separate multiple combative individuals with the help of others.	93.1%	1.69	1.04	1383	4.27	0.97	1458
34	Physically separate two combative individuals by yourself.	86.8%	1.41	0.99	1384	4.20	1.03	1357
35	Assist an uncooperative/ incapacitated individual from a prone position on the ground to his/her feet.	93.6%	1.79	1.11	1380	4.10	1.02	1471
36	Search individuals for weapons, contraband, and/or drugs.	96.4%	4.45	2.54	1375	4.44	0.87	1512
37	Strip search individuals.	45.8%	0.84	1.20	1376	3.91	1.21	717
38	Perform cell/room extractions.	47.5% ²	0.86	1.14	1384	3.80	1.26	737
39	Place and secure individual in safety room.	50.5%	1.01	1.35	1381	3.82	1.25	784
40	Anticipate, monitor, and intervene in potentially violent interpersonal situations.	81.2%	2.10	1.92	1382	4.05	1.09	1288
41	Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.	89.6%	3.15	2.34	1379	4.30	0.98	1416
42	Use force to gain entrance through barriers.	65.7%	1.10	1.22	1381	3.80	1.19	1033

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
43	Operate and/or interpret body scans for contraband or other anomalies.	35.5%	0.92	1.88	1379	3.79	1.26	547
44	Complete range qualification required to carry a firearm.	69.8%	1.68	1.49	1383	4.33	1.06	1101
45	Draw and/or fire a firearm on duty in the course of job performance.	67.2%	1.35	1.65	1379	4.37	1.01	1048
Initial Processing and Release								
46	Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	79.3%	4.27	3.31	1376	4.05	1.01	1232
47	Fingerprint individuals.	53.9%	1.09	1.39	1376	3.47	1.25	850
48	Photograph individuals.	76.1%	2.46	2.20	1366	3.44	1.14	1166
49	Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	82.2%	4.04	2.99	1368	3.91	1.02	1270
50	Advise individual of constitutional rights.	84.1%	3.23	2.48	1370	3.93	1.08	1310
51	Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	74.5%	2.77	2.63	1367	3.78	1.08	1147
52	Ensure incoming individuals get to make any required phone calls.	46.9% ²	1.30	1.99	1371	3.50	1.25	718
53	Classify individuals to assign proper housing.	40.7%	1.00	1.77	1361	3.63	1.24	621
54	Prepare identification cards or identification wristbands and give/affix to individuals.	31.9%	0.61	1.24	1361	3.41	1.29	492

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
55	Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	71.1%	2.39	2.27	1369	3.65	1.10	1097
56	Observe/monitor behavior of individual in receiving room/holding unit while he/she awaits move to assigned housing.	43.9%	1.11	1.79	1363	3.60	1.15	671
57	Inventory and take custody of individuals' property, clothing, and/or money.	63.4%	1.90	2.02	1361	3.54	1.07	980
58	Prepare forms, cards, or file jackets necessary to initiate individual's records.	50.2%	1.48	2.14	1364	3.47	1.18	781
59	Provide food or other necessities to incoming individuals.	41.5%	1.10	1.88	1365	3.46	1.23	636
60	Identify filing deadlines and court appearance deadlines.	81.2%	4.47	3.14	1364	4.13	0.94	1260
61	Inform all relevant parties of date of detention hearing.	72.7%	2.91	2.66	1363	3.90	1.04	1123
62	Run warrant checks, holds, and/or search clauses.	82.0%	3.95	2.94	1358	3.93	0.98	1253
63	Complete documentation necessary for release.	61.1%	2.03	2.34	1361	3.76	1.07	949
64	Verify identity of individuals prior to booking or releasing.	57.0%	1.78	2.24	1353	3.85	1.12	878
65	Return personal property and/or money upon release.	50.5%	1.20	1.61	1361	3.54	1.14	789
66	Schedule detention hearing.	65.4%	1.98	2.20	1370	3.78	1.11	1019
67	Release individuals on Own Recognizance or Cite Release.	46.4%	1.03	1.62	1363	3.49	1.16	733

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
68	Initiate search to locate parent(s) or legal guardian(s), if needed.	67.0%	1.67	1.80	1365	3.64	1.13	1039
69	Decide whether to hold an individual in detention.	70.6%	2.23	2.30	1362	3.83	1.06	1084
70	Evaluate fitness of legal guardian(s) or parent(s) to take custody of individual.	64.0%	1.59	1.83	1360	3.75	1.10	981
71	Contact appropriate parties to notify them that an individual is in custody.	76.0%	2.35	2.07	1368	3.72	1.08	1171
72	Accommodate individual needs (e.g., due to medical conditions and/or religious rights).	64.4%	1.70	1.97	1363	3.63	1.09	995
73	Collect and process DNA samples.	62.3%	1.28	1.38	1359	3.58	1.13	963
Medical								
74	Perform CPR.	93.8%	0.98	0.37	1380	4.02	1.12	1465
75	Render first aid other than CPR.	93.6%	1.33	0.81	1369	3.97	1.09	1447
76	Complete medical/mental health forms.	76.4%	2.00	1.91	1371	3.67	1.08	1189
77	Review medical log and make note of medical restrictions.	55.0%	1.43	1.99	1373	3.73	1.10	858
78	Deliver medication, observe individual taking it, and record if taken or refused.	34.6%	0.78	1.57	1376	3.81	1.11	537
79	Arrange for medical treatment or psychiatric care.	68.0%	1.70	1.71	1371	3.72	1.06	1064

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
80	Obtain signed medical consent form from parent(s) or legal guardian(s).	73.3%	1.88	1.77	1371	3.72	1.10	1133
Escorting and Transporting								
81	Plan transportation route and an alternate route.	70.8%	2.04	1.96	1378	3.52	1.10	1106
82	Verify individuals' identity and/or classification prior to escorting or transporting.	69.4%	1.91	1.83	1377	3.73	1.08	1073
83	Verify identity of person transporting an individual.	62.3%	1.58	1.76	1367	3.71	1.13	958
84	Process incoming and outgoing law enforcement/facility buses.	26.0%	0.43	0.96	1369	3.51	1.22	398
85	Conduct vehicle safety check/inspection prior to transporting individual(s).	74.2%	2.48	2.17	1374	3.78	1.06	1153
86	Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	70.1%	2.32	2.23	1374	3.84	1.07	1089
87	Monitor movement of vehicles within the facility or in the immediate area.	38.6%	0.87	1.58	1367	3.54	1.21	594
88	Transport equipment and/or evidence.	71.3%	1.93	1.85	1371	3.49	1.12	1114
89	Transport individuals or groups of individuals including safety/location checks.	64.3%	1.66	1.81	1369	3.49	1.11	983
90	Escort an individual or groups to and from locations within facility.	57.9%	1.74	2.26	1374	3.58	1.13	886
91	Arrange for transportation of individual(s).	73.8%	2.07	1.81	1368	3.43	1.12	1150

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
92	Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).	63.8%	1.38	1.43	1373	3.55	1.17	978
93	Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior.	46.2%	0.81	1.22	1367	3.40	1.27	712
Supervising Personnel								
94	Schedule and/or plan the work of other personnel or volunteers.	51.2%	1.33	1.89	1379	3.21	1.14	874
95	Observe the work of other personnel or volunteers and provide appropriate feedback.	59.1%	1.92	2.36	1376	3.37	1.07	984
96	Train, mentor, and provide instruction to other personnel or volunteers.	74.8%	2.80	2.55	1373	3.55	1.04	1202
97	Give assignments to other personnel, program providers, or volunteers.	62.4%	1.96	2.26	1374	3.30	1.07	1021
98	Assist in interviewing applicants for work in the department.	46.0%	0.74	1.07	1373	3.27	1.18	777
99	Recruit applicants for work in the department, including volunteers.	41.9%	0.66	0.95	1378	3.11	1.17	697
100	Write or update job descriptions.	39.0%	0.60	0.92	1368	3.15	1.16	650
Record Keeping								
101	Log facility equipment in and out.	55.3%	1.81	2.38	1376	3.31	1.13	858
102	Log vehicles entering and leaving the facility.	48.6% ²	1.63	2.34	1369	3.30	1.16	748

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
103	Log weapons/firearms in and out.	36.2%	0.62	1.21	1366	3.69	1.23	573
104	Maintain a record of all mail/packages for any individual to assure proper distribution.	30.6%	0.62	1.33	1370	3.24	1.18	470
105	Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	63.4%	3.24	3.45	1372	3.77	1.07	987
106	Record relevant activities and incidents occurring during shift in daily journal or log.	57.4%	2.75	3.38	1370	3.75	1.10	883
107	Complete forms and prepare correspondence (e.g., email, memos).	78.6%	5.33	3.62	1366	3.78	0.97	1231
108	Prepare/update court status and court lists.	65.9%	3.09	3.22	1362	3.64	1.12	1010
109	Create new forms.	58.9%	1.64	2.06	1364	3.06	1.18	935
110	Conduct and document population counts to account for all individuals.	44.3%	1.40	2.36	1367	3.80	1.18	686
111	Gather data for statistical reports.	69.6%	2.80	2.74	1365	3.49	1.05	1105
112	Manage files and documents.	87.0%	6.36	3.30	1366	3.95	0.95	1365
113	Log movement of all non-detainees entering and leaving the facility.	37.5%	0.91	1.78	1367	3.58	1.22	585
114	Maintain authorized visitor log.	38.2%	0.88	1.59	1367	3.47	1.23	592
115	Oversee and maintain logs on vehicle fleets.	40.4%	0.91	1.66	1362	3.11	1.24	656

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
116	Document how your time is spent performing specific activities.	73.3%	3.55	3.27	1371	3.26	1.23	1147
117	Compute and record time served credits, conduct credits, and/or release dates.	76.2%	3.59	2.99	1362	3.84	1.02	1189
Meals								
118	Release individuals for meals at appropriate times.	37.2%	1.15	2.18	1367	3.43	1.21	568
119	Inspect food for possible contamination prior to serving.	29.4%	0.82	1.86	1378	3.46	1.23	450
120	Report food shortages to shift supervisor or kitchen.	32.0%	0.83	1.72	1371	3.44	1.25	492
121	Supervise meals.	38.6%	1.28	2.31	1367	3.54	1.21	583
122	Verify tray and utensil counts.	36.9%	1.12	2.14	1375	3.61	1.25	566
123	Prepare meals/snacks for individuals.	30.7%	0.85	1.82	1375	3.31	1.27	470
124	Serve and monitor special diets.	34.6%	1.05	2.09	1361	3.51	1.24	523
Activities								
125	Monitor electronic device usage and reading material for inappropriate content.	55.3%	1.72	2.31	1365	3.32	1.10	851
126	Supervise and/or coach individuals playing sports or game activities.	42.1%	1.24	2.06	1365	3.16	1.18	654

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
127	Plan and schedule recreational activities.	44.3%	1.24	2.00	1359	3.07	1.17	674
128	Participate in sports or game activities with individuals.	36.5%	0.92	1.68	1363	2.91 ²	1.21	568
129	Instruct/train/coach individuals in vocational activities and projects.	40.8%	1.03	1.76	1363	3.01	1.17	631
130	Assist individuals with schoolwork.	43.1%	1.14	1.80	1361	2.98 ²	1.24	664
Visiting								
131	Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	50.2%	1.38	1.98	1372	3.75	1.22	778
132	Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.	44.8%	1.12	1.68	1372	3.76	1.21	690
133	Arrange for special visits.	54.7%	1.31	1.51	1376	3.16	1.21	844
134	Answer questions and provide information to visitors.	54.3%	1.65	2.10	1364	3.25	1.13	828
135	Conduct background clearance checks (e.g., for volunteers or visitors).	42.6%	0.88	1.35	1372	3.48	1.21	669
136	Provide video kiosk assistance and operating instructions to visitors.	26.6%	0.40	0.86	1372	3.12	1.27	414
Counseling								
137	Conduct or co-facilitate family counseling sessions.	49.2% ²	1.20	1.68	1377	3.31	1.12	759

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
138	Conduct or co-facilitate formal or structured group counseling sessions with individuals.	56.9%	1.55	1.99	1370	3.29	1.14	877
139	Conduct formal or structured counseling sessions with individuals on a one-on-one basis.	53.5%	1.86	2.52	1368	3.46	1.08	835
140	Counsel individuals informally/formally including crisis intervention.	77.8%	3.42	2.82	1371	3.72	0.98	1210
141	Observe individuals in group and individual activities and provide advice and counseling to foster behavioral modification.	62.6%	2.15	2.55	1368	3.52	1.06	967
142	Make recommendations for program advancement/graduation.	71.3%	2.52	2.44	1372	3.39	1.01	1093
143	Provide positive feedback and encouragement to individual(s).	92.2%	6.02	2.85	1369	3.85	0.93	1439
144	Conduct vocational or job counseling sessions with individual(s).	62.7%	2.24	2.50	1369	3.37	1.01	973
145	Counsel individual who will be released without further action.	70.1%	2.32	2.30	1367	3.36	1.07	1087
146	Manage/mediate family (parent/juvenile) interactions in program setting (in custody or out of custody).	63.2%	1.83	2.15	1368	3.41	1.10	979
Mail								
147	Scan incoming and outgoing mail.	43.5%	1.22	1.99	1378	3.39	1.19	674
148	Search articles, packages, property, money left by visitors for individuals.	43.6%	1.08	1.70	1380	3.51	1.21	677
149	Distribute mail to individuals or collect individuals' outgoing mail.	41.6%	1.14	1.91	1375	3.37	1.19	632

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
150	Notify sender and receiver of seizure of unauthorized material.	38.2%	0.77	1.32	1373	3.32	1.23	585
Searching								
151	Conduct search of all areas accessible by individuals.	83.8%	3.69	2.74	1375	4.01	0.95	1316
152	Conduct search of all areas not readily accessible by individuals.	74.5%	2.79	2.61	1368	3.76	1.03	1160
153	Conduct security checks/patrols.	54.2%	1.77	2.49	1368	3.71	1.12	838
154	Conduct surveillance using closed circuit monitoring system.	39.5%	0.88	1.59	1373	3.59	1.14	611
155	Operate metal detection or X-ray equipment.	45.3%	1.59	2.54	1363	3.76	1.12	708
Evidence and Contraband								
156	Identify, isolate, preserve and secure crime scene.	66.9%	1.47	1.59	1373	3.98	1.04	1042
157	Identify, seize, secure, document, preserve and/or dispose of evidence/contraband material.	85.1%	2.56	1.91	1373	4.00	0.98	1319
Drug and Substance Testing								
158	Conduct presumptive drug tests on seized items suspected to be controlled substances.	77.4%	2.78	2.63	1372	3.82	1.01	1197
159	Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	93.1%	4.75	2.74	1372	4.02	0.89	1453

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
160	Administer breath analyzer test to individuals.	66.5%	1.85	2.24	1372	3.68	1.09	1042
Restitution and Fines								
161	Advise individual and/or victim of their right to a restitution hearing.	89.3%	3.06	2.09	1375	3.63	1.02	1397
162	Determine and recommend the amount of restitution due to victims(s).	83.7%	2.77	2.16	1371	3.69	0.99	1308
163	Interview probationer and/or family to determine ability to pay restitution, fines, probation fees, other payments, set up payment schedule and monitor payments.	82.4%	2.94	2.38	1370	3.56	1.04	1284
164	Review bail bonds to ensure accuracy.	23.6%	0.39	1.02	1375	3.11	1.32	366
165	Collect, accept and process payments.	38.6%	1.10	1.91	1373	3.29	1.20	603
166	Calculate individuals' wages.	38.3%	0.94	1.61	1372	3.00	1.18	602
Prepare Reports								
167	Proofread and/or edit reports.	95.7%	5.90	2.60	1373	4.14	0.81	1512
168	Prepare court documents/reports.	98.2%	6.35	2.21	1369	4.25	0.77	1541
169	Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	94.6%	4.16	2.49	1372	4.01	0.90	1494
170	Prepare individual evaluation reports (e.g., progress, performance, updates).	76.9%	3.26	2.89	1374	3.87	0.98	1221

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
171	Prepare reports regarding detention or release.	85.3%	3.67	2.74	1368	3.93	0.96	1314
172	Interview relevant individuals in order to prepare reports.	95.4%	4.72	2.47	1365	3.99	0.88	1477
173	Process requests for sealing of records.	62.9%	1.23	1.55	1365	3.24	1.28	955
Security								
174	Provide security to staff working in facility.	44.5%	1.53	2.57	1374	3.83	1.16	693
175	Account for the security of keys, tools, and equipment.	50.6%	1.87	2.76	1374	3.82	1.17	798
176	Report count discrepancies.	43.5%	1.16	1.96	1368	3.77	1.19	686
177	Notify appropriate staff of movement.	44.2%	1.48	2.45	1370	3.78	1.16	687
178	Check individuals' passes.	36.3%	0.88	1.69	1369	3.55	1.20	558
179	Issue passes to individuals.	38.3%	0.93	1.62	1369	3.38	1.22	585
180	Log movement of individuals.	42.2%	1.29	2.21	1364	3.70	1.18	637
181	Conduct security round/visual check of individuals and facility.	45.0%	1.54	2.51	1367	3.90	1.15	692
182	Maintain visual observation of individuals when required.	56.7%	2.37	3.01	1367	3.97	1.11	870

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
183	Call into control room, post, or switchboard at required intervals.	40.0%	1.22	2.21	1371	3.68	1.15	614
184	Report suspicious activity inside or outside facility.	63.6%	1.59	1.93	1369	3.76	1.08	984
185	Secure and separate individuals who commit crimes.	57.7%	1.64	2.06	1358	3.84	1.02	888
186	Make arrests or charge individuals or others who commit crimes.	76.6%	2.39	1.97	1372	3.88	0.96	1200
187	Investigate incidents or crimes that occur.	69.1%	2.22	2.20	1364	3.80	1.00	1082
188	Investigate disturbances or suspicious activities.	62.0%	1.78	2.03	1356	3.68	1.02	963
189	Assist in search for missing/escaped individuals.	63.4%	1.38	1.53	1359	3.80	1.11	969
190	Check to see that all equipment is functioning properly.	69.3%	2.84	2.86	1365	3.87	1.07	1086
191	Keep inventory of all dangerous tools/ weapons/utensils.	49.4% ²	1.43	2.25	1362	3.89	1.12	761
Referrals								
192	Refer individual for professional evaluation or to appropriate services.	94.7%	4.77	2.30	1372	3.88	0.85	1487
193	Assign individual to program, counselor, or case manager.	81.5%	3.52	2.65	1368	3.71	0.97	1275
194	Refer members of individual's family, victim(s) or others to counseling and/or other appropriate services.	88.4%	3.40	2.31	1370	3.63	0.96	1392

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
195	Identify treatment, educational, employment, financial, or other service which will meet the needs of an individual, his/her family, or others and refer appropriately.	94.1%	4.64	2.36	1367	3.81	0.89	1477
196	Contact appropriate service provider; describe individual's needs, and get their commitment to work with the individual.	91.9%	4.17	2.39	1369	3.75	0.91	1435
197	Follow up to verify that an individual received service(s) and to evaluate success of referral.	93.8%	4.43	2.34	1364	3.80	0.89	1462
Supervising and Monitoring								
198	Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance.	42.1%	1.35	2.32	1372	3.52	1.20	641
199	Provide phone access and/or monitor individuals' calls.	43.9%	1.37	2.20	1365	3.38	1.22	662
200	Supervise individuals on work details in facility areas (e.g., laundry, kitchen, other rooms).	40.9%	1.22	2.14	1365	3.56	1.19	618
201	Supervise and evaluate individuals on-site in educational, vocational, recreational and other rehabilitative programs.	48.5% ²	1.56	2.38	1371	3.48	1.15	742
202	Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.	47.0% ²	1.44	2.18	1371	3.43	1.15	714
203	Prevent unauthorized communication between individuals.	56.3%	1.82	2.38	1365	3.52	1.16	857
204	Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	51.4%	1.88	2.70	1366	3.72	1.16	777
205	Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	70.5%	3.36	3.22	1365	3.89	1.00	1084
206	Maintain and clean individuals' clothing, bedding, and living quarters.	34.0%	1.04	2.11	1363	3.42	1.24	516

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
207	Read documents to individuals to ensure understanding.	79.4%	3.85	2.87	1366	3.70	1.00	1225
208	Respond to questions or requests from individuals (e.g., related to completing forms).	78.5%	3.77	2.91	1360	3.53	1.03	1210
209	Video/audio record and review critical or potentially critical incidents.	44.5%	1.00	1.67	1363	3.44	1.22	687
210	Notify and prepare individuals for release, transfer, and/or transport.	57.0%	1.75	2.13	1363	3.47	1.11	876
211	Enforce and apply appropriate discipline to individuals.	69.2%	3.12	2.97	1359	3.79	0.99	1066
212	Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	77.6%	3.74	3.07	1364	3.98	0.96	1206
213	Monitor closed circuit video arraignments.	30.8%	0.60	1.28	1363	3.34	1.28	468
214	Gather information necessary to effect administrative and disciplinary transfers.	39.2%	0.98	1.75	1359	3.42	1.22	609
215	Monitor individual use of commissary, visiting, and/or other electronic kiosks.	35.1%	0.81	1.51	1363	3.31	1.24	541
216	Process and distribute pre-paid telephone cards.	16.5%	0.27	0.81	1360	2.91 ²	1.44	253
217	Reclassify individuals to maintain proper housing assignment.	34.6%	0.73	1.38	1360	3.53	1.23	538
Court-Related Duties								
218	Serve as traffic hearing officer.	16.9%	0.25	0.76	1378	2.97 ²	1.36	265

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
219	Act as court bailiff.	6.6%	0.10	0.51	1375	3.31	1.36	99
220	Record court proceedings.	30.7%	1.08	2.13	1363	3.78	1.09	484
221	Prepare for court appearance by reviewing case file.	84.8%	3.12	2.29	1376	4.06	0.85	1337
222	Testify in court.	95.6%	2.30	1.23	1377	4.02	0.94	1494
223	Consult with judiciary on cases for sentencing/disposition.	81.7%	2.47	2.06	1369	3.90	0.97	1266
Alternative Programs								
224	Determine an individual's eligibility for alternative sentencing programs.	74.1%	2.27	2.31	1369	3.44	1.06	1134
225	Process documents necessary for alternative sentencing programs.	71.1%	2.01	2.18	1368	3.36	1.08	1092
226	Notify applicant of approval status for alternative sentencing programs.	67.4%	1.67	1.89	1359	3.29	1.11	1026
227	Make field checks of individuals in alternative sentencing programs.	71.3%	1.84	1.95	1357	3.46	1.09	1079
228	Monitor movement of individuals on home confinement and/or electronic monitoring.	73.4%	2.20	2.49	1370	3.68	1.04	1136
229	Check electronic monitoring systems (e.g., EM, GPS, ankle monitor, alcohol monitoring device) database for compliance violations.	74.7%	2.28	2.54	1370	3.71	1.02	1154
230	Orient individual to alternative sentencing program rules and procedures.	70.5%	1.89	2.08	1371	3.56	1.04	1081

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
231	Determine eligibility, develop case plan, and monitor progress in re-entry programs.	74.1%	2.24	2.35	1365	3.61	1.03	1118
Oral Communication								
232	Communicate verbally with other staff to share information regarding operations.	94.9%	6.49	2.81	1364	4.09	0.88	1476
233	Communicate via intercom, radio, and/or telephone.	95.8%	7.13	2.67	1368	4.06	0.92	1492
234	Maintain and monitor communications/radio systems.	75.7%	3.98	3.50	1365	3.79	1.10	1170
235	Make announcements/give information over P.A. or paging system.	52.5%	1.52	2.35	1368	3.06	1.34	805
236	Communicate with individuals in a language other than English or serve as an interpreter.	65.4%	2.45	2.98	1369	3.57	1.19	1026
237	Answer questions/provide information to various regulatory agencies and commissions.	74.6%	3.01	2.79	1362	3.47	1.10	1159
238	Answer, respond to, and transfer phone calls requesting information.	94.1%	5.77	2.82	1358	3.59	0.99	1455
239	Conduct tours.	47.9% ²	0.91	1.24	1366	2.67	1.32	775
240	Communicate with court personnel.	96.9%	5.12	2.24	1359	3.88	0.89	1507
241	Gather information from individuals about conflicts or personal problems.	86.5%	4.43	2.88	1361	3.59	1.00	1361
242	Give instructions/ directions orally to groups of individuals.	82.7%	3.53	2.87	1364	3.52	1.08	1301

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
243	Confer with supervisors concerning operations.	93.0%	5.17	2.66	1362	3.86	0.92	1456
244	De-escalate situations utilizing tactical communication skills.	94.1%	4.30	2.50	1356	4.13	0.90	1463
Service to Community								
245	Represent department with other agencies.	92.3%	3.98	2.63	1373	3.76	0.94	1458
246	Serve on non-departmental boards.	57.2%	1.22	1.54	1370	3.11	1.18	923
247	Give presentations	83.5%	2.02	1.44	1366	3.13	1.10	1307
248	Respond to questions from the public.	74.3%	2.77	2.63	1365	3.41	1.03	1187
249	Participate in joint operations with other agencies.	90.2%	2.91	2.01	1367	3.72	0.96	1416
250	Speak with at-risk members of the community about their concerns or problems.	79.5%	2.56	2.44	1374	3.48	1.04	1245
Develop Case Plans								
251	Gather information, prepare, develop and review individualized case plan.	95.3%	4.91	2.53	1369	3.89	0.93	1490
252	Determine the frequency of contact needed during supervision utilizing risk assessment.	94.2%	4.83	2.59	1367	3.89	0.93	1470
253	Review individual's file.	98.1%	6.52	2.34	1366	4.01	0.84	1535

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
254	Assess, monitor and update individual's progress with case plan.	95.9%	4.90	2.63	1366	3.85	0.96	1492
255	Conduct risk and needs assessment and reassessments.	96.6%	4.89	2.45	1366	3.88	0.96	1498
Emergencies								
256	Conduct fire, earthquake, or evacuation drills.	70.8%	1.61	1.31	1375	3.50	1.17	1139
257	Evacuate individuals from an area or facility.	67.6%	1.21	1.13	1373	3.69	1.11	1084
258	Dispatch help in emergencies or disturbances.	70.9%	1.25	1.14	1369	3.85	1.12	1119
259	Extinguish or help extinguish fire.	62.2%	0.71	0.64	1372	3.75	1.19	982
260	Activate alarm system to alert all staff in case of an emergency.	68.7%	0.90	0.91	1373	3.84	1.14	1078
261	Respond to emergency situations according to agency policies.	86.1%	1.77	1.37	1373	3.99	1.07	1358
Current Knowledge								
262	Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.	98.5%	5.48	2.35	1370	4.18	0.85	1542
263	Read internal memos, correspondence, reports, and emails.	98.5%	7.55	2.04	1368	4.08	0.84	1536
264	Make suggestions regarding changes in policies, procedures, or rules.	88.6%	2.93	2.13	1373	3.52	1.06	1401

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
265	Attend staff meetings.	99.3%	4.45	1.38	1365	3.62	0.96	1551
266	Follow instructions from supervisor including designated lead staff.	99.4%	7.22	1.97	1366	4.08	0.86	1550
267	Follow all departmental policies and procedures.	99.9%	8.52	1.31	1367	4.41	0.76	1565
268	Participate in training/workgroups/seminars.	99.6%	4.01	1.41	1362	3.80	0.90	1549
269	Read court documents or other legal documents.	99.6%	7.60	1.85	1359	4.20	0.81	1552
270	Maintain knowledge of contracted agencies' standards for detention.	78.3%	3.33	2.92	1361	3.65	1.09	1201
271	Maintain knowledge of criminal justice and social service partners' policies and procedures.	91.0%	4.25	2.74	1362	3.61	1.03	1417
Finances								
272	Make special purchases for individuals.	30.4%	0.62	1.16	1374	2.57	1.13	512
273	Distribute/supervise distribution of commissary.	23.2%	0.47	1.14	1375	2.71	1.24	365
274	Supervise and record individuals' financial transactions.	22.2%	0.44	1.15	1371	2.84 ²	1.20	348
275	Process work furlough funds received, re-issue funds, and distribute accordingly.	16.8%	0.22	0.62	1369	2.82 ²	1.24	261

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Work Details								
276	Recommend/make work assignments for individuals.	49.6% ²	1.48	2.17	1370	3.11	1.10	797
277	Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.	48.7% ²	1.13	1.70	1371	3.36	1.23	793
278	Issue and log in/out equipment, tools, cleaning supplies and other inventory.	43.3%	1.08	1.84	1368	3.16	1.20	693
279	Inspect work equipment and work area for safety.	49.7% ²	1.75	2.58	1368	3.44	1.15	789
280	Complete an individual's work time card.	37.9%	1.12	1.97	1367	3.38	1.23	635
Family Court Duties								
281	Conduct investigation to determine whether conservator(s)/legal guardian(s) is properly administering an estate.	25.1%	0.38	0.84	1371	3.17	1.27	386
282	Make recommendations about placement, visitation, and custody of minors during custody proceedings.	58.1%	1.46	1.85	1370	3.55	1.20	878
283	Make recommendations regarding emancipation.	44.7%	0.72	1.09	1373	3.07	1.33	680
284	Make recommendations regarding underage couples' marriage requests.	24.1%	0.30	0.61	1374	2.72	1.46	377
285	Make recommendations regarding adoption.	29.7%	0.44	0.87	1365	3.11	1.31	445

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Investigations								
286	Obtain verification of employment, education, and/or other pertinent background information.	90.3%	4.34	2.58	1372	3.65	0.96	1407
287	Conduct intake or pre-plea/pre-sentence interview with individual.	86.5%	3.18	2.62	1371	3.85	1.01	1349
288	Photograph any injuries or bruises in cases of suspected abuse.	76.6%	1.39	1.23	1366	3.70	1.10	1184
289	Investigate and report complaints of abuse.	86.8%	1.96	1.34	1367	3.92	1.04	1333
290	Evaluate residence for appropriateness of home environment.	84.9%	2.59	2.00	1367	3.79	0.97	1305
291	Collect, review and interpret appropriate criminal records and documents pertaining to an individual.	94.1%	5.08	2.66	1361	4.01	0.88	1453
292	Contact agencies and collect information on an individual.	95.2%	4.72	2.36	1363	3.83	0.87	1489
293	Interview individuals and involved parties to obtain background information and information about the offense.	91.3%	3.92	2.55	1368	3.83	0.92	1425
294	Obtain and review police report of charges against individuals taken into custody.	95.5%	5.09	2.44	1360	3.97	0.85	1482
295	Access databases (e.g., CLETS, CWS/CMS) to find or input information.	90.2%	5.05	3.05	1365	3.98	0.93	1416
296	Verify identity based on fingerprint information.	51.8%	1.16	1.87	1367	3.45	1.20	800
297	Investigate and report complaints of PREA violations.	51.8%	0.79	1.27	1357	3.58	1.25	818

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Monitor Compliance								
298	Request court action or garnishment where individual falls behind in child support or other payments.	30.7%	0.62	1.30	1376	3.23	1.18	480
299	Review request for and issue travel permits.	82.9%	2.64	1.85	1369	3.19	1.05	1291
300	Review requests for permission and initiate procedures to transfer a case to a new jurisdiction.	87.9%	2.65	1.72	1368	3.43	1.01	1369
301	Investigate incoming transfer requests from other jurisdictions.	82.7%	2.23	1.77	1366	3.44	1.04	1282
302	Initiate procedures to request Interstate Compact Supervision.	88.2%	2.10	1.38	1361	3.41	1.04	1347
303	File petition for modification, termination or revocation of probation and /or request warrant.	93.1%	4.05	2.22	1356	3.98	0.90	1440
304	Execute warrants.	79.8%	2.43	1.97	1360	3.84	1.01	1239
305	Search individual's person, personal property or residence, per Court Order.	92.5%	4.11	2.57	1361	4.05	0.92	1435
306	Review and determine appropriate supervision level.	92.2%	4.46	2.61	1365	3.99	0.92	1435
307	Gather information, interview appropriate parties and the individual to determine level of probation compliance.	93.2%	5.11	2.77	1365	4.06	0.89	1448
308	Conduct home/site visits.	91.1%	4.45	2.72	1367	4.12	0.91	1420
309	Complete documentation necessary to authorize holds.	86.2%	3.28	2.42	1359	3.90	1.00	1337

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Establish Relationships								
310	Recruit foster parents.	21.1%	0.33	0.79	1376	3.13	1.25	337
311	Visit community-based organizations/placement facilities to learn about their services and evaluate the care and/or treatment they provide.	72.6%	1.72	1.56	1377	3.37	1.06	1149
312	Coordinate/contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship.	78.8%	2.55	2.19	1371	3.41	1.04	1246
313	Monitor and audit vendors teaching classes and programs and update program information in writing.	49.2% ²	0.91	1.35	1369	3.22	1.13	786
Notifying								
314	Notify/inform law enforcement agencies and other agencies of law violations/information of interest.	92.3%	3.62	2.14	1369	3.79	0.92	1452
315	Notify victim(s) as required by law.	92.1%	3.39	2.23	1372	4.09	0.91	1448
316	Notify anyone who is the specific object of threats by an individual as required by law.	90.4%	2.17	1.70	1363	4.08	1.00	1410
317	Notify parent(s)/legal guardian(s) and/or probation officer of any change in an individual's status.	90.1%	3.31	2.19	1365	3.89	0.94	1409
Making Recommendations								
318	Evaluate information to determine aggravating or mitigating circumstances of the crime.	89.5%	3.62	2.68	1368	3.94	0.98	1397

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
319	Investigate, determine, make recommendations and refer individuals to appropriate placement.	91.7%	3.92	2.59	1372	3.98	0.95	1431
320	Evaluate information to decide on recommended disposition, sentence and/or terms and conditions of supervision.	93.3%	4.57	2.61	1369	4.10	0.88	1460
321	Discuss offense with external entities to determine whether new charges/violation of probation should be filed.	90.9%	3.67	2.32	1365	3.85	0.96	1418
Release Decisions								
322	Review and prepare appropriate documents for recommended release of an individual.	82.1%	3.26	2.64	1374	3.90	1.01	1284
323	Conduct an interview and/or gather information to determine if an individual is to be released or detained.	84.4%	3.56	2.72	1365	3.96	0.97	1307
Miscellaneous								
324	Maintain confidentiality of information.	99.3%	8.01	1.87	1358	4.44	0.79	1536
325	Assist with special projects, studies, and investigations.	93.9%	4.03	2.40	1368	3.44	1.04	1462
326	Obtain and process court documents and take necessary action.	96.4%	6.11	2.53	1362	4.13	0.89	1486
327	Read individual's records to ensure compliance with special directives regarding care and custody of individual.	93.0%	5.57	2.98	1362	4.02	0.96	1423
328	Teach classes to individuals.	73.1%	1.99	1.99	1366	3.13	1.15	1146
329	Read daily journal/log.	69.1%	3.61	3.59	1353	3.51	1.20	1050

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹⁸		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
330	Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.	63.3%	1.02	1.28	1364	3.18	1.34	997
331	Interpret common street terminology.	91.6%	5.33	2.89	1365	3.49	1.01	1442
332	Assist individuals in writing grievances.	54.9%	1.04	1.41	1368	2.91 ²	1.19	875
333	Establish informants.	44.2%	0.96	1.57	1361	3.06	1.23	663
334	Design and/or implement programs.	68.3%	1.55	1.67	1351	3.19	1.09	1067
335	Maintain and/or periodically update handbooks.	56.6%	1.17	1.58	1363	3.11	1.15	908
336	Present cases to a committee that reviews recommendations.	67.1%	1.89	2.02	1366	3.38	1.08	1052
337	Participate in an individual's grievance proceedings.	44.6%	0.74	1.14	1360	2.95 ²	1.22	725
338	Serve on disciplinary review board.	32.5%	0.51	1.02	1375	2.93 ²	1.27	531
339	Work with data to measure program outcomes and inform program decisions.	54.8%	1.27	1.81	1377	3.21	1.18	891
340	Request equipment/facility repairs verbally or in writing.	66.3%	1.61	1.55	1367	3.03	1.15	1060
341	Clean up and dispose of contaminated or hazardous material.	51.5%	1.13	1.63	1376	3.48	1.18	820
342	Inventory, order, and stock supplies.	47.2% ²	1.13	1.59	1376	3.07	1.11	770
343	Inspect areas for cleanliness.	51.1%	1.91	2.73	1360	3.18	1.15	823

Appendix X

PO Important Performed Tasks

Board of State and Community Corrections
Probation Officer Important Performed Task Results

Task Statements¹⁹ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
32	Officer Safety	Defend oneself against an armed individual.	89.1%	1.05	0.68	1380	4.47	0.93	1387
324	Miscellaneous	Maintain confidentiality of information.	99.3%	8.01	1.87	1358	4.44	0.79	1536
36	Officer Safety	Search individuals for weapons, contraband, and/or drugs.	96.4%	4.45	2.54	1375	4.44	0.87	1512
30	Officer Safety	Defend oneself or others using lethal force.	80.0%	0.92	0.73	1384	4.43	0.95	1258
267	Current Knowledge	Follow all departmental policies and procedures.	99.9%	8.52	1.31	1367	4.41	0.76	1565
29	Officer Safety	Defend oneself or others using less than lethal force.	94.3%	1.81	1.22	1382	4.41	0.91	1492
31	Officer Safety	Defend oneself or others against a combative individual.	95.4%	1.79	1.06	1379	4.40	0.94	1499
45	Officer Safety	Draw and/or fire a firearm on duty in the course of job performance.	67.2%	1.35	1.65	1379	4.37	1.01	1048
44	Officer Safety	Complete range qualification required to carry a firearm.	69.8%	1.68	1.49	1383	4.33	1.06	1101

¹⁹ Statistics in red font did not meet the initial retention criteria for the corresponding scale. However, those with a superscript "2" were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Task Statements¹⁹ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
41	Officer Safety	Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.	89.6%	3.15	2.34	1379	4.30	0.98	1416
33	Officer Safety	Physically separate multiple combative individuals with the help of others.	93.1%	1.69	1.04	1383	4.27	0.97	1458
23	Handcuffs and Restraints	Handcuff a resisting individual.	96.2%	2.53	1.46	1382	4.26	0.91	1530
168	Prepare Reports	Prepare court documents/reports.	98.2%	6.35	2.21	1369	4.25	0.77	1541
269	Current Knowledge	Read court documents or other legal documents.	99.6%	7.60	1.85	1359	4.20	0.81	1552
34	Officer Safety	Physically separate two combative individuals by yourself.	86.8%	1.41	0.99	1384	4.20	1.03	1357
262	Current Knowledge	Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.	98.5%	5.48	2.35	1370	4.18	0.85	1542
22	Handcuffs and Restraints	Handcuff a non-resisting individual.	96.3%	3.78	2.02	1387	4.16	0.93	1532
167	Prepare Reports	Proofread and/or edit reports.	95.7%	5.90	2.60	1373	4.14	0.81	1512
326	Miscellaneous	Obtain and process court documents and take necessary action.	96.4%	6.11	2.53	1362	4.13	0.89	1486
244	Oral Communication	De-escalate situations utilizing tactical communication skills.	94.1%	4.30	2.50	1356	4.13	0.90	1463
27	Handcuffs and Restraints	Physically subdue or restrain a resisting or fleeing individual with the help of others.	93.1%	1.92	1.15	1381	4.13	1.01	1465

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹⁹ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
60	Initial Processing and Release	Identify filing deadlines and court appearance deadlines.	81.2%	4.47	3.14	1364	4.13	0.94	1260
308	Monitor Compliance	Conduct home/site visits.	91.1%	4.45	2.72	1367	4.12	0.91	1420
35	Officer Safety	Assist an uncooperative/ incapacitated individual from a prone position on the ground to his/her feet.	93.6%	1.79	1.11	1380	4.10	1.02	1471
320	Making Recommendations	Evaluate information to decide on recommended disposition, sentence and/or terms and conditions of supervision.	93.3%	4.57	2.61	1369	4.10	0.88	1460
232	Oral Communication	Communicate verbally with other staff to share information regarding operations.	94.9%	6.49	2.81	1364	4.09	0.88	1476
315	Notifying	Notify victim(s) as required by law.	92.1%	3.39	2.23	1372	4.09	0.91	1448
266	Current Knowledge	Follow instructions from supervisor including designated lead staff.	99.4%	7.22	1.97	1366	4.08	0.86	1550
263	Current Knowledge	Read internal memos, correspondence, reports, and emails.	98.5%	7.55	2.04	1368	4.08	0.84	1536
316	Notifying	Notify anyone who is the specific object of threats by an individual as required by law.	90.4%	2.17	1.70	1363	4.08	1.00	1410
233	Oral Communication	Communicate via intercom, radio, and/or telephone.	95.8%	7.13	2.67	1368	4.06	0.92	1492
307	Monitor Compliance	Gather information, interview appropriate parties and the individual to determine level of probation compliance.	93.2%	5.11	2.77	1365	4.06	0.89	1448
221	Court-Related Duties	Prepare for court appearance by reviewing case file.	84.8%	3.12	2.29	1376	4.06	0.85	1337

Task Statements¹⁹ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
305	Monitor Compliance	Search individual's person, personal property or residence, per Court Order.	92.5%	4.11	2.57	1361	4.05	0.92	1435
28	Handcuffs and Restraints	Place an actively resisting individual in the seat of a car.	91.0%	1.64	1.10	1380	4.05	1.03	1421
26	Handcuffs and Restraints	Physically subdue or restrain a resisting or fleeing individual by yourself.	86.6%	1.51	1.11	1383	4.05	1.08	1363
40	Officer Safety	Anticipate, monitor, and intervene in potentially violent interpersonal situations.	81.2%	2.10	1.92	1382	4.05	1.09	1288
46	Initial Processing and Release	Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	79.3%	4.27	3.31	1376	4.05	1.01	1232
222	Court-Related Duties	Testify in court.	95.6%	2.30	1.23	1377	4.02	0.94	1494
74	Medical	Perform CPR.	93.8%	0.98	0.37	1380	4.02	1.12	1465
159	Drug and Substance Testing	Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	93.1%	4.75	2.74	1372	4.02	0.89	1453
327	Miscellaneous	Read individual's records to ensure compliance with special directives regarding care and custody of individual.	93.0%	5.57	2.98	1362	4.02	0.96	1423
253	Develop Case Plans	Review individual's file.	98.1%	6.52	2.34	1366	4.01	0.84	1535
169	Prepare Reports	Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	94.6%	4.16	2.49	1372	4.01	0.90	1494
291	Investigations	Collect, review and interpret appropriate criminal records and documents pertaining to an individual.	94.1%	5.08	2.66	1361	4.01	0.88	1453

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹⁹ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
151	Searching	Conduct search of all areas accessible by individuals.	83.8%	3.69	2.74	1375	4.01	0.95	1316
157	Evidence and Contraband	Identify, seize, secure, document, preserve and/or dispose of evidence/contraband material.	85.1%	2.56	1.91	1373	4.00	0.98	1319
172	Prepare Reports	Interview relevant individuals in order to prepare reports.	95.4%	4.72	2.47	1365	3.99	0.88	1477
306	Monitor Compliance	Review and determine appropriate supervision level.	92.2%	4.46	2.61	1365	3.99	0.92	1435
261	Emergencies	Respond to emergency situations according to agency policies.	86.1%	1.77	1.37	1373	3.99	1.07	1358
25	Handcuffs and Restraints	Apply restraint devices other than handcuffs to a resisting individual.	84.7%	1.52	1.20	1384	3.99	1.09	1334
303	Monitor Compliance	File petition for modification, termination or revocation of probation and /or request warrant.	93.1%	4.05	2.22	1356	3.98	0.90	1440
319	Making Recommendations	Investigate, determine, make recommendations and refer individuals to appropriate placement.	91.7%	3.92	2.59	1372	3.98	0.95	1431
295	Investigations	Access databases (e.g., CLETS, CWS/CMS) to find or input information.	90.2%	5.05	3.05	1365	3.98	0.93	1416
212	Supervising and Monitoring	Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	77.6%	3.74	3.07	1364	3.98	0.96	1206
156	Evidence and Contraband	Identify, isolate, preserve and secure crime scene.	66.9%	1.47	1.59	1373	3.98	1.04	1042
294	Investigations	Obtain and review police report of charges against individuals taken into custody.	95.5%	5.09	2.44	1360	3.97	0.85	1482

Task Statements¹⁹ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
75	Medical	Render first aid other than CPR.	93.6%	1.33	0.81	1369	3.97	1.09	1447
182	Security	Maintain visual observation of individuals when required.	56.7%	2.37	3.01	1367	3.97	1.11	870
323	Release Decisions	Conduct an interview and/or gather information to determine if an individual is to be released or detained.	84.4%	3.56	2.72	1365	3.96	0.97	1307
112	Record Keeping	Manage files and documents.	87.0%	6.36	3.30	1366	3.95	0.95	1365
318	Making Recommendations	Evaluate information to determine aggravating or mitigating circumstances of the crime.	89.5%	3.62	2.68	1368	3.94	0.98	1397
171	Prepare Reports	Prepare reports regarding detention or release.	85.3%	3.67	2.74	1368	3.93	0.96	1314
50	Initial Processing and Release	Advise individual of constitutional rights.	84.1%	3.23	2.48	1370	3.93	1.08	1310
62	Initial Processing and Release	Run warrant checks, holds, and/or search clauses.	82.0%	3.95	2.94	1358	3.93	0.98	1253
289	Investigations	Investigate and report complaints of abuse.	86.8%	1.96	1.34	1367	3.92	1.04	1333
49	Initial Processing and Release	Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	82.2%	4.04	2.99	1368	3.91	1.02	1270
309	Monitor Compliance	Complete documentation necessary to authorize holds.	86.2%	3.28	2.42	1359	3.90	1.00	1337
24	Handcuffs and Restraints	Apply restraint devices other than handcuffs to a non-resisting individual.	83.6%	1.77	1.53	1387	3.90	1.11	1316

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements¹⁹ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
322	Release Decisions	Review and prepare appropriate documents for recommended release of an individual.	82.1%	3.26	2.64	1374	3.90	1.01	1284
223	Court-Related Duties	Consult with judiciary on cases for sentencing/disposition.	81.7%	2.47	2.06	1369	3.90	0.97	1266
61	Initial Processing and Release	Inform all relevant parties of date of detention hearing.	72.7%	2.91	2.66	1363	3.90	1.04	1123
191	Security	Keep inventory of all dangerous tools/ weapons/utensils.	49.4% ²	1.43	2.25	1362	3.89	1.12	761
251	Develop Case Plans	Gather information, prepare, develop and review individualized case plan.	95.3%	4.91	2.53	1369	3.89	0.93	1490
252	Develop Case Plans	Determine the frequency of contact needed during supervision utilizing risk assessment.	94.2%	4.83	2.59	1367	3.89	0.93	1470
317	Notifying	Notify parent(s)/legal guardian(s) and/or probation officer of any change in an individual's status.	90.1%	3.31	2.19	1365	3.89	0.94	1409
205	Supervising and Monitoring	Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	70.5%	3.36	3.22	1365	3.89	1.00	1084
240	Oral Communication	Communicate with court personnel.	96.9%	5.12	2.24	1359	3.88	0.89	1507
255	Develop Case Plans	Conduct risk and needs assessment and reassessments.	96.6%	4.89	2.45	1366	3.88	0.96	1498
192	Referrals	Refer individual for professional evaluation or to appropriate services.	94.7%	4.77	2.30	1372	3.88	0.85	1487
186	Security	Make arrests or charge individuals or others who commit crimes.	76.6%	2.39	1.97	1372	3.88	0.96	1200

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements¹⁹ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
170	Prepare Reports	Prepare individual evaluation reports (e.g., progress, performance, updates).	76.9%	3.26	2.89	1374	3.87	0.98	1221
190	Security	Check to see that all equipment is functioning properly.	69.3%	2.84	2.86	1365	3.87	1.07	1086
243	Oral Communication	Confer with supervisors concerning operations.	93.0%	5.17	2.66	1362	3.86	0.92	1456
254	Develop Case Plans	Assess, monitor and update individual's progress with case plan.	95.9%	4.90	2.63	1366	3.85	0.96	1492
143	Counseling	Provide positive feedback and encouragement to individual(s).	92.2%	6.02	2.85	1369	3.85	0.93	1439
321	Making Recommendations	Discuss offense with external entities to determine whether new charges/violation of probation should be filed.	90.9%	3.67	2.32	1365	3.85	0.96	1418
287	Investigations	Conduct intake or pre-plea/pre-sentence interview with individual.	86.5%	3.18	2.62	1371	3.85	1.01	1349
258	Emergencies	Dispatch help in emergencies or disturbances.	70.9%	1.25	1.14	1369	3.85	1.12	1119
64	Initial Processing and Release	Verify identity of individuals prior to booking or releasing.	57.0%	1.78	2.24	1353	3.85	1.12	878
304	Monitor Compliance	Execute warrants.	79.8%	2.43	1.97	1360	3.84	1.01	1239
117	Record Keeping	Compute and record time served credits, conduct credits, and/or release dates.	76.2%	3.59	2.99	1362	3.84	1.02	1189
86	Escorting and Transporting	Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	70.1%	2.32	2.23	1374	3.84	1.07	1089

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹⁹ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
260	Emergencies	Activate alarm system to alert all staff in case of an emergency.	68.7%	0.90	0.91	1373	3.84	1.14	1078
185	Security	Secure and separate individuals who commit crimes.	57.7%	1.64	2.06	1358	3.84	1.02	888
292	Investigations	Contact agencies and collect information on an individual.	95.2%	4.72	2.36	1363	3.83	0.87	1489
293	Investigations	Interview individuals and involved parties to obtain background information and information about the offense.	91.3%	3.92	2.55	1368	3.83	0.92	1425
69	Initial Processing and Release	Decide whether to hold an individual in detention.	70.6%	2.23	2.30	1362	3.83	1.06	1084
158	Drug and Substance Testing	Conduct presumptive drug tests on seized items suspected to be controlled substances.	77.4%	2.78	2.63	1372	3.82	1.01	1197
175	Security	Account for the security of keys, tools, and equipment.	50.6%	1.87	2.76	1374	3.82	1.17	798
39	Officer Safety	Place and secure individual in safety room.	50.5%	1.01	1.35	1381	3.82	1.25	784
195	Referrals	Identify treatment, educational, employment, financial, or other service which will meet the needs of an individual, his/her family, or others and refer appropriately.	94.1%	4.64	2.36	1367	3.81	0.89	1477
38	Officer Safety	Perform cell/room extractions.	47.5% ²	0.86	1.14	1384	3.80	1.26	737
268	Current Knowledge	Participate in training/workgroups/seminars.	99.6%	4.01	1.41	1362	3.80	0.90	1549
197	Referrals	Follow up to verify that an individual received service(s) and to evaluate success of referral.	93.8%	4.43	2.34	1364	3.80	0.89	1462

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹⁹ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
187	Security	Investigate incidents or crimes that occur.	69.1%	2.22	2.20	1364	3.80	1.00	1082
42	Officer Safety	Use force to gain entrance through barriers.	65.7%	1.10	1.22	1381	3.80	1.19	1033
189	Security	Assist in search for missing/escaped individuals.	63.4%	1.38	1.53	1359	3.80	1.11	969
314	Notifying	Notify/inform law enforcement agencies and other agencies of law violations/information of interest.	92.3%	3.62	2.14	1369	3.79	0.92	1452
290	Investigations	Evaluate residence for appropriateness of home environment.	84.9%	2.59	2.00	1367	3.79	0.97	1305
234	Oral Communication	Maintain and monitor communications/radio systems.	75.7%	3.98	3.50	1365	3.79	1.10	1170
211	Supervising and Monitoring	Enforce and apply appropriate discipline to individuals.	69.2%	3.12	2.97	1359	3.79	0.99	1066
107	Record Keeping	Complete forms and prepare correspondence (e.g., email, memos).	78.6%	5.33	3.62	1366	3.78	0.97	1231
51	Initial Processing and Release	Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	74.5%	2.77	2.63	1367	3.78	1.08	1147
85	Escorting and Transporting	Conduct vehicle safety check/inspection prior to transporting individual(s).	74.2%	2.48	2.17	1374	3.78	1.06	1153
66	Initial Processing and Release	Schedule detention hearing.	65.4%	1.98	2.20	1370	3.78	1.11	1019

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements¹⁹ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
105	Record Keeping	Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	63.4%	3.24	3.45	1372	3.77	1.07	987
245	Service to Community	Represent department with other agencies.	92.3%	3.98	2.63	1373	3.76	0.94	1458
152	Searching	Conduct search of all areas not readily accessible by individuals.	74.5%	2.79	2.61	1368	3.76	1.03	1160
184	Security	Report suspicious activity inside or outside facility.	63.6%	1.59	1.93	1369	3.76	1.08	984
63	Initial Processing and Release	Complete documentation necessary for release.	61.1%	2.03	2.34	1361	3.76	1.07	949
196	Referrals	Contact appropriate service provider; describe individual's needs, and get their commitment to work with the individual.	91.9%	4.17	2.39	1369	3.75	0.91	1435
70	Initial Processing and Release	Evaluate fitness of legal guardian(s) or parent(s) to take custody of individual.	64.0%	1.59	1.83	1360	3.75	1.10	981
259	Emergencies	Extinguish or help extinguish fire.	62.2%	0.71	0.64	1372	3.75	1.19	982
106	Record Keeping	Record relevant activities and incidents occurring during shift in daily journal or log.	57.4%	2.75	3.38	1370	3.75	1.10	883
131	Visiting	Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	50.2%	1.38	1.98	1372	3.75	1.22	778
82	Escorting and Transporting	Verify individuals' identity and/or classification prior to escorting or transporting.	69.4%	1.91	1.83	1377	3.73	1.08	1073

Task Statements¹⁹ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
77	Medical	Review medical log and make note of medical restrictions.	55.0%	1.43	1.99	1373	3.73	1.10	858
249	Service to Community	Participate in joint operations with other agencies.	90.2%	2.91	2.01	1367	3.72	0.96	1416
140	Counseling	Counsel individuals informally/formally including crisis intervention.	77.8%	3.42	2.82	1371	3.72	0.98	1210
71	Initial Processing and Release	Contact appropriate parties to notify them that an individual is in custody.	76.0%	2.35	2.07	1368	3.72	1.08	1171
80	Medical	Obtain signed medical consent form from parent(s) or legal guardian(s).	73.3%	1.88	1.77	1371	3.72	1.10	1133
79	Medical	Arrange for medical treatment or psychiatric care.	68.0%	1.70	1.71	1371	3.72	1.06	1064
204	Supervising and Monitoring	Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	51.4%	1.88	2.70	1366	3.72	1.16	777
193	Referrals	Assign individual to program, counselor, or case manager.	81.5%	3.52	2.65	1368	3.71	0.97	1275
229	Alternative Programs	Check electronic monitoring systems (e.g., EM, GPS, ankle monitor, alcohol monitoring device) database for compliance violations.	74.7%	2.28	2.54	1370	3.71	1.02	1154
83	Escorting and Transporting	Verify identity of person transporting an individual.	62.3%	1.58	1.76	1367	3.71	1.13	958
153	Searching	Conduct security checks/patrols.	54.2%	1.77	2.49	1368	3.71	1.12	838

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹⁹ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
207	Supervising and Monitoring	Read documents to individuals to ensure understanding.	79.4%	3.85	2.87	1366	3.70	1.00	1225
288	Investigations	Photograph any injuries or bruises in cases of suspected abuse.	76.6%	1.39	1.23	1366	3.70	1.10	1184
162	Restitution and Fines	Determine and recommend the amount of restitution due to victims(s).	83.7%	2.77	2.16	1371	3.69	0.99	1308
257	Emergencies	Evacuate individuals from an area or facility.	67.6%	1.21	1.13	1373	3.69	1.11	1084
228	Alternative Programs	Monitor movement of individuals on home confinement and/or electronic monitoring.	73.4%	2.20	2.49	1370	3.68	1.04	1136
160	Drug and Substance Testing	Administer breath analyzer test to individuals.	66.5%	1.85	2.24	1372	3.68	1.09	1042
188	Security	Investigate disturbances or suspicious activities.	62.0%	1.78	2.03	1356	3.68	1.02	963
16	Physical Tasks	Drive an automobile for work duties other than to transport individuals.	92.7%	5.46	2.75	1382	3.67	1.12	1457
76	Medical	Complete medical/mental health forms.	76.4%	2.00	1.91	1371	3.67	1.08	1189
286	Investigations	Obtain verification of employment, education, and/or other pertinent background information.	90.3%	4.34	2.58	1372	3.65	0.96	1407
270	Current Knowledge	Maintain knowledge of contracted agencies' standards for detention.	78.3%	3.33	2.92	1361	3.65	1.09	1201
55	Initial Processing and Release	Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	71.1%	2.39	2.27	1369	3.65	1.10	1097

Task Statements¹⁹ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
68	Initial Processing and Release	Initiate search to locate parent(s) or legal guardian(s), if needed.	67.0%	1.67	1.80	1365	3.64	1.13	1039
108	Record Keeping	Prepare/update court status and court lists.	65.9%	3.09	3.22	1362	3.64	1.12	1010
161	Restitution and Fines	Advise individual and/or victim of their right to a restitution hearing.	89.3%	3.06	2.09	1375	3.63	1.02	1397
194	Referrals	Refer members of individual's family, victim(s) or others to counseling and/or other appropriate services.	88.4%	3.40	2.31	1370	3.63	0.96	1392
72	Initial Processing and Release	Accommodate individual needs (e.g., due to medical conditions and/or religious rights).	64.4%	1.70	1.97	1363	3.63	1.09	995
265	Current Knowledge	Attend staff meetings.	99.3%	4.45	1.38	1365	3.62	0.96	1551
271	Current Knowledge	Maintain knowledge of criminal justice and social service partners' policies and procedures.	91.0%	4.25	2.74	1362	3.61	1.03	1417
231	Alternative Programs	Determine eligibility, develop case plan, and monitor progress in re-entry programs.	74.1%	2.24	2.35	1365	3.61	1.03	1118
238	Oral Communication	Answer, respond to, and transfer phone calls requesting information.	94.1%	5.77	2.82	1358	3.59	0.99	1455
241	Oral Communication	Gather information from individuals about conflicts or personal problems.	86.5%	4.43	2.88	1361	3.59	1.00	1361
73	Initial Processing and Release	Collect and process DNA samples.	62.3%	1.28	1.38	1359	3.58	1.13	963
90	Escorting and Transporting	Escort an individual or groups to and from locations within facility.	57.9%	1.74	2.26	1374	3.58	1.13	886

Task Statements¹⁹ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
297	Investigations	Investigate and report complaints of PREA violations.	51.8%	0.79	1.27	1357	3.58	1.25	818
236	Oral Communication	Communicate with individuals in a language other than English or serve as an interpreter.	65.4%	2.45	2.98	1369	3.57	1.19	1026
163	Restitution and Fines	Interview probationer and/or family to determine ability to pay restitution, fines, probation fees, other payments, set up payment schedule and monitor payments.	82.4%	2.94	2.38	1370	3.56	1.04	1284
230	Alternative Programs	Orient individual to alternative sentencing program rules and procedures.	70.5%	1.89	2.08	1371	3.56	1.04	1081
18	Physical Tasks	Listen for unusual sounds or sounds that may indicate illegal activity or disturbance.	83.0%	3.77	3.10	1374	3.55	1.20	1297
96	Supervising Personnel	Train, mentor, and provide instruction to other personnel or volunteers.	74.8%	2.80	2.55	1373	3.55	1.04	1202
92	Escorting and Transporting	Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).	63.8%	1.38	1.43	1373	3.55	1.17	978
282	Family Court Duties	Make recommendations about placement, visitation, and custody of minors during custody proceedings.	58.1%	1.46	1.85	1370	3.55	1.20	878
57	Initial Processing and Release	Inventory and take custody of individuals' property, clothing, and/or money.	63.4%	1.90	2.02	1361	3.54	1.07	980
65	Initial Processing and Release	Return personal property and/or money upon release.	50.5%	1.20	1.61	1361	3.54	1.14	789
208	Supervising and Monitoring	Respond to questions or requests from individuals (e.g., related to completing forms).	78.5%	3.77	2.91	1360	3.53	1.03	1210
264	Current Knowledge	Make suggestions regarding changes in policies, procedures, or rules.	88.6%	2.93	2.13	1373	3.52	1.06	1401

Task Statements ¹⁹ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
242	Oral Communication	Give instructions/ directions orally to groups of individuals.	82.7%	3.53	2.87	1364	3.52	1.08	1301
81	Escorting and Transporting	Plan transportation route and an alternate route.	70.8%	2.04	1.96	1378	3.52	1.10	1106
141	Counseling	Observe individuals in group and individual activities and provide advice and counseling to foster behavioral modification.	62.6%	2.15	2.55	1368	3.52	1.06	967
203	Supervising and Monitoring	Prevent unauthorized communication between individuals.	56.3%	1.82	2.38	1365	3.52	1.16	857
329	Miscellaneous	Read daily journal/log.	69.1%	3.61	3.59	1353	3.51	1.20	1050
52	Initial Processing and Release	Ensure incoming individuals get to make any required phone calls.	46.9% ²	1.30	1.99	1371	3.50	1.25	718
256	Emergencies	Conduct fire, earthquake, or evacuation drills.	70.8%	1.61	1.31	1375	3.50	1.17	1139
331	Miscellaneous	Interpret common street terminology.	91.6%	5.33	2.89	1365	3.49	1.01	1442
88	Escorting and Transporting	Transport equipment and/or evidence.	71.3%	1.93	1.85	1371	3.49	1.12	1114
111	Record Keeping	Gather data for statistical reports.	69.6%	2.80	2.74	1365	3.49	1.05	1105
89	Escorting and Transporting	Transport individuals or groups of individuals including safety/location checks.	64.3%	1.66	1.81	1369	3.49	1.11	983
201	Supervising and Monitoring	Supervise and evaluate individuals on-site in educational, vocational, recreational and other rehabilitative programs.	48.5% ²	1.56	2.38	1371	3.48	1.15	742

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements¹⁹ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
250	Service to Community	Speak with at-risk members of the community about their concerns or problems.	79.5%	2.56	2.44	1374	3.48	1.04	1245
341	Miscellaneous	Clean up and dispose of contaminated or hazardous material.	51.5%	1.13	1.63	1376	3.48	1.18	820
17	Physical Tasks	In various degrees of lighting watch for indications of illegal activity or disturbance.	79.9%	3.33	2.97	1376	3.47	1.21	1255
237	Oral Communication	Answer questions/provide information to various regulatory agencies and commissions.	74.6%	3.01	2.79	1362	3.47	1.10	1159
210	Supervising and Monitoring	Notify and prepare individuals for release, transfer, and/or transport.	57.0%	1.75	2.13	1363	3.47	1.11	876
47	Initial Processing and Release	Fingerprint individuals.	53.9%	1.09	1.39	1376	3.47	1.25	850
58	Initial Processing and Release	Prepare forms, cards, or file jackets necessary to initiate individual's records.	50.2%	1.48	2.14	1364	3.47	1.18	781
227	Alternative Programs	Make field checks of individuals in alternative sentencing programs.	71.3%	1.84	1.95	1357	3.46	1.09	1079
139	Counseling	Conduct formal or structured counseling sessions with individuals on a one-on-one basis.	53.5%	1.86	2.52	1368	3.46	1.08	835
296	Investigations	Verify identity based on fingerprint information.	51.8%	1.16	1.87	1367	3.45	1.20	800
279	Work Details	Inspect work equipment and work area for safety.	49.7% ²	1.75	2.58	1368	3.44	1.15	789
325	Miscellaneous	Assist with special projects, studies, and investigations.	93.9%	4.03	2.40	1368	3.44	1.04	1462

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹⁹ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
301	Monitor Compliance	Investigate incoming transfer requests from other jurisdictions.	82.7%	2.23	1.77	1366	3.44	1.04	1282
48	Initial Processing and Release	Photograph individuals.	76.1%	2.46	2.20	1366	3.44	1.14	1166
224	Alternative Programs	Determine an individual's eligibility for alternative sentencing programs.	74.1%	2.27	2.31	1369	3.44	1.06	1134
202	Supervising and Monitoring	Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.	47.0% ²	1.44	2.18	1371	3.43	1.15	714
300	Monitor Compliance	Review requests for permission and initiate procedures to transfer a case to a new jurisdiction.	87.9%	2.65	1.72	1368	3.43	1.01	1369
91	Escorting and Transporting	Arrange for transportation of individual(s).	73.8%	2.07	1.81	1368	3.43	1.12	1150
302	Monitor Compliance	Initiate procedures to request Interstate Compact Supervision.	88.2%	2.10	1.38	1361	3.41	1.04	1347
312	Establish Relationships	Coordinate/contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship.	78.8%	2.55	2.19	1371	3.41	1.04	1246
248	Service to Community	Respond to questions from the public.	74.3%	2.77	2.63	1365	3.41	1.03	1187
146	Counseling	Manage/mediate family (parent/juvenile) interactions in program setting (in custody or out of custody).	63.2%	1.83	2.15	1368	3.41	1.10	979
142	Counseling	Make recommendations for program advancement/graduation.	71.3%	2.52	2.44	1372	3.39	1.01	1093

Task Statements¹⁹ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
336	Miscellaneous	Present cases to a committee that reviews recommendations.	67.1%	1.89	2.02	1366	3.38	1.08	1052
311	Establish Relationships	Visit community-based organizations/placement facilities to learn about their services and evaluate the care and/or treatment they provide.	72.6%	1.72	1.56	1377	3.37	1.06	1149
144	Counseling	Conduct vocational or job counseling sessions with individual(s).	62.7%	2.24	2.50	1369	3.37	1.01	973
95	Supervising Personnel	Observe the work of other personnel or volunteers and provide appropriate feedback.	59.1%	1.92	2.36	1376	3.37	1.07	984
277	Work Details	Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.	48.7% ²	1.13	1.70	1371	3.36	1.23	793
225	Alternative Programs	Process documents necessary for alternative sentencing programs.	71.1%	2.01	2.18	1368	3.36	1.08	1092
145	Counseling	Counsel individual who will be released without further action.	70.1%	2.32	2.30	1367	3.36	1.07	1087
125	Activities	Monitor electronic device usage and reading material for inappropriate content.	55.3%	1.72	2.31	1365	3.32	1.10	851
137	Counseling	Conduct or co-facilitate family counseling sessions.	49.2% ²	1.20	1.68	1377	3.31	1.12	759
101	Record Keeping	Log facility equipment in and out.	55.3%	1.81	2.38	1376	3.31	1.13	858
102	Record Keeping	Log vehicles entering and leaving the facility.	48.6% ²	1.63	2.34	1369	3.30	1.16	748
12	Physical Tasks	Walk or stand for long periods of time.	89.9%	4.50	2.97	1375	3.30	1.22	1403

Task Statements ¹⁹ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
97	Supervising Personnel	Give assignments to other personnel, program providers, or volunteers.	62.4%	1.96	2.26	1374	3.30	1.07	1021
13	Physical Tasks	Sit for long periods of time.	96.5%	6.96	2.64	1377	3.29	1.28	1508
226	Alternative Programs	Notify applicant of approval status for alternative sentencing programs.	67.4%	1.67	1.89	1359	3.29	1.11	1026
138	Counseling	Conduct or co-facilitate formal or structured group counseling sessions with individuals.	56.9%	1.55	1.99	1370	3.29	1.14	877
14	Physical Tasks	Bend, extend, and/or twist body.	89.7%	5.29	3.18	1374	3.28	1.20	1402
116	Record Keeping	Document how your time is spent performing specific activities.	73.3%	3.55	3.27	1371	3.26	1.23	1147
134	Visiting	Answer questions and provide information to visitors.	54.3%	1.65	2.10	1364	3.25	1.13	828
21	Physical Tasks	Operate gates, doors, locks, sally ports, cells/rooms/dorms, electronically or manually.	48.5% ²	1.85	2.77	1383	3.24	1.35	762
173	Prepare Reports	Process requests for sealing of records.	62.9%	1.23	1.55	1365	3.24	1.28	955
313	Establish Relationships	Monitor and audit vendors teaching classes and programs and update program information in writing.	49.2% ²	0.91	1.35	1369	3.22	1.13	786
339	Miscellaneous	Work with data to measure program outcomes and inform program decisions.	54.8%	1.27	1.81	1377	3.21	1.18	891
94	Supervising Personnel	Schedule and/or plan the work of other personnel or volunteers.	51.2%	1.33	1.89	1379	3.21	1.14	874

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹⁹ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
299	Monitor Compliance	Review request for and issue travel permits.	82.9%	2.64	1.85	1369	3.19	1.05	1291
334	Miscellaneous	Design and/or implement programs.	68.3%	1.55	1.67	1351	3.19	1.09	1067
11	Physical Tasks	Run for a short distance.	84.5%	2.11	1.55	1367	3.18	1.22	1305
330	Miscellaneous	Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.	63.3%	1.02	1.28	1364	3.18	1.34	997
343	Miscellaneous	Inspect areas for cleanliness.	51.1%	1.91	2.73	1360	3.18	1.15	823
133	Visiting	Arrange for special visits.	54.7%	1.31	1.51	1376	3.16	1.21	844
247	Service to Community	Give presentations	83.5%	2.02	1.44	1366	3.13	1.10	1307
328	Miscellaneous	Teach classes to individuals.	73.1%	1.99	1.99	1366	3.13	1.15	1146
276	Work Details	Recommend/make work assignments for individuals.	49.6% ²	1.48	2.17	1370	3.11	1.10	797
246	Service to Community	Serve on non-departmental boards.	57.2%	1.22	1.54	1370	3.11	1.18	923
335	Miscellaneous	Maintain and/or periodically update handbooks.	56.6%	1.17	1.58	1363	3.11	1.15	908
10	Physical Tasks	Pursue individuals on foot.	77.9%	1.58	1.32	1383	3.09	1.24	1222

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements¹⁹ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
342	Miscellaneous	Inventory, order, and stock supplies.	47.2% ²	1.13	1.59	1376	3.07	1.11	770
109	Record Keeping	Create new forms.	58.9%	1.64	2.06	1364	3.06	1.18	935
235	Oral Communication	Make announcements/give information over P.A. or paging system.	52.5%	1.52	2.35	1368	3.06	1.34	805
340	Miscellaneous	Request equipment/facility repairs verbally or in writing.	66.3%	1.61	1.55	1367	3.03	1.15	1060
332	Miscellaneous	Assist individuals in writing grievances.	54.9%	1.04	1.41	1368	2.91 ²	1.19	875
2	Physical Tasks	Walk or run up or down one or more flights of stairs.	87.8%	4.49	3.16	1382	2.90 ²	1.38	1394

Appendix Y

PO Tasks Not Performed and/or Not Important

Board of State and Community Corrections
Probation Officer Important Performed Task Results

Task Statements²⁰ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
32	Officer Safety	Defend oneself against an armed individual.	89.1%	1.05	0.68	1380	4.47	0.93	1387
324	Miscellaneous	Maintain confidentiality of information.	99.3%	8.01	1.87	1358	4.44	0.79	1536
36	Officer Safety	Search individuals for weapons, contraband, and/or drugs.	96.4%	4.45	2.54	1375	4.44	0.87	1512
30	Officer Safety	Defend oneself or others using lethal force.	80.0%	0.92	0.73	1384	4.43	0.95	1258
267	Current Knowledge	Follow all departmental policies and procedures.	99.9%	8.52	1.31	1367	4.41	0.76	1565
29	Officer Safety	Defend oneself or others using less than lethal force.	94.3%	1.81	1.22	1382	4.41	0.91	1492
31	Officer Safety	Defend oneself or others against a combative individual.	95.4%	1.79	1.06	1379	4.40	0.94	1499
45	Officer Safety	Draw and/or fire a firearm on duty in the course of job performance.	67.2%	1.35	1.65	1379	4.37	1.01	1048
44	Officer Safety	Complete range qualification required to carry a firearm.	69.8%	1.68	1.49	1383	4.33	1.06	1101

²⁰ Statistics in red font did not meet the initial retention criteria for the corresponding scale. However, those with a superscript “2” were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements²⁰ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
41	Officer Safety	Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.	89.6%	3.15	2.34	1379	4.30	0.98	1416
33	Officer Safety	Physically separate multiple combative individuals with the help of others.	93.1%	1.69	1.04	1383	4.27	0.97	1458
23	Handcuffs and Restraints	Handcuff a resisting individual.	96.2%	2.53	1.46	1382	4.26	0.91	1530
168	Prepare Reports	Prepare court documents/reports.	98.2%	6.35	2.21	1369	4.25	0.77	1541
269	Current Knowledge	Read court documents or other legal documents.	99.6%	7.60	1.85	1359	4.20	0.81	1552
34	Officer Safety	Physically separate two combative individuals by yourself.	86.8%	1.41	0.99	1384	4.20	1.03	1357
262	Current Knowledge	Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.	98.5%	5.48	2.35	1370	4.18	0.85	1542
22	Handcuffs and Restraints	Handcuff a non-resisting individual.	96.3%	3.78	2.02	1387	4.16	0.93	1532
167	Prepare Reports	Proofread and/or edit reports.	95.7%	5.90	2.60	1373	4.14	0.81	1512
326	Miscellaneous	Obtain and process court documents and take necessary action.	96.4%	6.11	2.53	1362	4.13	0.89	1486
244	Oral Communication	De-escalate situations utilizing tactical communication skills.	94.1%	4.30	2.50	1356	4.13	0.90	1463
27	Handcuffs and Restraints	Physically subdue or restrain a resisting or fleeing individual with the help of others.	93.1%	1.92	1.15	1381	4.13	1.01	1465

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁰ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
60	Initial Processing and Release	Identify filing deadlines and court appearance deadlines.	81.2%	4.47	3.14	1364	4.13	0.94	1260
308	Monitor Compliance	Conduct home/site visits.	91.1%	4.45	2.72	1367	4.12	0.91	1420
35	Officer Safety	Assist an uncooperative/ incapacitated individual from a prone position on the ground to his/her feet.	93.6%	1.79	1.11	1380	4.10	1.02	1471
320	Making Recommendations	Evaluate information to decide on recommended disposition, sentence and/or terms and conditions of supervision.	93.3%	4.57	2.61	1369	4.10	0.88	1460
232	Oral Communication	Communicate verbally with other staff to share information regarding operations.	94.9%	6.49	2.81	1364	4.09	0.88	1476
315	Notifying	Notify victim(s) as required by law.	92.1%	3.39	2.23	1372	4.09	0.91	1448
266	Current Knowledge	Follow instructions from supervisor including designated lead staff.	99.4%	7.22	1.97	1366	4.08	0.86	1550
263	Current Knowledge	Read internal memos, correspondence, reports, and emails.	98.5%	7.55	2.04	1368	4.08	0.84	1536
316	Notifying	Notify anyone who is the specific object of threats by an individual as required by law.	90.4%	2.17	1.70	1363	4.08	1.00	1410
233	Oral Communication	Communicate via intercom, radio, and/or telephone.	95.8%	7.13	2.67	1368	4.06	0.92	1492
307	Monitor Compliance	Gather information, interview appropriate parties and the individual to determine level of probation compliance.	93.2%	5.11	2.77	1365	4.06	0.89	1448
221	Court-Related Duties	Prepare for court appearance by reviewing case file.	84.8%	3.12	2.29	1376	4.06	0.85	1337

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁰ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
305	Monitor Compliance	Search individual's person, personal property or residence, per Court Order.	92.5%	4.11	2.57	1361	4.05	0.92	1435
28	Handcuffs and Restraints	Place an actively resisting individual in the seat of a car.	91.0%	1.64	1.10	1380	4.05	1.03	1421
26	Handcuffs and Restraints	Physically subdue or restrain a resisting or fleeing individual by yourself.	86.6%	1.51	1.11	1383	4.05	1.08	1363
40	Officer Safety	Anticipate, monitor, and intervene in potentially violent interpersonal situations.	81.2%	2.10	1.92	1382	4.05	1.09	1288
46	Initial Processing and Release	Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	79.3%	4.27	3.31	1376	4.05	1.01	1232
222	Court-Related Duties	Testify in court.	95.6%	2.30	1.23	1377	4.02	0.94	1494
74	Medical	Perform CPR.	93.8%	0.98	0.37	1380	4.02	1.12	1465
159	Drug and Substance Testing	Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	93.1%	4.75	2.74	1372	4.02	0.89	1453
327	Miscellaneous	Read individual's records to ensure compliance with special directives regarding care and custody of individual.	93.0%	5.57	2.98	1362	4.02	0.96	1423
253	Develop Case Plans	Review individual's file.	98.1%	6.52	2.34	1366	4.01	0.84	1535
169	Prepare Reports	Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	94.6%	4.16	2.49	1372	4.01	0.90	1494
291	Investigations	Collect, review and interpret appropriate criminal records and documents pertaining to an individual.	94.1%	5.08	2.66	1361	4.01	0.88	1453

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁰ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
151	Searching	Conduct search of all areas accessible by individuals.	83.8%	3.69	2.74	1375	4.01	0.95	1316
157	Evidence and Contraband	Identify, seize, secure, document, preserve and/or dispose of evidence/contraband material.	85.1%	2.56	1.91	1373	4.00	0.98	1319
172	Prepare Reports	Interview relevant individuals in order to prepare reports.	95.4%	4.72	2.47	1365	3.99	0.88	1477
306	Monitor Compliance	Review and determine appropriate supervision level.	92.2%	4.46	2.61	1365	3.99	0.92	1435
261	Emergencies	Respond to emergency situations according to agency policies.	86.1%	1.77	1.37	1373	3.99	1.07	1358
25	Handcuffs and Restraints	Apply restraint devices other than handcuffs to a resisting individual.	84.7%	1.52	1.20	1384	3.99	1.09	1334
303	Monitor Compliance	File petition for modification, termination or revocation of probation and /or request warrant.	93.1%	4.05	2.22	1356	3.98	0.90	1440
319	Making Recommendations	Investigate, determine, make recommendations and refer individuals to appropriate placement.	91.7%	3.92	2.59	1372	3.98	0.95	1431
295	Investigations	Access databases (e.g., CLETS, CWS/CMS) to find or input information.	90.2%	5.05	3.05	1365	3.98	0.93	1416
212	Supervising and Monitoring	Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	77.6%	3.74	3.07	1364	3.98	0.96	1206
156	Evidence and Contraband	Identify, isolate, preserve and secure crime scene.	66.9%	1.47	1.59	1373	3.98	1.04	1042
294	Investigations	Obtain and review police report of charges against individuals taken into custody.	95.5%	5.09	2.44	1360	3.97	0.85	1482

Task Statements²⁰ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
75	Medical	Render first aid other than CPR.	93.6%	1.33	0.81	1369	3.97	1.09	1447
182	Security	Maintain visual observation of individuals when required.	56.7%	2.37	3.01	1367	3.97	1.11	870
323	Release Decisions	Conduct an interview and/or gather information to determine if an individual is to be released or detained.	84.4%	3.56	2.72	1365	3.96	0.97	1307
112	Record Keeping	Manage files and documents.	87.0%	6.36	3.30	1366	3.95	0.95	1365
318	Making Recommendations	Evaluate information to determine aggravating or mitigating circumstances of the crime.	89.5%	3.62	2.68	1368	3.94	0.98	1397
171	Prepare Reports	Prepare reports regarding detention or release.	85.3%	3.67	2.74	1368	3.93	0.96	1314
50	Initial Processing and Release	Advise individual of constitutional rights.	84.1%	3.23	2.48	1370	3.93	1.08	1310
62	Initial Processing and Release	Run warrant checks, holds, and/or search clauses.	82.0%	3.95	2.94	1358	3.93	0.98	1253
289	Investigations	Investigate and report complaints of abuse.	86.8%	1.96	1.34	1367	3.92	1.04	1333
49	Initial Processing and Release	Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	82.2%	4.04	2.99	1368	3.91	1.02	1270
309	Monitor Compliance	Complete documentation necessary to authorize holds.	86.2%	3.28	2.42	1359	3.90	1.00	1337
24	Handcuffs and Restraints	Apply restraint devices other than handcuffs to a non-resisting individual.	83.6%	1.77	1.53	1387	3.90	1.11	1316

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements²⁰ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
322	Release Decisions	Review and prepare appropriate documents for recommended release of an individual.	82.1%	3.26	2.64	1374	3.90	1.01	1284
223	Court-Related Duties	Consult with judiciary on cases for sentencing/disposition.	81.7%	2.47	2.06	1369	3.90	0.97	1266
61	Initial Processing and Release	Inform all relevant parties of date of detention hearing.	72.7%	2.91	2.66	1363	3.90	1.04	1123
191	Security	Keep inventory of all dangerous tools/ weapons/utensils.	49.4% ²	1.43	2.25	1362	3.89	1.12	761
251	Develop Case Plans	Gather information, prepare, develop and review individualized case plan.	95.3%	4.91	2.53	1369	3.89	0.93	1490
252	Develop Case Plans	Determine the frequency of contact needed during supervision utilizing risk assessment.	94.2%	4.83	2.59	1367	3.89	0.93	1470
317	Notifying	Notify parent(s)/legal guardian(s) and/or probation officer of any change in an individual's status.	90.1%	3.31	2.19	1365	3.89	0.94	1409
205	Supervising and Monitoring	Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	70.5%	3.36	3.22	1365	3.89	1.00	1084
240	Oral Communication	Communicate with court personnel.	96.9%	5.12	2.24	1359	3.88	0.89	1507
255	Develop Case Plans	Conduct risk and needs assessment and reassessments.	96.6%	4.89	2.45	1366	3.88	0.96	1498
192	Referrals	Refer individual for professional evaluation or to appropriate services.	94.7%	4.77	2.30	1372	3.88	0.85	1487
186	Security	Make arrests or charge individuals or others who commit crimes.	76.6%	2.39	1.97	1372	3.88	0.96	1200

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements²⁰ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
170	Prepare Reports	Prepare individual evaluation reports (e.g., progress, performance, updates).	76.9%	3.26	2.89	1374	3.87	0.98	1221
190	Security	Check to see that all equipment is functioning properly.	69.3%	2.84	2.86	1365	3.87	1.07	1086
243	Oral Communication	Confer with supervisors concerning operations.	93.0%	5.17	2.66	1362	3.86	0.92	1456
254	Develop Case Plans	Assess, monitor and update individual's progress with case plan.	95.9%	4.90	2.63	1366	3.85	0.96	1492
143	Counseling	Provide positive feedback and encouragement to individual(s).	92.2%	6.02	2.85	1369	3.85	0.93	1439
321	Making Recommendations	Discuss offense with external entities to determine whether new charges/violation of probation should be filed.	90.9%	3.67	2.32	1365	3.85	0.96	1418
287	Investigations	Conduct intake or pre-plea/pre-sentence interview with individual.	86.5%	3.18	2.62	1371	3.85	1.01	1349
258	Emergencies	Dispatch help in emergencies or disturbances.	70.9%	1.25	1.14	1369	3.85	1.12	1119
64	Initial Processing and Release	Verify identity of individuals prior to booking or releasing.	57.0%	1.78	2.24	1353	3.85	1.12	878
304	Monitor Compliance	Execute warrants.	79.8%	2.43	1.97	1360	3.84	1.01	1239
117	Record Keeping	Compute and record time served credits, conduct credits, and/or release dates.	76.2%	3.59	2.99	1362	3.84	1.02	1189
86	Escorting and Transporting	Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	70.1%	2.32	2.23	1374	3.84	1.07	1089

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements²⁰ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
260	Emergencies	Activate alarm system to alert all staff in case of an emergency.	68.7%	0.90	0.91	1373	3.84	1.14	1078
185	Security	Secure and separate individuals who commit crimes.	57.7%	1.64	2.06	1358	3.84	1.02	888
292	Investigations	Contact agencies and collect information on an individual.	95.2%	4.72	2.36	1363	3.83	0.87	1489
293	Investigations	Interview individuals and involved parties to obtain background information and information about the offense.	91.3%	3.92	2.55	1368	3.83	0.92	1425
69	Initial Processing and Release	Decide whether to hold an individual in detention.	70.6%	2.23	2.30	1362	3.83	1.06	1084
158	Drug and Substance Testing	Conduct presumptive drug tests on seized items suspected to be controlled substances.	77.4%	2.78	2.63	1372	3.82	1.01	1197
175	Security	Account for the security of keys, tools, and equipment.	50.6%	1.87	2.76	1374	3.82	1.17	798
39	Officer Safety	Place and secure individual in safety room.	50.5%	1.01	1.35	1381	3.82	1.25	784
195	Referrals	Identify treatment, educational, employment, financial, or other service which will meet the needs of an individual, his/her family, or others and refer appropriately.	94.1%	4.64	2.36	1367	3.81	0.89	1477
38	Officer Safety	Perform cell/room extractions.	47.5% ²	0.86	1.14	1384	3.80	1.26	737
268	Current Knowledge	Participate in training/workgroups/seminars.	99.6%	4.01	1.41	1362	3.80	0.90	1549
197	Referrals	Follow up to verify that an individual received service(s) and to evaluate success of referral.	93.8%	4.43	2.34	1364	3.80	0.89	1462

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁰ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
187	Security	Investigate incidents or crimes that occur.	69.1%	2.22	2.20	1364	3.80	1.00	1082
42	Officer Safety	Use force to gain entrance through barriers.	65.7%	1.10	1.22	1381	3.80	1.19	1033
189	Security	Assist in search for missing/escaped individuals.	63.4%	1.38	1.53	1359	3.80	1.11	969
314	Notifying	Notify/inform law enforcement agencies and other agencies of law violations/information of interest.	92.3%	3.62	2.14	1369	3.79	0.92	1452
290	Investigations	Evaluate residence for appropriateness of home environment.	84.9%	2.59	2.00	1367	3.79	0.97	1305
234	Oral Communication	Maintain and monitor communications/radio systems.	75.7%	3.98	3.50	1365	3.79	1.10	1170
211	Supervising and Monitoring	Enforce and apply appropriate discipline to individuals.	69.2%	3.12	2.97	1359	3.79	0.99	1066
107	Record Keeping	Complete forms and prepare correspondence (e.g., email, memos).	78.6%	5.33	3.62	1366	3.78	0.97	1231
51	Initial Processing and Release	Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	74.5%	2.77	2.63	1367	3.78	1.08	1147
85	Escorting and Transporting	Conduct vehicle safety check/inspection prior to transporting individual(s).	74.2%	2.48	2.17	1374	3.78	1.06	1153
66	Initial Processing and Release	Schedule detention hearing.	65.4%	1.98	2.20	1370	3.78	1.11	1019

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements²⁰ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
105	Record Keeping	Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	63.4%	3.24	3.45	1372	3.77	1.07	987
245	Service to Community	Represent department with other agencies.	92.3%	3.98	2.63	1373	3.76	0.94	1458
152	Searching	Conduct search of all areas not readily accessible by individuals.	74.5%	2.79	2.61	1368	3.76	1.03	1160
184	Security	Report suspicious activity inside or outside facility.	63.6%	1.59	1.93	1369	3.76	1.08	984
63	Initial Processing and Release	Complete documentation necessary for release.	61.1%	2.03	2.34	1361	3.76	1.07	949
196	Referrals	Contact appropriate service provider; describe individual's needs, and get their commitment to work with the individual.	91.9%	4.17	2.39	1369	3.75	0.91	1435
70	Initial Processing and Release	Evaluate fitness of legal guardian(s) or parent(s) to take custody of individual.	64.0%	1.59	1.83	1360	3.75	1.10	981
259	Emergencies	Extinguish or help extinguish fire.	62.2%	0.71	0.64	1372	3.75	1.19	982
106	Record Keeping	Record relevant activities and incidents occurring during shift in daily journal or log.	57.4%	2.75	3.38	1370	3.75	1.10	883
131	Visiting	Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	50.2%	1.38	1.98	1372	3.75	1.22	778
82	Escorting and Transporting	Verify individuals' identity and/or classification prior to escorting or transporting.	69.4%	1.91	1.83	1377	3.73	1.08	1073

Task Statements²⁰ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
77	Medical	Review medical log and make note of medical restrictions.	55.0%	1.43	1.99	1373	3.73	1.10	858
249	Service to Community	Participate in joint operations with other agencies.	90.2%	2.91	2.01	1367	3.72	0.96	1416
140	Counseling	Counsel individuals informally/formally including crisis intervention.	77.8%	3.42	2.82	1371	3.72	0.98	1210
71	Initial Processing and Release	Contact appropriate parties to notify them that an individual is in custody.	76.0%	2.35	2.07	1368	3.72	1.08	1171
80	Medical	Obtain signed medical consent form from parent(s) or legal guardian(s).	73.3%	1.88	1.77	1371	3.72	1.10	1133
79	Medical	Arrange for medical treatment or psychiatric care.	68.0%	1.70	1.71	1371	3.72	1.06	1064
204	Supervising and Monitoring	Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	51.4%	1.88	2.70	1366	3.72	1.16	777
193	Referrals	Assign individual to program, counselor, or case manager.	81.5%	3.52	2.65	1368	3.71	0.97	1275
229	Alternative Programs	Check electronic monitoring systems (e.g., EM, GPS, ankle monitor, alcohol monitoring device) database for compliance violations.	74.7%	2.28	2.54	1370	3.71	1.02	1154
83	Escorting and Transporting	Verify identity of person transporting an individual.	62.3%	1.58	1.76	1367	3.71	1.13	958
153	Searching	Conduct security checks/patrols.	54.2%	1.77	2.49	1368	3.71	1.12	838

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁰ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
207	Supervising and Monitoring	Read documents to individuals to ensure understanding.	79.4%	3.85	2.87	1366	3.70	1.00	1225
288	Investigations	Photograph any injuries or bruises in cases of suspected abuse.	76.6%	1.39	1.23	1366	3.70	1.10	1184
162	Restitution and Fines	Determine and recommend the amount of restitution due to victims(s).	83.7%	2.77	2.16	1371	3.69	0.99	1308
257	Emergencies	Evacuate individuals from an area or facility.	67.6%	1.21	1.13	1373	3.69	1.11	1084
228	Alternative Programs	Monitor movement of individuals on home confinement and/or electronic monitoring.	73.4%	2.20	2.49	1370	3.68	1.04	1136
160	Drug and Substance Testing	Administer breath analyzer test to individuals.	66.5%	1.85	2.24	1372	3.68	1.09	1042
188	Security	Investigate disturbances or suspicious activities.	62.0%	1.78	2.03	1356	3.68	1.02	963
16	Physical Tasks	Drive an automobile for work duties other than to transport individuals.	92.7%	5.46	2.75	1382	3.67	1.12	1457
76	Medical	Complete medical/mental health forms.	76.4%	2.00	1.91	1371	3.67	1.08	1189
286	Investigations	Obtain verification of employment, education, and/or other pertinent background information.	90.3%	4.34	2.58	1372	3.65	0.96	1407
270	Current Knowledge	Maintain knowledge of contracted agencies' standards for detention.	78.3%	3.33	2.92	1361	3.65	1.09	1201
55	Initial Processing and Release	Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	71.1%	2.39	2.27	1369	3.65	1.10	1097

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁰ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
68	Initial Processing and Release	Initiate search to locate parent(s) or legal guardian(s), if needed.	67.0%	1.67	1.80	1365	3.64	1.13	1039
108	Record Keeping	Prepare/update court status and court lists.	65.9%	3.09	3.22	1362	3.64	1.12	1010
161	Restitution and Fines	Advise individual and/or victim of their right to a restitution hearing.	89.3%	3.06	2.09	1375	3.63	1.02	1397
194	Referrals	Refer members of individual's family, victim(s) or others to counseling and/or other appropriate services.	88.4%	3.40	2.31	1370	3.63	0.96	1392
72	Initial Processing and Release	Accommodate individual needs (e.g., due to medical conditions and/or religious rights).	64.4%	1.70	1.97	1363	3.63	1.09	995
265	Current Knowledge	Attend staff meetings.	99.3%	4.45	1.38	1365	3.62	0.96	1551
271	Current Knowledge	Maintain knowledge of criminal justice and social service partners' policies and procedures.	91.0%	4.25	2.74	1362	3.61	1.03	1417
231	Alternative Programs	Determine eligibility, develop case plan, and monitor progress in re-entry programs.	74.1%	2.24	2.35	1365	3.61	1.03	1118
238	Oral Communication	Answer, respond to, and transfer phone calls requesting information.	94.1%	5.77	2.82	1358	3.59	0.99	1455
241	Oral Communication	Gather information from individuals about conflicts or personal problems.	86.5%	4.43	2.88	1361	3.59	1.00	1361
73	Initial Processing and Release	Collect and process DNA samples.	62.3%	1.28	1.38	1359	3.58	1.13	963
90	Escorting and Transporting	Escort an individual or groups to and from locations within facility.	57.9%	1.74	2.26	1374	3.58	1.13	886

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements²⁰ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
297	Investigations	Investigate and report complaints of PREA violations.	51.8%	0.79	1.27	1357	3.58	1.25	818
236	Oral Communication	Communicate with individuals in a language other than English or serve as an interpreter.	65.4%	2.45	2.98	1369	3.57	1.19	1026
163	Restitution and Fines	Interview probationer and/or family to determine ability to pay restitution, fines, probation fees, other payments, set up payment schedule and monitor payments.	82.4%	2.94	2.38	1370	3.56	1.04	1284
230	Alternative Programs	Orient individual to alternative sentencing program rules and procedures.	70.5%	1.89	2.08	1371	3.56	1.04	1081
18	Physical Tasks	Listen for unusual sounds or sounds that may indicate illegal activity or disturbance.	83.0%	3.77	3.10	1374	3.55	1.20	1297
96	Supervising Personnel	Train, mentor, and provide instruction to other personnel or volunteers.	74.8%	2.80	2.55	1373	3.55	1.04	1202
92	Escorting and Transporting	Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).	63.8%	1.38	1.43	1373	3.55	1.17	978
282	Family Court Duties	Make recommendations about placement, visitation, and custody of minors during custody proceedings.	58.1%	1.46	1.85	1370	3.55	1.20	878
57	Initial Processing and Release	Inventory and take custody of individuals' property, clothing, and/or money.	63.4%	1.90	2.02	1361	3.54	1.07	980
65	Initial Processing and Release	Return personal property and/or money upon release.	50.5%	1.20	1.61	1361	3.54	1.14	789
208	Supervising and Monitoring	Respond to questions or requests from individuals (e.g., related to completing forms).	78.5%	3.77	2.91	1360	3.53	1.03	1210
264	Current Knowledge	Make suggestions regarding changes in policies, procedures, or rules.	88.6%	2.93	2.13	1373	3.52	1.06	1401

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁰ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
242	Oral Communication	Give instructions/ directions orally to groups of individuals.	82.7%	3.53	2.87	1364	3.52	1.08	1301
81	Escorting and Transporting	Plan transportation route and an alternate route.	70.8%	2.04	1.96	1378	3.52	1.10	1106
141	Counseling	Observe individuals in group and individual activities and provide advice and counseling to foster behavioral modification.	62.6%	2.15	2.55	1368	3.52	1.06	967
203	Supervising and Monitoring	Prevent unauthorized communication between individuals.	56.3%	1.82	2.38	1365	3.52	1.16	857
329	Miscellaneous	Read daily journal/log.	69.1%	3.61	3.59	1353	3.51	1.20	1050
52	Initial Processing and Release	Ensure incoming individuals get to make any required phone calls.	46.9% ²	1.30	1.99	1371	3.50	1.25	718
256	Emergencies	Conduct fire, earthquake, or evacuation drills.	70.8%	1.61	1.31	1375	3.50	1.17	1139
331	Miscellaneous	Interpret common street terminology.	91.6%	5.33	2.89	1365	3.49	1.01	1442
88	Escorting and Transporting	Transport equipment and/or evidence.	71.3%	1.93	1.85	1371	3.49	1.12	1114
111	Record Keeping	Gather data for statistical reports.	69.6%	2.80	2.74	1365	3.49	1.05	1105
89	Escorting and Transporting	Transport individuals or groups of individuals including safety/location checks.	64.3%	1.66	1.81	1369	3.49	1.11	983
201	Supervising and Monitoring	Supervise and evaluate individuals on-site in educational, vocational, recreational and other rehabilitative programs.	48.5% ²	1.56	2.38	1371	3.48	1.15	742

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements²⁰ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
250	Service to Community	Speak with at-risk members of the community about their concerns or problems.	79.5%	2.56	2.44	1374	3.48	1.04	1245
341	Miscellaneous	Clean up and dispose of contaminated or hazardous material.	51.5%	1.13	1.63	1376	3.48	1.18	820
17	Physical Tasks	In various degrees of lighting watch for indications of illegal activity or disturbance.	79.9%	3.33	2.97	1376	3.47	1.21	1255
237	Oral Communication	Answer questions/provide information to various regulatory agencies and commissions.	74.6%	3.01	2.79	1362	3.47	1.10	1159
210	Supervising and Monitoring	Notify and prepare individuals for release, transfer, and/or transport.	57.0%	1.75	2.13	1363	3.47	1.11	876
47	Initial Processing and Release	Fingerprint individuals.	53.9%	1.09	1.39	1376	3.47	1.25	850
58	Initial Processing and Release	Prepare forms, cards, or file jackets necessary to initiate individual's records.	50.2%	1.48	2.14	1364	3.47	1.18	781
227	Alternative Programs	Make field checks of individuals in alternative sentencing programs.	71.3%	1.84	1.95	1357	3.46	1.09	1079
139	Counseling	Conduct formal or structured counseling sessions with individuals on a one-on-one basis.	53.5%	1.86	2.52	1368	3.46	1.08	835
296	Investigations	Verify identity based on fingerprint information.	51.8%	1.16	1.87	1367	3.45	1.20	800
279	Work Details	Inspect work equipment and work area for safety.	49.7% ²	1.75	2.58	1368	3.44	1.15	789
325	Miscellaneous	Assist with special projects, studies, and investigations.	93.9%	4.03	2.40	1368	3.44	1.04	1462

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁰ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
301	Monitor Compliance	Investigate incoming transfer requests from other jurisdictions.	82.7%	2.23	1.77	1366	3.44	1.04	1282
48	Initial Processing and Release	Photograph individuals.	76.1%	2.46	2.20	1366	3.44	1.14	1166
224	Alternative Programs	Determine an individual's eligibility for alternative sentencing programs.	74.1%	2.27	2.31	1369	3.44	1.06	1134
202	Supervising and Monitoring	Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.	47.0% ²	1.44	2.18	1371	3.43	1.15	714
300	Monitor Compliance	Review requests for permission and initiate procedures to transfer a case to a new jurisdiction.	87.9%	2.65	1.72	1368	3.43	1.01	1369
91	Escorting and Transporting	Arrange for transportation of individual(s).	73.8%	2.07	1.81	1368	3.43	1.12	1150
302	Monitor Compliance	Initiate procedures to request Interstate Compact Supervision.	88.2%	2.10	1.38	1361	3.41	1.04	1347
312	Establish Relationships	Coordinate/contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship.	78.8%	2.55	2.19	1371	3.41	1.04	1246
248	Service to Community	Respond to questions from the public.	74.3%	2.77	2.63	1365	3.41	1.03	1187
146	Counseling	Manage/mediate family (parent/juvenile) interactions in program setting (in custody or out of custody).	63.2%	1.83	2.15	1368	3.41	1.10	979
142	Counseling	Make recommendations for program advancement/graduation.	71.3%	2.52	2.44	1372	3.39	1.01	1093

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁰ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
336	Miscellaneous	Present cases to a committee that reviews recommendations.	67.1%	1.89	2.02	1366	3.38	1.08	1052
311	Establish Relationships	Visit community-based organizations/placement facilities to learn about their services and evaluate the care and/or treatment they provide.	72.6%	1.72	1.56	1377	3.37	1.06	1149
144	Counseling	Conduct vocational or job counseling sessions with individual(s).	62.7%	2.24	2.50	1369	3.37	1.01	973
95	Supervising Personnel	Observe the work of other personnel or volunteers and provide appropriate feedback.	59.1%	1.92	2.36	1376	3.37	1.07	984
277	Work Details	Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.	48.7% ²	1.13	1.70	1371	3.36	1.23	793
225	Alternative Programs	Process documents necessary for alternative sentencing programs.	71.1%	2.01	2.18	1368	3.36	1.08	1092
145	Counseling	Counsel individual who will be released without further action.	70.1%	2.32	2.30	1367	3.36	1.07	1087
125	Activities	Monitor electronic device usage and reading material for inappropriate content.	55.3%	1.72	2.31	1365	3.32	1.10	851
137	Counseling	Conduct or co-facilitate family counseling sessions.	49.2% ²	1.20	1.68	1377	3.31	1.12	759
101	Record Keeping	Log facility equipment in and out.	55.3%	1.81	2.38	1376	3.31	1.13	858
102	Record Keeping	Log vehicles entering and leaving the facility.	48.6% ²	1.63	2.34	1369	3.30	1.16	748
12	Physical Tasks	Walk or stand for long periods of time.	89.9%	4.50	2.97	1375	3.30	1.22	1403

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁰ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
97	Supervising Personnel	Give assignments to other personnel, program providers, or volunteers.	62.4%	1.96	2.26	1374	3.30	1.07	1021
13	Physical Tasks	Sit for long periods of time.	96.5%	6.96	2.64	1377	3.29	1.28	1508
226	Alternative Programs	Notify applicant of approval status for alternative sentencing programs.	67.4%	1.67	1.89	1359	3.29	1.11	1026
138	Counseling	Conduct or co-facilitate formal or structured group counseling sessions with individuals.	56.9%	1.55	1.99	1370	3.29	1.14	877
14	Physical Tasks	Bend, extend, and/or twist body.	89.7%	5.29	3.18	1374	3.28	1.20	1402
116	Record Keeping	Document how your time is spent performing specific activities.	73.3%	3.55	3.27	1371	3.26	1.23	1147
134	Visiting	Answer questions and provide information to visitors.	54.3%	1.65	2.10	1364	3.25	1.13	828
21	Physical Tasks	Operate gates, doors, locks, sally ports, cells/rooms/dorms, electronically or manually.	48.5% ²	1.85	2.77	1383	3.24	1.35	762
173	Prepare Reports	Process requests for sealing of records.	62.9%	1.23	1.55	1365	3.24	1.28	955
313	Establish Relationships	Monitor and audit vendors teaching classes and programs and update program information in writing.	49.2% ²	0.91	1.35	1369	3.22	1.13	786
339	Miscellaneous	Work with data to measure program outcomes and inform program decisions.	54.8%	1.27	1.81	1377	3.21	1.18	891
94	Supervising Personnel	Schedule and/or plan the work of other personnel or volunteers.	51.2%	1.33	1.89	1379	3.21	1.14	874

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁰ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
299	Monitor Compliance	Review request for and issue travel permits.	82.9%	2.64	1.85	1369	3.19	1.05	1291
334	Miscellaneous	Design and/or implement programs.	68.3%	1.55	1.67	1351	3.19	1.09	1067
11	Physical Tasks	Run for a short distance.	84.5%	2.11	1.55	1367	3.18	1.22	1305
330	Miscellaneous	Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.	63.3%	1.02	1.28	1364	3.18	1.34	997
343	Miscellaneous	Inspect areas for cleanliness.	51.1%	1.91	2.73	1360	3.18	1.15	823
133	Visiting	Arrange for special visits.	54.7%	1.31	1.51	1376	3.16	1.21	844
247	Service to Community	Give presentations	83.5%	2.02	1.44	1366	3.13	1.10	1307
328	Miscellaneous	Teach classes to individuals.	73.1%	1.99	1.99	1366	3.13	1.15	1146
276	Work Details	Recommend/make work assignments for individuals.	49.6% ²	1.48	2.17	1370	3.11	1.10	797
246	Service to Community	Serve on non-departmental boards.	57.2%	1.22	1.54	1370	3.11	1.18	923
335	Miscellaneous	Maintain and/or periodically update handbooks.	56.6%	1.17	1.58	1363	3.11	1.15	908
10	Physical Tasks	Pursue individuals on foot.	77.9%	1.58	1.32	1383	3.09	1.24	1222

Task Statements²⁰ (Retained tasks are in order from most to least important)			Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
			Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
342	Miscellaneous	Inventory, order, and stock supplies.	47.2% ²	1.13	1.59	1376	3.07	1.11	770
109	Record Keeping	Create new forms.	58.9%	1.64	2.06	1364	3.06	1.18	935
235	Oral Communication	Make announcements/give information over P.A. or paging system.	52.5%	1.52	2.35	1368	3.06	1.34	805
340	Miscellaneous	Request equipment/facility repairs verbally or in writing.	66.3%	1.61	1.55	1367	3.03	1.15	1060
332	Miscellaneous	Assist individuals in writing grievances.	54.9%	1.04	1.41	1368	2.91 ²	1.19	875
2	Physical Tasks	Walk or run up or down one or more flights of stairs.	87.8%	4.49	3.16	1382	2.90 ²	1.38	1394

Appendix Z

PO Equipment Results

Board of State and Community Corrections
Probation Officer Equipment Results

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
1	Transportation or Patrol Vehicle	85.4%	1.93	1.12	1366	199	304	256	607
2	Caged transport vehicle	80.8%	1.74	1.16	1366	262	354	232	518
3	Two-Way Radio	73.8%	1.62	1.22	1358	356	296	215	491
4	Stationary radio (e.g., dispatch radio)	43.5%	0.91	1.19	1353	764	209	115	265
5	Audio Recording Equipment	38.0%	0.58	0.90	1357	841	348	61	107
6	Audiovisual Equipment	34.5%	0.49	0.79	1358	890	330	78	60
7	Firearm(s)	40.6%	0.94	1.25	1362	809	119	134	300
8	Gun safe/locker	39.6%	1.00	1.32	1354	818	72	105	359
9	Ammunition/Rounds for Firearm(s)	41.8%	0.98	1.26	1356	789	112	147	308
10	Speed loader or magazine	34.0%	0.75	1.15	1349	891	127	114	217
11	Weapons repair or cleaning kit	41.3%	0.82	1.11	1352	793	188	193	178

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
12	Firearm training equipment (e.g., ear and eye protection, targets, plastic training pistol)	43.0%	0.90	1.16	1364	777	166	203	218
13	Chemical Agent	52.7%	0.85	1.00	1355	641	438	120	156
14	Impact weapon	20.4%	0.35	0.79	1360	1082	157	47	74
15	Less than lethal weapons (e.g., riot control system, gas gun, Pepperball gun, rubber bullets, bean bags)	9.9%	0.17	0.57	1350	1217	78	20	35
16	Less than lethal hand thrown projectiles (e.g., Sting balls, Flashbang)	4.2%	0.07	0.37	1358	1301	34	10	13
17	Handcuffs.	86.8%	1.76	1.06	1352	178	419	302	453
18	Riot Gear (e.g., assault shield, helmet)	3.8%	0.06	0.33	1351	1299	34	9	9
19	Body armor (e.g., protective or ballistic vests)	61.8%	1.45	1.30	1353	517	177	195	464
20	Tactical Vest	50.5%	1.18	1.31	1339	663	153	136	387
21	Forcible entry/cell extraction equipment	11.0%	0.13	0.41	1356	1207	128	13	8
22	Gas mask or self-contained breathing apparatus	2.7%	0.03	0.17	1348	1312	35	1	0
23	Oxygen supply/resuscitator	1.3%	0.01	0.13	1351	1334	15	2	0
24	Mechanical/soft restraints other than handcuffs (e.g., wrist, leg, ankle, waist)	34.5%	0.46	0.74	1357	889	359	64	45

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
25	Restraint chair	3.1%	0.03	0.21	1351	1309	38	3	1
26	Full body restraint(s) (e.g., canvas restraint, bed restraints)	4.5%	0.05	0.26	1354	1293	54	5	2
27	Electronic restraint	1.0%	0.01	0.15	1353	1339	10	3	1
28	Electronic stun device other than electronic restraints	4.1%	0.08	0.40	1346	1291	26	12	17
29	Personal alarm system	6.5%	0.12	0.50	1343	1256	46	13	28
30	Alarm system or monitor.	9.9%	0.15	0.52	1337	1205	89	16	27
31	Electronic Safety Check Device (e.g., metal detector, wand/pipe)	33.0%	0.55	0.92	1342	899	246	96	101
32	Electronic time keeper system	7.9%	0.13	0.52	1351	1244	58	23	26
33	System control board	8.8%	0.12	0.45	1334	1217	83	20	14
34	Electronic monitoring device(s)	31.5%	0.52	0.87	1340	918	226	122	74
35	Controlled substance detection equipment (e.g., urine bottles, drug test cups, breathalyzer)	70.1%	1.56	1.22	1352	404	223	284	441
36	Intercom device (public address system, call box)	21.1%	0.31	0.69	1348	1064	188	55	41
37	Tool Kit	30.0%	0.37	0.63	1346	942	334	51	19

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
38	First Aid Kit	57.0%	0.68	0.70	1345	578	661	66	40
39	Trauma Kit	12.6%	0.17	0.52	1330	1162	127	18	23
40	Universal precautions equipment (e.g. blood borne pathogens kit)	37.3%	0.65	1.00	1334	836	264	95	139
41	Automatic external defibrillator (AED)	8.3%	0.09	0.32	1347	1235	104	5	3
42	Hydraulic rescue tools (e.g., Jaws of Life)	0.5%	0.01	0.11	1337	1330	6	0	1
43	Hooked cutting/rescue device (e.g., 911 swirl cutting tool)	5.8%	0.07	0.29	1345	1267	69	6	3
44	Firefighting equipment (e.g., extinguisher, hoses)	5.5%	0.07	0.31	1349	1275	66	0	8
45	Flashlight	72.4%	1.44	1.15	1346	371	363	260	352
46	Bolt cutters	13.8%	0.18	0.49	1342	1157	149	22	14
47	Badge.	90.1%	2.23	1.04	1352	134	216	213	789
48	Duty belt	73.4%	1.77	1.27	1350	359	200	180	611
49	Holster(s)	52.1%	1.35	1.39	1344	644	94	104	502
50	Field book	62.8%	1.42	1.28	1335	497	209	194	435

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
51	Business cards	89.4%	2.21	1.01	1352	143	152	335	722
52	Surveillance gear	16.1%	0.24	0.62	1349	1132	149	32	36
53	Binoculars	15.7%	0.22	0.58	1348	1136	155	31	26
54	Body/mic camera	7.4%	0.13	0.51	1347	1247	50	26	24
55	Bullhorn or hailer	2.2%	0.03	0.20	1342	1313	25	1	3
56	Cash register	1.0%	0.01	0.10	1343	1329	14	0	0
57	Computer search software	59.8%	1.30	1.25	1346	541	229	207	369
58	Computer software, other than computer search software	66.7%	1.63	1.31	1341	447	150	196	548
59	Computer terminal	75.4%	2.02	1.28	1352	333	91	138	790
60	Desktop computer	96.1%	2.73	0.71	1347	53	44	119	1131
61	Laptop computer or mobile data terminal (MDT)	60.5%	1.28	1.25	1353	535	291	143	384
62	Tablet computer	22.5%	0.42	0.88	1350	1046	144	59	101
63	Flash drive(s)	54.7%	0.90	1.02	1349	611	416	164	158

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
64	GPS navigation device	55.8%	1.13	1.19	1352	598	265	206	283
65	Telephone/cell phone	93.8%	2.56	0.85	1348	83	73	202	990
66	Palm pilot	5.0%	0.08	0.38	1351	1284	48	3	16
67	Pager	4.3%	0.06	0.31	1341	1284	42	9	6
68	Facsimile (Fax) machine	87.6%	1.98	1.03	1344	167	223	424	530
69	Teletype	18.5%	0.31	0.73	1351	1101	138	59	53
70	Disposable hazardous material suits/spill kits (e.g., eye wash stations, decontamination supplies)	15.4%	0.18	0.48	1334	1129	177	16	12
71	Electronic control panel or "breaker box"	6.8%	0.08	0.31	1346	1254	81	8	3
72	Emergency lighting equipment (e.g., spotlight, search lights, flares)	16.1%	0.20	0.52	1345	1128	179	21	17
73	Fingerprint equipment	26.2%	0.33	0.62	1345	993	285	47	20
74	Food preparation equipment (e.g., stove, broilers, microwave ovens, etc.).	24.1%	0.42	0.84	1351	1025	159	92	75
75	Housekeeping equipment (e.g., mop, broom, etc.)	33.5%	0.46	0.76	1343	893	326	74	50
76	Illuminated needle-marks scope.	1.6%	0.02	0.19	1346	1324	18	1	3

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
77	Keys	87.9%	2.33	1.05	1350	163	102	211	874
78	Ladder	14.0%	0.16	0.42	1342	1154	168	16	4
79	Maps	57.7%	1.11	1.15	1345	569	301	230	245
80	Paint sprayer	2.3%	0.02	0.16	1332	1301	30	1	0
81	PBX switchboard or multi-line phone system	14.8%	0.28	0.74	1353	1153	91	45	64
82	Adding machine or calculator.	60.7%	1.01	1.01	1351	531	428	237	155
83	Typewriter	9.1%	0.13	0.46	1348	1226	90	15	17
84	Photocopier	89.6%	2.35	0.98	1345	140	67	323	815
85	Microfilm/microfiche machine	5.2%	0.06	0.31	1349	1279	59	5	6
86	Projection equipment (movie, slide, overhead)	28.4%	0.35	0.62	1349	966	317	47	19
87	Photographic equipment (cameras or processing)	55.3%	0.94	1.02	1352	604	376	223	149
88	Power supply generators	5.0%	0.07	0.35	1336	1269	48	10	9
89	Evidence processing kit (e.g., latent print)	12.4%	0.17	0.49	1341	1175	120	34	12

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
90	Property/evidence bag sealer	51.7%	0.78	0.91	1338	646	431	170	91
91	Property/evidence storage locker(s)	55.6%	0.80	0.88	1351	600	504	163	84
92	Padded training gear (e.g., Redman suit)	18.3%	0.22	0.50	1355	1107	214	23	11
93	Spit mask	16.6%	0.18	0.42	1353	1129	207	15	2
94	Survival gear (rural areas)	2.7%	0.03	0.22	1346	1309	33	1	3
95	Tire chains	5.2%	0.05	0.24	1347	1277	67	2	1
96	Whistle	7.7%	0.11	0.42	1344	1240	75	16	13
97	X-ray equipment (examining mail and packages)	0.8%	0.01	0.09	1348	1337	11	0	0
98	Full body scanner	4.5%	0.07	0.37	1351	1290	35	15	11
99	Jumper cables	17.9%	0.20	0.45	1349	1107	224	12	6

Appendix AA

PO Overall KSA Results

Board of State and Community Corrections
Probation Officer Overall KSA Ratings

KSA Statements ²¹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
1	Knowledge of department's/facility's rules, regulations, and procedures.	4.41	0.81	1534	5.0%	1515	97.2%	3.78	1.30	1510
2	Knowledge of the criminal justice system (adult and/or juvenile) including its elements, history, and philosophy.	3.99	1.00	1532	20.6%	1508	97.0%	3.64	1.32	1499
3	Knowledge of state and federal laws, legal codes, court procedures, precedents, government regulations, and executive orders.	4.02	0.98	1530	7.1%	1498	98.1%	3.74	1.22	1499
4	Knowledge of court, legal, and other law enforcement agency documents/forms (e.g., warrants, court order forms).	4.13	0.94	1527	2.8%	1496	98.3%	3.80	1.17	1487
5	Knowledge of the procedures for testifying in court as a witness, including courtroom demeanor.	4.03	0.97	1522	2.5%	1491	97.9%	3.66	1.24	1493
6	Knowledge of California state laws and codes governing the custody, care, security, and detention of individuals in a facility or youth detention facility (e.g., minimum jail standards).	3.93	1.16	1523	3.4%	1482	96.8%	3.61	1.33	1484

²¹ KSA statements with a line strike did not meet the importance retention criterion. KSAs that were not needed at entry are marked with red font in the needed at entry criterion column. However, those statistics with a superscript "2" were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²¹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
7	Knowledge of the legal rights and civil liability of peace officers.	4.24	0.91	1525	5.6%	1490	97.6%	3.70	1.26	1475
8	Knowledge of investigative techniques and procedures.	3.76	1.00	1510	4.5%	1469	97.9%	3.67	1.22	1467
9	Knowledge of human physical and psychological development.	3.19	1.15	1510	26.9%	1468	96.2%	3.21	1.35	1474
10	Knowledge of the basic principles of psychology and sociology as they relate to theories of personality, behavior patterns, crime, social adjustment, human motivation, group dynamics, and the symptoms and causes of mental illness.	3.41	1.08	1520	29.2%	1481	97.2%	3.37	1.30	1486
11	Knowledge of crisis intervention techniques and procedures.	3.82	1.02	1515	8.2%	1480	98.4%	3.60	1.23	1471
12	Knowledge of individual and group counseling theories, techniques, principles, and practices.	3.25	1.16	1504	11.3%	1470	96.9%	3.28	1.30	1469
13	Skill in de-escalating volatile situations.	4.27	0.88	1501	10.9%	1470	98.6%	3.90	1.17	1464
14	Skill in applying individual and/or group counseling techniques.	3.26	1.18	1490	8.9%	1450	96.9%	3.32	1.31	1465
15	Knowledge of the needs, problems, attitudes, behavior patterns of individuals, and the factors underlying criminal behavior/juvenile delinquency.	3.84	0.96	1505	14.4%	1476	98.0%	3.58	1.24	1467
16	Knowledge of the value systems of different groups or cultures.	3.58	1.02	1500	22.1%	1467	97.2%	3.34	1.30	1461

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²¹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
17	Knowledge of the purpose and methods of discipline as applied to persons under criminal confinement.	3.49	1.18	1498	6.6%	1462	96.2%	3.21	1.38	1465
18	Knowledge of general personal hygiene and health practices.	3.14	1.31	1503	50.0% ²	1467	87.0%	2.66	1.61	1468
19	Knowledge of universal safety precautions for preventing transmission of disease.	3.96	1.07	1502	19.7%	1469	95.3%	3.26	1.45	1477
20	Knowledge of standard facility health and sanitation practices and procedures.	3.25	1.33	1503	9.5%	1470	91.9%	2.96	1.52	1470
21	Knowledge of work and treatment programs available to individuals in the facility.	3.35	1.19	1511	2.9%	1460	95.7%	3.25	1.39	1463
22	Knowledge of report writing procedures (e.g., for crime reports, incident reports, escape reports, behavior reports).	4.19	0.86	1510	4.5%	1476	98.7%	3.89	1.17	1470
23	Knowledge of standard office practices, such as record keeping, filing, and the operation of office equipment.	3.46	1.08	1507	17.2%	1464	95.1%	3.13	1.41	1461
24	Knowledge of routine grounds-keeping and building maintenance.	1.56	1.58	1497	27.1%	1340	61.6%	1.79	1.80	1400
25	Skill in safely, appropriately, and accurately handling and using firearms.	3.92	1.56	1501	6.5%	1440	92.6%	3.67	1.53	1454
26	Skill in safely, appropriately, and accurately using self-defense, physical restraints, weaponless defense, and riot control techniques and procedures.	4.36	0.96	1505	2.2%	1468	98.0%	3.94	1.22	1472
27	Skill in identifying and applying the appropriate type of first aid procedure or technique (including CPR).	3.98	1.08	1498	7.9%	1463	97.1%	3.48	1.36	1468

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²¹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
28	Knowledge of the symptoms and effects of drug and alcohol use and abuse.	3.85	0.89	1508	7.9%	1474	98.4%	3.67	1.21	1465
29	Ability to identify illicit drugs.	3.83	0.96	1493	3.7%	1456	98.2%	3.67	1.21	1457
30	Knowledge of drug and alcohol testing procedures.	3.88	0.99	1481	2.1%	1449	97.3%	3.58	1.28	1451
31	Knowledge of indicators of criminal affiliation and behavior (e.g., gangs, street terminology, monikers, symbols).	3.99	0.90	1506	4.3%	1472	98.4%	3.75	1.18	1473
32	Knowledge of group leadership and supervision techniques.	3.50	1.14	1501	11.0%	1456	96.4%	3.34	1.36	1457
33	Knowledge of the rules of team and individual games/sports.	1.85	1.63	1502	42.0%	1384	67.4%	1.94	1.77	1419
34	Knowledge of standard radio broadcast procedures and rules.	3.16	1.53	1492	7.5%	1431	89.4%	3.09	1.61	1446
35	Knowledge of criminal offender record information (C.O.R.I.).	3.57	1.23	1512	2.8%	1453	95.9%	3.39	1.37	1462
36	Knowledge of available community resources, their approaches, limitations, and the referral process to obtain services.	3.69	1.00	1513	4.1%	1472	97.3%	3.51	1.28	1467
37	The ability to recognize when something is wrong or is likely to go wrong; it does not involve solving the problem, only recognizing there is a problem.	4.13	0.94	1513	37.1%	1481	97.2%	3.71	1.31	1478
38	The ability to proceed in a careful, cautious, and/or prudent manner.	4.09	0.93	1507	36.7%	1473	97.3%	3.62	1.32	1470

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²¹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
39	Skill in knowing where and how to access written procedures/information when needed.	3.82	0.93	1503	11.2%	1475	97.3%	3.47	1.31	1475
40	Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications.	4.00	0.93	1510	60.6%	1481	96.5%	3.53	1.36	1478
41	Skill in observing, interpreting, and accurately documenting verbal and non-verbal behavior.	4.07	0.89	1514	19.4%	1464	98.4%	3.76	1.22	1471
42	Skill in searching persons.	4.21	0.97	1509	2.9%	1472	97.9%	3.80	1.26	1462
43	Skill in searching vehicles, residences, and/or facilities.	4.02	1.07	1491	3.5%	1445	97.4%	3.74	1.27	1455
44	Skill in interviewing a range of individuals who may be cooperative or uncooperative and effectively gathering information.	4.12	0.91	1507	5.6%	1472	98.3%	3.83	1.20	1470
45	Skill in interviewing abused or neglected individuals (e.g., children, elders).	3.77	1.10	1503	5.7%	1463	97.6%	3.59	1.28	1466
46	The ability to know one's location in relation to the environment, or to know where other objects are in relation to one's self.	3.91	1.08	1494	35.2%	1451	95.8%	3.41	1.40	1450
47	Skill in driving a car.	3.79	1.10	1494	74.9%	1460	88.4%	2.94	1.66	1455
48	Skill in dictating reports or correspondence.	2.60	1.60	1503	19.3%	1410	82.7%	2.64	1.71	1431
49	The ability to prioritize projects, tasks, and responsibilities effectively and in working efficiently to meet all deadlines.	4.12	0.85	1499	45.3%	1460	96.6%	3.63	1.37	1452

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²¹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
50	Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate.	3.99	0.85	1503	53.3%	1472	96.3%	3.51	1.36	1463
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	4.21	0.83	1496	72.0%	1463	94.6%	3.51	1.46	1450
52	The ability to understand materials written in English.	4.34	0.81	1499	79.4%	1456	93.3%	3.50	1.54	1454
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	4.28	0.80	1497	73.8%	1465	94.8%	3.56	1.46	1448
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	3.99	0.89	1485	60.5%	1451	95.0%	3.36	1.44	1444
55	Skill in organizing one's work, files, and other materials.	3.80	0.92	1507	44.8%	1464	94.7%	3.33	1.44	1458
56	The ability to analyze and evaluate information to arrive at a correct conclusion, including making judgments regarding the accuracy of information, applying rules and principles, and combining pieces of information to come up with logical answers.	4.10	0.88	1496	41.9%	1464	95.7%	3.52	1.41	1458
57	Skill in adding and subtracting whole numbers.	2.99 ²	1.31	1486	78.5%	1453	83.5%	2.41	1.64	1440
58	Skill in multiplying and dividing whole numbers.	2.86	1.36	1487	77.6%	1450	82.4%	2.35	1.65	1447
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	3.62	1.08	1500	61.1%	1461	91.4%	2.92	1.54	1456

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²¹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
60	The ability to concentrate on a task and not be distracted.	3.75	0.94	1497	64.6%	1467	92.3%	3.09	1.50	1458
61	The ability to quickly and accurately compare letters, numbers, objects, pictures, or words presented in written or visual form in order to identify inaccurate, inconsistent, or missing information.	3.30	1.21	1510	53.2%	1462	91.9%	2.94	1.51	1452
62	The ability to quickly and accurately process multiple types of information and/or perform multiple tasks, shifting back and forth between tasks and/or sources of information.	3.73	0.99	1503	49.8% ²	1465	95.3%	3.30	1.42	1457
63	The ability to recall information such as procedures and rules, faces, identification marks, and the order in which events occurred.	3.87	0.98	1497	44.1%	1466	96.0%	3.36	1.41	1457
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	3.47	1.18	1489	69.0%	1445	90.4%	2.88	1.56	1450
65	The ability to exert oneself physically without becoming tired too quickly.	3.56	1.14	1492	60.7%	1457	92.5%	3.02	1.51	1449
66	The ability to take charge of situations or groups, to assert ideas, to influence, persuade, or motivate others; to speak-up, be candid, and confront people when necessary, without hesitation in a professional manner.	3.92	0.96	1502	40.6%	1466	96.2%	3.47	1.39	1456
67	The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations.	4.28	0.85	1500	48.8% ²	1470	96.2%	3.66	1.39	1457

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²¹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
68	The ability to perform effectively under stressful conditions and to cope with prolonged exposure to job stressors (e.g., time pressure, emergencies, threats, physical altercations).	4.25	0.84	1507	43.1%	1472	96.9%	3.70	1.34	1461
69	The ability to be thorough and to carry out tasks with a concern for the inclusion and accuracy of details.	4.14	0.83	1496	45.4%	1458	96.3%	3.58	1.37	1464
70	The ability to interact confidently with individuals or groups at all levels; to not be easily fooled or persuaded into changing course of action; and to have confidence in one's ability to be effective.	4.18	0.86	1501	43.8%	1472	96.6%	3.59	1.37	1463
71	The ability to make well-reasoned decisions in a timely manner, sometimes in situations where there are no standard procedures.	4.21	0.84	1506	45.7%	1469	96.8%	3.61	1.35	1462
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	4.08	0.87	1502	71.1%	1465	95.0%	3.41	1.43	1458
73	The ability to adapt to unanticipated problems or conflicts, accept changes (e.g., assignments or procedures), and change roles based on one's assessment of the situation.	4.15	0.86	1499	49.7% ²	1463	96.6%	3.54	1.37	1464
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	3.89	0.93	1500	60.6%	1470	94.8%	3.37	1.43	1455
75	The ability to establish and maintain effective working relationships with team members.	4.11	0.82	1509	54.9%	1473	96.4%	3.59	1.35	1458

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²¹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	4.10	0.90	1504	60.6%	1468	95.3%	3.48	1.43	1453
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	4.23	0.84	1505	68.3%	1466	95.4%	3.57	1.44	1460
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.	4.39	0.80	1500	70.1%	1468	95.0%	3.65	1.46	1464
79	The ability to perform work in compliance with laws, rules and regulations; to accept and conform to accepted standards of conduct and the authority structure of the organization.	4.35	0.82	1501	45.3%	1467	95.4%	3.62	1.42	1462
80	The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas).	3.73	1.09	1494	53.6%	1458	93.8%	3.18	1.50	1450
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	4.03	0.87	1490	61.5%	1448	95.7%	3.48	1.43	1457
82	The ability to acquire new skills and knowledge, seek out and use feedback to improve performance, learn from one's own and others' experiences, and apply learning to new situations.	4.03	0.85	1509	43.9%	1466	95.9%	3.61	1.38	1452

KSA Statements ²¹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	4.22	0.88	1501	65.1%	1457	95.5%	3.57	1.45	1452
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	3.18	1.29	1503	61.5%	1446	88.4%	2.70	1.57	1452
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	3.10	1.37	1504	59.4%	1454	87.5%	2.66	1.60	1455
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	3.23	1.36	1507	58.5%	1455	87.8%	2.72	1.61	1450
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	2.99 ²	1.40	1509	60.0%	1451	86.5%	2.58	1.61	1448

KSA Statements ²¹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	2.99 ²	1.38	1499	61.3%	1446	86.0%	2.56	1.62	1442
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	3.20	1.32	1506	66.0%	1456	87.6%	2.65	1.58	1461
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	3.19	1.35	1511	64.9%	1455	87.7%	2.65	1.59	1458
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	3.28	1.34	1508	64.9%	1456	88.2%	2.69	1.59	1459

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²¹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	3.35	1.33	1511	66.2%	1458	87.8%	2.71	1.61	1459
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	3.23	1.31	1509	69.4%	1453	85.9%	2.57	1.60	1456
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	3.37	1.25	1507	70.6%	1453	87.0%	2.68	1.60	1453
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	3.24	1.27	1498	70.7%	1446	86.0%	2.59	1.60	1445
96	The capacity to match or discriminate between colors. This capacity included detecting differences in color and in brightness.	2.86	1.40	1517	74.1%	1456	80.3%	2.32	1.67	1465
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	3.17	1.35	1520	72.2%	1462	83.6%	2.54	1.66	1461
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	3.37	1.32	1518	70.3%	1460	85.1%	2.65	1.67	1471

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²¹		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
99	The ability to see objects in the presence of glare or bright ambient lighting.	3.11	1.32	1500	70.6%	1448	83.3%	2.48	1.66	1458
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	3.03	1.36	1515	69.4%	1456	83.6%	2.49	1.65	1461
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	3.22	1.31	1511	66.8%	1454	85.3%	2.63	1.65	1465
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	3.27	1.32	1508	69.8%	1447	84.4%	2.62	1.67	1465

Appendix BB

PO Important KSAs

Board of State and Community Corrections
Probation Officer Important KSAs

KSA Statements ²² (KSAs are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
1	Knowledge of department's/facility's rules, regulations, and procedures.	4.41	0.81	1534	5.0%	1515	97.2%	3.78	1.30	1510
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.	4.39	0.80	1500	70.1%	1468	95.0%	3.65	1.46	1464
26	Skill in safely, appropriately, and accurately using self-defense, physical restraints, weaponless defense, and riot control techniques and procedures.	4.36	0.96	1505	2.2%	1468	98.0%	3.94	1.22	1472
79	The ability to perform work in compliance with laws, rules and regulations; to accept and conform to accepted standards of conduct and the authority structure of the organization.	4.35	0.82	1501	45.3%	1467	95.4%	3.62	1.42	1462
52	The ability to understand materials written in English.	4.34	0.81	1499	79.4%	1456	93.3%	3.50	1.54	1454
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	4.28	0.80	1497	73.8%	1465	94.8%	3.56	1.46	1448

²² Statistics in red font did not meet the initial retention criteria for the corresponding scale. However, those with a superscript "2" were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

KSA Statements ²² (KSAs are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
67	The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations.	4.28	0.85	1500	48.8% ²	1470	96.2%	3.66	1.39	1457
13	Skill in de-escalating volatile situations.	4.27	0.88	1501	10.9%	1470	98.6%	3.90	1.17	1464
68	The ability to perform effectively under stressful conditions and to cope with prolonged exposure to job stressors (e.g., time pressure, emergencies, threats, physical altercations).	4.25	0.84	1507	43.1%	1472	96.9%	3.70	1.34	1461
7	Knowledge of the legal rights and civil liability of peace officers.	4.24	0.91	1525	5.6%	1490	97.6%	3.70	1.26	1475
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	4.23	0.84	1505	68.3%	1466	95.4%	3.57	1.44	1460
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	4.22	0.88	1501	65.1%	1457	95.5%	3.57	1.45	1452
42	Skill in searching persons.	4.21	0.97	1509	2.9%	1472	97.9%	3.80	1.26	1462
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	4.21	0.83	1496	72.0%	1463	94.6%	3.51	1.46	1450
71	The ability to make well-reasoned decisions in a timely manner, sometimes in situations where there are no standard procedures.	4.21	0.84	1506	45.7%	1469	96.8%	3.61	1.35	1462

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²² (KSAs are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
22	Knowledge of report writing procedures (e.g., for crime reports, incident reports, escape reports, behavior reports).	4.19	0.86	1510	4.5%	1476	98.7%	3.89	1.17	1470
70	The ability to interact confidently with individuals or groups at all levels; to not be easily fooled or persuaded into changing course of action; and to have confidence in one's ability to be effective.	4.18	0.86	1501	43.8%	1472	96.6%	3.59	1.37	1463
73	The ability to adapt to unanticipated problems or conflicts, accept changes (e.g., assignments or procedures), and change roles based on one's assessment of the situation.	4.15	0.86	1499	49.7% ²	1463	96.6%	3.54	1.37	1464
69	The ability to be thorough and to carry out tasks with a concern for the inclusion and accuracy of details.	4.14	0.83	1496	45.4%	1458	96.3%	3.58	1.37	1464
4	Knowledge of court, legal, and other law enforcement agency documents/forms (e.g., warrants, court order forms).	4.13	0.94	1527	2.8%	1496	98.3%	3.80	1.17	1487
37	The ability to recognize when something is wrong or is likely to go wrong; it does not involve solving the problem, only recognizing there is a problem.	4.13	0.94	1513	37.1%	1481	97.2%	3.71	1.31	1478
44	Skill in interviewing a range of individuals who may be cooperative or uncooperative and effectively gathering information.	4.12	0.91	1507	5.6%	1472	98.3%	3.83	1.20	1470
49	The ability to prioritize projects, tasks, and responsibilities effectively and in working efficiently to meet all deadlines.	4.12	0.85	1499	45.3%	1460	96.6%	3.63	1.37	1452
75	The ability to establish and maintain effective working relationships with team members.	4.11	0.82	1509	54.9%	1473	96.4%	3.59	1.35	1458

KSA Statements ²² (KSAs are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
56	The ability to analyze and evaluate information to arrive at a correct conclusion, including making judgments regarding the accuracy of information, applying rules and principles, and combining pieces of information to come up with logical answers.	4.10	0.88	1496	41.9%	1464	95.7%	3.52	1.41	1458
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	4.10	0.90	1504	60.6%	1468	95.3%	3.48	1.43	1453
38	The ability to proceed in a careful, cautious, and/or prudent manner.	4.09	0.93	1507	36.7%	1473	97.3%	3.62	1.32	1470
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	4.08	0.87	1502	71.1%	1465	95.0%	3.41	1.43	1458
41	Skill in observing, interpreting, and accurately documenting verbal and non-verbal behavior.	4.07	0.89	1514	19.4%	1464	98.4%	3.76	1.22	1471
5	Knowledge of the procedures for testifying in court as a witness, including courtroom demeanor.	4.03	0.97	1522	2.5%	1491	97.9%	3.66	1.24	1493
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	4.03	0.87	1490	61.5%	1448	95.7%	3.48	1.43	1457
82	The ability to acquire new skills and knowledge, seek out and use feedback to improve performance, learn from one's own and others' experiences, and apply learning to new situations.	4.03	0.85	1509	43.9%	1466	95.9%	3.61	1.38	1452

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²² (KSAs are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
3	Knowledge of state and federal laws, legal codes, court procedures, precedents, government regulations, and executive orders.	4.02	0.98	1530	7.1%	1498	98.1%	3.74	1.22	1499
43	Skill in searching vehicles, residences, and/or facilities.	4.02	1.07	1491	3.5%	1445	97.4%	3.74	1.27	1455
40	Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications.	4.00	0.93	1510	60.6%	1481	96.5%	3.53	1.36	1478
2	Knowledge of the criminal justice system (adult and/or juvenile) including its elements, history, and philosophy.	3.99	1.00	1532	20.6%	1508	97.0%	3.64	1.32	1499
31	Knowledge of indicators of criminal affiliation and behavior (e.g., gangs, street terminology, monikers, symbols).	3.99	0.90	1506	4.3%	1472	98.4%	3.75	1.18	1473
50	Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate.	3.99	0.85	1503	53.3%	1472	96.3%	3.51	1.36	1463
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	3.99	0.89	1485	60.5%	1451	95.0%	3.36	1.44	1444
27	Skill in identifying and applying the appropriate type of first aid procedure or technique (including CPR).	3.98	1.08	1498	7.9%	1463	97.1%	3.48	1.36	1468
19	Knowledge of universal safety precautions for preventing transmission of disease.	3.96	1.07	1502	19.7%	1469	95.3%	3.26	1.45	1477
6	Knowledge of California state laws and codes governing the custody, care, security, and detention of individuals in a facility or youth detention facility (e.g., minimum jail standards).	3.93	1.16	1523	3.4%	1482	96.8%	3.61	1.33	1484

KSA Statements ²² (KSAs are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
25	Skill in safely, appropriately, and accurately handling and using firearms.	3.92	1.56	1501	6.5%	1440	92.6%	3.67	1.53	1454
66	The ability to take charge of situations or groups, to assert ideas, to influence, persuade, or motivate others; to speak-up, be candid, and confront people when necessary, without hesitation in a professional manner.	3.92	0.96	1502	40.6%	1466	96.2%	3.47	1.39	1456
46	The ability to know one's location in relation to the environment, or to know where other objects are in relation to one's self.	3.91	1.08	1494	35.2%	1451	95.8%	3.41	1.40	1450
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	3.89	0.93	1500	60.6%	1470	94.8%	3.37	1.43	1455
30	Knowledge of drug and alcohol testing procedures.	3.88	0.99	1481	2.1%	1449	97.3%	3.58	1.28	1451
63	The ability to recall information such as procedures and rules, faces, identification marks, and the order in which events occurred.	3.87	0.98	1497	44.1%	1466	96.0%	3.36	1.41	1457
28	Knowledge of the symptoms and effects of drug and alcohol use and abuse.	3.85	0.89	1508	7.9%	1474	98.4%	3.67	1.21	1465
15	Knowledge of the needs, problems, attitudes, behavior patterns of individuals, and the factors underlying criminal behavior/juvenile delinquency.	3.84	0.96	1505	14.4%	1476	98.0%	3.58	1.24	1467

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²² (KSAs are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
29	Ability to identify illicit drugs.	3.83	0.96	1493	3.7%	1456	98.2%	3.67	1.21	1457
11	Knowledge of crisis intervention techniques and procedures.	3.82	1.02	1515	8.2%	1480	98.4%	3.60	1.23	1471
39	Skill in knowing where and how to access written procedures/information when needed.	3.82	0.93	1503	11.2%	1475	97.3%	3.47	1.31	1475
55	Skill in organizing one's work, files, and other materials.	3.80	0.92	1507	44.8%	1464	94.7%	3.33	1.44	1458
47	Skill in driving a car.	3.79	1.10	1494	74.9%	1460	88.4%	2.94	1.66	1455
45	Skill in interviewing abused or neglected individuals (e.g., children, elders).	3.77	1.10	1503	5.7%	1463	97.6%	3.59	1.28	1466
8	Knowledge of investigative techniques and procedures.	3.76	1.00	1510	4.5%	1469	97.9%	3.67	1.22	1467
60	The ability to concentrate on a task and not be distracted.	3.75	0.94	1497	64.6%	1467	92.3%	3.09	1.50	1458
62	The ability to quickly and accurately process multiple types of information and/or perform multiple tasks, shifting back and forth between tasks and/or sources of information.	3.73	0.99	1503	49.8% ²	1465	95.3%	3.30	1.42	1457
80	The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas).	3.73	1.09	1494	53.6%	1458	93.8%	3.18	1.50	1450

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²² (KSAs are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
36	Knowledge of available community resources, their approaches, limitations, and the referral process to obtain services.	3.69	1.00	1513	4.1%	1472	97.3%	3.51	1.28	1467
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	3.62	1.08	1500	61.1%	1461	91.4%	2.92	1.54	1456
16	Knowledge of the value systems of different groups or cultures.	3.58	1.02	1500	22.1%	1467	97.2%	3.34	1.30	1461
35	Knowledge of criminal offender record information (C.O.R.I.).	3.57	1.23	1512	2.8%	1453	95.9%	3.39	1.37	1462
65	The ability to exert oneself physically without becoming tired too quickly.	3.56	1.14	1492	60.7%	1457	92.5%	3.02	1.51	1449
32	Knowledge of group leadership and supervision techniques.	3.50	1.14	1501	11.0%	1456	96.4%	3.34	1.36	1457
17	Knowledge of the purpose and methods of discipline as applied to persons under criminal confinement.	3.49	1.18	1498	6.6%	1462	96.2%	3.21	1.38	1465
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	3.47	1.18	1489	69.0%	1445	90.4%	2.88	1.56	1450
23	Knowledge of standard office practices, such as record keeping, filing, and the operation of office equipment.	3.46	1.08	1507	17.2%	1464	95.1%	3.13	1.41	1461

KSA Statements ²² (KSAs are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
10	Knowledge of the basic principles of psychology and sociology as they relate to theories of personality, behavior patterns, crime, social adjustment, human motivation, group dynamics, and the symptoms and causes of mental illness.	3.41	1.08	1520	29.2%	1481	97.2%	3.37	1.30	1486
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	3.37	1.25	1507	70.6%	1453	87.0%	2.68	1.60	1453
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	3.37	1.32	1518	70.3%	1460	85.1%	2.65	1.67	1471
21	Knowledge of work and treatment programs available to individuals in the facility.	3.35	1.19	1511	2.9%	1460	95.7%	3.25	1.39	1463
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	3.35	1.33	1511	66.2%	1458	87.8%	2.71	1.61	1459
61	The ability to quickly and accurately compare letters, numbers, objects, pictures, or words presented in written or visual form in order to identify inaccurate, inconsistent, or missing information.	3.30	1.21	1510	53.2%	1462	91.9%	2.94	1.51	1452

KSA Statements ²² (KSAs are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	3.28	1.34	1508	64.9%	1456	88.2%	2.69	1.59	1459
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	3.27	1.32	1508	69.8%	1447	84.4%	2.62	1.67	1465
14	Skill in applying individual and/or group counseling techniques.	3.26	1.18	1490	8.9%	1450	96.9%	3.32	1.31	1465
12	Knowledge of individual and group counseling theories, techniques, principles, and practices.	3.25	1.16	1504	11.3%	1470	96.9%	3.28	1.30	1469
20	Knowledge of standard facility health and sanitation practices and procedures.	3.25	1.33	1503	9.5%	1470	91.9%	2.96	1.52	1470
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	3.24	1.27	1498	70.7%	1446	86.0%	2.59	1.60	1445
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	3.23	1.36	1507	58.5%	1455	87.8%	2.72	1.61	1450
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	3.23	1.31	1509	69.4%	1453	85.9%	2.57	1.60	1456
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	3.22	1.31	1511	66.8%	1454	85.3%	2.63	1.65	1465

KSA Statements ²² (KSAs are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	3.20	1.32	1506	66.0%	1456	87.6%	2.65	1.58	1461
9	Knowledge of human physical and psychological development.	3.19	1.15	1510	26.9%	1468	96.2%	3.21	1.35	1474
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	3.19	1.35	1511	64.9%	1455	87.7%	2.65	1.59	1458
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	3.18	1.29	1503	61.5%	1446	88.4%	2.70	1.57	1452
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	3.17	1.35	1520	72.2%	1462	83.6%	2.54	1.66	1461
34	Knowledge of standard radio broadcast procedures and rules.	3.16	1.53	1492	7.5%	1431	89.4%	3.09	1.61	1446
18	Knowledge of general personal hygiene and health practices.	3.14	1.31	1503	50.0% ²	1467	87.0%	2.66	1.61	1468
99	The ability to see objects in the presence of glare or bright ambient lighting.	3.11	1.32	1500	70.6%	1448	83.3%	2.48	1.66	1458

KSA Statements ²² (KSAs are in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	3.10	1.37	1504	59.4%	1454	87.5%	2.66	1.60	1455
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	3.03	1.36	1515	69.4%	1456	83.6%	2.49	1.65	1461
57	Skill in adding and subtracting whole numbers.	2.99 ²	1.31	1486	78.5%	1453	83.5%	2.41	1.64	1440
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	2.99 ²	1.40	1509	60.0%	1451	86.5%	2.58	1.61	1448
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	2.99 ²	1.38	1499	61.3%	1446	86.0%	2.56	1.62	1442

Appendix CC

PO KSAs Suitable for Selection-Related Purposes

Board of State and Community Corrections
Probation Officer KSAs Suitable for Selection-Related Purposes

KSA Statements ²³ (KSA Statements in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.	4.39	0.80	1500	70.1%	1468	95.0%	3.65	1.46	1464
52	The ability to understand materials written in English.	4.34	0.81	1499	79.4%	1456	93.3%	3.50	1.54	1454
67	The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations.	4.28	0.85	1500	48.8% ²	1470	96.2%	3.66	1.39	1457
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	4.28	0.80	1497	73.8%	1465	94.8%	3.56	1.46	1448
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	4.23	0.84	1505	68.3%	1466	95.4%	3.57	1.44	1460
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	4.22	0.88	1501	65.1%	1457	95.5%	3.57	1.45	1452

²³ Statistics in red font did not meet the initial retention criteria for the corresponding scale. However, those with a superscript “2” were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²³ (KSA Statements in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	4.21	0.83	1496	72.0%	1463	94.6%	3.51	1.46	1450
73	The ability to adapt to unanticipated problems or conflicts, accept changes (e.g., assignments or procedures), and change roles based on one's assessment of the situation.	4.15	0.86	1499	49.7% ²	1463	96.6%	3.54	1.37	1464
75	The ability to establish and maintain effective working relationships with team members.	4.11	0.82	1509	54.9%	1473	96.4%	3.59	1.35	1458
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	4.10	0.90	1504	60.6%	1468	95.3%	3.48	1.43	1453
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	4.08	0.87	1502	71.1%	1465	95.0%	3.41	1.43	1458
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	4.03	0.87	1490	61.5%	1448	95.7%	3.48	1.43	1457
40	Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications.	4.00	0.93	1510	60.6%	1481	96.5%	3.53	1.36	1478
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	3.99	0.89	1485	60.5%	1451	95.0%	3.36	1.44	1444
50	Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate.	3.99	0.85	1503	53.3%	1472	96.3%	3.51	1.36	1463
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	3.89	0.93	1500	60.6%	1470	94.8%	3.37	1.43	1455

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²³ (KSA Statements in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
47	Skill in driving a car.	3.79	1.10	1494	74.9%	1460	88.4%	2.94	1.66	1455
60	The ability to concentrate on a task and not be distracted.	3.75	0.94	1497	64.6%	1467	92.3%	3.09	1.50	1458
62	The ability to quickly and accurately process multiple types of information and/or perform multiple tasks, shifting back and forth between tasks and/or sources of information.	3.73	0.99	1503	49.8% ²	1465	95.3%	3.30	1.42	1457
80	The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas).	3.73	1.09	1494	53.6%	1458	93.8%	3.18	1.50	1450
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	3.62	1.08	1500	61.1%	1461	91.4%	2.92	1.54	1456
65	The ability to exert oneself physically without becoming tired too quickly.	3.56	1.14	1492	60.7%	1457	92.5%	3.02	1.51	1449
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	3.47	1.18	1489	69.0%	1445	90.4%	2.88	1.56	1450
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	3.37	1.25	1507	70.6%	1453	87.0%	2.68	1.60	1453
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	3.37	1.32	1518	70.3%	1460	85.1%	2.65	1.67	1471

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²³ (KSA Statements in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	3.35	1.33	1511	66.2%	1458	87.8%	2.71	1.61	1459
61	The ability to quickly and accurately compare letters, numbers, objects, pictures, or words presented in written or visual form in order to identify inaccurate, inconsistent, or missing information.	3.30	1.21	1510	53.2%	1462	91.9%	2.94	1.51	1452
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	3.28	1.34	1508	64.9%	1456	88.2%	2.69	1.59	1459
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	3.27	1.32	1508	69.8%	1447	84.4%	2.62	1.67	1465
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	3.24	1.27	1498	70.7%	1446	86.0%	2.59	1.60	1445
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	3.23	1.31	1509	69.4%	1453	85.9%	2.57	1.60	1456
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	3.23	1.36	1507	58.5%	1455	87.8%	2.72	1.61	1450

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²³ (KSA Statements in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	3.22	1.31	1511	66.8%	1454	85.3%	2.63	1.65	1465
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	3.20	1.32	1506	66.0%	1456	87.6%	2.65	1.58	1461
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	3.19	1.35	1511	64.9%	1455	87.7%	2.65	1.59	1458
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	3.18	1.29	1503	61.5%	1446	88.4%	2.70	1.57	1452
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	3.17	1.35	1520	72.2%	1462	83.6%	2.54	1.66	1461
18	Knowledge of general personal hygiene and health practices.	3.14	1.31	1503	50.0% ²	1467	87.0%	2.66	1.61	1468
99	The ability to see objects in the presence of glare or bright ambient lighting.	3.11	1.32	1500	70.6%	1448	83.3%	2.48	1.66	1458
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	3.10	1.37	1504	59.4%	1454	87.5%	2.66	1.60	1455

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²³ (KSA Statements in order from most to least Important)		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	3.03	1.36	1515	69.4%	1456	83.6%	2.49	1.65	1461
57	Skill in adding and subtracting whole numbers.	2.99 ²	1.31	1486	78.5%	1453	83.5%	2.41	1.64	1440
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	2.99 ²	1.38	1499	61.3%	1446	86.0%	2.56	1.62	1442
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	2.99 ²	1.40	1509	60.0%	1451	86.5%	2.58	1.61	1448

Appendix DD

Job Analysis Results Review/Linkage Meeting SME Characteristics

Board of State and Community Corrections
Job Analysis Results Review and Linkage Meeting SME Characteristics

Meeting Date	Class	Agency	Time in Current Job	Gender	Ethnic
10/7-8/14	SDPO	LA Probation	28 years	M	Hispanic
10/7-8/14	Sup. Juvenile Corrections Officer	OC Probation	6 years	F	Hispanic
10/7-8/14	Juvenile Services Supervisor	SLO Probation	15 years	M	White
10/7-8/14	Captain Kings County	Kings County Probation	2 years	F	White
10/7-8/14	D.P.O. II	Colusa County Probation Department	8+ years	M	White
10/7-8/14	Corrections/CPL	Tuolumne County	12 years	M	White
10/7-8/14	Detention Officer	Long Beach PD			
10/7-8/14	JCC IV	Sonoma Probation Juvenile Hall	6 years	M	Hispanic
10/7-8/14	Supervising Probation Officer	Stanislaus County Juvenile Division	8 years	F	White
10/7-8/14	Training Coordinator/Corrections	Fresno County Sheriff	2.5 years	M	Hispanic
10/7-8/14	Deputy Probation Officer	Sacramento County Probation	15+ years	M	White
10/7-8/14	Probation Officer	San Bernardino County	7 years	F	White
10/7-8/14	Correctional Sergeant	Glenn County Sheriff	1 year, 10 months	F	Hispanic
10/7-8/14	Correctional Officer	Napa County	10 years	M	White
10/7-8/14	Institutional Sup.	Alameda County Prob. Dept.	7 months	M	Black

Appendix EE

ACO Task-KSA Linkage Results

Board of State and Community Corrections
ACO - Task-KSA Linkage Results

KSA-Task Linkage Process for the ACO Classification

Linkage Rating Instructions

For each knowledge, skill, or ability (KSA) statement listed in the left-hand column in the attached worksheet, indicate whether the KSA is **needed** to perform any of the tasks within each job dimension as presented in the separate task document.

Please list out any of the task statement number(s) from the separate task statement document in the right-hand column next to each of the KSAs if that KSA is **needed** to perform the listed task. Without some degree of the KSA, one would not be able to perform the task that you indicate.

Linkage Steps

1. Review the list of tasks in each of the job dimensions.
2. Read each KSA statement.
3. Assign corresponding task numbers if that KSA is needed to perform the task(s).

Please note, some KSAs will have only one or two task statement numbers in the corresponding column, while some KSAs will have many task statement numbers. If there are clusters of tasks that “link” to any particular KSA, you can group them together in the worksheet (for example, tasks 5-20 instead of listing each out as 5, 6, 7, 8, etc).

Linkage Worksheet for the ACO

#	KSAs	Linking Tasks (Tasks Requiring the KSA)
1	Knowledge of department's/facility's rules, regulations, and procedures.	23, 25-27, 29-35, 37-39, 46-53, 57-65, 67, 69, 72-73, 94-97, 118-122, 124, 147-150, 151-155, 156-157, 159-160, 167-172, 174-191, 198-205, 208-215, 217, 222, 232-238, 242-244, 248, 256-271, 294-297, 315, 322-324, 327, 330, 335
2	Knowledge of the criminal justice system (adult and/or juvenile) including its elements, history, and philosophy.	95, 96, 135, 208, 211, 217, 245, 248, 262-271, 289, 291-292, 294-297, 314-316, 322-327, 337
3	Knowledge of state and federal laws, legal codes, court procedures, precedents, government regulations, and executive orders.	46-52, 59-62, 67, 69, 72-73, 118, 124, 198-199, 206-207, 222, 237-238, 262, 277, 305, 315-316, 322-324, 326-327, 335, 341
4	Knowledge of court, legal, and other law enforcement agency documents/forms (e.g., warrants, court order forms).	147, 167-169, 207-208, 237, 262-263, 269, 294-295, 322, 326
5	Knowledge of the procedures for testifying in court as a witness, including courtroom demeanor.	168, 221-222
6	Knowledge of California state laws and codes governing the custody, care, security, and detention of individuals in a facility or youth detention facility (e.g., minimum jail standards).	49, 51-53, 56-59, 65, 67, 69, 73-75, 92-93, 118, 159, 198-199, 203, 205, 209, 211-212, 217, 257, 262, 289, 297, 305, 322-324, 327, 337
7	Knowledge of the legal rights and civil liability of peace officers.	52-53, 199, 211, 217, 221-222, 257, 261-263, 267-269, 315-316, 324, 326-327, 335
8	Knowledge of investigative techniques and procedures.	151-160, 181, 288-289, 291-297
9	Knowledge of human physical and psychological development.	143
10	Knowledge of the basic principles of psychology and sociology as they relate to theories of personality, behavior patterns, crime, social adjustment, human motivation, group dynamics, and the symptoms and causes of mental illness.	53, 79, 143, 204-205, 212, 241, 244
11	Knowledge of crisis intervention techniques and procedures.	53, 56, 205, 212, 217, 289, 291-292, 297
13	Skill in de-escalating volatile situations.	22-34, 40-41, 204-205, 211-212, 236, 244, 331
15	Knowledge of the needs, problems, attitudes, behavior patterns of individuals, and the factors underlying criminal behavior/juvenile delinquency.	46, 51, 53, 55-56, 62, 72, 105, 151-154, 157, 198, 204-205, 212, 263, 294
16	Knowledge of the value systems of different groups or cultures.	53, 105, 204-205, 236, 265, 268, 271
17	Knowledge of the purpose and methods of discipline as applied to persons under criminal confinement.	169, 204-205, 211, 214, 217, 263, 265, 268, 270-271
18	Knowledge of general personal hygiene and health practices.	198, 206
19	Knowledge of universal safety precautions for preventing transmission of disease.	75, 119

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

#	KSAs	Linking Tasks (Tasks Requiring the KSA)
20	Knowledge of standard facility health and sanitation practices and procedures.	198, 262-263, 265, 341, 343
22	Knowledge of report writing procedures (e.g., for crime reports, incident reports, escape reports, behavior reports).	53, 58, 105-107, 116-117, 167-169, 171-172
23	Knowledge of standard office practices, such as record keeping, filing, and the operation of office equipment.	105, 107, 112, 147, 149-150, 238
25	Skill in safely, appropriately, and accurately handling and using firearms.	44-45, 211, 244, 262, 266-268
26	Skill in safely, appropriately, and accurately using self-defense, physical restraints, weaponless defense, and riot control techniques and procedures.	22-35, 38-40, 42, 244
27	Skill in identifying and applying the appropriate type of first aid procedure or technique (including CPR).	74-75
28	Knowledge of the symptoms and effects of drug and alcohol use and abuse.	158-160, 205, 268
29	Ability to identify illicit drugs	157, 263, 265, 268
30	Knowledge of drug and alcohol testing procedures.	158-160, 262-263
31	Knowledge of indicators of criminal affiliation and behavior (e.g., gangs, street terminology, monikers, symbols).	53, 55, 58, 105, 147, 151, 154, 157, 204, 217, 263, 265, 268, 291-295, 331, 333
32	Knowledge of group leadership and supervision techniques.	204
34	Knowledge of standard radio broadcast procedures and rules.	233-235
35	Knowledge of criminal offender record information (C.O.R.I.).	46-47, 53, 62-64, 69, 71, 73, 105, 158-159, 291, 295, 322
37	The ability to recognize when something is wrong or is likely to go wrong; it does not involve solving the problem, only recognizing there is a problem.	40, 51, 82, 204-205, 212, 217, 241, 244, 262-264, 270-271, 331, 333
38	The ability to proceed in a careful, cautious, and/or prudent manner.	17-18, 22-45, 53, 55-56, 62, 64, 79, 81-82, 85, 131-132, 135, 147-148, 151-155, 174, 177, 181-185, 187, 204-205, 232, 244, 331, 333-334
39	Skill in knowing where and how to access written procedures/information when needed.	46, 49-50, 62, 107, 111-112, 262-263, 265, 267-271, 295, 322, 325, 334-335, 341
40	Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications.	46-48, 53-54, 60, 62-64, 73, 101-103, 105-111, 113, 116-117, 133, 167-171, 180, 190-191, 204-205, 209, 213, 217, 262-263, 288, 291, 294-296, 325-327, 329, 334-335
41	Skill in observing, interpreting, and accurately documenting verbal and non-verbal behavior.	40, 51, 56, 132, 153-154, 181-182, 184-185, 198, 200, 203-205, 212-213, 215, 234, 241, 244, 297, 333
42	Skill in searching persons.	22-25, 36-37, 41, 43, 57, 131, 155, 157, 182, 185, 210, 262-263, 267, 277

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

#	KSAs	Linking Tasks (Tasks Requiring the KSA)
43	Skill in searching vehicles, residences, and/or facilities.	21, 85-86, 131, 151-152, 153-157, 174-182, 184, 189, 191, 198, 200, 262, 267, 279
44	Skill in interviewing a range of individuals who may be cooperative or uncooperative and effectively gathering information.	40, 51, 56, 72, 236, 241-242, 244, 253, 262, 267, 289, 291-295, 297, 331
45	Skill in interviewing abused or neglected individuals (e.g., children, elders).	75-76, 79, 143, 241, 288-289, 292-293, 297, 314-315, 318
46	The ability to know one's location in relation to the environment, or to know where other objects are in relation to one's self.	17-18, 20-21, 41, 81, 89, 151-154, 181-182, 184, 200-201, 232-234, 256-258, 260
47	Skill in driving a car.	16, 81-83, 85-89, 91-93
48	Skill in dictating reports or correspondence.	58, 60, 106-107, 167-172
49	The ability to prioritize projects, tasks, and responsibilities effectively and in working efficiently to meet all deadlines.	52, 58, 60, 63, 67, 81, 91, 93-94, 97, 105-106, 116, 118, 214, 325, 335
50	Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate.	49-50, 55, 61, 76, 134, 170, 172, 232, 235, 237, 240, 243, 245, 262, 293
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	49-51, 55, 96, 134, 167, 172, 183, 207-208, 222, 232-235, 237-238, 240-245, 247-249, 262, 267, 277, 289, 293
52	The ability to understand materials written in English.	46-50, 53-54, 57-58, 62-63, 65, 67, 73, 76-79, 82-85, 94, 96-97, 101-117, 125, 147-150, 167-172, 263, 269, 291, 327, 329
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	46, 54, 58, 76, 101-109, 111-112, 115-117, 167-172, 244, 264, 269, 289, 291, 294, 325, 327, 329, 340
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	46, 49, 63, 81, 94-95, 97, 148, 151-152, 156-157, 211, 256, 262, 266-267, 322
55	Skill in organizing one's work, files, and other materials.	46, 57-58, 63, 65, 76, 95, 105-106, 112, 114, 170, 214, 221, 291, 325, 335
56	The ability to analyze and evaluate information to arrive at a correct conclusion, including making judgments regarding the accuracy of information, applying rules and principles, and combining pieces of information to come up with logical answers.	40-41, 51, 53, 56, 69, 81, 106, 131-132, 172, 176, 182, 184, 187-188, 192, 198, 204-205, 211-214, 217, 262, 267, 271, 289, 293
57	Skill in adding and subtracting whole numbers.	110, 117, 122, 342
58	Skill in multiplying and dividing whole numbers.	122, 342
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	12, 13, 17, 20, 95, 153, 181, 183, 200, 204-205
60	The ability to concentrate on a task and not be distracted.	36, 40, 46, 51, 53, 63-64, 67, 75-76, 85-86, 106, 131-132, 151-152, 168-169, 181-182, 205, 234, 258, 261

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

#	KSAs	Linking Tasks (Tasks Requiring the KSA)
61	The ability to quickly and accurately compare letters, numbers, objects, pictures, or words presented in written or visual form in order to identify inaccurate, inconsistent, or missing information.	46, 54, 58, 63-64, 82-83, 101-103, 105-106, 110-111, 113, 122, 131, 167-168, 170, 172, 187, 291, 293, 296
62	The ability to quickly and accurately process multiple types of information and/or perform multiple tasks, shifting back and forth between tasks and/or sources of information.	22-23, 25, 27, 29-34, 36-37, 39-40, 45-46, 49, 51, 53, 56, 58, 75, 78, 257, 261
63	The ability to recall information such as procedures and rules, faces, identification marks, and the order in which events occurred.	53, 64, 105-106, 154, 156-157, 169, 171-172, 182, 187-188, 262, 271, 289, 293-294
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	14, 20-21, 23-40, 42, 44-45, 74-75, 151-152, 181, 256, 259, 261
65	The ability to exert oneself physically without becoming tired too quickly.	1-2, 9-15, 23, 25-35, 38-40, 42, 44, 74-75
66	The ability to take charge of situations or groups, to assert ideas, to influence, persuade, or motivate others; to speak-up, be candid, and confront people when necessary, without hesitation in a professional manner.	22, 25, 27, 96, 132, 186-188, 198, 200, 203-204, 211-212, 232-234, 237, 241-245, 247-249, 256-259, 261-262, 264, 270-271
67	The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations.	23, 25-34, 38-42, 44-45, 74-75, 256-262
68	The ability to perform effectively under stressful conditions and to cope with prolonged exposure to job stressors (e.g., time pressure, emergencies, threats, physical altercations).	23, 25-34, 38-42, 44-45, 74-75, 257, 259, 261-262
69	The ability to be thorough and to carry out tasks with a concern for the inclusion and accuracy of details.	20-27, 36-37, 41, 43-48, 49, 51, 53-58, 62-65, 67, 72-73, 76-78, 81-83, 86, 94, 101-117, 119-120, 122, 124, 131, 147-157, 167-172, 174-181, 184, 186-191, 202, 204-205, 210-211, 214, 222, 232-238, 241-244, 253, 256-262, 266-267, 277-279, 288-289, 291, 293, 296-297, 314, 316, 322-324, 327, 334-335, 341-342
70	The ability to interact confidently with individuals or groups at all levels; to not be easily fooled or persuaded into changing course of action; and to have confidence in one's ability to be effective.	22-35, 49, 50, 53, 55, 90, 92-93, 96-97, 118, 121, 131-132, 134, 143, 172, 176, 178, 181, 183, 198, 200-205, 208, 217, 222, 232-233, 235-238, 240-245, 247-249, 264, 293, 297, 314-316, 323, 330, 333-334
71	The ability to make well-reasoned decisions in a timely manner, sometimes in situations where there are no standard procedures.	20-42, 45, 53, 81, 92-94, 97, 131-132, 151, 156-159, 174, 181, 184, 186, 200-201, 204-205, 212, 217, 244, 253, 256-261, 289, 297, 318-319
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	22, 29, 41, 49-50, 79, 84, 90, 92-93, 96-97, 131-135, 183, 188-189, 198, 200-201, 203-205, 208, 210-212, 222, 232-233, 235-238, 240-245, 247-249, 265, 288, 292-293, 297, 314-316, 325, 330, 333, 340
73	The ability to adapt to unanticipated problems or conflicts, accept changes (e.g., assignments or procedures), and change roles based on one's assessment of the situation.	23, 25-27, 29, 31, 40-41, 74, 131-132, 156-157, 174, 181, 186, 188, 200-201, 203-205, 211, 215, 217, 244, 256-262

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

#	KSAs	Linking Tasks (Tasks Requiring the KSA)
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	41, 46-53, 55-56, 59, 71-72, 78-79, 89-97, 120-121, 124-125, 131-135, 143, 149, 198-205, 207-208, 210, 222, 232-233, 235-238, 240-245, 247-249, 265-266, 268, 292, 314, 330
75	The ability to establish and maintain effective working relationships with team members.	27, 33, 94-97, 232-233, 241, 243-245, 247-249, 264-268, 277, 325, 329
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	22, 29, 30-35, 39, 49-52, 56, 59, 72, 79, 94-96, 131-134, 143, 170, 192, 198, 201-202, 204-208, 212, 232-233, 236-238, 240-244, 248, 264, 288-289, 297, 325
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	29-32, 40-43, 46-48, 53, 57-58, 60, 62-65, 69, 73, 78, 82, 86, 94-97, 101-113, 116-117, 119, 122, 135, 143, 148, 151-157, 167, 169-172, 175, 180-181, 185, 187, 190-191, 198-215, 217, 222, 232-233, 235, 242-243, 245, 249, 257-259, 261-268, 270, 273, 276-278, 288-289, 291-293, 296-297, 322-326, 340, 342-343
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.	38, 40, 69, 96-97, 131-132, 143, 147-148, 151, 167, 169-170, 172, 174-176, 185, 187, 200, 204-205, 211, 217, 232, 238, 240-241, 243-244, 249, 265, 268, 276-277, 288-289, 293, 295, 297, 324-327, 333
79	The ability to perform work in compliance with laws, rules and regulations; to accept and conform to accepted standards of conduct and the authority structure of the organization.	1, 2, 9, 11-18, 20-67, 69, 71-79, 81-86, 88-97, 101-121, 124-125, 131-135, 147-160, 167-172, 174-177, 180-182, 184-191, 199-206, 211, 213, 217, 222, 233-235, 237-238, 241-245, 248-249, 256-271, 273, 278, 288-289, 295-297, 314-316, 322-324, 326, 333
80	The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas).	1-2, 12-13, 17, 56, 74, 92-93
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	17, 26, 29-32, 36, 40-43, 86, 94-97, 101-107, 110-117, 119-122, 125, 135, 143, 148, 151-157, 169-170, 175, 171, 184, 187-188, 198-215, 217, 232-233, 235, 241-243, 257-259, 261-267, 289, 293, 297, 325, 333, 340, 342-343
82	The ability to acquire new skills and knowledge, seek out and use feedback to improve performance, learn from one's own and others' experiences, and apply learning to new situations.	22-27, 29-51, 55, 81, 85-86, 92-93, 96-97, 106-107, 117, 121, 131-132, 134-135, 143, 147-148, 150, 154-159, 167, 169-172, 174-175, 181-182, 184, 186-188, 190, 198, 201, 204, 208, 211-212, 222, 232-238, 240-245, 247-249, 256-259, 261, 264, 289, 291, 293, 297, 325, 333
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	22-27, 29-38, 46-53, 56, 59, 65, 69, 72, 74-75, 78-79, 94-97, 119, 125, 131-135, 143, 147, 151, 169-172, 198-202, 204-208, 211-212, 217, 232-233, 236-238, 240-245, 248-249, 253, 256-264, 289, 297, 324-325, 333
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	1-2, 9-11, 14, 23, 25-36, 38-40, 42, 44-45, 74, 148, 151-152, 157, 181, 198, 201, 279, 341-342

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

#	KSAs	Linking Tasks (Tasks Requiring the KSA)
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	1-2, 9, 23, 25-35, 38-39, 74, 181, 198, 201, 204-205, 256, 259
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	1-2, 9-11, 23-35, 38-40, 42, 47, 121, 198, 200-201, 204-205, 256, 261
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	1-2, 9-13, 23, 25-27, 29, 31, 33-34, 40, 151-153, 181, 198, 200-201, 204-205, 256, 259, 261
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	1-2, 9, 13-15, 23, 25-27, 30-31, 74-75, 85-86, 257
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	1, 9, 14, 26-27, 29, 31, 33-34, 38-39, 85-86, 151-152, 156-157
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	1-2, 10, 14, 23, 25-38, 42, 74
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	1-2, 9-11, 14-15, 22-36, 38-40, 42, 44-45, 74-75, 85-86, 131, 151-152
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	1-2, 9, 14-15, 23, 25-36, 38, 40, 42, 151-153
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	16-17, 20-21, 40-41, 44-45, 121, 124, 131, 133, 151-154, 156-157, 177, 181-182, 184, 187-188, 200, 204-205, 215, 256-259, 261, 341

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

#	KSAs	Linking Tasks (Tasks Requiring the KSA)
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	16-17, 20-27, 29-40, 42-45, 51, 56-57, 64, 78, 82-83, 85-86, 88, 92-93, 95, 101, 113, 119, 121, 124, 131-132, 147-149, 151-160, 164, 167, 175, 180-182, 200-201, 203-205, 212, 256-261, 341, 343
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	16-17, 20-27, 29-40, 42, 44-45, 56, 64, 89-90, 92-93, 95, 113, 121, 124, 131-132, 151-153, 156-157, 174, 180-182, 184, 198, 200-201, 203-205, 212, 256-261, 341, 343
96	The capacity to match or discriminate between colors. This capacity included detecting differences in color and in brightness.	16-17, 29-30, 37-38, 43-45, 51, 54, 58, 78, 104, 110, 119, 131-132, 147-148, 151-158, 181-182, 212-213, 256-261, 335, 341, 343
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	16-17, 20, 29-30, 38, 41, 43-45, 51, 78, 88-89, 110, 113, 131-132, 151-157, 181-182, 188, 198, 204-205, 213, 242, 257-261, 342-343
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	16-17, 20, 29-30, 37-38, 44-45, 56, 78, 110, 121, 131-132, 151-153, 155, 181-182, 188, 198, 200-201, 203-205, 213, 215, 235, 242, 256-261, 329, 342-343
99	The ability to see objects in the presence of glare or bright ambient lighting.	16-17, 20, 29-30, 37, 43-45, 51, 78, 110, 131-132, 147-148, 151-157, 181-182, 198, 215, 256-261
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	18, 20-21, 40, 74-75, 78, 121, 124, 181, 188, 198, 200-201, 203-204, 209, 233-235, 256-261, 329, 341, 343
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	18, 20-21, 38, 40, 74-75, 78, 121, 124, 181, 188, 198, 200-201, 203-204, 209, 233-235, 238, 242, 256-261, 329, 341, 343
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	18, 20-21, 40, 74-75, 78, 121, 124, 181, 188, 198, 200-201, 203-204, 209, 234-235, 242, 256-261, 329, 341, 343

Appendix FF

JCO Task-KSA Linkage Results

Board of State and Community Corrections

JCO - Task-KSA Linkage Results

KSA-Task Linkage Process for the JCO Classification

Linkage Rating Instructions

For each knowledge, skill, or ability (KSA) statement listed in the left-hand column in the attached worksheet, indicate whether the KSA is **needed** to perform any of the tasks within each job dimension as presented in the separate task document.

Please list out any of the task statement number(s) from the separate task statement document in the right-hand column next to each of the KSAs if that KSA is **needed** to perform the listed task. Without some degree of the KSA, one would not be able to perform the task that you indicate.

Linkage Steps

4. Review the list of tasks in each of the job dimensions.
5. Read each KSA statement.
6. Assign corresponding task numbers if that KSA is needed to perform the task(s).

Please note, some KSAs will have only one or two task statement numbers in the corresponding column, while some KSAs will have many task statement numbers. If there are clusters of tasks that “link” to any particular KSA, you can group them together in the worksheet (for example, tasks 5-20 instead of listing each out as 5, 6, 7, 8, etc.).

Linkage Worksheet for the JCO

#	KSAs	Linking Tasks (Tasks Requiring the KSA)
1	Knowledge of department's/facility's rules, regulations, and procedures.	22-25, 27, 36-43, 53, 60-65, 67-68, 71-74, 81-83, 85-93, 96, 101-102, 104-108, 111-113, 117-118, 122-124, 126-129, 131, 133-134, 147-154, 156-157, 159, 168, 171-172, 175, 180, 182-183, 185-189, 192, 198-199, 202, 209-215, 217, 222, 237-243, 245, 247-249, 256-257, 260-264, 267-271, 288-289, 292, 294-295, 297, 305, 314, 316-317, 322, 324-335, 337, 340-343
2	Knowledge of the criminal justice system (adult and/or juvenile) including its elements, history, and philosophy.	156-159, 168-172, 184-189, 192, 222, 245, 247-249, 288-289, 292, 294-295, 297, 305, 314, 316-317, 326
3	Knowledge of state and federal laws, legal codes, court procedures, precedents, government regulations, and executive orders.	50, 53, 60-65, 67-68, 71-73, 96, 105, 108, 111, 117, 134, 149-151, 156-159, 170-172, 185-189, 192, 204-207, 217, 222, 237, 239-240, 245, 247-249, 256, 261-271, 288-289, 292, 294-295, 297, 305, 314, 316-317, 322, 325-326, 337
4	Knowledge of court, legal, and other law enforcement agency documents/forms (e.g., warrants, court order forms).	46-49, 54, 58, 60, 62-63, 73, 76, 80, 101-102, 104-117, 150, 167-171, 178-180, 207, 214, 281-223, 225, 263, 269, 289, 295, 297, 305, 322, 326-327, 332, 340
5	Knowledge of the procedures for testifying in court as a witness, including courtroom demeanor.	245, 265, 267, 271
6	Knowledge of California state laws and codes governing the custody, care, security, and detention of individuals in a facility or youth detention facility (e.g., minimum jail standards).	46-65, 67-68, 71-80, 110, 118-124, 127, 133-134, 147-150, 153-154, 181, 192, 196, 198-199, 201, 203-215, 217, 236-242, 254, 256, 261, 332, 334, 337, 340-343
7	Knowledge of the legal rights and civil liability of peace officers.	22-43, 50, 131, 222, 245, 248, 262, 267, 270-271, 289, 295, 297, 315-316, 324, 327, 330, 337
8	Knowledge of investigative techniques and procedures.	50, 52, 73, 156-157, 172, 253, 262, 267, 269, 271, 281, 288-289, 292, 294-295, 297, 314, 316, 333
9	Knowledge of human physical and psychological development.	74-75, 124, 127, 130, 138-141, 146, 182, 192-193, 196, 204-205, 236, 241-242, 244, 251-255, 270-271, 289, 327
10	Knowledge of the basic principles of psychology and sociology as they relate to theories of personality, behavior patterns, crime, social adjustment, human motivation, group dynamics, and the symptoms and causes of mental illness.	76, 79, 121, 126, 129-130, 138-146, 153-154, 192-193, 196, 198, 200-202, 204-205, 212, 217, 241, 244, 251-255, 270-271, 288-289, 297, 325
11	Knowledge of crisis intervention techniques and procedures.	33, 35, 39-40, 51, 56, 74, 140, 146, 153, 182, 192-193, 196, 204-205, 211-212, 241, 262, 267, 288, 297, 327
12	Knowledge of individual and group counseling theories, techniques, principles, and practices.	126, 129-130, 138-146, 182, 188, 201, 204-205, 211-212, 241, 244, 288-289, 297, 332
13	Skill in de-escalating volatile situations.	1-2, 9-18, 20-28, 74-75, 140, 177, 182, 192, 212, 236, 241, 244, 253, 262, 267, 327, 329, 331, 341

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

#	KSAs	Linking Tasks (Tasks Requiring the KSA)
14	Skill in applying individual and/or group counseling techniques.	126, 129-130, 138-146, 204-205, 212, 241-242, 244, 251-255, 289, 297, 334, 337
15	Knowledge of the needs, problems, attitudes, behavior patterns of individuals, and the factors underlying criminal behavior/juvenile delinquency.	93, 138-146, 169-170, 172, 181-189, 192-193, 196, 204-205, 211-214, 217, 251-255, 271
16	Knowledge of the value systems of different groups or cultures.	49-50, 56, 72, 77, 92, 105, 124, 134, 146, 192-193, 196, 201, 207-208, 236, 241, 255, 330, 310-313, 327
17	Knowledge of the purpose and methods of discipline as applied to persons under criminal confinement.	186, 211, 214, 262, 267-268, 270-271, 289, 297, 332, 337
18	Knowledge of general personal hygiene and health practices.	51, 59, 74-80, 118-124, 127, 192-193, 196, 198, 200-201, 205-206, 212, 236, 241, 270, 289, 327, 341-343
19	Knowledge of universal safety precautions for preventing transmission of disease.	22-28, 33-43, 47, 51, 73-75, 92, 105, 119, 123, 151-152, 156-158, 198, 200, 206, 261-262, 267, 305, 341
20	Knowledge of standard facility health and sanitation practices and procedures.	74-80, 118-124, 198, 262, 267, 270-271, 340-343
21	Knowledge of work and treatment programs available to individuals in the facility.	125-130, 192-193, 196, 251-255, 276-279
22	Knowledge of report writing procedures (e.g., for crime reports, incident reports, escape reports, behavior reports).	167-172, 251-255, 329
23	Knowledge of standard office practices, such as record keeping, filing, and the operation of office equipment.	47-48, 54, 58, 63, 101-102, 104-117, 131, 167, 169, 180, 233, 235, 326
26	Skill in safely, appropriately, and accurately using self-defense, physical restraints, weaponless defense, and riot control techniques and procedures.	1-2, 9-18, 20-43, 89, 258, 261-262, 267
27	Skill in identifying and applying the appropriate type of first aid procedure or technique (including CPR).	51, 74-75, 77, 261-262, 267, 270, 327, 341
28	Knowledge of the symptoms and effects of drug and alcohol use and abuse.	51, 56, 76, 78, 156-159, 182, 188, 192, 204-205, 212, 251-255, 277
29	Ability to identify illicit drugs	147-148, 151-153, 156-159, 181, 184, 204-205, 212, 215, 262, 267, 331, 333
30	Knowledge of drug and alcohol testing procedures.	158-159, 205
31	Knowledge of indicators of criminal affiliation and behavior (e.g., gangs, street terminology, monikers, symbols).	184-188, 204-205, 212, 214, 251-255, 289, 295
32	Knowledge of group leadership and supervision techniques.	94-97, 245, 247-249, 262-271, 276-279
34	Knowledge of standard radio broadcast procedures and rules.	232-236, 258, 267, 340
35	Knowledge of criminal offender record information (C.O.R.I.).	47, 49-50, 52-54, 57-58, 63, 65, 73, 76, 82, 105, 159, 169, 171, 207, 211, 217, 253, 263, 269, 271, 292, 294-295, 324, 327

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

#	KSAs	Linking Tasks (Tasks Requiring the KSA)
36	Knowledge of available community resources, their approaches, limitations, and the referral process to obtain services.	41, 89, 91, 93, 127, 192-193, 196, 202, 205, 276-277
37	The ability to recognize when something is wrong or is likely to go wrong; it does not involve solving the problem, only recognizing there is a problem.	17-18, 33-34, 36-43, 47-48, 51-54, 56-57, 59, 63-65, 71-77, 79, 81-83, 85-93, 95-96, 101-102, 105-106, 108, 110, 112-134, 138-142, 144-159, 167-172, 174-193, 196, 198-215, 217, 222, 232-245, 247-249, 251-264, 266-271, 276-279, 288-289, 292, 294-295, 297, 305, 314, 316-317, 322, 324-335, 337, 340-343
38	The ability to proceed in a careful, cautious, and/or prudent manner.	1-2, 9-18, 20-43, 46-48, 51-59, 61-65, 67-68, 71-79, 81-83, 85-97, 101-102, 104-108, 110-129, 131-134, 138-142, 144-159, 167-172, 174-193, 198, 212, 214-215, 217, 222, 232-245, 247-249, 251-252, 255-261, 264, 266, 268-269, 276-279, 288-289, 292, 294-295, 297, 305, 314, 316-317, 322, 324-328, 330-335, 337, 340-343
39	Skill in knowing where and how to access written procedures/information when needed.	16, 20-34, 36-39, 42-43, 46-54, 56-59, 63-65, 67, 71-72, 76-78, 81-82, 85-86, 88-93, 95-97, 101, 105-107, 110-112, 118, 121-122, 147-153, 156-159, 167, 169, 172, 174-177, 181-184, 190-191, 198-205, 208-211, 215, 232-233, 242, 251, 253, 256-269, 278, 288-289, 295, 297, 317, 324, 329-330, 332, 335, 337
40	Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications.	47-50, 53-54, 57-58, 62-65, 67-68, 105, 107-109, 111-112, 116-117, 131, 155, 167-171, 207, 209, 251, 253, 262-264, 267, 269, 295, 329
41	Skill in observing, interpreting, and accurately documenting verbal and non-verbal behavior.	13, 18, 22-43, 47-54, 56, 59, 64-65, 67-68, 72-75, 78, 83, 89-90, 92-93, 95-97, 105-106, 118, 121, 124, 126-132, 134, 138-141, 143, 145-146, 149-157, 159, 174, 181-182, 184-189, 198-205, 207-215, 217, 232, 233, 236-244, 247-249, 252, 254, 257, 261, 277-278, 288-289, 316-317, 328-329, 331-333, 337
42	Skill in searching persons.	14, 17-18, 22-27, 36-37, 40-41, 57, 62, 131, 148, 151, 155-157, 234, 242, 244, 267, 295, 305
43	Skill in searching vehicles, residences, and/or facilities.	1-2, 9-11, 14, 16-18, 20-23, 36, 41-42, 62, 85-86, 148, 151-154, 156-157, 174, 181-182, 184, 187-189, 214, 234, 242, 256, 267, 294-295, 305
44	Skill in interviewing a range of individuals who may be cooperative or uncooperative and effectively gathering information.	22-37, 40-41, 51, 53, 68, 81, 138-141, 144, 156, 172, 181-182, 187, 189, 192-193, 196, 214, 236, 241-242, 244, 251, 288-289, 297, 305, 316-317, 333, 337
45	Skill in interviewing abused or neglected individuals (e.g., children, elders).	40-41, 53, 49, 51, 140, 192, 196, 236, 241, 244, 288-289, 297, 314, 317, 324
46	The ability to know one's location in relation to the environment, or to know where other objects are in relation to one's self.	1-2, 9-18, 20-43, 57-52, 54, 56-57, 59, 64-65, 67, 73-75, 78, 81-83, 85-86, 88-90, 92, 93, 95-97, 118-119, 121-124, 126-132, 138-141, 143-146, 149-159, 172, 174-175, 177-182, 184-190, 198, 205, 207-212, 214-215, 222, 232, 233, 235-245, 247-249, 256-261, 265, 268, 277-279, 288-289, 297, 305, 316-317, 324-325, 328, 332-333, 337, 341, 343

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

#	KSAs	Linking Tasks (Tasks Requiring the KSA)
47	Skill in driving a car.	16, 81, 85-89, 92-93, 101-102, 245, 249, 257, 267-268, 325, 343
48	Skill in dictating reports or correspondence.	112, 167-171, 208, 251, 255, 322
49	The ability to prioritize projects, tasks, and responsibilities effectively and in working efficiently to meet all deadlines.	41, 46, 58, 60, 63, 81, 92-97, 107-108, 111-112, 116, 118, 121, 123, 127, 133, 138-139, 143, 156-157, 167-172, 181, 183, 186-189, 198-202, 206, 210, 212, 245, 247-249, 251, 254, 256-261, 265-266, 268, 277-278, 288-289, 316, 328-329, 334
50	Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate.	49, 51, 55, 95-97, 130, 134, 138-141, 143-146, 172, 187-189, 192-193, 196, 208, 214, 222, 232-233, 236-238, 240-245, 247-249, 251, 265-266, 268, 277, 288-289, 297, 316-317, 328, 333, 337
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	1-2, 9-18, 20-40, 42-43, 47-52, 55, 59, 61, 63-65, 67, 68, 71-75, 78, 80, 90, 92-93, 95-97, 110, 118, 120-121, 126, 128-131, 134, 138-146, 150-153, 156-157, 159, 172, 174, 176-179, 182-189, 192, 198-205, 207-212, 215, 232-233, 235, 237-245, 247-249, 251, 256-258, 261, 265, 268, 276-278, 288-289, 292, 297, 305, 316-317, 325, 328, 330, 332-333, 337, 340
52	The ability to understand materials written in English.	47-50, 54, 57-58, 63-65, 67-68, 73, 76-80, 83, 91, 94, 96, 101-102, 104-117, 125, 131, 147-149, 158-159, 167-171, 178-180, 207, 210-211, 214-215, 251, 253-254, 262-265, 267-271, 278, 289, 292, 295, 297, 305, 316-317, 327, 329, 332, 335, 337, 342
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	57-58, 63, 76, 94, 96, 105-107, 109, 111-113, 116, 167-171, 222, 264, 289
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	20-21, 37, 47, 54, 57-58, 63, 67, 73-75, 78, 81, 91, 94-97, 101, 111, 116, 118, 121, 147, 156-159, 175, 191, 198, 206, 210-211, 251, 256, 262-263, 266-271, 316-317
55	Skill in organizing one's work, files, and other materials.	58, 63, 65, 67, 73, 81, 92-97, 105, 107, 111-112, 118, 121, 126, 149, 151-153, 167-170, 174-184, 188, 190, 198-208, 210-212, 251, 254, 256-257, 261-269, 277, 279, 325, 328-329, 341-342
56	The ability to analyze and evaluate information to arrive at a correct conclusion, including making judgments regarding the accuracy of information, applying rules and principles, and combining pieces of information to come up with logical answers.	17-18, 21-43, 46, 51, 57-58, 63, 65, 67-68, 71-72, 74-75, 77, 81-83, 85, 86, 88-97, 105, 107, 111-122, 124-134, 138-153, 155-159, 167-172, 174-192, 198-212, 222, 232-233, 236-238, 240-244, 251, 256-261, 264, 277, 294, 297, 305, 316-317, 337
57	Skill in adding and subtracting whole numbers.	57, 60, 65, 78, 89-90, 92-93, 110-111, 116-117, 122, 148, 157, 176, 182, 191, 198, 200-201, 215, 256, 278, 342
58	Skill in multiplying and dividing whole numbers.	111, 117
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	12-13, 16, 40, 56, 92-93, 121-122, 124-126, 132, 141, 182, 198, 200-201, 203-205, 212

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

#	KSAs	Linking Tasks (Tasks Requiring the KSA)
60	The ability to concentrate on a task and not be distracted.	12-13, 16-18, 22-43, 74-75, 92-93, 121-122, 124-126, 132, 141, 159, 174, 182, 198, 200-201, 203-205, 212, 215, 256-261, 305, 325
61	The ability to quickly and accurately compare letters, numbers, objects, pictures, or words presented in written or visual form in order to identify inaccurate, inconsistent, or missing information.	65, 68, 78, 82-83, 101-102, 104, 110-111, 114, 120, 122, 131-132, 147, 151-153, 156-157, 167, 175-176, 178-179, 181-182, 184, 187-188, 191, 198, 200-201, 204, 209, 212, 215, 288, 295, 317, 329, 342-343
62	The ability to quickly and accurately process multiple types of information and/or perform multiple tasks, shifting back and forth between tasks and/or sources of information.	51, 56, 74-75, 89-90, 92-93, 95-96, 118, 121, 126, 128-129, 131-132, 138-141, 144-146, 149, 151-159, 172, 174-175, 177, 181-189, 198-205, 207-212, 215, 222, 232-233, 236, 238-244, 251, 256-261, 265-268, 277-279, 288-289, 297, 305, 314, 325-326, 328-329, 332, 337
63	The ability to recall information such as procedures and rules, faces, identification marks, and the order in which events occurred.	22-43, 74-75, 106, 111, 151-159, 167-172, 184-189, 211, 214, 222, 232, 237, 241, 244, 257-263, 265-271, 288-289, 292, 294
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	9, 14, 22-36, 38-43, 57, 65, 74-75, 85-86, 88, 128, 131, 151-153, 155-157, 189, 261, 305, 342-343
65	The ability to exert oneself physically without becoming tired too quickly.	1-2, 9-12, 14, 15, 23, 25-35, 38, 42, 74-75, 128, 261, 342
66	The ability to take charge of situations or groups, to assert ideas, to influence, persuade, or motivate others; to speak-up, be candid, and confront people when necessary, without hesitation in a professional manner.	22-35, 38, 41, 89-90, 92-93, 95-97, 118, 121, 126, 129, 131-132, 138-139, 141, 144, 146, 174, 182, 186, 198, 200-205, 211-212, 244-245, 247, 249, 256-261, 277, 289, 297, 328
67	The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations.	22-42, 74-75, 150-151, 156-157, 184-189, 209, 211, 222, 234, 244, 256-261, 288-289
68	The ability to perform effectively under stressful conditions and to cope with prolonged exposure to job stressors (e.g., time pressure, emergencies, threats, physical altercations).	22-42, 74-75, 150-151, 156-157, 184-189, 211, 222, 244, 256-261, 288-289
69	The ability to be thorough and to carry out tasks with a concern for the inclusion and accuracy of details.	16, 20-43, 46-49, 51-58, 60-65, 67-68, 74-83, 85-97, 101-102, 104-134, 138-159, 167-172, 174-193, 196, 198-215, 217, 222, 232-245, 247-249, 251-271, 276-279, 288-289, 292, 294-295, 297, 305, 314, 316-317, 322, 324-335, 337, 340-343
70	The ability to interact confidently with individuals or groups at all levels; to not be easily fooled or persuaded into changing course of action; and to have confidence in one's ability to be effective.	1-2, 9-18, 22-43, 46, 49, 51-53, 56, 64, 71-72, 74-80, 82-83, 87, 89-90, 92-97, 106, 114, 117, 125-133, 138-155, 167-172, 174-189, 192-193, 196, 198-205, 208-209, 211-212, 214, 217, 222, 232-245, 247-249, 251-261, 263-266, 268, 288-289, 292, 297, 305, 314, 316-318, 322, 325, 328, 330, 332-333, 337, 340

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

#	KSAs	Linking Tasks (Tasks Requiring the KSA)
71	The ability to make well-reasoned decisions in a timely manner, sometimes in situations where there are no standard procedures.	1, 22-42, 46, 51, 53, 64, 67, 74-75, 79, 81, 97, 125-126, 131-132, 138-141, 151, 154, 156-157, 167-172, 179, 181, 184-189, 201, 204-204, 211-212, 214, 243-244, 251-271, 289, 297, 314, 316-317, 322, 341
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	22-28, 36-40, 46-65, 67-68, 71-73, 76-80, 89-97, 118, 120-121, 126, 128-134, 138-146, 172, 174, 177-179, 185-189, 192-193, 196, 198-208, 210-211, 217, 222, 232-245, 247-249, 256-261, 264-266, 268, 277, 288-289, 292, 294-295, 297, 305, 314, 316-317, 322, 325, 328, 330, 332-335, 337, 340, 342
73	The ability to adapt to unanticipated problems or conflicts, accept changes (e.g., assignments or procedures), and change roles based on one's assessment of the situation.	22-43, 49-53, 55-56, 64, 68, 72, 74-75, 79, 81, 87, 90, 92-97, 121-122, 126, 128-129, 131-132, 134, 138-141, 143, 145-146, 150-154, 156, 197, 138-159, 174, 176, 178, 181, 184-189, 192-193, 196, 198-206, 208-209, 211-212, 214, 217, 222, 224, 232-244, 256-271, 288-289, 297, 305, 314, 316-317, 322, 325, 328, 332, 337, 341
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	22-43, 49-53, 60, 64, 71, 75, 78, 94-97, 126-129, 131-132, 138-146, 151-153, 158-159, 184-189, 192-193, 196, 198-212, 222, 232-245, 247-249, 256-261, 264-268, 277, 288-289, 292, 294-295, 297, 305, 314, 316-317, 322, 325, 328, 330, 332-333, 337
75	The ability to establish and maintain effective working relationships with team members.	27, 33, 35, 94-97, 232-245, 247-249, 264-268, 325, 328, 334
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	23-43, 49, 51, 53, 72, 74-75, 79, 81, 85-87, 92, 95, 121, 124, 126, 128, 132, 138-146, 148, 151-157, 169, 174, 178, 181, 184-192, 198-215, 217, 252, 254-261, 289, 297, 305, 314, 316-317, 327
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	22-40, 46-65, 67-68, 71-83, 85-97, 101-102, 104-134, 138-159, 167-172, 174-193, 196, 198-215, 217, 222, 232-245, 247-249, 251-271, 278-279, 289, 292, 297, 314, 316-317, 325-326, 328
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.	22-43, 46-65, 67-68, 71-73, 81-83, 85-97, 123, 125-134, 147-149, 151-155, 167-172, 198-215, 217, 222, 232, 235-237, 240-245, 247-249, 251-252, 255, 262-271, 276, 289, 297, 314, 316-317, 322, 324, 327, 329-330, 332-333
79	The ability to perform work in compliance with laws, rules and regulations; to accept and conform to accepted standards of conduct and the authority structure of the organization.	22-43, 46-65, 67-68, 71-83, 85-93, 101-102, 104-124, 138-159, 167-172, 174-193, 196, 198-215, 217, 222, 232-245, 247-249, 251-271, 277, 288-289, 292, 294-295, 297, 305, 314, 316-317, 322, 324, 326-327, 330, 337
80	The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas).	12-13, 22-43, 46-65, 67-68, 71-83, 85-93, 118-134, 138-146, 151-159, 174-191, 198-215, 217, 222, 256-261, 288-289, 292, 294-295, 297, 328, 337
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	22-43, 46-65, 67-68, 71-83, 85-97, 101-102, 104-117, 125-130, 138-146, 151-159, 167-172, 174-193, 196, 198-215, 217, 222, 232-245, 247-249, 251-255, 257-271, 276-279, 288-289, 292, 294-295, 297, 305, 314, 316-317, 322, 324-335, 337, 340-343

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

#	KSAs	Linking Tasks (Tasks Requiring the KSA)
82	The ability to acquire new skills and knowledge, seek out and use feedback to improve performance, learn from one's own and others' experiences, and apply learning to new situations.	17-18, 20-43, 46-65, 67-68, 71-83, 85-97, 101-102, 104-134, 138-159, 167-172, 174-193, 196, 198-215, 217, 222, 232-244, 247-249, 251-271, 276-279, 288-289, 292, 294-295, 297, 305, 314, 316-317, 322, 324-325, 328, 332, 334, 340-343
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	17-18, 22-42, 46-65, 67-68, 71-80, 92-97, 121, 125-134, 138-146, 158-159, 169-172, 187-189, 192-193, 198-215, 217, 232-245, 247-249, 251, 257, 262-271, 289, 297, 305, 322, 324-325, 327-328, 331-333, 337
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	1-2, 9-18, 20-43, 74-75, 128, 156-157, 257, 261, 341-342
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	1-2, 9-11, 14, 23, 25-35, 38-40, 42, 74, 257, 341-342
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	1-2, 9-11, 14-15, 23, 25-35, 39-40, 42, 257, 261, 341-342
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	9, 12-18, 20-22, 24, 36-37, 47-48, 74-75, 78, 88-90, 101-102, 123, 148, 151-153
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	13, 74-75
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	1, 9, 13-14, 16, 23, 25, 35, 74-75, 88-89
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	1-2, 9, 11, 14, 22, 24, 28, 31, 74-75

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

#	KSAs	Linking Tasks (Tasks Requiring the KSA)
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	1-2, 9-12, 22-36, 39, 74-75
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	1-2, 9, 15
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	16-17, 88-89
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	16-17, 88-89, 181-182
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	16-17, 88-89
96	The capacity to match or discriminate between colors. This capacity included detecting differences in color and in brightness.	16-17, 20-21, 88-89
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	17
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	15-17, 20-21, 88-89
99	The ability to see objects in the presence of glare or bright ambient lighting.	16-17, 88-89
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	18, 155, 238
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	18, 155, 238
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	18

Appendix GG

PO Task-KSA Linkage Results

Board of State and Community Corrections
PO - Task-KSA Linkage Results

KSA-Task Linkage Process for the PO Classification

Linkage Rating Instructions

For each knowledge, skill, or ability (KSA) statement listed in the left-hand column in the attached worksheet, indicate whether the KSA is **needed** to perform any of the tasks within each job dimension as presented in the separate task document.

Please list out any of the task statement number(s) from the separate task statement document in the right-hand column next to each of the KSAs if that KSA is **needed** to perform the listed task. Without some degree of the KSA, one would not be able to perform the task that you indicate.

Linkage Steps

7. Review the list of tasks in each of the job dimensions.
8. Read each KSA statement.
9. Assign corresponding task numbers if that KSA is needed to perform the task(s).

Please note, some KSAs will have only one or two task statement numbers in the corresponding column, while some KSAs will have many task statement numbers. If there are clusters of tasks that “link” to any particular KSA, you can group them together in the worksheet (for example, tasks 5-20 instead of listing each out as 5, 6, 7, 8, etc).

Linkage Worksheet for the PO

#	KSAs	Linking Tasks (Tasks Requiring the KSA)
1	Knowledge of department's/facility's rules, regulations, and procedures.	2, 10-14, 16-18, 21-36, 38-42, 44-55, 57-58, 60-66, 68-77, 79-83, 85-86, 88-92, 94, 96-97, 101-102, 105-109, 111-112, 114, 116-117, 125, 131, 133-134, 138, 140-146, 151-153, 156-163, 167-173, 175, 182, 184-197, 201-205, 207-208, 210-212, 221-234, 236-238, 240-255, 258-259, 261-263, 265-271, 276-277, 282, 286-297, 299-309, 311-330, 340-343
2	Knowledge of the criminal justice system (adult and/or juvenile) including its elements, history, and philosophy.	22-32, 36, 42, 44-52, 61-66, 68-73, 80, 131, 151-153, 156-163, 167-173, 207, 211, 224, 245-256, 262, 271, 282, 286-288, 295-297, 299-305, 315-324
3	Knowledge of state and federal laws, legal codes, court procedures, precedents, government regulations, and executive orders.	26-32, 36, 42, 44-48, 50-52, 60-66, 68-73, 80, 108, 117, 131, 151-153, 156-162, 168, 173, 207, 211, 221-226, 256-262, 267, 269, 271, 282, 286-297, 299-309, 315-324
4	Knowledge of court, legal, and other law enforcement agency documents/forms (e.g., warrants, court order forms).	22-36, 42, 44-48, 50-52, 57-58, 60-66, 68, 73, 76, 80, 102, 108, 116-117, 142, 156-159, 162, 168-173, 186, 192, 225, 251, 255, 262, 266-268, 270-271, 282, 286-287, 289-290, 299-309, 315-317
5	Knowledge of the procedures for testifying in court as a witness, including courtroom demeanor.	221-231, 241, 262, 266-267, 269, 324, 327, 331
6	Knowledge of California state laws and codes governing the custody, care, security, and detention of individuals in a facility or youth detention facility (e.g., minimum jail standards).	22-36, 38-42, 44-52, 55, 57-58, 60-66, 68-77, 79-83, 85-86, 88-92, 101-102, 105-109, 111-112, 114, 116-117, 131, 133-134, 141, 151-153, 156-157, 167-173, 175, 182, 184-192, 201-205, 207-208, 210-212, 232-238, 240-244, 251-263, 276-277, 279, 322-324, 326-332, 340-343
7	Knowledge of the legal rights and civil liability of peace officers.	22-36, 38-42, 44-48, 50-52, 61-66, 68-77, 79-80, 106, 131, 151-153, 156-161, 173, 207, 211, 224, 262-271, 282, 286-288, 295-297, 299-309, 315-324
8	Knowledge of investigative techniques and procedures.	46, 161-163, 167-173, 184-188, 196-197, 223-226, 229, 231, 251-255, 251-255, 262-263, 266-271, 276, 282, 286-297, 299-309, 311-324, 326, 339
9	Knowledge of human physical and psychological development.	40-41, 70, 72-75, 77, 79, 137-146, 184, 192, 194, 204-205, 244, 250-256, 258, 267, 329, 331-332
10	Knowledge of the basic principles of psychology and sociology as they relate to theories of personality, behavior patterns, crime, social adjustment, human motivation, group dynamics, and the symptoms and causes of mental illness.	40-41, 70, 72-75, 77, 79, 137-146, 184, 192, 194, 204-205, 244, 251-256, 258, 262, 266-267, 329, 331-332
11	Knowledge of crisis intervention techniques and procedures.	40-41, 72, 74-75, 137-146, 184, 192-197, 204-205, 240, 242, 244, 250, 256, 258, 267, 329, 331
12	Knowledge of individual and group counseling theories, techniques, principles, and practices.	40-41, 72, 79, 137-146, 201-205, 207-208, 210-212, 242, 244, 251-256, 258, 262, 266-268, 329, 331
13	Skill in de-escalating volatile situations.	40-41, 72, 74-75, 137-146, 184, 192, 194, 203-205, 211-212, 232-233, 244, 256, 258, 262, 266-267, 329, 331
14	Skill in applying individual and/or group counseling techniques.	40-41, 72, 79, 137-146, 204-205, 241-242, 244, 251-256, 258, 267, 324, 329, 331

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

#	KSAs	Linking Tasks (Tasks Requiring the KSA)
15	Knowledge of the needs, problems, attitudes, behavior patterns of individuals, and the factors underlying criminal behavior/juvenile delinquency.	40-41, 82, 105-106, 131, 137-146, 151-153, 158-160, 175, 182, 184-188, 192, 194, 201-205, 207, 212, 231, 244, 251-256, 258, 265-268, 295-296, 305-308
16	Knowledge of the value systems of different groups or cultures.	46-52, 55, 57-58, 60-66, 68-73, 80, 133, 146, 201-202, 204-205, 208, 236, 245, 247-248, 250, 266-267, 311-313, 327, 331
17	Knowledge of the purpose and methods of discipline as applied to persons under criminal confinement.	33-34, 137-146, 151, 192, 203-205, 211, 243, 267, 306
18	Knowledge of general personal hygiene and health practices.	77, 158-160, 262, 266-267, 341, 343
19	Knowledge of universal safety precautions for preventing transmission of disease.	49, 51, 212, 262, 267-268, 341, 343
20	Knowledge of standard facility health and sanitation practices and procedures.	51, 262, 266-268, 341, 343
21	Knowledge of work and treatment programs available to individuals in the facility.	49-51, 72, 137-146, 192-197, 245-251, 267, 339
22	Knowledge of report writing procedures (e.g., for crime reports, incident reports, escape reports, behavior reports).	13, 55, 105-106, 111, 141, 167-173, 192, 201, 204, 212, 241, 262, 266-267, 293, 299-309, 314-321, 324, 326-327
23	Knowledge of standard office practices, such as record keeping, filing, and the operation of office equipment.	48, 60, 101-102, 105-109, 111-112, 114, 116-117, 167, 175, 191, 256-261, 265-268, 295, 340, 342-343
25	Skill in safely, appropriately, and accurately handling and using firearms.	44-45, 211, 244, 262, 266-268
26	Skill in safely, appropriately, and accurately using self-defense, physical restraints, weaponless defense, and riot control techniques and procedures.	2, 10-11, 14, 22-36, 38-42, 201-205, 207-208, 210-212, 242, 244, 258, 262-263, 267
27	Skill in identifying and applying the appropriate type of first aid procedure or technique (including CPR).	51, 74-77, 79-80, 190, 232-233, 261, 267-268, 327
28	Knowledge of the symptoms and effects of drug and alcohol use and abuse.	51, 55, 105, 141, 158-160, 192, 201, 205, 212, 261, 268, 270-271, 327
29	Ability to identify illicit drugs	131, 151-153, 158-160, 267-268, 303, 305, 307-309, 331
30	Knowledge of drug and alcohol testing procedures.	51, 158-160, 262, 267-268, 303, 305, 308
31	Knowledge of indicators of criminal affiliation and behavior (e.g., gangs, street terminology, monikers, symbols).	51, 55, 81-82, 105, 204, 251-254, 261-262, 266-268, 305-306, 327, 331
32	Knowledge of group leadership and supervision techniques.	81, 92, 94-97, 105-106, 131, 151-153, 159-160, 175, 184, 201-205, 207-208, 210-212, 232-233, 235, 237-238, 243, 245-250, 252-253, 255-261, 264-268, 271, 321, 324, 335, 343
34	Knowledge of standard radio broadcast procedures and rules.	102, 232-235, 243, 261-262, 267
35	Knowledge of criminal offender record information (C.O.R.I.).	62, 168-169, 171, 173, 262, 291, 295, 322-323

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

#	KSAs	Linking Tasks (Tasks Requiring the KSA)
36	Knowledge of available community resources, their approaches, limitations, and the referral process to obtain services.	192-197, 247, 250-251, 291, 311-313, 320, 331, 339
37	The ability to recognize when something is wrong or is likely to go wrong; it does not involve solving the problem, only recognizing there is a problem.	17-18, 23, 25-36, 38-42, 44-45, 74-75, 85, 90, 92, 105, 131, 137-140, 146, 151-152, 182, 188, 201, 204-205, 257-261, 305
38	The ability to proceed in a careful, cautious, and/or prudent manner.	12, 22-36, 38-42, 44-45, 131, 151-152, 156-157, 189, 256-261, 304, 308
39	Skill in knowing where and how to access written procedures/information when needed.	134, 242, 248, 262-264, 267, 269, 271
40	Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications.	62, 96, 105, 107, 109, 111, 168-170, 233, 251, 255, 263, 295-296
41	Skill in observing, interpreting, and accurately documenting verbal and non-verbal behavior.	10, 17, 23, 25-36, 38-41, 51, 92, 95, 137-141, 168-169, 204-205, 232, 241, 244, 255, 287
42	Skill in searching persons.	14, 22-26, 34, 36, 151-152, 157, 182, 186, 305
43	Skill in searching vehicles, residences, and/or facilities.	2, 13, 18, 42, 86, 151-153, 156-157, 233-234, 290, 305, 308
44	Skill in interviewing a range of individuals who may be cooperative or uncooperative and effectively gathering information.	40, 51, 137-140, 145, 163, 172, 185-186, 195, 204-205, 236, 241-242, 244, 254-255, 289, 293, 297, 307, 323, 331
45	Skill in interviewing abused or neglected individuals (e.g., children, elders).	48, 51, 76, 79, 91, 137-140, 168-170, 172, 192-195, 236, 241, 244, 287, 289, 292-293, 315, 319
46	The ability to know one's location in relation to the environment, or to know where other objects are in relation to one's self.	2, 10-11, 14, 22-36, 38-39, 42, 44-45, 90, 182, 188-189, 205, 212, 232-233, 256-259, 261, 305, 308, 341
47	Skill in driving a car.	13, 16, 62, 81, 85, 88-89, 91, 227, 290, 308, 311
49	The ability to prioritize projects, tasks, and responsibilities effectively and in working efficiently to meet all deadlines.	46, 60, 167-173, 251, 255, 262-269, 287, 294, 297, 303, 309, 323, 325-326
50	Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate.	49-51, 96, 134, 137-141, 143-146, 163, 172, 222-223, 232-233, 236-238, 240-250, 255, 266, 287, 292-293, 297, 315-316, 319, 321, 328-329, 332, 336
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	49-50, 55, 61, 71, 96, 134, 137-146, 161, 163, 172, 196, 207, 222-223, 232-238, 240-244, 247, 250-251, 255, 258, 264, 293, 328, 336
52	The ability to understand materials written in English.	46, 49, 57-58, 62, 77, 82-83, 105-109, 111-112, 167-171, 173, 191, 207-208, 221, 251, 253-255, 262-263, 268-269, 286-287, 291-292, 294-295, 300-303, 309, 327, 329, 332, 335, 340
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	63, 76, 101-102, 105-109, 167-173, 303, 309, 322, 332, 335
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	22-36, 38-39, 42, 44-45, 85, 86, 101-102, 116, 151-152, 156-159, 167-171, 173, 186, 202, 256-257, 282, 326, 332
55	Skill in organizing one's work, files, and other materials.	46, 60, 63, 96, 101-102, 105-109, 111-112, 116, 197, 221, 251, 253-254, 307, 325-326, 334, 336, 339, 342

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

#	KSAs	Linking Tasks (Tasks Requiring the KSA)
56	The ability to analyze and evaluate information to arrive at a correct conclusion, including making judgments regarding the accuracy of information, applying rules and principles, and combining pieces of information to come up with logical answers.	40-41, 45-46, 51, 94, 111, 117, 137-146, 170-171, 173, 186, 195, 223, 252, 254, 260, 262-269, 282, 299-303, 307, 318-321, 323, 327, 336, 339
57	Skill in adding and subtracting whole numbers.	57, 111, 116-117, 153, 162, 191, 339, 342
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	12-13, 17-18, 21, 40, 92, 95-96, 182, 204-205, 212, 228-229
60	The ability to concentrate on a task and not be distracted.	16-18, 21, 40, 45, 74-75, 95, 101-102, 105-107, 111, 137-146, 156-157, 159, 191, 205, 222, 228, 244, 247, 256-261, 328
61	The ability to quickly and accurately compare letters, numbers, objects, pictures, or words presented in written or visual form in order to identify inaccurate, inconsistent, or missing information.	46, 89-90, 167-172, 263, 269, 294, 300
62	The ability to quickly and accurately process multiple types of information and/or perform multiple tasks, shifting back and forth between tasks and/or sources of information.	10, 21-36, 38, 40-42, 45, 64, 74-75, 92, 137-140, 146, 151-152, 156-157, 201, 222, 233, 256-261
63	The ability to recall information such as procedures and rules, faces, identification marks, and the order in which events occurred.	10, 17-18, 22-35, 39-42, 45, 64, 105-106, 151-152, 182, 201, 203-205, 221-222, 233, 256-261, 304, 328
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	2, 10-14, 41-16, 19, 21-36, 38-39, 42, 44-45, 74-75, 151-153, 328
65	The ability to exert oneself physically without becoming tired too quickly.	2, 10-12, 14, 22-36, 38-39, 42, 44-45, 304, 328
66	The ability to take charge of situations or groups, to assert ideas, to influence, persuade, or motivate others; to speak-up, be candid, and confront people when necessary, without hesitation in a professional manner.	22-36, 38-39, 41-42, 45, 74-75, 96-97, 137-141, 143-146, 156-157, 163, 172, 187, 201, 221-223, 232-234, 236, 238, 240, 245-250, 256-261, 269, 308, 328, 336
67	The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations.	10, 22-36, 38-40, 42, 44-45, 69, 74-75, 146, 205, 244, 256-261, 304
68	The ability to perform effectively under stressful conditions and to cope with prolonged exposure to job stressors (e.g., time pressure, emergencies, threats, physical altercations).	2, 10-11, 16, 22-36, 38-40, 42, 45, 69, 74-75, 151-152, 156-157, 205, 222, 244, 256-261, 304
69	The ability to be thorough and to carry out tasks with a concern for the inclusion and accuracy of details.	46-47, 49-50, 55, 62, 66, 71, 73, 107, 116-117, 157, 159, 161-163, 167-173, 192-197, 221-238, 245-250, 286-295, 299-309, 314-323, 325-326, 336
70	The ability to interact confidently with individuals or groups at all levels; to not be easily fooled or persuaded into changing course of action; and to have confidence in one's ability to be effective.	22-36, 40-42, 45, 49, 69, 96-97, 137-146, 185-186, 188, 224, 231, 244-250, 293, 311-313, 325

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

#	KSAs	Linking Tasks (Tasks Requiring the KSA)
71	The ability to make well-reasoned decisions in a timely manner, sometimes in situations where there are no standard procedures.	22-36, 40-42, 45, 51, 62, 70, 74-75, 81, 156-157, 184-189, 258, 309, 325
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	61, 71-72, 94-97, 134, 137-146, 161-163, 172, 192, 196, 207-208, 222-223, 232-238, 240-243, 245-249, 288-293, 311-313
73	The ability to adapt to unanticipated problems or conflicts, accept changes (e.g., assignments or procedures), and change roles based on one's assessment of the situation.	2, 10-14, 16-18, 22-36, 40-42, 45, 51, 74-75, 81, 182, 184-189, 222, 262-268
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	49, 55, 61, 94-97, 134, 137-146, 161, 196, 222-223, 232-238, 240-250, 311-313, 325, 328, 336
75	The ability to establish and maintain effective working relationships with team members.	94-97, 232-235, 241-243, 265
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	74-75, 79-80, 137-146, 161, 192-196, 205, 268, 282
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	16, 22-36, 40-42, 46-51, 55, 60-64, 66, 68-75, 79-82, 85, 88, 94-97, 107-109, 111-112, 116-117, 125, 137-146, 151-153, 156-163, 167-173, 182, 184-190, 192-197, 205, 207-208, 211-212, 221-238, 240-255, 262-271, 282, 286-296, 299-309, 311-323, 325-328, 330, 334-336, 339-341
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.	22-36, 40-42, 46, 50-51, 69, 74-75, 79, 116, 137-146, 151-153, 156-160, 168-171, 184-188, 195, 208, 222, 224, 227, 241, 245-252, 262-271, 282, 286-296, 304-305, 308-309, 314-321, 324
79	The ability to perform work in compliance with laws, rules and regulations; to accept and conform to accepted standards of conduct and the authority structure of the organization.	262-271, 324
80	The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas).	2, 10-14, 16-18, 22-36, 42, 74-75, 151-153, 156-160, 185-189, 227, 249, 261, 304-305, 308, 341
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	2, 10-14, 16-18, 22-36, 40-42, 44-46, 60, 69, 74-75, 95, 97, 167, 232, 245, 266-271, 324
82	The ability to acquire new skills and knowledge, seek out and use feedback to improve performance, learn from one's own and others' experiences, and apply learning to new situations.	246, 262-271, 325
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	331

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

#	KSAs	Linking Tasks (Tasks Requiring the KSA)
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	2, 10-14, 16-18, 22-35, 42, 44-45, 341
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	2, 10-14, 16-17, 23, 25-35, 42, 45, 259
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	2, 10-11, 23, 25-35, 42
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	2, 10-14, 22-36, 42, 44-45, 74-75, 261
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	2, 10-14, 23, 25-35, 74-75, 261
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	2, 10-14, 22-36, 42, 44-45, 74-75, 259, 261
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	2, 10-14, 22-36, 42, 44-45, 74-75, 261
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	2, 10-14, 16, 22-36, 42, 44-45, 74-75, 261, 341
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	2, 10-14, 22-36, 42, 44-45, 74-75, 341

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

#	KSAs	Linking Tasks (Tasks Requiring the KSA)
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	17-18, 40, 44
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	16-17
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	16-17, 182, 184
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	16-17, 40, 182
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	16-17, 40, 182
99	The ability to see objects in the presence of glare or bright ambient lighting.	16-17, 40, 182
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	18, 40, 234
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	18, 40, 233-234, 238
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	18, 40, 234

Appendix HH

Respondent Demographic Results ACO-PD/ACO

Board of State and Community Corrections
Respondent Demographic Results ACO-PD/ACO

Question	Possible Responses	ACO – PD 339 (16.8%)		ACO 1681 (83.2%)	
		Inc.	Sup.	Inc.	Sup
Which classification do you work/supervise? ²⁴		269 (79.4%)	70 (20.6%)	1408 (83.8%)	273 (16.2%)
Which form of the JAQ was completed?	Form 1	94 (34.9%)	25 (35.7%)	502 (35.7%)	94 (34.4%)
	Form 2	83 (30.9%)	20 (28.6%)	448 (31.8%)	82 (30.0%)
	Form 3	92 (34.2%)	25 (35.7%)	458 (32.5%)	97 (35.5%)
County Size	Small			162 (11.5%)	44 (16.1%)
	Medium	2 (0.7%)	1 (1.4%)	319 (22.7%)	75 (27.5%)
	Large	267 (99.3%)	69 (98.6%)	927 (65.8%)	154 (56.4%)
Region	Bay	20 (7.4%)	8 (11.4%)	224 (15.9%)	43 (15.8%)
	Central			284 (20.2%)	81 (29.7%)
	North			120 (8.5%)	26 (9.5%)
	Sacramento	5 (1.9%)	1 (1.4%)	187 (13.3%)	24 (8.8%)
	South	244 (90.7%)	61 (87.1%)	593 (42.1%)	99 (36.3%)

²⁴ There was one additional ACO that did not specify Incumbent or Supervisor and is not represented in this table.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Question	Possible Responses	ACO – PD 339 (16.8%)		ACO 1681 (83.2%)	
		Inc.	Sup.	Inc.	Sup
In which type of agency do you work?	Police	269 (100%)	70 (100%)		
	Sheriff			1352 (96.0%)	261 (95.6%)
	Local Department of Corrections			40 (2.8%)	6 (2.2%)
	Probation			16 (1.1%)	6 (2.2%)
Which Police Department do you work for?	Anaheim Police Department	10 (3.7%)	3 (4.3%)		
	Berkeley Police Department	6 (2.2%)	2 (2.9%)		
	Burbank Police Department	7 (2.6%)			
	Chula Vista Police Department	3 (1.1%)			
	Claremont Police Department	5 (1.9%)			
	Covina Police Department	1 (0.4%)	1 (1.4%)		
	El Monte Police Department	4 (1.5%)	1 (1.4%)		
	El Segundo Police Department	6 (2.2%)			
	Fremont Police Department	1 (0.4%)	1 (1.4%)		
	Fullerton Police Department	4 (1.5%)			
	Gardena Police Department	2 (0.7%)			

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Question	Possible Responses	ACO – PD 339 (16.8%)		ACO 1681 (83.2%)	
		Inc.	Sup.	Inc.	Sup
	Glendale Police Department	13 (4.8%)	4 (5.7%)		
	Glendora Police Department	5 (1.9%)			
	Hawthorne Police Department	11 (4.1%)	1 (1.4%)		
	Hayward Police Department	13 (4.8%)	5 (7.1%)		
	Hermosa Police Department	6 (2.2%)	2 (2.9%)		
	Huntington Beach Police Dept.	10 (3.7%)	3 (4.3%)		
	Huntington Park Police Dept.	6 (2.2%)	1 (1.4%)		
	Inglewood Police Department	5 (1.9%)	1 (1.4%)		
	Lompoc Police Department	2 (0.7%)	1 (1.4%)		
	Long Beach Police Department	12 (4.5%)	5 (7.1%)		
	Los Angeles Police Department	39 (14.5%)	24 (34.3%)		
	Manhattan Beach Police Dept.	2 (0.7%)	1 (1.4%)		
	Monterey Park Police Department	4 (1.5%)	2 (2.9%)		
	Monterey Police Department				
	Newport Beach Police Department	9 (3.4%)	1 (1.4%)		

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Question	Possible Responses	ACO – PD 339 (16.8%)		ACO 1681 (83.2%)	
		Inc.	Sup.	Inc.	Sup.
	Palos Verdes Estate Police Dept.	8 (3.0%)			
	Pasadena Police Department	10 (3.7%)	2 (2.9%)		
	Pomona Police Department	9 (3.4%)	4 (5.7%)		
	Redondo Beach Police Department	7 (2.6%)	1 (1.4%)		
	Roseville Police Department	5 (1.9%)	1 (1.4%)		
	San Fernando Police Department	4 (1.5%)			
	Santa Ana Police Department	6 (2.2%)	1 (1.4%)		
	Santa Monica Police Department	11 (4.1%)	1 (1.4%)		
	Seal Beach Police Department	3 (1.1%)			
	Signal Hill Police Department	8 (3.0%)			
	Southgate Police Department	2 (0.7%)			
	Torrance Police Department	9 (3.3%)			
	West Covina Police Department	1 (0.4%)	1 (1.4%)		
In which Sheriff Department do you work?	Alameda County Sheriff				
	Amador County Sheriff				
	Butte County Sheriff			19 (1.4%)	2 (0.7%)

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Question	Possible Responses	ACO – PD 339 (16.8%)		ACO 1681 (83.2%)	
		Inc.	Sup.	Inc.	Sup.
	Calaveras County Sheriff			6 (0.4%)	4 (1.5%)
	Colusa County Sheriff			12 (0.9%)	1 (0.4%)
	Contra Costa County Sheriff			26 (1.9%)	7 (2.6%)
	Del Norte County Sheriff			6 (0.4%)	2 (0.7%)
	El Dorado County Sheriff			4 (0.3%)	
	Fresno County Sheriff			65 (4.6%)	11 (4.0%)
	Glenn County Sheriff			1 (0.1%)	
	Humboldt County Sheriff			13 (0.9%)	1 (0.4%)
	Imperial County Sheriff			19 (1.4%)	8 (2.9%)
	Inyo County Sheriff			4 (0.3%)	1 (0.4%)
	Kern County Sheriff			79 (5.6%)	20 (7.3%)
	Kings County Sheriff			15 (1.1%)	6 (2.2%)
	Lake County Sheriff			17 (1.2%)	3 (1.1%)
	Lassen County Sheriff			3 (0.2%)	4 (1.5%)
	Los Angeles County Sheriff			173 (12.3%)	33 (12.1%)

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Question	Possible Responses	ACO – PD 339 (16.8%)		ACO 1681 (83.2%)	
		Inc.	Sup.	Inc.	Sup.
	Madera County Sheriff				
	Marin County Sheriff			19 (1.4%)	4 (1.5%)
	Mariposa County Sheriff			15 (1.1%)	2 (0.7%)
	Mendocino County Sheriff			14 (1.0%)	4 (1.5%)
	Merced County Sheriff			12 (0.9%)	3 (1.1%)
	Modoc County Sheriff			2 (0.1%)	
	Mono County Sheriff			1 (0.1%)	
	Monterey County Sheriff			14 (1.0%)	4 (1.5%)
	Napa County Sheriff				
	Nevada County Sheriff			17 (1.2%)	2 (0.7%)
	Orange County Sheriff			97 (6.9%)	6 (2.2%)
	Placer County Sheriff			15 (1.1%)	3 (1.1%)
	Plumas County Sheriff			1 (0.1%)	1 (0.4%)
	Riverside County Sheriff			78 (5.5%)	17 (6.2%)
	Sacramento County Sheriff			46 (3.3%)	3 (1.1%)
	San Benito County Sheriff			1 (0.1%)	2 (0.7%)

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Question	Possible Responses	ACO – PD 339 (16.8%)		ACO 1681 (83.2%)	
		Inc.	Sup.	Inc.	Sup.
	San Bernardino County Sheriff			30 (2.1%)	12 (4.4%)
	San Diego County Sheriff			147 (10.4%)	17 (6.2%)
	San Francisco County Sheriff			57 (4.1%)	12 (4.4%)
	San Joaquin County Sheriff			41 (2.9%)	5 (1.8%)
	San Luis Obispo County Sheriff			22 (1.6%)	3 (1.1%)
	San Mateo County Sheriff			1 (0.1%)	
	Santa Barbara County Sheriff				
	Santa Clara County Sheriff			37 (2.6%)	4 (1.5%)
	Santa Cruz County Sheriff			19 (1.4%)	5 (1.8%)
	Shasta County Sheriff			21 (1.5%)	4 (1.5%)
	Sierra County Sheriff				
	Siskiyou County Sheriff			15 (1.1%)	3 (1.1%)
	Solano County Sheriff			30 (2.1%)	5 (1.8%)
	Sonoma County Sheriff				
	Stanislaus County Sheriff			35 (2.5%)	5 (1.8%)
	Sutter County Sheriff			6 (0.4%)	1 (0.4%)
	Tehama County Sheriff			13 (0.9%)	3 (1.1%)

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Question	Possible Responses	ACO – PD 339 (16.8%)		ACO 1681 (83.2%)	
		Inc.	Sup.	Inc.	Sup.
	Trinity County Sheriff				1 (0.4%)
	Tulare County Sheriff				15 (5.5%)
	Tuolumne County Sheriff			15 (1.1%)	7 (2.6%)
	Ventura County Sheriff			34 (2.4%)	2 (0.7%)
	Yolo County Sheriff			22 (1.6%)	1 (0.4%)
	Yuba County Sheriff			13 (0.9%)	2 (0.7%)
In which Local Department of Corrections do you work?	Madera County Department of Corrections			20 (1.4%)	5 (1.8%)
	Napa County Department of Corrections			20 (1.4%)	1 (0.4%)
In which Probation Department do you work?	Alameda County Probation				
	Alpine County Probation				
	Amador County Probation				
	Butte County Probation				
	Calaveras County Probation				
	Colusa County Probation				
	Contra Costa County Probation				
	Del Norte County Probation				
	El Dorado County Probation				
	Fresno County Probation				
	Glenn County Probation				
	Humboldt County Probation				
	Imperial County Probation				
Inyo County Probation					

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Question	Possible Responses	ACO – PD 339 (16.8%)		ACO 1681 (83.2%)	
		Inc.	Sup.	Inc.	Sup
	Kern County Probation				
	Kings County Probation				
	Lake County Probation				
	Lassen County Probation				
	Los Angeles County Probation				
	Madera County Probation				
	Marin County Probation				
	Mariposa County Probation				
	Mendocino County Probation				
	Merced County Probation				
	Modoc County Probation				
	Mono County Probation				1 (0.4%)
	Monterey County Probation				
	Napa County Probation				
	Nevada County Probation				
	Orange County Probation				
	Placer County Probation				
	Plumas County Probation				
	Riverside County Probation				
	Sacramento County Probation				
	San Benito County Probation				
	San Bernardino County Probation			1 (0.1%)	2 (0.7%)
	San Diego County Probation				
	San Francisco County Adult Probation				
	San Francisco County Juvenile Probation				
	San Joaquin County Probation				
	San Luis Obispo County Probation				

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Question	Possible Responses	ACO – PD 339 (16.8%)		ACO 1681 (83.2%)	
		Inc.	Sup.	Inc.	Sup.
	San Mateo County Probation				
	Santa Barbara County Probation				
	Santa Clara County Probation			1 (0.1%)	1 (0.4%)
	Santa Cruz County Probation				
	Shasta County Probation				
	Sierra County Probation				
	Siskiyou County Probation				
	Solano County Probation				
	Sonoma County Probation				
	Stanislaus County Probation				
	Sutter County Probation				
	Tehama County Probation				
	Trinity County Probation				
	Tulare County Probation				
	Tuolumne County Probation				
	Ventura County Probation			14 (1.0%)	2 (0.7%)
	Yolo County Probation				
	Yuba County Probation				
Do you carry a firearm as part of your job duties?	Yes	17 (6.3%)	16 (22.9%)	846 (60.1%)	189 (69.2%)
	No	252 (93.7%)	54 (77.1%)	560 (39.8%)	84 (30.8%)
For ACO, how many respondents indicated working in each type of facility/facilities?	Presentenced Inmate Facility	94 (34.9%)	23 (32.9%)	289 (20.5%)	40 (14.7%)
	Sentenced Inmate Facility				
	Both Presentenced and Sentenced Facility	42 (15.6%)	14 (20.0%)	1260 (89.5%)	243 (89.0%)

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Question	Possible Responses	ACO – PD 339 (16.8%)		ACO 1681 (83.2%)	
		Inc.	Sup.	Inc.	Sup.
	Day Reporting Center	4 (1.5%)		61 (4.3%)	13 (4.8%)
	Alternative Work Program	10 (3.7%)	2 (2.9%)	123 (8.7%)	25 (9.2%)
	Work Furlough	26 (9.7%)	8 (11.4%)	84 (6.0%)	15 (5.5%)
	Type 1 Jail	206 (76.6%)	61 (87.1%)	124 (8.8%)	23 (8.4%)
	Temporary Holding Facility	77 (28.6%)	13 (18.6%)	166 (11.8%)	21 (7.7%)
	Other	10 (3.7%)	1 (1.4%)	52 (3.7%)	11 (4.0%)
For ACO/JCO, what is the level of security in the area you primarily work?	Minimum Security	83 (30.9%)	14 (20.0%)	63 (4.5%)	14 (5.1%)
	Medium Security	47 (17.5%)	9 (12.9%)	88 (6.3%)	14 (5.1%)
	Maximum Security	25 (9.3%)	11 (15.7%)	249 (17.7%)	44 (16.1%)
	Mixed	114 (42.4%)	36 (51.4%)	1001 (71.1%)	201 (73.6%)
For ACO, what sex are the inmates in your facility?	Male	10 (3.7%)	1 (1.4%)	374 (26.6%)	59 (21.6%)
	Female	1 (0.4%)	1 (1.4%)	61 (4.3%)	7 (2.6%)
	Both Males and Females	258 (95.9%)	68 (97.1%)	970 (68.9%)	207 (75.8%)
For incumbents, how many total years of experience do you have as an ACO/JCO/PO	1	15 (5.6%)		70 (5.0%)	
	2	12 (4.5%)		108 (7.7%)	
	3	5		61	

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Question	Possible Responses	ACO – PD 339 (16.8%)		ACO 1681 (83.2%)		
		Inc.	Sup.	Inc.	Sup	
(respectively) in California?		(1.9%)		(4.3%)		
	4	4 (1.5%)		39 (2.8%)		
	5	31 (11.5%)		63 (4.5%)		
	6	21 (7.8%)		143 (10.2%)		
	7	18 (6.7%)		116 (8.2%)		
	8	22 (8.2%)		122 (8.7%)		
	9	7 (2.6%)		73 (5.2%)		
	10	15 (5.6%)		54 (3.9%)		
	11	13 (4.8%)		40 (2.8%)		
	12	15 (5.6%)		58 (4.1%)		
	13	11 (4.1%)		57 (4.1%)		
	14	14 (5.2%)		67 (4.8%)		
	15	4 (1.5%)		36 (2.6%)		
	More than 15	62 (23.1%)		297 (21.1%)		
	Did not respond			4 (0.3%)		
		Average (SD)	9.9 years (5.1)		9.7 years (5.5)	

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Question	Possible Responses	ACO – PD 339 (16.8%)		ACO 1681 (83.2%)	
		Inc.	Sup.	Inc.	Sup
For supervisors, how many total years of experience do you have supervising the ACO/JCO/PO classification (respectively) in California?	1		3 (4.3%)		28 (10.3%)
	2		4 (5.7%)		26 (9.5%)
	3		4 (5.7%)		17 (6.2%)
	4		2 (2.9%)		9 (3.3%)
	5		2 (2.9%)		9 (3.3%)
	6		4 (5.7%)		13 (4.8%)
	7		4 (5.7%)		25 (9.2%)
	8		5 (7.1%)		17 (6.2%)
	9		5 (7.1%)		17 (6.2%)
	10		2 (2.9%)		7 (2.6%)
	11		2 (2.9%)		1 (0.4%)
	12		2 (2.9%)		7 (2.6%)
	13		3 (4.3%)		15 (5.5%)
	14		1 (1.4%)		6 (2.2%)
	15		2 (2.9%)		10 (3.7%)

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Question	Possible Responses	ACO – PD 339 (16.8%)		ACO 1681 (83.2%)	
		Inc.	Sup.	Inc.	Sup
	More than 15		25 (35.7%)		66 (24.2%)
	Average (SD)		10.4 years (5.3)		8.8 years (5.5)
What shift do you currently work?	Day	124 (46.1%)	34 (48.6%)	794 (56.4%)	170 (62.3%)
	Swing	18 (6.7%)	8 (11.4%)	134 (9.5%)	28 (10.3%)
	Night/Graveyard	124 (46.1%)	26 (37.1%)	445 (31.6%)	69 (25.3%)
	Other	3 (1.1%)	2 (2.9%)	35 (2.5%)	6 (2.2%)
What is your sex (optional)?	Male	143 (53.2%)	54 (77.1%)	986 (70.0%)	191 (70.0%)
	Female	121 (45.0%)	14 (20.0%)	390 (27.7%)	75 (27.5%)
	Did not respond	5 (1.9%)	2 (2.9%)	32 (2.3%)	7 (2.6%)
What is your race/ethnic group (optional)?	Black or African American	28 (10.4%)	6 (8.6%)	95 (6.8%)	16 (5.9%)
	Asian	10 (3.7%)	5 (7.1%)	74 (5.3%)	7 (2.6%)
	Native Hawaiian or other Pacific Islander	5 (1.9%)		23 (1.6%)	1 (0.4%)
	White	86 (32.0%)	19 (27.1%)	668 (47.4%)	148 (54.2%)
	Hispanic or Latino	93 (34.6%)	28 (40.0%)	359 (25.5%)	61 (22.3%)
	American Indian or Alaska Native	5 (1.9%)	1 (1.4%)	16 (1.1%)	1 (0.4%)

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Question	Possible Responses	ACO – PD 339 (16.8%)		ACO 1681 (83.2%)	
		Inc.	Sup.	Inc.	Sup.
	Other	16 (6.0%)		31 (2.2%)	6 (2.2%)
	Two or more races	16 (6.0%)	6 (8.6%)	76 (5.4%)	17 (6.2%)
	Did not respond	10 (3.7%)	5 (7.1%)	66 (4.7%)	16 (5.9%)
What is your age (optional)?	18	6 (2.2%)	1 (1.4%)	58 (4.1%)	9 (3.3%)
	19	4 (1.5%)	4 (5.7%)	39 (2.8%)	18 (6.6%)
	20			1 (0.0%)	
	21			1 (0.0%)	
	22	1 (0.4%)		4 (0.3%)	
	23			13 (0.9%)	2 (0.7%)
	24	5 (1.9%)		29 (2.1%)	
	25	8 (3.0%)		29 (2.1%)	1 (0.4%)
	26	6 (2.2%)		39 (2.8%)	1 (0.4%)
	27	9 (3.4%)	1 (1.4%)	43 (3.1%)	1 (0.4%)
	28	7 (2.6%)		46 (3.3%)	2 (0.7%)
	29	8 (3.0%)		38 (2.7%)	6 (2.2%)

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Question	Possible Responses	ACO – PD 339 (16.8%)		ACO 1681 (83.2%)	
		Inc.	Sup.	Inc.	Sup.
	30	8 (3.0%)		59 (4.2%)	4 (1.5%)
	31	8 (3.0%)	1 (1.4%)	51 (3.6%)	3 (1.1%)
	32	8 (3.0%)	1 (1.4%)	47 (3.3%)	8 (2.9%)
	33	10 (3.7%)	1 (1.4%)	56 (4.0%)	5 (1.8%)
	34	13 (4.8%)		56 (4.0%)	9 (3.3%)
	35	5 (1.9%)		33 (2.3%)	5 (1.8%)
	36				
	37	8 (3.0%)	1 (1.4%)	52 (3.7%)	8 (2.9%)
	38	8 (3.0%)	2 (2.9%)	50 (3.6%)	1 (0.4%)
	39	9 (3.4%)	1 (1.4%)	32 (2.3%)	11 (4.0%)
	40	8 (3.0%)	2 (2.9%)	53 (3.8%)	8 (2.9%)
	41	8 (3.0%)	4 (5.7%)	50 (3.6%)	8 (2.9%)
	42				
	43	7 (2.6%)	6 (8.6%)	49 (3.5%)	16 (5.9%)
	44	10 (3.7%)		32 (2.3%)	13 (4.8%)
	45	6 (2.2%)	3 (4.3%)	32 (2.3%)	11 (4.0%)

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Question	Possible Responses	ACO – PD 339 (16.8%)		ACO 1681 (83.2%)	
		Inc.	Sup.	Inc.	Sup
46		10 (3.7%)	2 (2.9%)	26 (1.9%)	17 (6.2%)
47		5 (1.9%)	3 (4.3%)	24 (1.7%)	14 (5.1%)
48		10 (3.7%)	5 (7.1%)	24 (1.7%)	9 (3.3%)
49		7 (2.6%)	1 (1.4%)	21 (1.5%)	10 (3.7%)
50		2 (0.7%)	5 (7.1%)	28 (2.0%)	6 (2.2%)
51		8 (3.0%)	5 (7.1%)	26 (1.9%)	6 (2.2%)
52		4 (1.5%)	1 (1.4%)	24 (1.7%)	10 (3.7%)
53		5 (1.9%)	1 (1.4%)	14 (1.0%)	5 (1.8%)
54		4 (1.5%)		15 (1.1%)	1 (0.4%)
55		1 (0.4%)		15 (1.1%)	2 (0.7%)
56		2 (0.7%)		12 (0.9%)	1 (0.4%)
57			4 (5.7%)	5 (0.4%)	1 (0.4%)
58		1 (0.4%)		6 (0.4%)	4 (1.5%)
59				3 (0.2%)	2 (0.7%)
60		1 (0.4%)		5 (0.4%)	1 (0.4%)

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Question	Possible Responses	ACO – PD 339 (16.8%)		ACO 1681 (83.2%)		
		Inc.	Sup.	Inc.	Sup	
	61	4 (1.5%)	3 (4.3%)	7 (0.5%)	4 (1.5%)	
	62	2 (0.7%)	1 (1.4%)	5 (0.4%)		
	63			3 (0.2%)	1 (0.4%)	
	64		1 (1.4%)	2 (0.1%)		
	65	1 (0.4%)		1 (0.0%)		
	66			1 (0.0%)		
	67			1 (0.0%)		
	68					
	69					
	70	1 (0.4%)				
	Did not respond	31 (11.5%)	10 (14.3%)	148 (10.5%)	29 (10.6%)	
		Average (SD)	21.5 years (10.6)	27.6 years (11.0)	19.6 years (10.6)	23.5 years (11.0)
	What is the highest level of education that you have completed (optional)?	No degree		1 (1.4%)	5 (0.4%)	
High school diploma/GED		24 (8.9%)	8 (11.4%)	171 (12.1%)	30 (11.0%)	
Technical/Vocational Degree		3 (1.1%)	1 (1.4%)	32 (2.3%)	6 (2.2%)	

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Question	Possible Responses	ACO – PD 339 (16.8%)		ACO 1681 (83.2%)	
		Inc.	Sup.	Inc.	Sup
	Some college without a degree	104 (38.7%)	29 (41.4%)	597 (42.4%)	105 (38.5%)
	Associate degree	56 (20.8%)	8 (11.4%)	205 (14.6%)	47 (17.2%)
	Bachelor's degree	56 (20.8%)	9 (12.9%)	259 (18.4%)	54 (19.8%)
	Some post graduate education without a degree	9 (3.3%)	6 (8.6%)	42 (3.0%)	10 (3.7%)
	Master's degree	7 (2.6%)	4 (5.7%)	31 (2.2%)	10 (3.7%)
	Doctorate	2 (0.7%)	1 (1.4%)	2 (0.1%)	
	Other	2 (0.7%)	1 (1.4%)	8 (0.6%)	1 (0.4%)
	Did not respond	6 (2.2%)	2 (2.9%)	56 (4.0%)	10 (3.7%)

Appendix II

ACO-PD Task Results

Board of State and Community Corrections
Adult Corrections Officer – PD – Task Results

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Physical Tasks								
1	Lift, carry, and/or drag heavy objects.	96.2%	4.98	2.44	264	3.09	1.21	309
2	Walk or run up or down one or more flights of stairs.	81.7%	5.16	3.51	262	3.13	1.39	264
3	Climb through openings.	46.0% ²	1.14	1.92	261	2.34	1.43	151
4	Climb up and down a ladder.	42.8% ²	1.16	1.93	264	2.26	1.38	142
5	Crawl in confined areas.	44.1% ²	0.89	1.55	263	2.18	1.43	142
6	Climb up to and/or jump down from elevated surfaces.	42.7% ²	1.07	1.86	262	2.42	1.43	140
7	Jump over obstacles.	46.2% ²	1.10	1.77	262	2.45	1.43	152

²⁵ Statements with a line strike did not meet the task frequency and/or task importance retention criteria with the statistic failing to meet the criteria in red. However, those with a superscript “2” were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
8	Pull oneself up over obstacles.	46.4% ²	0.93	1.64	263	2.55	1.47	155
9	Push and/or pull hard-to-move objects by hand.	74.9%	2.89	2.76	263	2.81 ²	1.41	242
10	Pursue individuals on foot.	55.7%	1.06	1.60	264	3.17	1.42	180
11	Run for a short distance.	71.3%	2.09	2.19	258	3.34	1.37	228
12	Walk or stand for long periods of time.	96.6%	7.26	2.54	262	3.78	1.18	308
13	Sit for long periods of time.	97.3%	7.35	2.30	263	3.42	1.25	306
14	Bend, extend, and/or twist body.	96.2%	7.15	2.57	262	3.63	1.15	308
15	Balance oneself on uneven or narrow surfaces.	45.8% ²	1.55	2.47	264	2.86 ²	1.46	153
16	Drive an automobile for work duties other than to transport individuals.	73.3%	3.00	2.68	262	2.90 ²	1.26	238
17	In various degrees of lighting watch for indications of illegal activity or disturbance.	74.5%	4.98	3.84	263	3.96	1.14	250
18	Listen for unusual sounds or sounds that may indicate illegal activity or disturbance.	87.9%	6.57	3.35	264	4.07	1.13	291

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
19	Operate lifting equipment.	20.5%	0.69	1.79	258	2.54 ²	1.54	76
20	Operate and control lights, power, and/or water in cells/rooms/dormitories.	87.8%	6.52	3.18	263	3.87	1.13	287
21	Operate gates, doors, locks, sally ports, cells/rooms/dorms, electronically or manually.	97.7%	8.35	1.79	264	4.43	0.81	319
Handcuffs and Restraints								
22	Handcuff a non-resisting individual.	99.6%	6.74	2.39	263	4.24	0.88	325
23	Handcuff a resisting individual.	98.1%	4.69	2.52	261	4.36	0.85	318
24	Apply restraint devices other than handcuffs to a non-resisting individual.	79.0%	2.74	2.66	262	4.08	1.02	258
25	Apply restraint devices other than handcuffs to a resisting individual.	86.6%	2.84	2.38	261	4.20	0.97	281
26	Physically subdue or restrain a resisting or fleeing individual by yourself.	90.4%	2.38	2.08	260	4.22	0.97	285
27	Physically subdue or restrain a resisting or fleeing individual with the help of others.	94.7%	3.20	2.11	262	4.31	0.90	310
28	Place an actively resisting individual in the seat of a car.	65.5%	1.69	2.02	261	4.09	1.05	210
Officer Safety								
29	Defend oneself or others using less than lethal force.	97.7%	3.21	2.30	260	4.45	0.79	313

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
30	Defend oneself or others using lethal force.	67.6%	1.19	1.73	259	4.33	1.02	217
31	Defend oneself or others against a combative individual.	99.6%	3.39	2.11	258	4.52	0.72	316
32	Defend oneself against an armed individual.	74.1%	1.20	1.63	259	4.50	0.85	239
33	Physically separate multiple combative individuals with the help of others.	96.2%	2.44	1.88	260	4.34	0.90	309
34	Physically separate two combative individuals by yourself.	81.9%	1.58	1.75	260	4.26	0.93	254
35	Assist an uncooperative/ incapacitated individual from a prone position on the ground to his/her feet.	96.2%	3.45	2.17	260	4.13	0.91	309
36	Search individuals for weapons, contraband, and/or drugs.	100.0%	7.82	2.10	258	4.70	0.62	316
37	Strip-search individuals.	95.0%	5.31	2.88	259	4.55	0.73	306
38	Perform cell/room extractions.	93.9%	2.39	1.77	263	4.24	0.96	303
39	Place and secure individual in safety room.	91.5%	4.17	2.65	259	4.29	0.89	291
40	Anticipate, monitor, and intervene in potentially violent interpersonal situations.	95.0%	4.69	2.78	259	4.33	0.84	302
41	Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.	82.6%	3.79	3.03	259	4.22	1.03	268
42	Use force to gain entrance through barriers.	61.2%	1.16	1.72	260	4.03	1.09	202

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
43	Operate and/or interpret body scans for contraband or other anomalies.	35.4%	1.92	3.32	263	4.25	1.04	120
44	Complete range qualification required to carry a firearm.	17.1%	0.58	1.60	263	4.28	1.06	58
45	Draw and/or fire a firearm on duty in the course of job performance.	15.5%	0.40	1.38	258	4.29	1.24	51
Initial Processing and Release								
46	Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	98.9%	8.38	1.60	261	4.59	0.62	320
47	Fingerprint individuals.	99.6%	8.54	1.36	261	4.60	0.59	320
48	Photograph individuals.	99.6%	8.55	1.29	260	4.59	0.59	318
49	Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	96.5%	7.98	2.22	257	4.37	0.81	306
50	Advise individual of constitutional rights.	77.3%	4.85	3.75	260	4.11	1.05	251
51	Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	99.6%	8.58	1.20	261	4.66	0.54	319
52	Ensure incoming individuals get to make any required phone calls.	100.0%	8.67	0.99	259	4.52	0.67	317
53	Classify individuals to assign proper housing.	99.2%	8.39	1.71	261	4.60	0.63	319
54	Prepare identification cards or identification wristbands and give/affix to individuals.	93.1%	7.63	2.73	260	4.48	0.75	301

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
55	Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	97.3%	8.04	2.07	258	4.34	0.85	307
56	Observe/monitor behavior of individual in receiving room/holding unit while he/she awaits move to assigned housing.	98.5%	8.45	1.53	260	4.45	0.69	316
57	Inventory and take custody of individuals' property, clothing, and/or money.	98.4%	8.43	1.61	258	4.48	0.66	316
58	Prepare forms, cards, or file jackets necessary to initiate individual's records.	94.9%	8.01	2.29	257	4.42	0.68	297
59	Provide food or other necessities to incoming individuals.	99.6%	8.47	1.34	258	4.34	0.76	316
60	Identify filing deadlines and court appearance deadlines.	88.8%	6.93	3.27	259	4.40	0.77	284
61	Inform all relevant parties of date of detention hearing.	79.8%	6.40	3.68	257	4.16	0.98	258
62	Run warrant checks, holds, and/or search clauses.	81.4%	6.45	3.65	258	4.45	0.78	265
63	Complete documentation necessary for release.	99.2%	8.34	1.59	258	4.51	0.66	315
64	Verify identity of individuals prior to booking or releasing.	100.0%	8.50	1.40	256	4.59	0.63	310
65	Return personal property and/or money upon release.	99.6%	8.50	1.35	255	4.52	0.67	313
66	Schedule detention hearing.	36.4%	2.43	3.72	258	4.02	1.12	115
67	Release individuals on Own Recognizance or Cite Release.	98.5%	8.12	1.78	259	4.34	0.76	314

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
68	Initiate search to locate parent(s) or legal guardian(s), if needed.	38.7%	1.64	2.77	256	3.63	1.27	121
69	Decide whether to hold an individual in detention.	52.0%	3.36	3.93	256	4.02	1.02	175
70	Evaluate fitness of legal guardian(s) or parent(s) to take custody of individual.	19.7%	0.85	2.26	259	3.84	1.29	63
71	Contact appropriate parties to notify them that an individual is in custody.	44.0% ²	2.15	3.15	259	3.44	1.29	147
72	Accommodate individual needs (e.g., due to medical conditions and/or religious rights).	94.2%	6.90	2.81	258	4.19	0.87	303
73	Collect and process DNA samples.	99.2%	7.42	2.11	259	4.35	0.82	319
Medical								
74	Perform CPR.	98.8%	1.17	0.67	259	4.50	0.80	312
75	Render first aid other than CPR.	98.1%	2.32	1.81	260	4.38	0.77	307
76	Complete medical/mental health forms.	96.5%	7.88	2.38	260	4.57	0.64	303
77	Review medical log and make note of medical restrictions.	87.2%	6.79	3.41	258	4.47	0.76	275
78	Deliver medication, observe individual taking it, and record if taken or refused.	60.8%	3.54	3.54	260	4.24	0.90	198
79	Arrange for medical treatment or psychiatric care.	83.0%	5.08	3.23	259	4.39	0.78	263

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
80	Obtain signed medical consent form from parent(s) or legal guardian(s).	20.5%	0.80	2.23	258	3.88	1.19	67
Escorting and Transporting								
81	Plan transportation route and an alternate route.	45.6% ²	2.19	3.02	259	3.86	1.14	154
82	Verify individuals' identity and/or classification prior to escorting or transporting.	90.3%	6.14	3.10	258	4.28	1.00	285
83	Verify identity of person transporting an individual.	76.0%	4.90	3.59	258	4.30	0.92	241
84	Process incoming and outgoing law enforcement/facility buses.	36.6%	2.05	3.23	257	3.91	1.22	127
85	Conduct vehicle safety check/inspection prior to transporting individual(s).	58.7%	2.93	3.21	259	3.95	1.02	192
86	Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	55.0%	2.67	3.16	258	4.04	1.04	175
87	Monitor movement of vehicles within the facility or in the immediate area.	47.5% ²	3.08	3.84	259	4.01	1.09	157
88	Transport equipment and/or evidence.	41.9%	1.24	2.10	260	3.32	1.30	142
89	Transport individuals or groups of individuals including safety/location checks.	51.9%	2.41	3.17	258	3.84	1.11	166
90	Escort an individual or groups to and from locations within facility.	82.2%	5.60	3.56	259	4.12	0.94	270
91	Arrange for transportation of individual(s).	84.8%	5.52	3.25	256	4.03	0.88	275

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
92	Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).	32.3%	1.43	2.66	260	3.90	1.15	108
93	Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior.	20.8%	0.73	1.90	260	3.69	1.32	71
Supervising Personnel								
94	Schedule and/or plan the work of other personnel or volunteers.	30.9%	1.03	2.05	256	3.52	1.15	131
95	Observe the work of other personnel or volunteers and provide appropriate feedback.	43.0% ²	1.77	2.70	258	3.75	1.09	161
96	Train, mentor, and provide instruction to other personnel or volunteers.	72.0%	2.74	2.68	257	3.68	1.14	239
97	Give assignments to other personnel, program providers, or volunteers.	47.7% ²	1.87	2.69	258	3.54	1.25	177
98	Assist in interviewing applicants for work in the department.	29.5%	0.69	1.47	258	3.44	1.29	126
99	Recruit applicants for work in the department, including volunteers.	19.8%	0.51	1.37	258	3.32	1.22	85
100	Write or update job descriptions.	22.7%	0.48	1.19	256	3.12	1.48	89
Record Keeping								
101	Log facility equipment in and out.	62.8%	3.97	3.75	258	3.79	1.14	203
102	Log vehicles entering and leaving the facility.	29.0%	1.39	2.74	259	3.59	1.27	90

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
103	Log weapons/firearms in and out.	23.0%	1.36	2.90	256	3.75	1.31	72
104	Maintain a record of all mail/packages for any individual to assure proper distribution.	25.0%	0.82	2.06	260	3.22	1.43	86
105	Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	74.6%	5.44	3.79	260	4.10	0.98	244
106	Record relevant activities and incidents occurring during shift in daily journal or log.	91.9%	7.15	2.94	260	4.22	0.89	291
107	Complete forms and prepare correspondence (e.g., email, memos).	85.0%	5.99	3.37	260	3.88	1.03	271
108	Prepare/update court status and court lists.	85.2%	5.88	3.37	257	4.06	0.97	271
109	Create new forms.	58.7%	2.08	2.89	259	3.27	1.28	194
110	Conduct and document population counts to account for all individuals.	91.3%	7.43	2.90	254	4.38	0.93	293
111	Gather data for statistical reports.	55.4%	2.66	3.33	258	3.52	1.20	193
112	Manage files and documents.	81.0%	6.06	3.65	258	4.06	0.96	262
113	Log movement of all non-detainees entering and leaving the facility.	67.6%	4.51	3.87	256	4.04	1.04	220
114	Maintain authorized visitor log.	77.0%	4.73	3.59	256	3.91	0.96	249
115	Oversee and maintain logs on vehicle fleets.	26.1%	1.02	2.38	257	3.31	1.21	94

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
116	Document how your time is spent performing specific activities.	40.9%	2.42	3.62	257	3.55	1.21	141
117	Compute and record time served credits, conduct credits, and/or release dates.	38.5%	1.88	3.06	257	3.65	1.20	126
Meals								
118	Release individuals for meals at appropriate times.	57.4%	4.36	4.21	256	4.09	0.95	184
119	Inspect food for possible contamination prior to serving.	88.8%	6.78	3.17	260	4.14	0.90	287
120	Report food shortages to shift supervisor or kitchen.	89.6%	4.83	3.10	260	3.89	1.01	288
121	Supervise meals.	83.3%	6.19	3.49	257	3.97	0.97	267
122	Verify tray and utensil counts.	82.6%	6.19	3.51	258	4.20	0.88	265
123	Prepare meals/snacks for individuals.	95.4%	7.29	2.56	259	4.05	0.88	304
124	Serve and monitor special diets.	86.4%	4.69	3.40	257	3.98	1.02	276
Activities								
125	Monitor electronic device usage and reading material for inappropriate content.	47.7% ²	2.50	3.34	260	3.36	1.22	154
126	Supervise and/or coach individuals playing sports or game activities.	11.5%	0.43	1.58	261	3.22	1.46	41

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
127	Plan and schedule recreational activities.	14.6%	0.47	1.64	260	2.79 ²	1.47	52
128	Participate in sports or game activities with individuals.	6.1%	0.16	0.93	261	2.80 ²	1.38	25
129	Instruct/train/coach individuals in vocational activities and projects.	6.9%	0.14	0.78	261	2.69 ²	1.62	26
130	Assist individuals with schoolwork.	3.9%	0.10	0.77	257	2.81 ²	1.33	16
Visiting								
131	Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	86.9%	5.50	3.30	259	4.22	1.00	283
132	Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.	77.4%	4.22	3.35	257	4.12	0.98	253
133	Arrange for special visits.	65.8%	2.68	2.89	257	3.53	1.20	211
134	Answer questions and provide information to visitors.	94.9%	6.34	2.85	255	3.77	1.02	299
135	Conduct background clearance checks (e.g., for volunteers or visitors).	48.6% ²	2.46	3.30	259	3.76	1.10	157
136	Provide video kiosk assistance and operating instructions to visitors.	27.7%	1.33	2.73	256	3.36	1.41	90
Counseling								
137	Conduct or co-facilitate family counseling sessions.	5.0%	0.10	0.62	260	3.11	1.52	19

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
138	Conduct or co-facilitate formal or structured group counseling sessions with individuals.	5.8%	0.14	0.75	258	3.13	1.36	24
139	Conduct formal or structured counseling sessions with individuals on a one-on-one basis.	7.3%	0.22	1.04	259	3.41	1.40	29
140	Counsel individuals informally/formally including crisis intervention.	16.6%	0.68	1.84	259	3.52	1.18	54
141	Observe individuals in group and individual activities and provide advice and counseling to foster behavioral modification.	9.7%	0.33	1.31	258	3.25	1.32	36
142	Make recommendations for program advancement/graduation.	5.8%	0.10	0.59	258	2.61 ²	1.50	23
143	Provide positive feedback and encouragement to individual(s).	40.1%	2.47	3.45	257	3.40	1.22	130
144	Conduct vocational or job counseling sessions with individual(s).	5.4%	0.14	0.88	261	3.22	1.54	23
145	Counsel individual who will be released without further action.	19.8%	0.95	2.27	258	3.29	1.21	66
146	Manage/mediate family (parent/juvenile) interactions in program setting (in custody or out of custody).	7.8%	0.21	0.95	257	3.36	1.52	25
Mail								
147	Scan incoming and outgoing mail.	41.9%	1.32	2.31	260	3.48	1.38	137
148	Search articles, packages, property, money left by visitors for individuals.	56.8%	2.52	3.07	259	3.90	1.02	178
149	Distribute mail to individuals or collect individuals' outgoing mail.	41.7%	1.29	2.32	259	3.52	1.30	141

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
150	Notify sender and receiver of seizure of unauthorized material.	29.1%	0.60	1.51	258	3.39	1.45	97
Searching								
151	Conduct search of all areas accessible by individuals.	96.9%	7.42	2.32	257	4.38	0.75	308
152	Conduct search of all areas not readily accessible by individuals.	90.7%	6.53	2.97	259	4.28	0.79	292
153	Conduct security checks/patrols.	87.7%	7.42	3.10	260	4.52	0.73	281
154	Conduct surveillance using closed circuit monitoring system.	78.7%	6.62	3.67	258	4.50	0.75	258
155	Operate metal detection or X-ray equipment.	53.3%	3.56	4.03	257	4.22	1.16	180
Evidence and Contraband								
156	Identify, isolate, preserve and secure crime scene.	70.4%	1.70	1.83	260	4.16	0.95	231
157	Identify, seize, secure, document, preserve and/or dispose of evidence/contraband material.	77.1%	2.64	2.36	258	4.23	0.89	245
Drug and Substance Testing								
158	Conduct presumptive drug tests on seized items suspected to be controlled substances.	18.4%	0.51	1.47	261	3.61	1.31	59
159	Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	40.5%	1.54	2.42	259	3.80	1.21	129

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
160	Administer breath analyzer test to individuals.	41.7%	1.93	2.81	259	3.84	1.12	129
Restitution and Fines								
161	Advise individual and/or victim of their right to a restitution hearing.	8.3%	0.26	1.09	254	3.21	1.14	24
162	Determine and recommend the amount of restitution due to victims(s).	5.4%	0.14	0.78	258	2.88 ²	1.36	17
163	Interview probationer and/or family to determine ability to pay restitution, fines, probation fees, other payments, set up payment schedule and monitor payments.	3.5%	0.10	0.74	259	3.17	1.47	12
164	Review bail bonds to ensure accuracy.	83.4%	5.65	3.25	259	4.31	0.84	271
165	Collect, accept and process payments.	62.5%	3.85	3.61	259	4.21	0.88	206
166	Calculate individuals' wages.	3.5%	0.14	1.01	258	3.38	1.26	13
Prepare Reports								
167	Proofread and/or edit reports.	65.0%	3.19	3.06	260	3.87	1.03	217
168	Prepare court documents/reports.	70.8%	4.63	3.66	257	4.08	0.89	229
169	Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	89.2%	3.81	2.50	259	4.00	0.86	285
170	Prepare individual evaluation reports (e.g., progress, performance, updates).	43.4% ²	1.53	2.43	258	3.80	1.00	162

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
171	Prepare reports regarding detention or release.	39.9%	2.12	3.25	258	3.83	0.99	144
172	Interview relevant individuals in order to prepare reports.	32.9%	1.19	2.28	258	3.74	1.23	125
173	Process requests for sealing of records.	7.8%	0.20	0.95	257	3.36	1.43	33
Security								
174	Provide security to staff working in facility.	73.7%	5.55	3.90	255	4.49	0.75	232
175	Account for the security of keys, tools, and equipment.	91.7%	7.38	2.85	254	4.49	0.71	282
176	Report count discrepancies.	82.2%	4.38	3.55	253	4.31	0.87	257
177	Notify appropriate staff of movement.	89.3%	6.77	3.16	252	4.32	0.86	272
178	Check individuals' passes.	37.7%	2.06	3.33	252	3.93	1.33	119
179	Issue passes to individuals.	30.4%	1.40	2.79	253	3.88	1.22	96
180	Log movement of individuals.	86.3%	6.64	3.38	255	4.26	0.90	267
181	Conduct security round/visual check of individuals and facility.	97.2%	8.40	1.87	253	4.63	0.64	298
182	Maintain visual observation of individuals when required.	98.0%	8.26	1.81	254	4.61	0.65	297

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
183	Call into control room, post, or switchboard at required intervals.	44.0% ²	2.97	3.91	259	4.19	0.96	144
184	Report suspicious activity inside or outside facility.	93.8%	4.25	3.01	259	4.19	0.89	291
185	Secure and separate individuals who commit crimes.	93.4%	6.19	3.00	258	4.30	0.80	295
186	Make arrests or charge individuals or others who commit crimes.	35.9%	1.28	2.37	259	3.82	1.15	114
187	Investigate incidents or crimes that occur.	43.5% ²	1.57	2.42	260	3.95	1.04	153
188	Investigate disturbances or suspicious activities.	63.8%	3.10	3.21	260	4.02	0.92	214
189	Assist in search for missing/escaped individuals.	48.8% ²	1.09	2.00	260	4.18	1.08	163
190	Check to see that all equipment is functioning properly.	94.2%	7.18	2.62	258	4.25	0.80	298
191	Keep inventory of all dangerous tools/ weapons/utensils.	79.9%	5.44	3.67	259	4.25	0.95	256
Referrals								
192	Refer individual for professional evaluation or to appropriate services.	37.5%	1.62	2.47	261	3.62	1.15	132
193	Assign individual to program, counselor, or case manager.	7.8%	0.18	0.88	257	3.22	1.42	27
194	Refer members of individual's family, victim(s) or others to counseling and/or other appropriate services.	13.9%	0.36	1.24	259	2.94 ²	1.28	47

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
195	Identify treatment, educational, employment, financial, or other service which will meet the needs of an individual, his/her family, or others and refer appropriately.	8.5%	0.19	0.83	260	2.68 ²	1.44	28
196	Contact appropriate service provider; describe individual's needs, and get their commitment to work with the individual.	9.7%	0.24	1.00	259	2.61 ²	1.54	33
197	Follow up to verify that an individual received service(s) and to evaluate success of referral.	7.4%	0.20	1.09	257	3.15	1.46	26
Supervising and Monitoring								
198	Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance.	94.2%	7.02	2.63	260	3.85	0.95	293
199	Provide phone access and/or monitor individuals' calls.	99.2%	8.34	1.54	258	4.10	0.87	307
200	Supervise individuals on work details in facility areas (e.g., laundry, kitchen, other rooms).	52.7%	3.18	3.70	260	3.80	1.07	167
201	Supervise and evaluate individuals on-site in educational, vocational, recreational and other rehabilitative programs.	14.3%	0.59	1.93	258	3.42	1.38	43
202	Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.	41.9%	2.50	3.53	260	3.80	1.06	132
203	Prevent unauthorized communication between individuals.	91.5%	5.94	2.93	258	4.04	0.91	282
204	Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	95.8%	7.25	2.62	260	4.29	0.83	299
205	Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	98.5%	8.14	1.79	259	4.43	0.77	305
206	Maintain and clean individuals' clothing, bedding, and living quarters.	73.7%	5.29	3.70	259	3.86	1.04	233

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
207	Read documents to individuals to ensure understanding.	89.6%	6.13	3.19	260	3.84	1.02	275
208	Respond to questions or requests from individuals (e.g., related to completing forms).	91.5%	6.88	3.02	258	3.88	0.99	281
209	Video/audio record and review critical or potentially critical incidents.	72.5%	4.04	3.65	258	4.06	0.95	236
210	Notify and prepare individuals for release, transfer, and/or transport.	97.7%	7.80	2.03	256	4.22	0.75	302
211	Enforce and apply appropriate discipline to individuals.	64.8%	3.72	3.64	256	3.89	1.17	195
212	Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	91.9%	6.68	2.73	260	4.41	0.74	289
213	Monitor closed circuit video arraignments.	50.4%	3.48	4.04	260	3.97	1.14	148
214	Gather information necessary to effect administrative and disciplinary transfers.	46.7% ²	2.58	3.40	259	3.87	0.99	145
215	Monitor individual use of commissary, visiting, and/or other electronic kiosks.	55.0%	3.47	3.70	260	3.66	1.08	173
216	Process and distribute pre-paid telephone cards.	22.1%	1.18	2.72	258	3.66	1.32	67
217	Reclassify individuals to maintain proper housing assignment.	79.6%	5.05	3.46	260	4.06	1.06	256
Court-Related Duties								
218	Serve as traffic hearing officer.	2.7%	0.03	0.16	259	2.56 ²	1.67	9

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
219	Act as court bailiff.	5.8%	0.17	0.86	258	3.58	1.10	24
220	Record court proceedings.	3.1%	0.06	0.40	258	3.42	1.16	12
221	Prepare for court appearance by reviewing case file.	31.0%	0.72	1.29	258	3.79	0.99	98
222	Testify in court.	94.2%	1.80	1.03	259	3.67	1.04	292
223	Consult with judiciary on cases for sentencing/disposition.	14.4%	0.24	0.74	257	2.93 ²	1.55	46
Alternative Programs								
224	Determine an individual's eligibility for alternative sentencing programs.	4.2%	0.07	0.42	259	2.59 ²	1.42	17
225	Process documents necessary for alternative sentencing programs.	5.8%	0.14	0.77	259	2.52 ²	1.41	23
226	Notify applicant of approval status for alternative sentencing programs.	4.7%	0.11	0.67	257	2.71 ²	1.31	17
227	Make field checks of individuals in alternative sentencing programs.	3.1%	0.03	0.17	257	2.07 ²	1.53	15
228	Monitor movement of individuals on home confinement and/or electronic monitoring.	7.0%	0.32	1.51	257	2.63 ²	1.74	24
229	Check electronic monitoring systems (e.g., EM, GPS, ankle monitor, alcohol monitoring device) database for compliance violations.	8.2%	0.36	1.56	257	3.10	1.68	29
230	Orient individual to alternative sentencing program rules and procedures.	7.3%	0.29	1.32	259	2.93 ²	1.30	28

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
231	Determine eligibility, develop case plan, and monitor progress in re-entry programs.	3.9%	0.10	0.71	255	2.40 ²	1.72	15
Oral Communication								
232	Communicate verbally with other staff to share information regarding operations.	98.4%	8.41	1.58	258	4.36	0.78	308
233	Communicate via intercom, radio, and/or telephone.	99.6%	8.63	1.33	258	4.33	0.80	312
234	Maintain and monitor communications/radio systems.	89.8%	7.38	3.12	256	4.24	0.89	278
235	Make announcements/give information over P.A. or paging system.	80.9%	5.30	3.59	257	3.74	1.16	253
236	Communicate with individuals in a language other than English or serve as an interpreter.	74.7%	4.36	3.78	257	3.74	1.15	246
237	Answer questions/provide information to various regulatory agencies and commissions.	81.4%	4.95	3.56	258	3.74	1.08	253
238	Answer, respond to, and transfer phone calls requesting information.	100.0%	8.49	1.29	258	4.03	0.88	312
239	Conduct tours.	78.9%	2.18	1.67	256	2.68	1.26	252
240	Communicate with court personnel.	90.9%	4.47	2.97	253	3.63	1.05	283
241	Gather information from individuals about conflicts or personal problems.	75.9%	4.24	3.47	253	3.69	1.19	242
242	Give instructions/ directions orally to groups of individuals.	82.9%	5.56	3.55	251	3.82	1.18	258

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
243	Confer with supervisors concerning operations.	94.1%	6.21	2.74	254	4.04	0.98	295
244	De-escalate situations utilizing tactical communication skills.	95.6%	6.62	2.66	252	4.39	0.84	297
Service to Community								
245	Represent department with other agencies.	74.5%	2.92	2.94	259	3.48	1.12	241
246	Serve on non-departmental boards.	25.8%	0.47	1.14	260	2.95 ²	1.24	95
247	Give presentations	48.4% ²	1.07	1.50	258	3.00	1.19	167
248	Respond to questions from the public.	82.9%	6.22	3.60	257	3.80	1.00	264
249	Participate in joint operations with other agencies.	61.1%	1.73	2.13	257	3.31	1.16	201
250	Speak with at-risk members of the community about their concerns or problems.	27.4%	0.88	2.11	259	3.18	1.25	83
Develop Case Plans								
251	Gather information, prepare, develop and review individualized case plan.	12.5%	0.42	1.43	255	3.33	1.26	42
252	Determine the frequency of contact needed during supervision utilizing risk assessment.	17.3%	0.72	1.99	255	3.51	1.22	59
253	Review individual's file.	34.3%	2.01	3.30	254	3.51	1.19	113

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
254	Assess, monitor and update individual's progress with case plan.	12.6%	0.53	1.79	254	3.48	1.28	40
255	Conduct risk and needs assessment and reassessments.	26.5%	1.54	2.98	253	3.78	1.14	91
Emergencies								
256	Conduct fire, earthquake, or evacuation drills.	88.7%	2.02	1.24	256	4.05	0.92	280
257	Evacuate individuals from an area or facility.	92.2%	1.43	1.22	258	4.18	0.93	291
258	Dispatch help in emergencies or disturbances.	88.4%	2.90	2.39	258	4.29	0.90	277
259	Extinguish or help extinguish fire.	89.1%	1.02	0.69	257	4.27	0.98	278
260	Activate alarm system to alert all staff in case of an emergency.	94.2%	1.72	1.36	257	4.30	0.94	295
261	Respond to emergency situations according to agency policies.	96.9%	2.82	2.14	255	4.37	0.90	298
Current Knowledge								
262	Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.	97.7%	6.72	2.46	257	4.37	0.77	306
263	Read internal memos, correspondence, reports, and emails.	99.6%	8.05	1.43	257	4.23	0.80	310
264	Make suggestions regarding changes in policies, procedures, or rules.	90.6%	3.29	2.42	256	3.65	1.05	289

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
265	Attend staff meetings.	84.7%	2.90	2.42	255	3.69	1.08	268
266	Follow instructions from supervisor including designated lead staff.	97.7%	7.65	2.33	256	4.18	0.87	305
267	Follow all departmental policies and procedures.	99.6%	8.69	1.12	258	4.55	0.72	315
268	Participate in training/workgroups/seminars.	98.8%	3.77	1.97	254	3.88	0.94	304
269	Read court documents or other legal documents.	88.0%	5.24	3.28	251	3.91	0.98	271
270	Maintain knowledge of contracted agencies' standards for detention.	75.8%	4.00	3.38	256	3.84	1.08	231
271	Maintain knowledge of criminal justice and social service partners' policies and procedures.	78.9%	4.07	3.33	256	3.74	1.11	248
Finances								
272	Make special purchases for individuals.	18.1%	0.54	1.45	259	2.68 ²	1.42	66
273	Distribute/supervise distribution of commissary.	18.8%	0.95	2.35	255	3.12	1.26	65
274	Supervise and record individuals' financial transactions.	12.0%	0.50	1.69	258	3.32	1.37	41
275	Process work furlough funds received, re-issue funds, and distribute accordingly.	12.2%	0.35	1.14	255	3.21	1.34	42

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Work Details								
276	Recommend/make work assignments for individuals.	38.8%	1.51	2.58	255	3.20	1.15	139
277	Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.	51.9%	1.99	2.61	258	3.70	1.07	179
278	Issue and log in/out equipment, tools, cleaning supplies and other inventory.	52.3%	2.83	3.42	256	3.53	1.08	169
279	Inspect work equipment and work area for safety.	71.6%	5.02	3.87	257	3.98	1.02	227
280	Complete an individual's work time card.	23.3%	1.07	2.42	257	3.57	1.22	93
Family Court Duties								
281	Conduct investigation to determine whether conservator(s)/legal guardian(s) is properly administering an estate.	2.3%	0.04	0.28	257	1.89 ²	1.69	9
282	Make recommendations about placement, visitation, and custody of minors during custody proceedings.	5.1%	0.19	1.02	257	2.94 ²	1.68	17
283	Make recommendations regarding emancipation.	3.1%	0.06	0.47	258	2.64 ²	1.57	11
284	Make recommendations regarding underage couples' marriage requests.	1.9%	0.03	0.33	259	2.29 ²	1.38	7
285	Make recommendations regarding adoption.	2.0%	0.03	0.28	256	2.14 ²	1.35	7

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Investigations								
286	Obtain verification of employment, education, and/or other pertinent background information.	17.5%	0.89	2.38	257	3.45	1.23	56
287	Conduct intake or pre-plea/pre-sentence interview with individual.	19.1%	1.13	2.74	257	3.75	1.30	61
288	Photograph any injuries or bruises in cases of suspected abuse.	43.7% ²	1.38	2.25	254	3.66	1.19	134
289	Investigate and report complaints of abuse.	40.2%	0.87	1.61	254	3.61	1.21	122
290	Evaluate residence for appropriateness of home environment.	5.8%	0.13	0.75	257	2.80 ²	1.74	15
291	Collect, review and interpret appropriate criminal records and documents pertaining to an individual.	44.8% ²	3.08	3.87	252	3.94	1.03	139
292	Contact agencies and collect information on an individual.	49.2% ²	2.18	2.88	258	3.48	1.09	156
293	Interview individuals and involved parties to obtain background information and information about the offense.	20.7%	0.88	2.21	256	3.37	1.33	65
294	Obtain and review police report of charges against individuals taken into custody.	44.7% ²	2.55	3.50	255	3.60	1.19	143
295	Access databases (e.g., CLETS, CWS/CMS) to find or input information.	82.9%	6.21	3.62	258	4.22	0.94	267
296	Verify identity based on fingerprint information.	88.4%	7.22	3.07	258	4.44	0.75	277
297	Investigate and report complaints of PREA violations.	48.0% ²	1.01	1.91	256	4.01	1.06	166

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Monitor Compliance								
298	Request court action or garnishment where individual falls behind in child support or other payments.	1.9%	0.04	0.37	259	2.29 ²	1.38	7
299	Review request for and issue travel permits.	2.7%	0.09	0.68	258	2.80 ²	1.32	10
300	Review requests for permission and initiate procedures to transfer a case to a new jurisdiction.	4.2%	0.12	0.66	259	3.00	1.41	13
301	Investigate incoming transfer requests from other jurisdictions.	8.9%	0.34	1.28	259	3.21	1.20	34
302	Initiate procedures to request Interstate Compact Supervision.	4.3%	0.07	0.43	257	2.69 ²	1.44	13
303	File petition for modification, termination or revocation of probation and /or request warrant.	5.1%	0.22	1.16	254	3.37	1.26	19
304	Execute warrants.	12.8%	0.62	1.98	258	3.47	1.44	43
305	Search individual's person, personal property or residence, per Court Order.	22.7%	1.32	2.95	256	3.73	1.38	66
306	Review and determine appropriate supervision level.	27.7%	1.83	3.35	256	3.73	1.34	83
307	Gather information, interview appropriate parties and the individual to determine level of probation compliance.	7.4%	0.26	1.08	257	2.77 ²	1.38	22
308	Conduct home/site visits.	2.0%	0.03	0.28	256	2.00 ²	1.67	6
309	Complete documentation necessary to authorize holds.	24.8%	1.39	2.78	254	3.62	1.26	77

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Establish Relationships								
310	Recruit foster parents.	2.3%	0.05	0.37	258	2.00 ²	1.51	8
311	Visit community-based organizations/placement facilities to learn about their services and evaluate the care and/or treatment they provide.	4.2%	0.09	0.52	259	2.79 ²	1.53	14
312	Coordinate/contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship.	7.8%	0.19	0.75	257	2.74 ²	1.23	27
313	Monitor and audit vendors teaching classes and programs and update program information in writing.	6.6%	0.17	0.85	257	2.50 ²	1.32	20
Notifying								
314	Notify/inform law enforcement agencies and other agencies of law violations/information of interest.	54.7%	2.86	3.27	256	3.70	0.90	168
315	Notify victim(s) as required by law.	43.9% ²	1.58	2.47	255	3.85	1.20	137
316	Notify anyone who is the specific object of threats by an individual as required by law.	37.8%	1.17	2.20	254	3.76	1.15	124
317	Notify parent(s)/legal guardian(s) and/or probation officer of any change in an individual's status.	28.3%	0.99	2.04	254	3.40	1.29	84
Making Recommendations								
318	Evaluate information to determine aggravating or mitigating circumstances of the crime.	15.4%	0.67	1.96	259	3.60	1.23	53

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
319	Investigate, determine, make recommendations and refer individuals to appropriate placement.	28.7%	1.84	3.34	258	3.97	1.10	96
320	Evaluate information to decide on recommended disposition, sentence and/or terms and conditions of supervision.	11.7%	0.45	1.69	257	3.51	1.34	39
321	Discuss offense with external entities to determine whether new charges/violation of probation should be filed.	17.8%	0.70	1.86	258	3.46	1.18	59
Release Decisions								
322	Review and prepare appropriate documents for recommended release of an individual.	66.3%	5.24	4.03	258	4.25	0.84	213
323	Conduct an interview and/or gather information to determine if an individual is to be released or detained.	49.6% ²	3.46	3.95	260	4.18	0.94	166
Miscellaneous								
324	Maintain confidentiality of information.	94.5%	7.84	2.45	255	4.43	0.86	292
325	Assist with special projects, studies, and investigations.	75.0%	3.21	2.85	256	3.39	1.01	240
326	Obtain and process court documents and take necessary action.	69.6%	4.54	3.80	257	4.04	1.02	226
327	Read individual's records to ensure compliance with special directives regarding care and custody of individual.	75.1%	5.34	3.88	257	4.15	1.06	241
328	Teach classes to individuals.	23.8%	0.59	1.40	256	3.34	1.10	90
329	Read daily journal/log.	81.0%	6.35	3.49	253	4.02	0.95	247

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁵ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
330	Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.	76.1%	2.30	2.16	255	3.28	1.19	232
331	Interpret common street terminology.	77.0%	5.24	3.68	257	3.47	1.11	244
332	Assist individuals in writing grievances.	39.0%	0.84	1.63	259	2.80 ²	1.26	132
333	Establish informants.	20.1%	0.52	1.38	254	2.94 ²	1.20	66
334	Design and/or implement programs.	23.0%	0.51	1.18	252	2.96 ²	1.08	84
335	Maintain and/or periodically update handbooks.	38.6%	1.08	1.89	259	3.14	1.02	135
336	Present cases to a committee that reviews recommendations.	15.1%	0.38	1.23	258	2.83 ²	1.17	58
337	Participate in an individual's grievance proceedings.	22.1%	0.47	1.15	258	2.97 ²	1.23	86
338	Serve on disciplinary review board.	10.8%	0.20	0.82	259	2.88 ²	1.33	41
339	Work with data to measure program outcomes and inform program decisions.	15.8%	0.39	1.30	259	2.84 ²	1.05	55
340	Request equipment/facility repairs verbally or in writing.	79.5%	3.46	2.52	259	3.60	1.02	256
341	Clean up and dispose of contaminated or hazardous material.	76.0%	3.31	2.65	258	3.95	1.02	236
342	Inventory, order, and stock supplies.	86.1%	3.98	2.63	259	3.69	0.94	272
343	Inspect areas for cleanliness.	94.2%	7.39	2.49	257	4.00	0.88	295

Appendix JJ

ACO-PD Equipment Results

Board of State and Community Corrections
Adult Corrections Officer – PD - Equipment Results

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
1	Transportation or Patrol Vehicle	73.0%	1.41	1.12	252	68	72	53	59
2	Caged transport vehicle	66.3%	1.31	1.16	252	85	61	48	58
3	Two-Way Radio	88.8%	2.18	1.09	251	28	47	29	147
4	Stationary radio (e.g., dispatch radio)	55.4%	1.20	1.26	251	112	44	28	67
5	Audio Recording Equipment	64.3%	1.26	1.20	252	90	72	24	66
6	Audiovisual Equipment	69.6%	1.60	1.27	250	76	44	35	95
7	Firearm(s)	11.5%	0.15	0.48	252	223	21	6	2
8	Gun safe/locker	22.2%	0.38	0.82	252	196	32	9	15
9	Ammunition/Rounds for Firearm(s)	13.0%	0.18	0.53	253	220	24	5	4
10	Speed loader or magazine	10.0%	0.14	0.45	250	225	18	5	2
11	Weapons repair or cleaning kit	10.8%	0.15	0.48	250	223	18	7	2

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
12	Firearm training equipment (e.g., ear and eye protection, targets, plastic training pistol)	16.3%	0.23	0.58	251	210	27	11	3
13	Chemical Agent	34.4%	0.47	0.76	253	166	64	14	9
14	Impact weapon	14.3%	0.20	0.56	252	216	25	7	4
15	Less than lethal weapons (e.g., riot control system, gas gun, Pepperball gun, rubber bullets, bean bags)	18.3%	0.23	0.55	252	206	36	7	3
16	Less than lethal hand thrown projectiles (e.g., Sting balls, Flashbang)	6.4%	0.10	0.43	251	235	10	3	3
17	Handcuffs.	96.8%	2.37	0.84	252	8	35	64	145
18	Riot Gear (e.g., assault shield, helmet)	22.6%	0.27	0.56	248	192	48	5	3
19	Body armor (e.g., protective or ballistic vests)	23.8%	0.37	0.78	252	192	39	8	13
20	Tactical Vest	15.6%	0.21	0.57	250	211	31	2	6
21	Forcible entry/cell extraction equipment	34.7%	0.38	0.57	248	162	79	5	2
22	Gas mask or self-contained breathing apparatus	22.2%	0.24	0.46	252	196	52	4	0
23	Oxygen supply/resuscitator	16.7%	0.17	0.39	251	209	41	1	0
24	Mechanical/soft restraints other than handcuffs (e.g., wrist, leg, ankle, waist)	52.2%	0.73	0.86	253	121	95	21	16

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
25	Restraint chair	30.3%	0.43	0.76	251	175	51	17	8
26	Full body restraint(s) (e.g., canvas restraint, bed restraints)	9.6%	0.11	0.35	249	225	21	3	0
27	Electronic restraint	4.8%	0.06	0.32	250	238	9	2	1
28	Electronic stun device other than electronic restraints	24.8%	0.30	0.58	250	188	52	7	3
29	Personal alarm system	29.5%	0.46	0.84	251	177	48	11	15
30	Alarm system or monitor.	43.0%	0.66	0.92	242	138	66	20	18
31	Electronic Safety Check Device (e.g., metal detector, wand/pipe)	54.9%	1.17	1.26	253	114	51	20	68
32	Electronic time keeper system	25.3%	0.58	1.09	249	186	17	10	36
33	System control board	41.8%	1.06	1.34	251	146	18	14	73
34	Electronic monitoring device(s)	33.5%	0.78	1.20	251	167	18	19	47
35	Controlled substance detection equipment (e.g., urine bottles, drug test cups, breathalyzer)	39.2%	0.67	0.97	250	152	50	27	21
36	Intercom device (public address system, call box)	65.3%	1.41	1.24	248	86	48	41	73
37	Tool Kit	50.0%	0.71	0.87	252	126	90	20	16

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
38	First Aid Kit	83.7%	1.14	0.79	251	41	155	34	21
39	Trauma Kit	22.2%	0.26	0.52	248	193	47	7	1
40	Universal precautions equipment (e.g. blood borne pathogens kit)	47.8%	0.85	1.08	249	130	63	19	37
41	Automatic external defibrillator (AED)	26.2%	0.29	0.51	252	186	61	4	1
42	Hydraulic rescue tools (e.g., Jaws of Life)	2.0%	0.03	0.21	248	243	3	2	0
43	Hooked cutting/rescue device (e.g., 911 swirl cutting tool)	21.5%	0.33	0.72	251	197	35	10	9
44	Fire fighting equipment (e.g., extinguisher, hoses)	17.9%	0.19	0.44	252	207	42	2	1
45	Flashlight	88.1%	1.61	0.99	253	30	102	58	63
46	Bolt cutters	34.8%	0.43	0.68	250	163	72	9	6
47	Badge.	75.4%	1.85	1.29	252	62	44	16	130
48	Duty belt	83.6%	2.25	1.17	250	41	25	14	170
49	Holster(s)	46.9%	1.27	1.42	245	130	12	10	93
50	Field book	36.7%	0.68	1.05	245	155	45	14	31

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
51	Business cards	22.5%	0.35	0.76	249	193	38	5	13
52	Surveillance gear	14.3%	0.32	0.84	252	216	8	11	17
53	Binoculars	4.0%	0.05	0.26	250	240	9	0	1
54	Body/mic camera	7.8%	0.12	0.47	245	226	11	5	3
55	Bullhorn or hailer	3.6%	0.04	0.26	248	239	8	0	1
56	Cash register	9.9%	0.18	0.60	252	227	12	6	7
57	Computer search software	76.3%	1.94	1.26	249	59	29	30	131
58	Computer software, other than computer search software	78.3%	2.06	1.24	249	54	22	28	145
59	Computer terminal	92.4%	2.62	0.88	251	19	10	19	203
60	Desktop computer	98.4%	2.80	0.57	250	4	9	20	217
61	Laptop computer or mobile data terminal (MDT)	35.5%	0.61	0.98	251	162	52	10	27
62	Tablet computer	16.7%	0.35	0.86	251	209	16	7	19
63	Flash drive(s)	57.4%	0.91	0.98	249	106	85	32	26

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
64	GPS navigation device	23.4%	0.37	0.77	248	190	36	11	11
65	Telephone/cell phone	93.7%	2.44	0.94	252	16	33	27	176
66	Palm pilot	6.3%	0.12	0.52	253	237	7	3	6
67	Pager	4.8%	0.08	0.40	250	238	7	2	3
68	Facsimile (Fax) machine	89.2%	2.07	1.03	251	27	44	65	115
69	Teletype	73.8%	1.73	1.24	248	65	38	44	101
70	Disposable hazardous material suits/spill kits (e.g., eye wash stations, decontamination supplies)	52.0%	0.70	0.82	244	117	95	20	12
71	Electronic control panel or "breaker box"	32.9%	0.41	0.69	249	167	68	7	7
72	Emergency lighting equipment (e.g., spotlight, search lights, flares)	30.4%	0.40	0.70	253	176	62	7	8
73	Fingerprint equipment	98.4%	2.84	0.54	250	4	8	11	227
74	Food preparation equipment (e.g., stove, broilers, microwave ovens, etc.).	97.2%	2.66	0.73	252	7	17	30	198
75	Housekeeping equipment (e.g., mop, broom, etc.)	91.7%	2.00	1.04	253	21	74	43	115
76	Illuminated needle-marks scope.	10.0%	0.20	0.66	251	226	10	5	10

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
77	Keys	98.4%	2.89	0.48	252	4	5	6	237
78	Ladder	35.3%	0.47	0.72	249	161	66	16	6
79	Maps	39.8%	0.69	1.00	251	151	54	20	26
80	Paint sprayer	5.6%	0.08	0.39	248	234	9	3	2
81	PBX switchboard or multi-line phone system	42.2%	1.06	1.33	249	144	16	20	69
82	Adding machine or calculator.	68.3%	1.12	1.00	252	80	95	44	33
83	Typewriter	26.0%	0.50	0.97	250	185	28	13	24
84	Photocopier	97.2%	2.75	0.65	252	7	9	23	213
85	Microfilm/microfiche machine	10.0%	0.18	0.61	251	226	13	4	8
86	Projection equipment (movie, slide, overhead)	13.1%	0.17	0.49	251	218	28	1	4
87	Photographic equipment (cameras or processing)	72.3%	1.62	1.26	249	69	54	29	97
88	Power supply generators	17.1%	0.22	0.57	246	204	34	3	5
89	Evidence processing kit (e.g., latent print)	22.4%	0.37	0.81	246	191	32	9	14

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
90	Property/evidence bag sealer	84.6%	2.11	1.17	246	38	41	22	145
91	Property/evidence storage locker(s)	80.5%	1.75	1.19	251	49	69	29	104
92	Padded training gear (e.g., Redman suit)	25.5%	0.31	0.59	251	187	55	5	4
93	Spit mask	86.5%	1.17	0.71	252	34	154	52	12
94	Survival gear (rural areas)	6.8%	0.08	0.35	249	232	15	0	2
95	Tire chains	2.8%	0.04	0.27	250	243	5	1	1
96	Whistle	5.2%	0.06	0.29	252	239	10	3	0
97	X-ray equipment (examining mail and packages)	2.4%	0.03	0.22	251	245	4	2	0
98	Full body scanner	6.8%	0.14	0.59	250	233	7	1	9
99	Jumper cables	18.9%	0.21	0.47	249	202	42	4	1

Appendix KK

ACO-PD KSA Results

Board of State and Community Corrections
Adult Corrections Officer – PD – Overall KSA Results

KSA Statements ²⁶		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Not Important) to 5 (Critically Important)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
1	Knowledge of department's/facility's rules, regulations, and procedures.	4.48	0.74	311	4.7%	300	97.0%	3.85	1.33	301
2	Knowledge of the criminal justice system (adult and/or juvenile) including its elements, history, and philosophy.	3.71	1.10	313	11.7%	299	95.6%	3.55	1.36	298
3	Knowledge of state and federal laws, legal codes, court procedures, precedents, government regulations, and executive orders.	3.86	1.04	311	5.1%	296	96.3%	3.68	1.28	299
4	Knowledge of court, legal, and other law enforcement agency documents/forms (e.g., warrants, court order forms).	3.88	1.02	308	3.0%	297	97.3%	3.67	1.27	297
5	Knowledge of the procedures for testifying in court as a witness, including courtroom demeanor.	3.74	1.07	311	2.4%	296	96.0%	3.55	1.32	300
6	Knowledge of California state laws and codes governing the custody, care, security, and detention of individuals in a facility or youth detention facility (e.g., minimum jail standards).	4.21	1.04	310	2.7%	297	97.7%	3.91	1.22	298

²⁶ KSA statements with a line strike did not meet the importance retention criterion. KSAs that were not needed at entry are marked with red font in the needed at entry criterion column. However, those statistics with a superscript "2" were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²⁶		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Not Important) to 5 (Critically Important)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
7	Knowledge of the legal rights and civil liability of peace officers.	3.76	1.31	310	4.1%	293	96.0%	3.65	1.35	297
8	Knowledge of investigative techniques and procedures.	2.80 ²	1.41	308	6.6%	286	91.8%	3.11	1.45	291
9	Knowledge of human physical and psychological development.	2.94 ²	1.29	310	13.7%	291	93.9%	3.15	1.39	293
10	Knowledge of the basic principles of psychology and sociology as they relate to theories of personality, behavior patterns, crime, social adjustment, human motivation, group dynamics, and the symptoms and causes of mental illness.	3.15	1.30	311	11.6%	294	95.3%	3.31	1.35	295
11	Knowledge of crisis intervention techniques and procedures.	3.26	1.29	307	7.9%	291	95.5%	3.35	1.36	292
12	Knowledge of individual and group counseling theories, techniques, principles, and practices.	2.43	1.49	304	10.9%	275	87.0%	2.74	1.56	284
13	Skill in de-escalating volatile situations.	4.24	0.94	306	7.1%	295	98.3%	3.87	1.19	291
14	Skill in applying individual and/or group counseling techniques.	2.33	1.55	304	10.7%	280	86.0%	2.78	1.58	285
15	Knowledge of the needs, problems, attitudes, behavior patterns of individuals, and the factors underlying criminal behavior/juvenile delinquency.	3.24	1.33	312	9.2%	293	95.2%	3.26	1.39	290
16	Knowledge of the value systems of different groups or cultures.	3.32	1.24	310	11.9%	295	94.6%	3.23	1.42	295

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²⁶		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Not Important) to 5 (Critically Important)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
17	Knowledge of the purpose and methods of discipline as applied to persons under criminal confinement.	3.29	1.43	307	7.3%	288	92.2%	3.16	1.53	295
18	Knowledge of general personal hygiene and health practices.	3.60	1.20	309	33.1%	290	93.5%	3.11	1.51	293
19	Knowledge of universal safety precautions for preventing transmission of disease.	4.16	0.97	305	12.6%	294	97.3%	3.53	1.32	295
20	Knowledge of standard facility health and sanitation practices and procedures.	3.44	1.30	309	9.9%	293	94.8%	3.09	1.40	290
21	Knowledge of work and treatment programs available to individuals in the facility.	2.39	1.56	309	8.6%	279	81.5%	2.53	1.65	287
22	Knowledge of report writing procedures (e.g., for crime reports, incident reports, escape reports, behavior reports).	3.79	1.02	304	4.8%	292	96.6%	3.48	1.36	291
23	Knowledge of standard office practices, such as record keeping, filing, and the operation of office equipment.	3.44	1.18	305	16.3%	288	94.8%	3.15	1.37	288
24	Knowledge of routine grounds keeping and building maintenance.	2.12	1.63	305	19.1%	277	75.9%	2.30	1.69	286
25	Skill in safely, appropriately, and accurately handling and using firearms.	2.60	1.99	306	16.7%	276	80.1%	2.81	1.81	287
26	Skill in safely, appropriately, and accurately using self-defense, physical restraints, weaponless defense, and riot control techniques and procedures.	4.34	0.87	305	4.5%	291	98.0%	3.87	1.25	293
27	Skill in identifying and applying the appropriate type of first aid procedure or technique (including CPR).	4.19	0.99	306	7.3%	289	97.2%	3.67	1.29	290

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²⁶		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Not Important) to 5 (Critically Important)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
28	Knowledge of the symptoms and effects of drug and alcohol use and abuse.	3.89	0.95	305	4.8%	292	98.3%	3.64	1.23	289
29	Ability to identify illicit drugs.	3.61	1.06	298	3.5%	286	97.6%	3.48	1.29	287
30	Knowledge of drug and alcohol testing procedures.	2.99 ²	1.45	297	5.0%	282	93.0%	3.17	1.46	284
31	Knowledge of indicators of criminal affiliation and behavior (e.g., gangs, street terminology, monikers, symbols).	3.90	0.99	304	2.7%	295	98.6%	3.57	1.27	293
32	Knowledge of group leadership and supervision techniques.	3.22	1.34	302	9.2%	284	94.3%	3.22	1.45	283
33	Knowledge of the rules of team and individual games/sports.	1.80	1.67	303	36.7%	270	69.0%	2.15	1.79	274
34	Knowledge of standard radio broadcast procedures and rules.	3.42	1.41	302	5.3%	284	92.2%	3.24	1.49	282
35	Knowledge of criminal offender record information (C.O.R.I.).	3.30	1.30	302	3.5%	288	94.5%	3.32	1.40	290
36	Knowledge of available community resources, their approaches, limitations, and the referral process to obtain services.	2.60	1.54	303	9.9%	274	86.6%	2.79	1.60	283
37	The ability to recognize when something is wrong or is likely to go wrong; it does not involve solving the problem, only recognizing there is a problem.	4.13	0.98	303	26.2%	286	96.9%	3.64	1.32	291

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²⁶		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Not Important) to 5 (Critically Important)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
38	The ability to proceed in a careful, cautious, and/or prudent manner.	4.08	0.95	302	29.7%	286	96.9%	3.61	1.28	290
39	Skill in knowing where and how to access written procedures/information when needed.	3.89	0.96	302	13.1%	290	97.3%	3.50	1.26	292
40	Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications.	3.97	0.96	300	51.6%	287	96.9%	3.61	1.34	292
41	Skill in observing, interpreting, and accurately documenting verbal and non-verbal behavior.	4.08	0.89	299	13.4%	283	97.9%	3.63	1.27	286
42	Skill in searching persons.	4.54	0.71	302	3.4%	290	98.3%	3.93	1.25	291
43	Skill in searching vehicles, residences, and/or facilities.	3.08	1.78	298	7.6%	278	86.3%	3.08	1.72	278
44	Skill in interviewing a range of individuals who may be cooperative or uncooperative and effectively gathering information.	3.53	1.42	300	6.4%	281	92.7%	3.27	1.50	286
45	Skill in interviewing abused or neglected individuals (e.g., children, elders).	2.43	1.79	300	12.8%	273	81.3%	2.67	1.71	278
46	The ability to know one's location in relation to the environment, or to know where other objects are in relation to one's self.	3.63	1.37	300	30.8%	279	93.6%	3.27	1.49	281
47	Skill in driving a car.	3.10	1.56	300	64.1%	284	80.2%	2.66	1.78	283

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²⁶		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Not Important) to 5 (Critically Important)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
48	Skill in dictating reports or correspondence.	2.73	1.57	302	22.5%	280	86.6%	2.84	1.64	283
49	The ability to prioritize projects, tasks, and responsibilities effectively and in working efficiently to meet all deadlines.	3.93	0.93	303	42.6% ²	289	95.5%	3.40	1.42	288
50	Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate.	3.94	0.88	304	53.3%	285	95.5%	3.37	1.42	288
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	4.17	0.86	299	65.1%	284	93.4%	3.40	1.53	288
52	The ability to understand materials written in English.	4.29	0.81	299	71.4%	287	92.6%	3.40	1.58	284
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	4.17	0.82	300	67.9%	290	93.1%	3.41	1.54	288
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	4.09	0.81	297	53.6%	289	94.4%	3.34	1.48	287
55	Skill in organizing one's work, files, and other materials.	3.56	1.00	303	50.5%	287	94.1%	3.11	1.44	288
56	The ability to analyze and evaluate information to arrive at a correct conclusion, including making judgments regarding the accuracy of information, applying rules and principles, and combining pieces of information to come up with logical answers.	3.84	1.02	302	42.1%	285	94.8%	3.31	1.45	286

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²⁶		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Not Important) to 5 (Critically Important)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
57	Skill in adding and subtracting whole numbers.	3.15	1.27	297	70.3%	283	86.6%	2.70	1.63	284
58	Skill in multiplying and dividing whole numbers.	2.93 ²	1.36	296	69.8%	281	83.6%	2.58	1.64	286
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	4.00	0.93	302	52.1%	286	92.3%	3.20	1.50	285
60	The ability to concentrate on a task and not be distracted.	3.94	0.94	299	54.8%	281	92.7%	3.25	1.50	287
61	The ability to quickly and accurately compare letters, numbers, objects, pictures, or words presented in written or visual form in order to identify inaccurate, inconsistent, or missing information.	3.43	1.26	305	48.5% ²	293	91.7%	3.07	1.53	288
62	The ability to quickly and accurately process multiple types of information and/or perform multiple tasks, shifting back and forth between tasks and/or sources of information.	3.79	1.05	305	46.0% ²	291	92.7%	3.30	1.50	289
63	The ability to recall information such as procedures and rules, faces, identification marks, and the order in which events occurred.	3.93	1.02	307	41.0%	295	94.2%	3.40	1.42	291
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	3.76	1.08	305	61.1%	293	92.3%	3.20	1.47	286
65	The ability to exert oneself physically without becoming tired too quickly.	3.91	0.96	302	49.1% ²	289	93.1%	3.33	1.45	291

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²⁶		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Not Important) to 5 (Critically Important)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
66	The ability to take charge of situations or groups, to assert ideas, to influence, persuade, or motivate others; to speak-up, be candid, and confront people when necessary, without hesitation in a professional manner.	3.94	1.05	306	39.7%	290	94.5%	3.50	1.37	289
67	The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations.	4.28	0.94	303	44.8% ²	290	95.2%	3.63	1.44	290
68	The ability to perform effectively under stressful conditions and to cope with prolonged exposure to job stressors (e.g., time pressure, emergencies, threats, physical altercations).	4.34	0.79	305	38.2%	293	95.2%	3.70	1.41	293
69	The ability to be thorough and to carry out tasks with a concern for the inclusion and accuracy of details.	4.14	0.85	301	42.1%	290	95.2%	3.52	1.40	289
70	The ability to interact confidently with individuals or groups at all levels; to not be easily fooled or persuaded into changing course of action; and to have confidence in one's ability to be effective.	4.13	0.85	302	41.5%	289	95.9%	3.56	1.41	293
71	The ability to make well-reasoned decisions in a timely manner, sometimes in situations where there are no standard procedures.	4.22	0.80	302	43.1% ²	288	94.5%	3.51	1.44	292
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	4.06	0.88	299	60.7%	290	93.4%	3.40	1.47	288

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²⁶		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Not Important) to 5 (Critically Important)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
73	The ability to adapt to unanticipated problems or conflicts, accept changes (e.g., assignments or procedures), and change roles based on one's assessment of the situation.	4.15	0.83	299	40.6%	288	96.2%	3.53	1.42	287
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	3.99	0.90	298	53.5%	288	94.1%	3.38	1.46	289
75	The ability to establish and maintain effective working relationships with team members.	4.17	0.78	306	52.2%	291	93.8%	3.45	1.46	289
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	4.12	0.89	303	53.3%	291	94.9%	3.47	1.46	292
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	4.34	0.79	305	63.2%	291	93.9%	3.55	1.46	294
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.	4.39	0.80	306	66.7%	294	93.2%	3.59	1.48	293
79	The ability to perform work in compliance with laws, rules and regulations; to accept and conform to accepted standards of conduct and the authority structure of the organization.	4.38	0.72	306	43.3% ²	293	94.5%	3.66	1.44	290

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²⁶		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Not Important) to 5 (Critically Important)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
80	The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas).	4.22	0.80	304	47.6% ²	294	94.5%	3.52	1.45	291
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	4.12	0.84	305	54.4%	294	94.6%	3.51	1.44	295
82	The ability to acquire new skills and knowledge, seek out and use feedback to improve performance, learn from one's own and others' experiences, and apply learning to new situations.	3.97	0.91	303	41.4%	290	94.8%	3.53	1.42	291
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	4.23	0.86	301	62.8%	285	95.5%	3.54	1.44	291
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	3.79	1.05	301	55.7%	291	95.1%	3.22	1.42	288
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	3.70	1.11	301	51.9%	289	94.1%	3.16	1.45	287
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	3.84	1.08	301	50.3%	288	94.4%	3.26	1.45	284

KSA Statements ²⁶		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Not Important) to 5 (Critically Important)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	3.63	1.13	303	48.8% ²	289	93.1%	3.12	1.46	289
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	3.63	1.12	299	51.9%	285	94.0%	3.11	1.44	285
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	3.68	1.06	298	61.5%	286	90.2%	3.07	1.56	287
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	3.69	1.09	302	58.9%	287	89.5%	3.00	1.57	287

KSA Statements ²⁶		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Not Important) to 5 (Critically Important)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	3.71	1.06	303	60.0%	290	90.0%	3.10	1.56	290
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	3.75	1.07	302	61.1%	288	90.3%	3.10	1.55	289
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	3.45	1.19	301	62.6%	289	89.3%	2.83	1.55	289
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	3.64	1.06	299	63.9%	291	88.9%	2.89	1.58	288
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	3.47	1.13	298	65.9%	287	87.2%	2.79	1.57	289
96	The capacity to match or discriminate between colors. This capacity included detecting differences in color and in brightness.	3.22	1.31	304	67.5%	283	84.8%	2.62	1.63	290

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²⁶		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Not Important) to 5 (Critically Important)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	3.39	1.19	302	65.4%	289	85.1%	2.70	1.60	288
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	3.63	1.20	305	65.4%	292	87.6%	2.95	1.64	291
99	The ability to see objects in the presence of glare or bright ambient lighting.	3.27	1.23	300	62.4%	282	86.4%	2.70	1.59	286
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	3.52	1.14	306	62.5%	291	87.2%	2.78	1.58	290
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	3.63	1.08	304	61.0%	290	86.8%	2.87	1.62	287
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	3.72	1.09	305	62.5%	291	87.8%	2.84	1.61	294

Appendix LL

ACO Task Results

Board of State and Community Corrections
Adult Corrections Officer – Task Results

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Physical Activities								
1	Lift, carry, and/or drag heavy objects.	95.9%	4.80	2.56	1381	3.05	1.20	1530
2	Walk or run up or down one or more flights of stairs.	96.7%	6.53	2.90	1378	3.71	1.15	1538
3	Climb through openings.	74.3%	2.03	2.05	1374	2.68	1.27	1186
4	Climb up and down a ladder.	76.5%	2.29	2.23	1372	2.72	1.31	1228
5	Crawl in confined areas.	71.0%	1.66	1.78	1372	2.60	1.30	1141
6	Climb up to and/or jump down from elevated surfaces.	76.1%	2.27	2.27	1371	2.73	1.27	1213
7	Jump over obstacles.	77.4%	2.00	1.87	1368	2.79	1.25	1230
8	Pull oneself up over obstacles.	76.3%	1.74	1.75	1369	2.90	1.26	1219

²⁷ Statements with a line strike did not meet the task frequency and/or task importance retention criteria with the statistic failing to meet the criteria in red. However, those with a superscript "2" were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
9	Push and/or pull hard-to-move objects by hand.	90.0%	3.55	2.61	1365	3.11	1.21	1414
10	Pursue individuals on foot.	84.9%	1.81	1.69	1360	3.49	1.19	1334
11	Run for a short distance.	96.1%	3.90	2.12	1348	3.82	1.05	1493
12	Walk or stand for long periods of time.	98.4%	7.69	2.29	1364	3.90	1.01	1550
13	Sit for long periods of time.	97.6%	7.09	2.44	1359	3.28	1.30	1528
14	Bend, extend, and/or twist body.	96.9%	7.10	2.58	1362	3.65	1.09	1526
15	Balance oneself on uneven or narrow surfaces.	72.5%	2.60	2.71	1374	2.97 ²	1.26	1164
16	Drive an automobile for work duties other than to transport individuals.	83.4%	3.32	2.65	1371	3.32	1.19	1331
17	In various degrees of lighting watch for indications of illegal activity or disturbance.	92.7%	5.99	3.31	1375	4.01	1.03	1479
18	Listen for unusual sounds or sounds that may indicate illegal activity or disturbance.	96.1%	6.98	2.90	1370	4.12	0.96	1527
19	Operate lifting equipment.	40.4%	1.13	2.03	1369	2.76	1.38	638

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
20	Operate and control lights, power, and/or water in cells/rooms/dormitories.	94.7%	6.68	2.98	1372	3.84	1.06	1496
21	Operate gates, doors, locks, sally ports, cells/rooms/dorms, electronically or manually.	98.2%	7.69	2.41	1369	4.25	0.92	1553
Handcuffs and Restraints								
22	Handcuff a non-resisting individual.	97.2%	6.37	2.59	1376	4.26	0.86	1562
23	Handcuff a resisting individual.	97.7%	4.64	2.21	1376	4.43	0.80	1569
24	Apply restraint devices other than handcuffs to a non-resisting individual.	95.0%	4.76	2.98	1371	4.21	0.91	1527
25	Apply restraint devices other than handcuffs to a resisting individual.	96.8%	3.74	2.24	1374	4.34	0.87	1551
26	Physically subdue or restrain a resisting or fleeing individual by yourself.	95.4%	2.71	1.88	1375	4.36	0.89	1518
27	Physically subdue or restrain a resisting or fleeing individual with the help of others.	96.4%	3.31	1.97	1374	4.39	0.84	1538
28	Place an actively resisting individual in the seat of a car.	76.0%	1.60	1.60	1368	4.11	1.06	1225
Officer Safety								
29	Defend oneself or others using less than lethal force.	97.8%	3.17	1.85	1366	4.51	0.78	1558
30	Defend oneself or others using lethal force.	88.0%	1.28	1.29	1367	4.55	0.83	1400

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
31	Defend oneself or others against a combative individual.	98.0%	3.33	1.77	1358	4.53	0.78	1554
32	Defend oneself against an armed individual.	91.9%	1.45	1.29	1363	4.57	0.78	1460
33	Physically separate multiple combative individuals with the help of others.	97.3%	3.13	1.70	1367	4.44	0.79	1544
34	Physically separate two combative individuals by yourself.	94.1%	2.29	1.55	1363	4.33	0.90	1480
35	Assist an uncooperative/ incapacitated individual from a prone position on the ground to his/her feet.	97.1%	3.39	1.85	1365	4.18	0.92	1536
36	Search individuals for weapons, contraband, and/or drugs.	98.3%	6.98	2.57	1361	4.59	0.72	1547
37	Strip-search individuals.	97.1%	5.52	2.90	1355	4.43	0.81	1515
38	Perform cell/room extractions.	96.3%	2.81	1.68	1367	4.33	0.86	1526
39	Place and secure individual in safety room.	96.0%	3.97	2.28	1356	4.31	0.85	1512
40	Anticipate, monitor, and intervene in potentially violent interpersonal situations.	97.7%	4.40	2.47	1356	4.30	0.85	1538
41	Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.	93.9%	4.12	2.79	1354	4.34	0.86	1483
42	Use force to gain entrance through barriers.	90.5%	1.84	1.42	1363	4.16	0.97	1437
43	Operate and/or interpret body scans for contraband or other anomalies.	66.7%	2.21	2.84	1361	4.12	1.05	1044

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
44	Complete range qualification required to carry a firearm.	78.8%	2.40	1.60	1360	4.44	0.83	1270
45	Draw and/or fire a firearm on duty in the course of job performance.	72.7%	1.14	1.37	1357	4.49	0.85	1167
Initial Processing and Release								
46	Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	89.8%	4.87	3.42	1358	4.11	0.92	1414
47	Fingerprint individuals.	92.4%	4.81	3.26	1359	4.07	0.96	1435
48	Photograph individuals.	91.9%	4.58	3.20	1346	4.01	0.95	1416
49	Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	94.8%	5.63	3.07	1356	3.93	0.94	1469
50	Advise individual of constitutional rights.	81.7%	2.83	2.57	1356	3.79	1.06	1281
51	Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	92.7%	5.43	3.18	1362	4.15	0.90	1445
52	Ensure incoming individuals get to make any required phone calls.	92.7%	5.12	3.28	1353	3.87	1.02	1448
53	Classify individuals to assign proper housing.	89.4%	3.87	3.42	1354	4.16	0.93	1376
54	Prepare identification cards or identification wristbands and give/affix to individuals.	94.7%	5.54	3.03	1354	4.04	0.97	1466
55	Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	87.9%	4.21	3.23	1356	3.76	1.07	1384

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
56	Observe/monitor behavior of individual in receiving room/holding unit while he/she awaits move to assigned housing.	95.9%	5.67	3.13	1355	3.98	0.95	1497
57	Inventory and take custody of individuals' property, clothing, and/or money.	94.0%	5.09	3.19	1355	3.90	0.97	1470
58	Prepare forms, cards, or file jackets necessary to initiate individual's records.	87.4%	4.29	3.39	1346	3.82	1.01	1347
59	Provide food or other necessities to incoming individuals.	94.4%	5.98	3.13	1345	3.84	0.99	1456
60	Identify filing deadlines and court appearance deadlines.	77.0%	3.40	3.35	1346	3.83	1.04	1196
61	Inform all relevant parties of date of detention hearing.	72.5%	3.20	3.35	1346	3.64	1.14	1134
62	Run warrant checks, holds, and/or search clauses.	84.4%	3.86	3.29	1344	3.92	1.02	1320
63	Complete documentation necessary for release.	83.5%	4.23	3.48	1341	4.08	0.98	1321
64	Verify identity of individuals prior to booking or releasing.	94.3%	5.54	3.23	1341	4.32	0.89	1458
65	Return personal property and/or money upon release.	87.4%	4.55	3.40	1344	4.07	0.97	1362
66	Schedule detention hearing.	48.8% ²	1.38	2.38	1354	3.54	1.17	778
67	Release individuals on Own Recognizance or Cite Release.	77.6%	3.53	3.38	1350	3.76	1.06	1227
68	Initiate search to locate parent(s) or legal guardian(s), if needed.	41.0%	0.78	1.50	1351	3.43	1.24	650

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
69	Decide whether to hold an individual in detention.	60.1%	1.89	2.70	1343	3.63	1.16	965
70	Evaluate fitness of legal guardian(s) or parent(s) to take custody of individual.	33.5%	0.56	1.23	1348	3.48	1.23	519
71	Contact appropriate parties to notify them that an individual is in custody.	50.6%	1.22	1.94	1346	3.38	1.22	805
72	Accommodate individual needs (e.g., due to medical conditions and/or religious rights).	87.5%	4.27	3.13	1339	3.72	1.06	1363
73	Collect and process DNA samples.	83.1%	3.64	3.07	1347	3.90	1.01	1302
Medical								
74	Perform CPR.	98.0%	1.30	0.72	1360	4.24	1.00	1524
75	Render first aid other than CPR.	97.8%	2.10	1.37	1347	4.14	0.97	1514
76	Complete medical/mental health forms.	74.7%	3.37	3.22	1350	3.87	1.01	1174
77	Review medical log and make note of medical restrictions.	65.8%	2.80	3.10	1354	3.75	1.07	1030
78	Deliver medication, observe individual taking it, and record if taken or refused.	63.6%	3.98	3.81	1356	3.94	1.01	1000
79	Arrange for medical treatment or psychiatric care.	71.7%	3.41	3.13	1352	3.83	1.06	1127
80	Obtain signed medical consent form from parent(s) or legal guardian(s).	29.5%	0.56	1.33	1348	3.48	1.24	445

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Escorting and Transporting								
81	Plan transportation route and an alternate route.	74.7%	2.33	2.45	1351	3.88	1.03	1183
82	Verify individuals' identity and/or classification prior to escorting or transporting.	92.1%	5.01	3.12	1352	4.20	0.90	1445
83	Verify identity of person transporting an individual.	86.1%	4.02	3.13	1348	4.14	0.94	1349
84	Process incoming and outgoing law enforcement/facility buses.	73.5%	2.66	3.00	1349	3.83	1.03	1161
85	Conduct vehicle safety check/inspection prior to transporting individual(s).	78.7%	2.94	2.66	1348	3.93	0.99	1234
86	Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	76.0%	2.63	2.60	1352	3.97	1.03	1204
87	Monitor movement of vehicles within the facility or in the immediate area.	77.9%	3.30	3.12	1346	3.88	1.01	1227
88	Transport equipment and/or evidence.	76.7%	2.04	2.03	1356	3.64	1.07	1201
89	Transport individuals or groups of individuals including safety/location checks.	78.6%	2.90	2.89	1347	3.79	1.02	1236
90	Escort an individual or groups to and from locations within facility.	93.9%	6.01	3.17	1352	3.93	0.97	1466
91	Arrange for transportation of individual(s).	83.9%	3.26	2.97	1348	3.72	1.04	1311
92	Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).	76.3%	2.38	2.48	1352	3.88	1.09	1199

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
93	Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior.	73.4%	1.77	2.21	1348	3.70	1.17	1138
Supervising Personnel								
94	Schedule and/or plan the work of other personnel or volunteers.	58.1%	1.63	2.37	1340	3.31	1.19	974
95	Observe the work of other personnel or volunteers and provide appropriate feedback.	66.3%	2.30	2.78	1342	3.47	1.10	1085
96	Train, mentor, and provide instruction to other personnel or volunteers.	77.6%	3.21	3.00	1342	3.77	1.05	1233
97	Give assignments to other personnel, program providers, or volunteers.	64.4%	2.19	2.77	1338	3.42	1.16	1048
98	Assist in interviewing applicants for work in the department.	49.2% ²	0.80	1.32	1341	3.33	1.29	824
99	Recruit applicants for work in the department, including volunteers.	47.8% ²	0.79	1.30	1340	3.20	1.29	789
100	Write or update job descriptions.	48.4% ²	0.83	1.29	1336	3.27	1.22	786
Record Keeping								
101	Log facility equipment in and out.	86.0%	4.75	3.39	1347	3.81	1.04	1329
102	Log vehicles entering and leaving the facility.	69.7%	2.54	2.88	1349	3.67	1.09	1071
103	Log weapons/firearms in and out.	66.0%	2.25	2.83	1336	3.89	1.14	1008

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
104	Maintain a record of all mail/packages for any individual to assure proper distribution.	62.8%	2.08	2.75	1348	3.40	1.14	964
105	Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	84.1%	4.54	3.54	1347	3.87	1.02	1307
106	Record relevant activities and incidents occurring during shift in daily journal or log.	94.3%	6.71	3.08	1348	4.05	0.93	1452
107	Complete forms and prepare correspondence (e.g., email, memos).	91.3%	5.76	3.22	1344	3.67	1.03	1417
108	Prepare/update court status and court lists.	80.2%	3.90	3.49	1335	3.79	1.05	1229
109	Create new forms.	70.0%	2.08	2.48	1335	3.20	1.21	1096
110	Conduct and document population counts to account for all individuals.	94.0%	6.74	3.16	1338	4.35	0.90	1453
111	Gather data for statistical reports.	68.5%	2.38	2.89	1335	3.42	1.22	1081
112	Manage files and documents.	81.3%	4.52	3.60	1324	3.69	1.09	1256
113	Log movement of all non-detainees entering and leaving the facility.	76.3%	3.66	3.53	1339	3.79	1.14	1183
114	Maintain authorized visitor log.	75.1%	3.00	3.15	1338	3.68	1.12	1168
115	Oversee and maintain logs on vehicle fleets.	56.3%	1.40	2.20	1331	3.39	1.21	887
116	Document how your time is spent performing specific activities.	68.6%	3.56	3.71	1333	3.42	1.22	1053

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
117	Compute and record time served credits, conduct credits, and/or release dates.	60.2%	1.89	2.73	1332	3.66	1.19	946
Meals								
118	Release individuals for meals at appropriate times.	89.9%	6.21	3.34	1348	3.67	0.96	1396
119	Inspect food for possible contamination prior to serving.	74.4%	4.45	3.75	1346	3.67	1.04	1174
120	Report food shortages to shift supervisor or kitchen.	91.2%	5.14	3.13	1352	3.60	0.99	1423
121	Supervise meals.	94.3%	6.56	3.02	1343	3.75	0.97	1462
122	Verify tray and utensil counts.	90.1%	5.66	3.38	1348	3.85	0.99	1397
123	Prepare meals/snacks for individuals.	41.6%	1.77	2.94	1345	3.45	1.19	652
124	Serve and monitor special diets.	90.3%	5.85	3.33	1347	3.65	1.04	1411
Activities								
125	Monitor electronic device usage and reading material for inappropriate content.	59.5%	2.38	3.06	1342	3.26	1.23	935
126	Supervise and/or coach individuals playing sports or game activities.	36.0%	1.35	2.49	1344	3.07	1.30	557
127	Plan and schedule recreational activities.	40.3%	1.42	2.55	1341	2.87 ²	1.30	633

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
128	Participate in sports or game activities with individuals.	18.4%	0.45	1.37	1339	2.66	1.47	284
129	Instruct/train/coach individuals in vocational activities and projects.	22.8%	0.53	1.49	1339	2.67	1.45	357
130	Assist individuals with schoolwork.	19.5%	0.48	1.39	1335	2.62	1.43	300
Visiting								
131	Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	87.9%	4.24	3.19	1351	4.06	1.00	1374
132	Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.	89.8%	4.17	3.04	1349	4.06	1.01	1395
133	Arrange for special visits.	72.0%	1.98	2.32	1348	3.14	1.28	1140
134	Answer questions and provide information to visitors.	91.3%	4.21	2.89	1345	3.23	1.14	1401
135	Conduct background clearance checks (e.g., for volunteers or visitors).	63.0%	1.66	2.29	1347	3.66	1.15	979
136	Provide video kiosk assistance and operating instructions to visitors.	50.3%	1.27	2.08	1346	3.08	1.27	764
Counseling								
137	Conduct or co-facilitate family counseling sessions.	17.1%	0.29	0.92	1344	2.91 ²	1.31	254
138	Conduct or co-facilitate formal or structured group counseling sessions with individuals.	21.8%	0.46	1.29	1346	2.90 ²	1.29	339

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
139	Conduct formal or structured counseling sessions with individuals on a one-on-one basis.	23.6%	0.59	1.55	1343	2.98 ²	1.29	371
140	Counsel individuals informally/formally including crisis intervention.	45.6%	1.64	2.47	1344	3.36	1.15	724
141	Observe individuals in group and individual activities and provide advice and counseling to foster behavioral modification.	36.9%	1.39	2.51	1340	3.29	1.21	576
142	Make recommendations for program advancement/graduation.	27.0%	0.60	1.43	1345	2.84	1.24	426
143	Provide positive feedback and encouragement to individual(s).	58.9%	3.08	3.34	1348	3.18	1.13	945
144	Conduct vocational or job counseling sessions with individual(s).	21.9%	0.50	1.41	1342	2.97 ²	1.24	348
145	Counsel individual who will be released without further action.	34.2%	1.13	2.18	1344	2.93 ²	1.22	534
146	Manage/mediate family (parent/juvenile) interactions in program setting (in custody or out of custody).	19.3%	0.35	1.07	1338	2.91 ²	1.28	289
Mail								
147	Scan incoming and outgoing mail.	92.4%	5.22	3.16	1349	3.95	0.93	1439
148	Search articles, packages, property, money left by visitors for individuals.	86.4%	4.01	3.15	1346	3.94	0.97	1345
149	Distribute mail to individuals or collect individuals' outgoing mail.	95.5%	6.00	2.94	1343	3.68	1.03	1488
150	Notify sender and receiver of seizure of unauthorized material.	81.7%	3.40	3.08	1341	3.49	1.13	1273

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Searching								
151	Conduct search of all areas accessible by individuals.	98.1%	6.71	2.47	1343	4.24	0.84	1533
152	Conduct search of all areas not readily accessible by individuals.	97.4%	5.97	2.63	1337	4.06	0.93	1505
153	Conduct security checks/patrols.	95.4%	7.10	2.89	1343	4.33	0.85	1490
154	Conduct surveillance using closed circuit monitoring system.	89.6%	5.65	3.44	1341	4.09	0.97	1390
155	Operate metal detection or X-ray equipment.	81.3%	3.81	3.24	1334	3.98	1.05	1266
Evidence and Contraband								
156	Identify, isolate, preserve and secure crime scene.	94.3%	2.73	1.82	1352	4.31	0.86	1472
157	Identify, seize, secure, document, preserve and/or dispose of evidence/contraband material.	94.9%	3.56	2.20	1340	4.27	0.83	1467
Drug and Substance Testing								
158	Conduct presumptive drug tests on seized items suspected to be controlled substances.	77.6%	2.03	1.83	1350	3.91	0.97	1220
159	Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	81.4%	2.21	1.94	1347	3.91	0.98	1264
160	Administer breath analyzer test to individuals.	60.0%	1.49	2.24	1340	3.66	1.14	913

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Restitution and Fines								
161	Advise individual and/or victim of their right to a restitution hearing.	28.2%	0.57	1.38	1346	3.06	1.25	423
162	Determine and recommend the amount of restitution due to victims(s).	18.3%	0.31	0.98	1343	3.07	1.24	275
163	Interview probationer and/or family to determine ability to pay restitution, fines, probation fees, other payments, set up payment schedule and monitor payments.	16.2%	0.28	0.98	1340	2.96 ²	1.29	239
164	Review bail bonds to ensure accuracy.	51.7%	2.08	2.92	1345	3.77	1.14	854
165	Collect, accept and process payments.	31.1%	0.86	1.93	1341	3.36	1.31	502
166	Calculate individuals' wages.	15.6%	0.29	1.04	1337	2.97 ²	1.38	237
Prepare Reports								
167	Proofread and/or edit reports.	93.8%	5.16	2.57	1346	3.92	0.88	1476
168	Prepare court documents/reports.	67.4%	2.43	2.80	1339	3.77	1.07	1091
169	Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	97.8%	5.48	2.28	1344	3.99	0.86	1532
170	Prepare individual evaluation reports (e.g., progress, performance, updates).	67.9%	2.11	2.53	1344	3.64	1.06	1107
171	Prepare reports regarding detention or release.	55.4%	1.61	2.49	1345	3.52	1.15	901

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
172	Interview relevant individuals in order to prepare reports.	77.2%	3.21	2.70	1340	3.73	1.00	1227
173	Process requests for sealing of records.	29.1%	0.64	1.61	1335	3.32	1.32	452
Security								
174	Provide security to staff working in facility.	96.8%	7.58	2.51	1345	4.45	0.76	1516
175	Account for the security of keys, tools, and equipment.	97.9%	7.69	2.35	1344	4.50	0.73	1528
176	Report count discrepancies.	95.5%	5.52	3.22	1344	4.42	0.79	1482
177	Notify appropriate staff of movement.	97.8%	7.74	2.31	1341	4.34	0.80	1517
178	Check individuals' passes.	80.8%	4.97	3.60	1341	4.11	0.98	1253
179	Issue passes to individuals.	68.2%	3.41	3.56	1336	3.92	1.12	1063
180	Log movement of individuals.	95.6%	7.33	2.74	1336	4.26	0.87	1477
181	Conduct security round/visual check of individuals and facility.	97.9%	8.00	2.22	1341	4.48	0.78	1528
182	Maintain visual observation of individuals when required.	98.7%	8.02	2.09	1336	4.43	0.79	1528
183	Call into control room, post, or switchboard at required intervals.	81.8%	5.73	3.72	1338	4.07	0.98	1264

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
184	Report suspicious activity inside or outside facility.	98.1%	5.26	2.82	1339	4.22	0.87	1536
185	Secure and separate individuals who commit crimes.	96.4%	5.20	2.76	1338	4.20	0.85	1497
186	Make arrests or charge individuals or others who commit crimes.	75.9%	2.55	2.38	1346	4.07	0.92	1220
187	Investigate incidents or crimes that occur.	91.7%	3.91	2.50	1345	4.12	0.86	1444
188	Investigate disturbances or suspicious activities.	94.0%	4.74	2.65	1342	4.10	0.87	1467
189	Assist in search for missing/escaped individuals.	91.0%	2.24	2.07	1341	4.26	0.96	1400
190	Check to see that all equipment is functioning properly.	96.0%	6.84	2.69	1339	4.24	0.88	1499
191	Keep inventory of all dangerous tools/ weapons/utensils.	90.9%	5.60	3.40	1339	4.37	0.85	1424
Referrals								
192	Refer individual for professional evaluation or to appropriate services.	68.4%	3.00	2.96	1350	3.44	1.11	1078
193	Assign individual to program, counselor, or case manager.	34.9%	0.89	1.81	1344	3.08	1.18	542
194	Refer members of individual's family, victim(s) or others to counseling and/or other appropriate services.	31.0%	0.61	1.37	1345	2.94 ²	1.21	487
195	Identify treatment, educational, employment, financial, or other service which will meet the needs of an individual, his/her family, or others and refer appropriately.	27.6%	0.58	1.41	1342	2.94 ²	1.22	432

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
196	Contact appropriate service provider; describe individual's needs, and get their commitment to work with the individual.	30.6%	0.70	1.58	1344	2.98 ²	1.21	469
197	Follow up to verify that an individual received service(s) and to evaluate success of referral.	31.9%	0.81	1.74	1338	3.03	1.21	490
Supervising and Monitoring								
198	Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance.	94.4%	6.47	2.95	1349	3.69	0.99	1450
199	Provide phone access and/or monitor individuals' calls.	95.1%	6.49	3.06	1351	3.64	1.04	1464
200	Supervise individuals on work details in facility areas (e.g., laundry, kitchen, other rooms).	93.3%	5.66	3.17	1350	3.84	0.96	1435
201	Supervise and evaluate individuals on-site in educational, vocational, recreational and other rehabilitative programs.	72.8%	3.31	3.33	1348	3.56	1.12	1119
202	Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.	88.1%	5.43	3.38	1349	3.66	1.02	1357
203	Prevent unauthorized communication between individuals.	97.3%	7.08	2.60	1347	3.94	0.95	1500
204	Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	97.4%	7.45	2.52	1336	4.14	0.89	1489
205	Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	97.8%	7.65	2.41	1341	4.18	0.87	1506
206	Maintain and clean individuals' clothing, bedding, and living quarters.	69.4%	4.14	3.63	1342	3.70	1.02	1087
207	Read documents to individuals to ensure understanding.	85.8%	4.35	3.05	1339	3.46	1.07	1318

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
208	Respond to questions or requests from individuals (e.g., related to completing forms).	94.7%	6.25	2.90	1338	3.48	1.05	1457
209	Video/audio record and review critical or potentially critical incidents.	88.0%	3.31	2.66	1338	3.77	0.98	1355
210	Notify and prepare individuals for release, transfer, and/or transport.	95.1%	6.24	2.89	1339	3.82	0.95	1459
211	Enforce and apply appropriate discipline to individuals.	95.2%	6.05	2.85	1331	3.94	0.88	1463
212	Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	94.1%	6.00	3.02	1346	4.04	0.92	1469
213	Monitor closed circuit video arraignments.	67.9%	2.86	3.29	1338	3.54	1.15	1028
214	Gather information necessary to effect administrative and disciplinary transfers.	82.7%	3.71	3.06	1341	3.60	1.05	1283
215	Monitor individual use of commissary, visiting, and/or other electronic kiosks.	83.8%	4.50	3.31	1332	3.45	1.09	1267
216	Process and distribute pre-paid telephone cards.	38.7%	1.35	2.45	1342	3.23	1.20	599
217	Reclassify individuals to maintain proper housing assignment.	84.5%	3.62	3.14	1335	3.98	1.00	1316
Court-Related Duties								
218	Serve as traffic hearing officer.	22.4%	0.30	0.76	1346	3.02	1.29	333
219	Act as court bailiff.	42.1%	0.77	1.35	1339	3.32	1.22	638

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
220	Record court proceedings.	21.9%	0.38	1.15	1327	3.35	1.19	317
221	Prepare for court appearance by reviewing case file.	50.9%	0.98	1.33	1345	3.70	1.07	800
222	Testify in court.	92.3%	1.65	1.04	1349	3.84	1.04	1436
223	Consult with judiciary on cases for sentencing/disposition.	41.2%	0.67	1.18	1338	3.54	1.15	631
Alternative Programs								
224	Determine an individual's eligibility for alternative sentencing programs.	43.7%	0.84	1.68	1352	3.13	1.23	698
225	Process documents necessary for alternative sentencing programs.	45.8%	0.94	1.80	1347	3.12	1.24	725
226	Notify applicant of approval status for alternative sentencing programs.	46.0%	0.92	1.69	1347	3.05	1.24	729
227	Make field checks of individuals in alternative sentencing programs.	41.0%	0.68	1.38	1342	3.21	1.30	636
228	Monitor movement of individuals on home confinement and/or electronic monitoring.	40.9%	0.71	1.52	1344	3.30	1.29	629
229	Check electronic monitoring systems (e.g., EM, GPS, ankle monitor, alcohol monitoring device) database for compliance violations.	40.6%	0.68	1.45	1348	3.28	1.33	629
230	Orient individual to alternative sentencing program rules and procedures.	42.3%	0.74	1.53	1345	3.23	1.29	659
231	Determine eligibility, develop case plan, and monitor progress in re-entry programs.	38.2%	0.60	1.33	1344	3.17	1.31	588

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Oral Communication								
232	Communicate verbally with other staff to share information regarding operations.	98.7%	8.05	1.96	1350	4.30	0.81	1536
233	Communicate via intercom, radio, and/or telephone.	99.2%	8.64	1.33	1350	4.35	0.79	1538
234	Maintain and monitor communications/radio systems.	92.9%	7.57	2.93	1343	4.31	0.85	1430
235	Make announcements/give information over P.A. or paging system.	92.7%	6.75	3.18	1348	3.93	1.03	1417
236	Communicate with individuals in a language other than English or serve as an interpreter.	78.5%	3.29	3.43	1345	3.56	1.16	1191
237	Answer questions/provide information to various regulatory agencies and commissions.	78.6%	3.65	3.37	1336	3.52	1.15	1224
238	Answer, respond to, and transfer phone calls requesting information.	95.9%	6.70	2.83	1339	3.64	1.07	1473
239	Conduct tours.	85.5%	2.05	1.66	1344	2.93 ²	1.28	1349
240	Communicate with court personnel.	88.7%	3.67	2.90	1338	3.51	1.11	1386
241	Gather information from individuals about conflicts or personal problems.	91.1%	4.98	2.96	1345	3.68	0.99	1434
242	Give instructions/ directions orally to groups of individuals.	95.7%	6.87	2.89	1342	3.94	0.92	1497
243	Confer with supervisors concerning operations.	96.4%	6.41	2.66	1347	3.96	0.91	1516

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
244	De-escalate situations utilizing tactical communication skills.	97.6%	6.44	2.55	1343	4.28	0.83	1530
Service to Community								
245	Represent department with other agencies.	79.5%	2.52	2.63	1349	3.44	1.08	1260
246	Serve on non-departmental boards.	44.9%	0.71	1.24	1340	3.03	1.23	713
247	Give presentations	72.5%	1.66	1.68	1342	3.12	1.15	1142
248	Respond to questions from the public.	74.6%	3.07	3.08	1332	3.37	1.08	1174
249	Participate in joint operations with other agencies.	70.9%	1.44	1.66	1346	3.35	1.09	1117
250	Speak with at-risk members of the community about their concerns or problems.	47.1% ²	0.83	1.44	1341	3.24	1.16	714
Develop Case Plans								
251	Gather information, prepare, develop and review individualized case plan.	35.1%	0.83	1.81	1347	3.21	1.22	552
252	Determine the frequency of contact needed during supervision utilizing risk assessment.	36.3%	0.86	1.84	1341	3.25	1.22	565
253	Review individual's file.	51.0%	2.07	3.00	1341	3.40	1.15	805
254	Assess, monitor and update individual's progress with case plan.	32.8%	0.75	1.74	1341	3.23	1.23	512

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
255	Conduct risk and needs assessment and reassessments.	38.5%	1.06	2.14	1334	3.35	1.24	608
Emergencies								
256	Conduct fire, earthquake, or evacuation drills.	93.5%	2.55	1.41	1345	3.96	0.96	1466
257	Evacuate individuals from an area or facility.	93.4%	1.85	1.29	1343	4.01	0.98	1458
258	Dispatch help in emergencies or disturbances.	92.1%	2.69	1.89	1336	4.18	0.91	1422
259	Extinguish or help extinguish fire.	93.5%	1.31	0.94	1339	4.10	1.00	1432
260	Activate alarm system to alert all staff in case of an emergency.	92.6%	1.67	1.38	1339	4.12	1.00	1423
261	Respond to emergency situations according to agency policies.	97.8%	3.72	2.16	1336	4.32	0.86	1512
Current Knowledge								
262	Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.	98.4%	6.39	2.36	1348	4.22	0.85	1545
263	Read internal memos, correspondence, reports, and emails.	98.6%	7.65	1.90	1352	4.08	0.85	1542
264	Make suggestions regarding changes in policies, procedures, or rules.	91.7%	3.35	2.42	1350	3.62	1.00	1452
265	Attend staff meetings.	90.4%	4.10	2.75	1349	3.64	1.02	1415

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
266	Follow instructions from supervisor including designated lead staff.	98.1%	7.60	2.14	1347	4.09	0.86	1531
267	Follow all departmental policies and procedures.	99.5%	8.63	1.28	1348	4.39	0.81	1562
268	Participate in training/workgroups/seminars.	97.8%	4.10	2.10	1337	3.81	0.94	1520
269	Read court documents or other legal documents.	91.7%	5.15	2.98	1342	3.75	1.03	1443
270	Maintain knowledge of contracted agencies' standards for detention.	74.7%	3.23	3.13	1337	3.63	1.08	1160
271	Maintain knowledge of criminal justice and social service partners' policies and procedures.	76.2%	3.44	3.13	1338	3.59	1.11	1191
Finances								
272	Make special purchases for individuals.	22.2%	0.43	1.16	1349	2.78	1.27	368
273	Distribute/supervise distribution of commissary.	77.9%	3.30	2.62	1348	3.02	1.13	1214
274	Supervise and record individuals' financial transactions.	37.5%	1.10	2.08	1347	3.04	1.25	593
275	Process work furlough funds received, re-issue funds, and distribute accordingly.	27.4%	0.51	1.25	1341	2.99 ²	1.29	435
Work Details								
276	Recommend/make work assignments for individuals.	74.0%	2.90	2.92	1348	3.16	1.08	1183

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
277	Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.	74.1%	2.62	2.73	1347	3.55	1.09	1195
278	Issue and log in/out equipment, tools, cleaning supplies and other inventory.	79.4%	3.84	3.30	1346	3.60	1.06	1254
279	Inspect work equipment and work area for safety.	84.5%	5.13	3.48	1342	3.78	1.03	1333
280	Complete an individual's work time card.	42.6%	1.47	2.49	1340	3.41	1.14	717
Family Court Duties								
281	Conduct investigation to determine whether conservator(s)/legal guardian(s) is properly administering an estate.	13.4%	0.22	0.83	1346	2.91 ²	1.32	190
282	Make recommendations about placement, visitation, and custody of minors during custody proceedings.	13.9%	0.24	0.91	1351	2.91 ²	1.34	204
283	Make recommendations regarding emancipation.	12.3%	0.20	0.81	1350	2.87 ²	1.30	174
284	Make recommendations regarding underage couples' marriage requests.	10.9%	0.19	0.81	1349	2.78 ²	1.36	159
285	Make recommendations regarding adoption.	10.1%	0.16	0.70	1341	2.78 ²	1.31	142
Investigations								
286	Obtain verification of employment, education, and/or other pertinent background information.	37.6%	0.87	1.81	1343	3.31	1.18	593
287	Conduct intake or pre-plea/pre-sentence interview with individual.	39.8%	1.23	2.40	1344	3.47	1.16	607

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
288	Photograph any injuries or bruises in cases of suspected abuse.	67.9%	1.86	1.99	1345	3.63	1.06	1040
289	Investigate and report complaints of abuse.	67.8%	1.57	1.78	1336	3.62	1.06	1033
290	Evaluate residence for appropriateness of home environment.	27.1%	0.47	1.18	1341	3.32	1.18	386
291	Collect, review and interpret appropriate criminal records and documents pertaining to an individual.	54.3%	1.98	2.84	1332	3.61	1.08	854
292	Contact agencies and collect information on an individual.	64.6%	1.78	2.26	1345	3.47	1.06	1022
293	Interview individuals and involved parties to obtain background information and information about the offense.	59.5%	1.75	2.22	1341	3.56	1.02	937
294	Obtain and review police report of charges against individuals taken into custody.	68.2%	2.78	3.12	1343	3.63	1.08	1075
295	Access databases (e.g., CLETS, CWS/CMS) to find or input information.	83.0%	3.87	3.37	1349	3.82	1.04	1314
296	Verify identity based on fingerprint information.	78.8%	3.46	3.36	1340	3.91	1.04	1240
297	Investigate and report complaints of PREA violations.	76.8%	1.33	1.62	1347	3.84	1.10	1204
Monitor Compliance								
298	Request court action or garnishment where individual falls behind in child support or other payments.	12.2%	0.20	0.81	1347	3.02	1.18	178
299	Review request for and issue travel permits.	11.7%	0.21	0.87	1346	2.90 ²	1.24	184

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
300	Review requests for permission and initiate procedures to transfer a case to a new jurisdiction.	15.4%	0.28	0.99	1345	2.95 ²	1.16	234
301	Investigate incoming transfer requests from other jurisdictions.	21.5%	0.41	1.17	1343	3.00	1.24	329
302	Initiate procedures to request Interstate Compact Supervision.	14.8%	0.23	0.80	1342	2.91 ²	1.20	218
303	File petition for modification, termination or revocation of probation and /or request warrant.	20.4%	0.35	1.06	1332	3.07	1.17	312
304	Execute warrants.	43.9%	0.89	1.60	1343	3.44	1.14	684
305	Search individual's person, personal property or residence, per Court Order.	56.2%	1.67	2.55	1341	3.55	1.14	861
306	Review and determine appropriate supervision level.	48.0% ²	1.54	2.64	1343	3.54	1.12	747
307	Gather information, interview appropriate parties and the individual to determine level of probation compliance.	27.7%	0.52	1.33	1348	3.21	1.07	420
308	Conduct home/site visits.	29.4%	0.49	1.22	1349	3.28	1.18	443
309	Complete documentation necessary to authorize holds.	38.5%	0.91	1.83	1339	3.44	1.13	608
Establish Relationships								
310	Recruit foster parents.	5.7%	0.10	0.56	1351	2.80 ²	1.32	84
311	Visit community based organizations/placement facilities to learn about their services and evaluate the care and/or treatment they provide.	12.9%	0.21	0.77	1350	2.82 ²	1.24	216

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
312	Coordinate/contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship.	17.4%	0.36	1.12	1353	2.94 ²	1.22	299
313	Monitor and audit vendors teaching classes and programs and update program information in writing.	20.0%	0.41	1.20	1349	2.97 ²	1.27	334
Notifying								
314	Notify/inform law enforcement agencies and other agencies of law violations/information of interest.	68.3%	1.82	2.14	1352	3.49	1.09	1094
315	Notify victim(s) as required by law.	64.6%	1.54	1.94	1346	3.71	1.12	1037
316	Notify anyone who is the specific object of threats by an individual as required by law.	66.9%	1.43	1.83	1347	3.70	1.18	1068
317	Notify parent(s)/legal guardian(s) and/or probation officer of any change in an individual's status.	47.9% ²	0.89	1.48	1344	3.44	1.16	749
Making Recommendations								
318	Evaluate information to determine aggravating or mitigating circumstances of the crime.	54.6%	1.62	2.22	1348	3.45	1.09	871
319	Investigate, determine, make recommendations and refer individuals to appropriate placement.	58.8%	2.25	2.88	1351	3.57	1.10	929
320	Evaluate information to decide on recommended disposition, sentence and/or terms and conditions of supervision.	38.6%	1.01	2.03	1348	3.33	1.18	606
321	Discuss offense with external entities to determine whether new charges/violation of probation should be filed.	42.4%	0.89	1.60	1341	3.25	1.13	668

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
Release Decisions								
322	Review and prepare appropriate documents for recommended release of an individual.	60.8%	2.58	3.21	1356	3.95	1.14	974
323	Conduct an interview and/or gather information to determine if an individual is to be released or detained.	56.2%	1.99	2.83	1352	3.86	1.15	901
Miscellaneous								
324	Maintain confidentiality of information.	95.9%	6.99	2.83	1349	4.13	0.98	1502
325	Assist with special projects, studies, and investigations.	89.4%	3.66	2.59	1354	3.42	1.08	1404
326	Obtain and process court documents and take necessary action.	74.4%	3.01	3.06	1351	3.61	1.11	1190
327	Read individual's records to ensure compliance with special directives regarding care and custody of individual.	77.2%	3.76	3.40	1344	3.70	1.11	1219
328	Teach classes to individuals.	50.8%	1.23	1.84	1351	3.26	1.19	832
329	Read daily journal/log.	83.6%	6.05	3.55	1338	3.76	1.05	1307
330	Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.	65.7%	1.24	1.59	1351	3.15	1.23	1059
331	Interpret common street terminology.	88.3%	5.60	3.35	1340	3.51	1.02	1379
332	Assist individuals in writing grievances.	65.9%	2.18	2.39	1347	2.85	1.17	1024
333	Establish informants.	84.9%	2.77	2.36	1335	3.35	1.09	1308

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁷ (Those with a line strike did not meet retention criteria)		Task Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)				Task Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		Percentage of Responses Indicating Task is Performed	Mean Task Frequency	SD	N	Mean Importance Rating	SD	N
334	Design and/or implement programs.	57.9%	1.30	1.81	1334	3.00	1.17	920
335	Maintain and/or periodically update handbooks.	56.0%	1.31	2.05	1336	3.05	1.20	903
336	Present cases to a committee that reviews recommendations.	42.7%	0.80	1.50	1343	2.98 ²	1.21	696
337	Participate in an individual's grievance proceedings.	62.1%	1.57	1.99	1342	2.99 ²	1.15	1002
338	Serve on disciplinary review board.	51.7%	1.18	1.87	1353	3.10	1.16	844
339	Work with data to measure program outcomes and inform program decisions.	37.9%	0.74	1.54	1353	3.00	1.18	624
340	Request equipment/facility repairs verbally or in writing.	90.3%	4.42	2.54	1354	3.51	0.98	1431
341	Clean up and dispose of contaminated or hazardous material.	77.1%	2.79	2.40	1356	3.73	1.03	1213
342	Inventory, order, and stock supplies.	78.3%	3.16	2.73	1349	3.33	1.06	1238
343	Inspect areas for cleanliness.	92.9%	6.61	2.84	1352	3.61	0.99	1466

Appendix MM

ACO Equipment Results

Board of State and Community Corrections
Adult Corrections Officer - Equipment Results

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
1	Transportation or Patrol Vehicle	80.7%	1.46	1.03	1315	254	470	318	273
2	Caged transport vehicle	74.6%	1.35	1.06	1312	333	438	288	253
3	Two-Way Radio	96.6%	2.73	0.69	1311	44	51	125	1091
4	Stationary radio (e.g., dispatch radio)	73.8%	1.48	1.15	1314	344	366	238	366
5	Audio Recording Equipment	57.5%	0.86	0.94	1305	555	501	125	124
6	Audiovisual Equipment	69.0%	1.16	1.03	1306	405	482	220	199
7	Firearm(s)	66.8%	1.25	1.11	1312	436	361	267	248
8	Gun safe/locker	72.4%	1.66	1.24	1314	363	209	248	494
9	Ammunition/Rounds for Firearm(s)	68.3%	1.33	1.14	1308	415	331	272	290
10	Speed loader or magazine	56.9%	1.07	1.12	1303	561	309	214	219
11	Weapons repair or cleaning kit	69.8%	1.18	1.00	1311	396	453	296	166

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
12	Firearm training equipment (e.g., ear and eye protection, targets, plastic training pistol)	73.3%	1.25	0.99	1312	350	452	336	174
13	Chemical Agent	73.1%	1.08	0.90	1305	351	632	195	127
14	Impact weapon	57.3%	0.79	0.84	1301	555	536	138	72
15	Less than lethal weapons (e.g., riot control system, gas gun, Pepperball gun, rubber bullets, bean bags)	64.9%	0.89	0.83	1309	460	613	160	76
16	Less than lethal hand thrown projectiles (e.g., Sting balls, Flashbang)	41.7%	0.55	0.77	1308	763	411	89	45
17	Handcuffs.	96.2%	2.38	0.84	1306	50	161	332	763
18	Riot Gear (e.g., assault shield, helmet)	61.3%	0.82	0.82	1305	505	596	135	69
19	Body armor (e.g., protective or ballistic vests)	72.3%	1.33	1.09	1311	363	410	274	264
20	Tactical Vest	51.3%	0.82	0.97	1300	633	395	148	124
21	Forcible entry/cell extraction equipment	63.5%	0.79	0.74	1312	479	670	121	42
22	Gas mask or self-contained breathing apparatus	53.6%	0.67	0.74	1309	607	564	99	39
23	Oxygen supply/resuscitator	37.3%	0.44	0.66	1304	818	417	44	25
24	Mechanical/soft restraints other than handcuffs (e.g., wrist, leg, ankle, waist)	72.3%	1.22	1.03	1308	362	515	216	215

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
25	Restraint chair	68.5%	0.86	0.74	1309	412	716	132	49
26	Full body restraint(s) (e.g., canvas restraint, bed restraints)	34.7%	0.43	0.68	1307	854	368	56	29
27	Electronic restraint	16.4%	0.22	0.55	1310	1095	163	36	16
28	Electronic stun device other than electronic restraints	42.6%	0.56	0.76	1303	748	421	94	40
29	Personal alarm system	18.4%	0.28	0.68	1306	1066	155	44	41
30	Alarm system or monitor.	30.6%	0.46	0.80	1296	899	253	91	53
31	Electronic Safety Check Device (e.g., metal detector, wand/pipe)	70.2%	1.13	1.00	1300	388	541	186	185
32	Electronic time keeper system	45.4%	0.90	1.16	1302	711	236	123	232
33	System control board	66.5%	1.35	1.18	1299	435	300	237	327
34	Electronic monitoring device(s)	38.2%	0.71	1.05	1300	804	222	122	152
35	Controlled substance detection equipment (e.g., urine bottles, drug test cups, breathalyzer)	51.4%	0.71	0.84	1302	633	484	117	68
36	Intercom device (public address system, call box)	81.4%	1.77	1.13	1304	243	296	286	479
37	Tool Kit	56.8%	0.79	0.86	1300	561	534	121	84

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
38	First Aid Kit	73.5%	0.95	0.76	1296	343	750	134	69
39	Trauma Kit	29.9%	0.37	0.65	1295	908	318	43	26
40	Universal precautions equipment (e.g. blood borne pathogens kit)	63.5%	1.09	1.08	1297	473	458	140	226
41	Automatic external defibrillator (AED)	28.5%	0.33	0.59	1300	930	325	25	20
42	Hydraulic rescue tools (e.g., Jaws of Life)	6.6%	0.10	0.40	1297	1211	58	18	10
43	Hooked cutting/rescue device (e.g., 911 swirl cutting tool)	33.6%	0.42	0.67	1300	863	358	50	29
44	Fire fighting equipment (e.g., extinguisher, hoses)	32.4%	0.39	0.64	1304	881	358	41	24
45	Flashlight	96.5%	2.17	0.89	1305	46	285	376	598
46	Bolt cutters	52.1%	0.65	0.75	1308	627	557	78	46
47	Badge.	90.4%	2.43	1.00	1305	125	119	136	925
48	Duty belt	95.9%	2.65	0.78	1299	53	92	114	1040
49	Holster(s)	83.6%	2.22	1.16	1293	212	123	121	837
50	Field book	55.2%	1.01	1.13	1289	578	350	128	233

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
51	Business cards	26.1%	0.38	0.74	1304	964	236	55	49
52	Surveillance gear	23.0%	0.36	0.76	1302	1002	181	64	55
53	Binoculars	19.1%	0.24	0.55	1294	1047	200	30	17
54	Body/mic camera	16.2%	0.26	0.67	1300	1090	130	38	42
55	Bullhorn or hailer	11.9%	0.16	0.50	1298	1144	116	21	17
56	Cash register	8.7%	0.14	0.50	1298	1185	68	24	21
57	Computer search software	63.6%	1.39	1.24	1301	474	227	225	375
58	Computer software, other than computer search software	70.8%	1.64	1.25	1296	378	199	227	492
59	Computer terminal	85.6%	2.24	1.11	1301	187	116	191	807
60	Desktop computer	96.1%	2.62	0.78	1298	51	84	175	988
61	Laptop computer or mobile data terminal (MDT)	38.1%	0.66	1.00	1300	805	274	82	139
62	Tablet computer	22.1%	0.44	0.93	1300	1013	121	47	119
63	Flash drive(s)	65.4%	1.21	1.13	1299	450	394	185	270

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
64	GPS navigation device	31.1%	0.51	0.89	1301	897	227	90	87
65	Telephone/cell phone	89.8%	2.24	1.04	1307	133	188	212	774
66	Palm pilot	8.0%	0.12	0.48	1298	1194	65	20	19
67	Pager	9.8%	0.15	0.53	1293	1166	82	18	27
68	Facsimile (Fax) machine	71.7%	1.21	1.03	1295	367	495	224	209
69	Teletype	38.1%	0.68	1.00	1292	800	231	136	125
70	Disposable hazardous material suits/spill kits (e.g., eye wash stations, decontamination supplies)	47.4%	0.60	0.75	1288	677	499	65	47
71	Electronic control panel or "breaker box"	46.9%	0.66	0.86	1293	687	442	82	82
72	Emergency lighting equipment (e.g., spotlight, search lights, flares)	40.7%	0.53	0.75	1300	771	412	75	42
73	Fingerprint equipment	77.2%	1.62	1.17	1301	297	345	218	441
74	Food preparation equipment (e.g., stove, broilers, microwave ovens, etc.).	56.9%	1.00	1.07	1309	564	372	184	189
75	Housekeeping equipment (e.g., mop, broom, etc.)	76.4%	1.37	1.05	1303	307	457	283	256
76	Illuminated needle-marks scope.	10.1%	0.15	0.51	1292	1161	90	20	21

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
77	Keys	98.5%	2.81	0.56	1300	19	49	94	1138
78	Ladder	46.8%	0.62	0.79	1300	692	475	72	61
79	Maps	41.6%	0.61	0.87	1290	754	371	82	83
80	Paint sprayer	9.8%	0.14	0.50	1287	1161	87	19	20
81	PBX switchboard or multi-line phone system	32.3%	0.65	1.05	1301	881	149	121	150
82	Adding machine or calculator.	56.0%	0.85	0.94	1305	574	458	164	109
83	Typewriter	12.8%	0.20	0.60	1298	1132	103	29	34
84	Photocopier	91.3%	2.00	0.97	1305	114	275	418	498
85	Microfilm/microfiche machine	8.1%	0.13	0.50	1305	1199	56	30	20
86	Projection equipment (movie, slide, overhead)	26.5%	0.37	0.71	1300	956	247	59	38
87	Photographic equipment (cameras or processing)	70.8%	1.19	1.02	1306	382	486	243	195
88	Power supply generators	20.6%	0.28	0.63	1304	1036	200	37	31
89	Evidence processing kit (e.g., latent print)	30.5%	0.40	0.70	1295	900	302	58	35

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Equipment Used on the Job Rated from 0 (Never Used) to 3 (Used Very Often)				Frequency of Use			
		Percentage of Respondents Indicating Equipment is Used on the Job	Mean	SD	N	Never	Occasionally	Often	Very Often
90	Property/evidence bag sealer	64.0%	1.02	0.99	1295	466	497	175	157
91	Property/evidence storage locker(s)	69.7%	1.04	0.93	1302	394	605	158	145
92	Padded training gear (e.g., Redman suit)	46.9%	0.58	0.72	1310	695	501	82	32
93	Spit mask	75.7%	0.98	0.75	1301	316	753	173	59
94	Survival gear (rural areas)	13.2%	0.19	0.54	1301	1129	122	29	21
95	Tire chains	8.2%	0.12	0.44	1300	1193	75	19	13
96	Whistle	9.9%	0.14	0.46	1299	1171	93	21	14
97	X-ray equipment (examining mail and packages)	18.8%	0.29	0.68	1308	1062	157	49	40
98	Full body scanner	19.3%	0.35	0.80	1300	1049	122	60	69
99	Jumper cables	27.2%	0.33	0.60	1304	949	305	29	21

Appendix NN

ACO KSA Results

Board of State and Community Corrections
Adult Corrections Officer – KSA Results

KSA Statements ²⁸		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
1	Knowledge of department's/facility's rules, regulations, and procedures.	4.45	0.79	1512	3.8%	1449	97.3%	3.87	1.29	1473
2	Knowledge of the criminal justice system (adult and/or juvenile) including its elements, history, and philosophy.	3.74	1.09	1510	8.8%	1447	96.6%	3.47	1.33	1459
3	Knowledge of state and federal laws, legal codes, court procedures, precedents, government regulations, and executive orders.	3.80	1.09	1510	5.4%	1445	97.5%	3.55	1.30	1458
4	Knowledge of court, legal, and other law enforcement agency documents/forms (e.g., warrants, court order forms).	3.80	1.05	1498	3.3%	1432	97.6%	3.55	1.27	1453
5	Knowledge of the procedures for testifying in court as a witness, including courtroom demeanor.	3.84	1.05	1501	3.3%	1429	97.5%	3.57	1.31	1451
6	Knowledge of California state laws and codes governing the custody, care, security, and detention of individuals in a facility or youth detention facility (e.g., minimum jail standards).	4.17	0.96	1500	4.0%	1433	97.7%	3.77	1.27	1456

²⁸ KSA statements with a line strike did not meet the importance retention criterion. KSAs that were not needed at entry are marked with red font in the needed at entry criterion column. However, those statistics with a superscript "2" were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²⁸		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
7	Knowledge of the legal rights and civil liability of peace officers.	4.12	1.05	1496	5.3%	1430	96.9%	3.69	1.32	1445
8	Knowledge of investigative techniques and procedures.	3.76	1.06	1493	2.9%	1428	97.7%	3.61	1.24	1436
9	Knowledge of human physical and psychological development.	3.03	1.26	1484	12.3%	1419	95.3%	3.09	1.38	1423
10	Knowledge of the basic principles of psychology and sociology as they relate to theories of personality, behavior patterns, crime, social adjustment, human motivation, group dynamics, and the symptoms and causes of mental illness.	3.19	1.22	1495	10.0%	1429	96.3%	3.23	1.35	1449
11	Knowledge of crisis intervention techniques and procedures.	3.54	1.15	1497	3.8%	1432	97.4%	3.41	1.27	1445
12	Knowledge of individual and group counseling theories, techniques, principles, and practices.	2.74	1.41	1490	7.2%	1411	92.8%	2.88	1.45	1429
13	Skill in de-escalating volatile situations.	4.23	0.91	1478	6.6%	1401	98.4%	3.85	1.23	1412
14	Skill in applying individual and/or group counseling techniques.	2.77	1.40	1459	8.5%	1381	92.4%	2.90	1.47	1402
15	Knowledge of the needs, problems, attitudes, behavior patterns of individuals, and the factors underlying criminal behavior/juvenile delinquency.	3.40	1.15	1492	6.9%	1417	96.5%	3.22	1.31	1435
16	Knowledge of the value systems of different groups or cultures.	3.30	1.15	1490	9.8%	1419	96.2%	3.13	1.34	1434

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²⁸		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
17	Knowledge of the purpose and methods of discipline as applied to persons under criminal confinement.	3.60	1.07	1489	3.7%	1424	97.4%	3.33	1.29	1442
18	Knowledge of general personal hygiene and health practices.	3.34	1.24	1485	38.9%	1413	92.0%	2.92	1.51	1430
19	Knowledge of universal safety precautions for preventing transmission of disease.	4.08	1.03	1479	15.8%	1414	96.9%	3.45	1.35	1437
20	Knowledge of standard facility health and sanitation practices and procedures.	3.39	1.17	1482	5.7%	1416	95.4%	3.08	1.37	1426
21	Knowledge of work and treatment programs available to individuals in the facility.	2.89	1.24	1501	3.7%	1424	93.7%	2.86	1.41	1439
22	Knowledge of report writing procedures (e.g., for crime reports, incident reports, escape reports, behavior reports).	4.16	0.86	1501	3.6%	1419	98.2%	3.84	1.20	1442
23	Knowledge of standard office practices, such as record keeping, filing, and the operation of office equipment.	3.05	1.24	1499	15.8%	1421	92.6%	2.87	1.48	1438
24	Knowledge of routine grounds-keeping and building maintenance.	2.13	1.55	1488	20.0%	1378	78.6%	2.27	1.68	1405
25	Skill in safely, appropriately, and accurately handling and using firearms.	4.05	1.47	1486	9.7%	1383	92.5%	3.63	1.55	1423
26	Skill in safely, appropriately, and accurately using self-defense, physical restraints, weaponless defense, and riot control techniques and procedures.	4.43	0.91	1494	4.5%	1413	98.0%	3.98	1.24	1441
27	Skill in identifying and applying the appropriate type of first aid procedure or technique (including CPR).	4.16	0.97	1491	6.3%	1415	97.3%	3.69	1.31	1432

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²⁸		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
28	Knowledge of the symptoms and effects of drug and alcohol use and abuse.	3.75	0.99	1490	5.7%	1420	97.4%	3.56	1.24	1439
29	Ability to identify illicit drugs.	3.73	1.01	1471	3.6%	1400	97.7%	3.58	1.26	1421
30	Knowledge of drug and alcohol testing procedures.	3.52	1.15	1458	3.5%	1395	96.2%	3.39	1.34	1413
31	Knowledge of indicators of criminal affiliation and behavior (e.g., gangs, street terminology, monikers, symbols).	3.97	0.91	1484	3.5%	1410	98.0%	3.75	1.22	1424
32	Knowledge of group leadership and supervision techniques.	3.49	1.10	1479	11.1%	1406	96.1%	3.32	1.36	1426
33	Knowledge of the rules of team and individual games/sports.	1.99	1.69	1469	40.1%	1345	68.5%	2.03	1.77	1393
34	Knowledge of standard radio broadcast procedures and rules.	3.67	1.32	1469	6.9%	1383	93.4%	3.37	1.44	1418
35	Knowledge of criminal offender record information (C.O.R.I.).	3.13	1.31	1490	3.8%	1400	93.8%	3.12	1.44	1421
36	Knowledge of available community resources, their approaches, limitations, and the referral process to obtain services.	2.72	1.44	1478	8.8%	1392	89.2%	2.76	1.55	1423
37	The ability to recognize when something is wrong or is likely to go wrong; it does not involve solving the problem, only recognizing there is a problem.	4.08	0.97	1485	25.1%	1421	97.1%	3.67	1.32	1434
38	The ability to proceed in a careful, cautious, and/or prudent manner.	4.05	0.95	1483	22.9%	1409	97.6%	3.61	1.28	1436

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²⁸		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
39	Skill in knowing where and how to access written procedures/information when needed.	3.76	0.94	1484	8.8%	1412	97.8%	3.46	1.25	1428
40	Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications.	3.73	0.95	1478	43.0%	1424	96.5%	3.44	1.34	1438
41	Skill in observing, interpreting, and accurately documenting verbal and non-verbal behavior.	4.08	0.89	1481	13.3%	1411	98.3%	3.71	1.23	1431
42	Skill in searching persons.	4.31	0.91	1488	3.7%	1408	98.3%	3.85	1.24	1435
43	Skill in searching vehicles, residences, and/or facilities.	3.90	1.21	1471	4.0%	1385	96.4%	3.59	1.35	1416
44	Skill in interviewing a range of individuals who may be cooperative or uncooperative and effectively gathering information.	3.98	0.98	1484	5.0%	1407	97.7%	3.67	1.25	1427
45	Skill in interviewing abused or neglected individuals (e.g., children, elders).	3.24	1.56	1483	9.5%	1378	90.2%	3.17	1.57	1408
46	The ability to know one's location in relation to the environment, or to know where other objects are in relation to one's self.	3.88	1.20	1479	24.4%	1404	95.9%	3.43	1.39	1426
47	Skill in driving a car.	3.44	1.45	1475	51.9%	1393	89.1%	3.02	1.58	1404
48	Skill in dictating reports or correspondence.	3.16	1.42	1488	16.9%	1387	92.0%	3.08	1.53	1409
49	The ability to prioritize projects, tasks, and responsibilities effectively and in working efficiently to meet all deadlines.	3.93	0.92	1492	36.0%	1437	97.2%	3.49	1.31	1438

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²⁸		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
50	Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate.	3.84	0.94	1490	45.0%	1423	97.1%	3.42	1.32	1434
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	4.09	0.88	1491	58.8%	1427	95.8%	3.53	1.40	1440
52	The ability to understand materials written in English.	4.23	0.85	1483	67.1%	1424	95.4%	3.57	1.43	1436
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	4.14	0.85	1487	62.2%	1430	95.9%	3.56	1.40	1435
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	3.98	0.93	1478	49.2% ²	1417	96.0%	3.44	1.38	1437
55	Skill in organizing one's work, files, and other materials.	3.49	1.00	1482	45.4%	1417	95.3%	3.11	1.38	1430
56	The ability to analyze and evaluate information to arrive at a correct conclusion, including making judgments regarding the accuracy of information, applying rules and principles, and combining pieces of information to come up with logical answers.	3.89	0.97	1473	38.1%	1402	96.7%	3.42	1.35	1429
57	Skill in adding and subtracting whole numbers.	3.24	1.31	1460	70.1%	1400	88.1%	2.72	1.61	1416
58	Skill in multiplying and dividing whole numbers.	2.97 ²	1.41	1467	70.0%	1395	86.2%	2.57	1.63	1417
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	3.92	0.98	1475	47.2% ²	1410	94.4%	3.28	1.45	1428

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²⁸		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
60	The ability to concentrate on a task and not be distracted.	3.88	0.92	1472	50.8%	1412	95.4%	3.30	1.41	1430
61	The ability to quickly and accurately compare letters, numbers, objects, pictures, or words presented in written or visual form in order to identify inaccurate, inconsistent, or missing information.	3.43	1.12	1489	43.4%	1424	94.3%	3.10	1.43	1439
62	The ability to quickly and accurately process multiple types of information and/or perform multiple tasks, shifting back and forth between tasks and/or sources of information.	3.81	0.96	1491	38.5%	1423	96.0%	3.41	1.35	1441
63	The ability to recall information such as procedures and rules, faces, identification marks, and the order in which events occurred.	4.02	0.92	1482	35.1%	1422	96.3%	3.53	1.35	1443
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	3.78	1.02	1476	58.5%	1413	93.9%	3.23	1.47	1411
65	The ability to exert oneself physically without becoming tired too quickly.	3.96	0.94	1480	49.9% ²	1415	95.0%	3.41	1.40	1437
66	The ability to take charge of situations or groups, to assert ideas, to influence, persuade, or motivate others; to speak-up, be candid, and confront people when necessary, without hesitation in a professional manner.	4.08	0.93	1480	32.8%	1425	96.6%	3.62	1.34	1435
67	The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations.	4.32	0.83	1476	35.4%	1409	96.9%	3.75	1.33	1438

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²⁸		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
68	The ability to perform effectively under stressful conditions and to cope with prolonged exposure to job stressors (e.g., time pressure, emergencies, threats, physical altercations).	4.33	0.81	1492	31.4%	1419	97.0%	3.74	1.32	1448
69	The ability to be thorough and to carry out tasks with a concern for the inclusion and accuracy of details.	4.11	0.81	1485	36.4%	1422	96.8%	3.55	1.31	1449
70	The ability to interact confidently with individuals or groups at all levels; to not be easily fooled or persuaded into changing course of action; and to have confidence in one's ability to be effective.	4.18	0.82	1484	35.7%	1422	96.4%	3.61	1.34	1437
71	The ability to make well-reasoned decisions in a timely manner, sometimes in situations where there are no standard procedures.	4.19	0.83	1487	36.4%	1424	96.9%	3.60	1.31	1442
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	3.93	0.90	1479	55.1%	1424	95.1%	3.41	1.39	1447
73	The ability to adapt to unanticipated problems or conflicts, accept changes (e.g., assignments or procedures), and change roles based on one's assessment of the situation.	4.11	0.86	1487	36.6%	1414	96.5%	3.54	1.35	1442
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	3.85	0.97	1479	47.3% ²	1420	95.0%	3.37	1.40	1443
75	The ability to establish and maintain effective working relationships with team members.	4.08	0.83	1489	45.1%	1427	95.6%	3.53	1.38	1437

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ²⁸		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	3.95	0.93	1491	48.3% ²	1420	95.3%	3.40	1.42	1435
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	4.23	0.80	1486	58.8%	1421	95.5%	3.55	1.40	1443
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.	4.30	0.82	1486	61.7%	1419	95.3%	3.62	1.44	1439
79	The ability to perform work in compliance with laws, rules and regulations; to accept and conform to accepted standards of conduct and the authority structure of the organization.	4.28	0.83	1480	39.7%	1409	96.2%	3.62	1.37	1434
80	The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas).	4.09	0.88	1487	45.1%	1416	95.1%	3.46	1.43	1436
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	4.03	0.87	1487	50.2%	1410	95.8%	3.51	1.40	1438
82	The ability to acquire new skills and knowledge, seek out and use feedback to improve performance, learn from one's own and others' experiences, and apply learning to new situations.	3.92	0.89	1496	38.5%	1419	96.8%	3.49	1.34	1436

KSA Statements ²⁸		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	4.14	0.89	1493	54.2%	1425	95.6%	3.50	1.41	1444
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	3.79	1.03	1489	51.8%	1421	94.6%	3.22	1.44	1441
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	3.75	1.07	1485	50.1%	1422	94.4%	3.19	1.44	1434
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	3.86	1.04	1489	49.6% ²	1422	95.1%	3.28	1.42	1436
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	3.66	1.11	1493	51.6%	1425	94.3%	3.16	1.45	1433

KSA Statements ²⁸		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	3.66	1.11	1491	52.1%	1409	94.4%	3.16	1.45	1433
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	3.69	1.08	1492	59.0%	1412	93.5%	3.11	1.47	1436
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	3.70	1.10	1489	58.2%	1422	93.3%	3.13	1.49	1443
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	3.74	1.11	1488	58.5%	1427	93.3%	3.11	1.49	1441
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	3.73	1.11	1495	60.1%	1427	93.2%	3.12	1.50	1443

KSA Statements ²⁸		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	3.61	1.11	1489	62.4%	1424	92.1%	2.97	1.51	1439
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	3.71	1.05	1484	62.2%	1430	92.4%	3.03	1.51	1443
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	3.60	1.08	1486	62.2%	1424	92.1%	2.97	1.49	1447
96	The capacity to match or discriminate between colors. This capacity included detecting differences in color and in brightness.	3.43	1.21	1500	69.0%	1435	86.7%	2.76	1.62	1451
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	3.62	1.10	1498	65.3%	1436	89.1%	2.91	1.57	1448
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	3.80	1.04	1499	63.9%	1433	90.5%	3.07	1.56	1454
99	The ability to see objects in the presence of glare or bright ambient lighting.	3.47	1.16	1494	64.3%	1427	88.1%	2.80	1.59	1440
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	3.52	1.12	1498	59.9%	1438	89.9%	2.92	1.55	1451

KSA Statements ²⁸		Importance Rated from 0 (Not Important) to 5 (Critically Important)			When Needed Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)		Better Performance Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)			
		Mean Importance Rating	SD	N	Percentage of Responses Indicating KSA is Needed Before Hire	N	Percentage of Responses Indicating More of KSA is Better	Mean	SD	N
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	3.69	1.05	1499	57.4%	1433	92.6%	3.09	1.52	1442
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	3.73	1.02	1500	62.6%	1428	91.7%	3.05	1.54	1453

Appendix OO

Overall ACO-PD vs. ACO Results

Board of State and Community Corrections

Overall Adult Corrections Officer – PD vs. Adult Corrections Officer Task Results

Task Statements ²⁹ (Grayed out KSAs were retained for both groups)		Percentage of Responses Indicating Task is Performed		Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)	
		ACO-PD	ACO	ACO-PD	ACO
Physical Tasks					
1	Lift, carry, and/or drag heavy objects.	96.2%	95.9%	3.09	3.05
2	Walk or run up or down one or more flights of stairs.	81.7%	96.7%	3.13	3.71
3	Climb through openings.	46.0% ²	74.3%	2.34	2.68
4	Climb up and down a ladder.	42.8% ²	76.5%	2.26	2.72
5	Crawl in confined areas.	44.1% ²	71.0%	2.18	2.60
6	Climb up to and/or jump down from elevated surfaces.	42.7% ²	76.1%	2.42	2.73
7	Jump over obstacles.	46.2% ²	77.4%	2.45	2.79
8	Pull oneself up over obstacles.	46.4% ²	76.3%	2.55	2.90
9	Push and/or pull hard-to-move objects by hand.	74.9%	90.0%	2.81 ²	3.11
10	Pursue individuals on foot.	55.7%	84.9%	3.17	3.49
11	Run for a short distance.	71.3%	96.1%	3.34	3.82
12	Walk or stand for long periods of time.	96.6%	98.4%	3.78	3.90
13	Sit for long periods of time.	97.3%	97.6%	3.42	3.28
14	Bend, extend, and/or twist body.	96.2%	96.9%	3.63	3.65
15	Balance oneself on uneven or narrow surfaces.	45.8% ²	72.5%	2.86 ²	2.97 ²
16	Drive an automobile for work duties other than to transport individuals.	73.3%	83.4%	2.90 ²	3.32

²⁹ Statistics in red font did not meet the initial retention criteria for the corresponding scale. However, those with a superscript “2” were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Task Statements ²⁹ (Grayed out KSAs were retained for both groups)		Percentage of Responses Indicating Task is Performed		Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)	
		ACO-PD	ACO	ACO-PD	ACO
17	In various degrees of lighting watch for indications of illegal activity or disturbance.	74.5%	92.7%	3.96	4.01
18	Listen for unusual sounds or sounds that may indicate illegal activity or disturbance.	87.9%	96.1%	4.07	4.12
19	Operate lifting equipment.	20.5%	40.4%	2.54 ²	2.76
20	Operate and control lights, power, and/or water in cells/rooms/dormitories.	87.8%	94.7%	3.87	3.84
21	Operate gates, doors, locks, sally ports, cells/rooms/dorms, electronically or manually.	97.7%	98.2%	4.43	4.25
Handcuffs and Restraints					
22	Handcuff a non-resisting individual.	99.6%	97.2%	4.24	4.26
23	Handcuff a resisting individual.	98.1%	97.7%	4.36	4.43
24	Apply restraint devices other than handcuffs to a non-resisting individual.	79.0%	95.0%	4.08	4.21
25	Apply restraint devices other than handcuffs to a resisting individual.	86.6%	96.8%	4.20	4.34
26	Physically subdue or restrain a resisting or fleeing individual by yourself.	90.4%	95.4%	4.22	4.36
27	Physically subdue or restrain a resisting or fleeing individual with the help of others.	94.7%	96.4%	4.31	4.39
28	Place an actively resisting individual in the seat of a car.	65.5%	76.0%	4.09	4.11
Officer Safety					
29	Defend oneself or others using less than lethal force.	97.7%	97.8%	4.45	4.51
30	Defend oneself or others using lethal force.	67.6%	88.0%	4.33	4.55
31	Defend oneself or others against a combative individual.	99.6%	98.0%	4.52	4.53
32	Defend oneself against an armed individual.	74.1%	91.9%	4.50	4.57
33	Physically separate multiple combative individuals with the help of others.	96.2%	97.3%	4.34	4.44
34	Physically separate two combative individuals by yourself.	81.9%	94.1%	4.26	4.33
35	Assist an uncooperative/ incapacitated individual from a prone position on the ground to his/her feet.	96.2%	97.1%	4.13	4.18

Task Statements ²⁹ (Grayed out KSAs were retained for both groups)		Percentage of Responses Indicating Task is Performed		Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)	
		ACO-PD	ACO	ACO-PD	ACO
36	Search individuals for weapons, contraband, and/or drugs.	100.0%	98.3%	4.70	4.59
37	Strip-search individuals.	95.0%	97.1%	4.55	4.43
38	Perform cell/room extractions.	93.9%	96.3%	4.24	4.33
39	Place and secure individual in safety room.	91.5%	96.0%	4.29	4.31
40	Anticipate, monitor, and intervene in potentially violent interpersonal situations.	95.0%	97.7%	4.33	4.30
41	Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.	82.6%	93.9%	4.22	4.34
42	Use force to gain entrance through barriers.	61.2%	90.5%	4.03	4.16
43	Operate and/or interpret body scans for contraband or other anomalies.	35.4%	66.7%	4.25	4.12
44	Complete range qualification required to carry a firearm.	17.1%	78.8%	4.28	4.44
45	Draw and/or fire a firearm on duty in the course of job performance.	15.5%	72.7%	4.29	4.49
Initial Processing and Release					
46	Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	98.9%	89.8%	4.59	4.11
47	Fingerprint individuals.	99.6%	92.4%	4.60	4.07
48	Photograph individuals.	99.6%	91.9%	4.59	4.01
49	Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	96.5%	94.8%	4.37	3.93
50	Advise individual of constitutional rights.	77.3%	81.7%	4.11	3.79
51	Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	99.6%	92.7%	4.66	4.15
52	Ensure incoming individuals get to make any required phone calls.	100.0%	92.7%	4.52	3.87

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁹ (Grayed out KSAs were retained for both groups)		Percentage of Responses Indicating Task is Performed		Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)	
		ACO-PD	ACO	ACO-PD	ACO
53	Classify individuals to assign proper housing.	99.2%	89.4%	4.60	4.16
54	Prepare identification cards or identification wristbands and give/affix to individuals.	93.1%	94.7%	4.48	4.04
55	Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	97.3%	87.9%	4.34	3.76
56	Observe/monitor behavior of individual in receiving room/holding unit while he/she awaits move to assigned housing.	98.5%	95.9%	4.45	3.98
57	Inventory and take custody of individuals' property, clothing, and/or money.	98.4%	94.0%	4.48	3.90
58	Prepare forms, cards, or file jackets necessary to initiate individual's records.	94.9%	87.4%	4.42	3.82
59	Provide food or other necessities to incoming individuals.	99.6%	94.4%	4.34	3.84
60	Identify filing deadlines and court appearance deadlines.	88.8%	77.0%	4.40	3.83
61	Inform all relevant parties of date of detention hearing.	79.8%	72.5%	4.16	3.64
62	Run warrant checks, holds, and/or search clauses.	81.4%	84.4%	4.45	3.92
63	Complete documentation necessary for release.	99.2%	83.5%	4.51	4.08
64	Verify identity of individuals prior to booking or releasing.	100.0%	94.3%	4.59	4.32
65	Return personal property and/or money upon release.	99.6%	87.4%	4.52	4.07
66	Schedule detention hearing.	36.4%	48.8% ²	4.02	3.54
67	Release individuals on Own Recognizance or Cite Release.	98.5%	77.6%	4.34	3.76
68	Initiate search to locate parent(s) or legal guardian(s), if needed.	38.7%	41.0%	3.63	3.43
69	Decide whether to hold an individual in detention.	52.0%	60.1%	4.02	3.63
70	Evaluate fitness of legal guardian(s) or parent(s) to take custody of individual.	19.7%	33.5%	3.84	3.48
71	Contact appropriate parties to notify them that an individual is in custody.	44.0% ²	50.6%	3.44	3.38
72	Accommodate individual needs (e.g., due to medical conditions and/or religious rights).	94.2%	87.5%	4.19	3.72
73	Collect and process DNA samples.	99.2%	83.1%	4.35	3.90

Task Statements ²⁹ (Grayed out KSAs were retained for both groups)		Percentage of Responses Indicating Task is Performed		Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)	
		ACO-PD	ACO	ACO-PD	ACO
Medical					
74	Perform CPR.	98.8%	98.0%	4.50	4.24
75	Render first aid other than CPR.	98.1%	97.8%	4.38	4.14
76	Complete medical/mental health forms.	96.5%	74.7%	4.57	3.87
77	Review medical log and make note of medical restrictions.	87.2%	65.8%	4.47	3.75
78	Deliver medication, observe individual taking it, and record if taken or refused.	60.8%	63.6%	4.24	3.94
79	Arrange for medical treatment or psychiatric care.	83.0%	71.7%	4.39	3.83
80	Obtain signed medical consent form from parent(s) or legal guardian(s).	20.5%	29.5%	3.88	3.48
Escorting and Transportation					
81	Plan transportation route and an alternate route.	45.6% ²	74.7%	3.86	3.88
82	Verify individuals' identity and/or classification prior to escorting or transporting.	90.3%	92.1%	4.28	4.20
83	Verify identity of person transporting an individual.	76.0%	86.1%	4.30	4.14
84	Process incoming and outgoing law enforcement/facility buses.	36.6%	73.5%	3.91	3.83
85	Conduct vehicle safety check/inspection prior to transporting individual(s).	58.7%	78.7%	3.95	3.93
86	Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	55.0%	76.0%	4.04	3.97
87	Monitor movement of vehicles within the facility or in the immediate area.	47.5% ²	77.9%	4.01	3.88
88	Transport equipment and/or evidence.	41.9%	76.7%	3.32	3.64
89	Transport individuals or groups of individuals including safety/location checks.	51.9%	78.6%	3.84	3.79
90	Escort an individual or groups to and from locations within facility.	82.2%	93.9%	4.12	3.93
91	Arrange for transportation of individual(s).	84.8%	83.9%	4.03	3.72

Task Statements ²⁹ (Grayed out KSAs were retained for both groups)		Percentage of Responses Indicating Task is Performed		Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)	
		ACO-PD	ACO	ACO-PD	ACO
92	Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).	32.3%	76.3%	3.90	3.88
93	Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior.	20.8%	73.4%	3.69	3.70
Supervising Personnel					
94	Schedule and/or plan the work of other personnel or volunteers.	30.9%	58.1%	3.52	3.31
95	Observe the work of other personnel or volunteers and provide appropriate feedback.	43.0% ²	66.3%	3.75	3.47
96	Train, mentor, and provide instruction to other personnel or volunteers.	72.0%	77.6%	3.68	3.77
97	Give assignments to other personnel, program providers, or volunteers.	47.7% ²	64.4%	3.54	3.42
98	Assist in interviewing applicants for work in the department.	29.5%	49.2% ²	3.44	3.33
99	Recruit applicants for work in the department, including volunteers.	19.8%	47.8% ²	3.32	3.20
100	Write or update job descriptions.	22.7%	48.4% ²	3.12	3.27
Record Keeping					
101	Log facility equipment in and out.	62.8%	86.0%	3.79	3.81
102	Log vehicles entering and leaving the facility.	29.0%	69.7%	3.59	3.67
103	Log weapons/firearms in and out.	23.0%	66.0%	3.75	3.89
104	Maintain a record of all mail/packages for any individual to assure proper distribution.	25.0%	62.8%	3.22	3.40
105	Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	74.6%	84.1%	4.10	3.87
106	Record relevant activities and incidents occurring during shift in daily journal or log.	91.9%	94.3%	4.22	4.05
107	Complete forms and prepare correspondence (e.g., email, memos).	85.0%	91.3%	3.88	3.67
108	Prepare/update court status and court lists.	85.2%	80.2%	4.06	3.79

Task Statements ²⁹ (Grayed out KSAs were retained for both groups)		Percentage of Responses Indicating Task is Performed		Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)	
		ACO-PD	ACO	ACO-PD	ACO
109	Create new forms.	58.7%	70.0%	3.27	3.20
110	Conduct and document population counts to account for all individuals.	91.3%	94.0%	4.38	4.35
111	Gather data for statistical reports.	55.4%	68.5%	3.52	3.42
112	Manage files and documents.	81.0%	81.3%	4.06	3.69
113	Log movement of all non-detainees entering and leaving the facility.	67.6%	76.3%	4.04	3.79
114	Maintain authorized visitor log.	77.0%	75.1%	3.91	3.68
115	Oversee and maintain logs on vehicle fleets.	26.1%	56.3%	3.31	3.39
116	Document how your time is spent performing specific activities.	40.9%	68.6%	3.55	3.42
117	Compute and record time served credits, conduct credits, and/or release dates.	38.5%	60.2%	3.65	3.66
Meals					
118	Release individuals for meals at appropriate times.	57.4%	89.9%	4.09	3.67
119	Inspect food for possible contamination prior to serving.	88.8%	74.4%	4.14	3.67
120	Report food shortages to shift supervisor or kitchen.	89.6%	91.2%	3.89	3.60
121	Supervise meals.	83.3%	94.3%	3.97	3.75
122	Verify tray and utensil counts.	82.6%	90.1%	4.20	3.85
123	Prepare meals/snacks for individuals.	95.4%	41.6%	4.05	3.45
124	Serve and monitor special diets.	86.4%	90.3%	3.98	3.65
Activities					
125	Monitor electronic device usage and reading material for inappropriate content.	47.7% ²	59.5%	3.36	3.26
126	Supervise and/or coach individuals playing sports or game activities.	11.5%	36.0%	3.22	3.07
127	Plan and schedule recreational activities.	14.6%	40.3%	2.79 ²	2.87 ²

Task Statements ²⁹ (Grayed out KSAs were retained for both groups)		Percentage of Responses Indicating Task is Performed		Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)	
		ACO-PD	ACO	ACO-PD	ACO
128	Participate in sports or game activities with individuals.	6.1%	18.4%	2.80 ²	2.66
129	Instruct/train/coach individuals in vocational activities and projects.	6.9%	22.8%	2.69 ²	2.67
130	Assist individuals with schoolwork.	3.9%	19.5%	2.81 ²	2.62
Visiting					
131	Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	86.9%	87.9%	4.22	4.06
132	Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.	77.4%	89.8%	4.12	4.06
133	Arrange for special visits.	65.8%	72.0%	3.53	3.14
134	Answer questions and provide information to visitors.	94.9%	91.3%	3.77	3.23
135	Conduct background clearance checks (e.g., for volunteers or visitors).	48.6% ²	63.0%	3.76	3.66
136	Provide video kiosk assistance and operating instructions to visitors.	27.7%	50.3%	3.36	3.08
Counseling					
137	Conduct or co-facilitate family counseling sessions.	5.0%	17.1%	3.11	2.91 ²
138	Conduct or co-facilitate formal or structured group counseling sessions with individuals.	5.8%	21.8%	3.13	2.90 ²
139	Conduct formal or structured counseling sessions with individuals on a one-on-one basis.	7.3%	23.6%	3.41	2.98 ²
140	Counsel individuals informally/formally including crisis intervention.	16.6%	45.6%	3.52	3.36
141	Observe individuals in group and individual activities and provide advice and counseling to foster behavioral modification.	9.7%	36.9%	3.25	3.29
142	Make recommendations for program advancement/graduation.	5.8%	27.0%	2.61 ²	2.84
143	Provide positive feedback and encouragement to individual(s).	40.1%	58.9%	3.40	3.18
144	Conduct vocational or job counseling sessions with individual(s).	5.4%	21.9%	3.22	2.97 ²

Task Statements ²⁹ (Grayed out KSAs were retained for both groups)		Percentage of Responses Indicating Task is Performed		Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)	
		ACO-PD	ACO	ACO-PD	ACO
145	Counsel individual who will be released without further action.	19.8%	34.2%	3.29	2.93 ²
146	Manage/mediate family (parent/juvenile) interactions in program setting (in custody or out of custody).	7.8%	19.3%	3.36	2.91 ²
Mail					
147	Scan incoming and outgoing mail.	41.9%	92.4%	3.48	3.95
148	Search articles, packages, property, money left by visitors for individuals.	56.8%	86.4%	3.90	3.94
149	Distribute mail to individuals or collect individuals' outgoing mail.	41.7%	95.5%	3.52	3.68
150	Notify sender and receiver of seizure of unauthorized material.	29.1%	81.7%	3.39	3.49
Searching					
151	Conduct search of all areas accessible by individuals.	96.9%	98.1%	4.38	4.24
152	Conduct search of all areas not readily accessible by individuals.	90.7%	97.4%	4.28	4.06
153	Conduct security checks/patrols.	87.7%	95.4%	4.52	4.33
154	Conduct surveillance using closed circuit monitoring system.	78.7%	89.6%	4.50	4.09
155	Operate metal detection or X-ray equipment.	53.3%	81.3%	4.22	3.98
Evidence and Contraband					
156	Identify, isolate, preserve and secure crime scene.	70.4%	94.3%	4.16	4.31
157	Identify, seize, secure, document, preserve and/or dispose of evidence/contraband material.	77.1%	94.9%	4.23	4.27
Drug and Substance Testing					
158	Conduct presumptive drug tests on seized items suspected to be controlled substances.	18.4%	77.6%	3.61	3.91
159	Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	40.5%	81.4%	3.80	3.91
160	Administer breath analyzer test to individuals.	41.7%	60.0%	3.84	3.66

Task Statements ²⁹ (Grayed out KSAs were retained for both groups)		Percentage of Responses Indicating Task is Performed		Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)	
		ACO-PD	ACO	ACO-PD	ACO
Restitution and Fines					
161	Advise individual and/or victim of their right to a restitution hearing.	8.3%	28.2%	3.21	3.06
162	Determine and recommend the amount of restitution due to victims(s).	5.4%	18.3%	2.88 ²	3.07
163	Interview probationer and/or family to determine ability to pay restitution, fines, probation fees, other payments, set up payment schedule and monitor payments.	3.5%	16.2%	3.17	2.96 ²
164	Review bail bonds to ensure accuracy.	83.4%	51.7%	4.31	3.77
165	Collect, accept and process payments.	62.5%	31.1%	4.21	3.36
166	Calculate individuals' wages.	3.5%	15.6%	3.38	2.97 ²
Prepare Reports					
167	Proofread and/or edit reports.	65.0%	93.8%	3.87	3.92
168	Prepare court documents/reports.	70.8%	67.4%	4.08	3.77
169	Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	89.2%	97.8%	4.00	3.99
170	Prepare individual evaluation reports (e.g., progress, performance, updates).	43.4% ²	67.9%	3.80	3.64
171	Prepare reports regarding detention or release.	39.9%	55.4%	3.83	3.52
172	Interview relevant individuals in order to prepare reports.	32.9%	77.2%	3.74	3.73
173	Process requests for sealing of records.	7.8%	29.1%	3.36	3.32
Security					
174	Provide security to staff working in facility.	73.7%	96.8%	4.49	4.45
175	Account for the security of keys, tools, and equipment.	91.7%	97.9%	4.49	4.50
176	Report count discrepancies.	82.2%	95.5%	4.31	4.42
177	Notify appropriate staff of movement.	89.3%	97.8%	4.32	4.34

Task Statements ²⁹ (Grayed out KSAs were retained for both groups)		Percentage of Responses Indicating Task is Performed		Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)	
		ACO-PD	ACO	ACO-PD	ACO
178	Check individuals' passes.	37.7%	80.8%	3.93	4.11
179	Issue passes to individuals.	30.4%	68.2%	3.88	3.92
180	Log movement of individuals.	86.3%	95.6%	4.26	4.26
181	Conduct security round/visual check of individuals and facility.	97.2%	97.9%	4.63	4.48
182	Maintain visual observation of individuals when required.	98.0%	98.7%	4.61	4.43
183	Call into control room, post, or switchboard at required intervals.	44.0% ²	81.8%	4.19	4.07
184	Report suspicious activity inside or outside facility.	93.8%	98.1%	4.19	4.22
185	Secure and separate individuals who commit crimes.	93.4%	96.4%	4.30	4.20
186	Make arrests or charge individuals or others who commit crimes.	35.9%	75.9%	3.82	4.07
187	Investigate incidents or crimes that occur.	43.5% ²	91.7%	3.95	4.12
188	Investigate disturbances or suspicious activities.	63.8%	94.0%	4.02	4.10
189	Assist in search for missing/escaped individuals.	48.8% ²	91.0%	4.18	4.26
190	Check to see that all equipment is functioning properly.	94.2%	96.0%	4.25	4.24
191	Keep inventory of all dangerous tools/ weapons/utensils.	79.9%	90.9%	4.25	4.37
Referrals					
192	Refer individual for professional evaluation or to appropriate services.	37.5%	68.4%	3.62	3.44
193	Assign individual to program, counselor, or case manager.	7.8%	34.9%	3.22	3.08
194	Refer members of individual's family, victim(s) or others to counseling and/or other appropriate services.	13.9%	31.0%	2.94 ²	2.94 ²
195	Identify treatment, educational, employment, financial, or other service which will meet the needs of an individual, his/her family, or others and refer appropriately.	8.5%	27.6%	2.68 ²	2.94 ²

Task Statements ²⁹ (Grayed out KSAs were retained for both groups)		Percentage of Responses Indicating Task is Performed		Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)	
		ACO-PD	ACO	ACO-PD	ACO
196	Contact appropriate service provider; describe individual's needs, and get their commitment to work with the individual.	9.7%	30.6%	2.61 ²	2.98 ²
197	Follow up to verify that an individual received service(s) and to evaluate success of referral.	7.4%	31.9%	3.15	3.03
Supervising and Monitoring					
198	Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance.	94.2%	94.4%	3.85	3.69
199	Provide phone access and/or monitor individuals' calls.	99.2%	95.1%	4.10	3.64
200	Supervise individuals on work details in facility areas (e.g., laundry, kitchen, other rooms).	52.7%	93.3%	3.80	3.84
201	Supervise and evaluate individuals on-site in educational, vocational, recreational and other rehabilitative programs.	14.3%	72.8%	3.42	3.56
202	Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.	41.9%	88.1%	3.80	3.66
203	Prevent unauthorized communication between individuals.	91.5%	97.3%	4.04	3.94
204	Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	95.8%	97.4%	4.29	4.14
205	Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	98.5%	97.8%	4.43	4.18
206	Maintain and clean individuals' clothing, bedding, and living quarters.	73.7%	69.4%	3.86	3.70
207	Read documents to individuals to ensure understanding.	89.6%	85.8%	3.84	3.46
208	Respond to questions or requests from individuals (e.g., related to completing forms).	91.5%	94.7%	3.88	3.48
209	Video/audio record and review critical or potentially critical incidents.	72.5%	88.0%	4.06	3.77
210	Notify and prepare individuals for release, transfer, and/or transport.	97.7%	95.1%	4.22	3.82
211	Enforce and apply appropriate discipline to individuals.	64.8%	95.2%	3.89	3.94

Task Statements ²⁹ (Grayed out KSAs were retained for both groups)		Percentage of Responses Indicating Task is Performed		Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)	
		ACO-PD	ACO	ACO-PD	ACO
212	Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	91.9%	94.1%	4.41	4.04
213	Monitor closed circuit video arraignments.	50.4%	67.9%	3.97	3.54
214	Gather information necessary to effect administrative and disciplinary transfers.	46.7% ²	82.7%	3.87	3.60
215	Monitor individual use of commissary, visiting, and/or other electronic kiosks.	55.0%	83.8%	3.66	3.45
216	Process and distribute pre-paid telephone cards.	22.1%	38.7%	3.66	3.23
217	Reclassify individuals to maintain proper housing assignment.	79.6%	84.5%	4.06	3.98
Court-Related Duties					
218	Serve as traffic hearing officer.	2.7%	22.4%	2.56 ²	3.02
219	Act as court bailiff.	5.8%	42.1%	3.58	3.32
220	Record court proceedings.	3.1%	21.9%	3.42	3.35
221	Prepare for court appearance by reviewing case file.	31.0%	50.9%	3.79	3.70
222	Testify in court.	94.2%	92.3%	3.67	3.84
223	Consult with judiciary on cases for sentencing/disposition.	14.4%	41.2%	2.93 ²	3.54
Alternative Programs					
224	Determine an individual's eligibility for alternative sentencing programs.	4.2%	43.7%	2.59 ²	3.13
225	Process documents necessary for alternative sentencing programs.	5.8%	45.8%	2.52 ²	3.12
226	Notify applicant of approval status for alternative sentencing programs.	4.7%	46.0%	2.71 ²	3.05
227	Make field checks of individuals in alternative sentencing programs.	3.1%	41.0%	2.07 ²	3.21
228	Monitor movement of individuals on home confinement and/or electronic monitoring.	7.0%	40.9%	2.63 ²	3.30
229	Check electronic monitoring systems (e.g., EM, GPS, ankle monitor, alcohol monitoring device) database for compliance violations.	8.2%	40.6%	3.10	3.28

Task Statements ²⁹ (Grayed out KSAs were retained for both groups)		Percentage of Responses Indicating Task is Performed		Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)	
		ACO-PD	ACO	ACO-PD	ACO
230	Orient individual to alternative sentencing program rules and procedures.	7.3%	42.3%	2.93 ²	3.23
231	Determine eligibility, develop case plan, and monitor progress in re-entry programs.	3.9%	38.2%	2.40 ²	3.17
Oral Communication					
232	Communicate verbally with other staff to share information regarding operations.	98.4%	98.7%	4.36	4.30
233	Communicate via intercom, radio, and/or telephone.	99.6%	99.2%	4.33	4.35
234	Maintain and monitor communications/radio systems.	89.8%	92.9%	4.24	4.31
235	Make announcements/give information over P.A. or paging system.	80.9%	92.7%	3.74	3.93
236	Communicate with individuals in a language other than English or serve as an interpreter.	74.7%	78.5%	3.74	3.56
237	Answer questions/provide information to various regulatory agencies and commissions.	81.4%	78.6%	3.74	3.52
238	Answer, respond to, and transfer phone calls requesting information.	100.0%	95.9%	4.03	3.64
239	Conduct tours.	78.9%	85.5%	2.68	2.93 ²
240	Communicate with court personnel.	90.9%	88.7%	3.63	3.51
241	Gather information from individuals about conflicts or personal problems.	75.9%	91.1%	3.69	3.68
242	Give instructions/ directions orally to groups of individuals.	82.9%	95.7%	3.82	3.94
243	Confer with supervisors concerning operations.	94.1%	96.4%	4.04	3.96
244	De-escalate situations utilizing tactical communication skills.	95.6%	97.6%	4.39	4.28
Service to Community					
245	Represent department with other agencies.	74.5%	79.5%	3.48	3.44
246	Serve on non-departmental boards.	25.8%	44.9%	2.95 ²	3.03
247	Give presentations.	48.4% ²	72.5%	3.00	3.12
248	Respond to questions from the public.	82.9%	74.6%	3.80	3.37

Task Statements ²⁹ (Grayed out KSAs were retained for both groups)		Percentage of Responses Indicating Task is Performed		Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)	
		ACO-PD	ACO	ACO-PD	ACO
249	Participate in joint operations with other agencies.	61.1%	70.9%	3.31	3.35
250	Speak with at-risk members of the community about their concerns or problems.	27.4%	47.1% ²	3.18	3.24
Develop Case Plans					
251	Gather information, prepare, develop and review individualized case plan.	12.5%	35.1%	3.33	3.21
252	Determine the frequency of contact needed during supervision utilizing risk assessment.	17.3%	36.3%	3.51	3.25
253	Review individual's file.	34.3%	51.0%	3.51	3.40
254	Assess, monitor and update individual's progress with case plan.	12.6%	32.8%	3.48	3.23
255	Conduct risk and needs assessment and reassessments.	26.5%	38.5%	3.78	3.35
Emergencies					
256	Conduct fire, earthquake, or evacuation drills.	88.7%	93.5%	4.05	3.96
257	Evacuate individuals from an area or facility.	92.2%	93.4%	4.18	4.01
258	Dispatch help in emergencies or disturbances.	88.4%	92.1%	4.29	4.18
259	Extinguish or help extinguish fire.	89.1%	93.5%	4.27	4.10
260	Activate alarm system to alert all staff in case of an emergency.	94.2%	92.6%	4.30	4.12
261	Respond to emergency situations according to agency policies.	96.9%	97.8%	4.37	4.32
Current Knowledge					
262	Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.	97.7%	98.4%	4.37	4.22
263	Read internal memos, correspondence, reports, and emails.	99.6%	98.6%	4.23	4.08
264	Make suggestions regarding changes in policies, procedures, or rules.	90.6%	91.7%	3.65	3.62
265	Attend staff meetings.	84.7%	90.4%	3.69	3.64
266	Follow instructions from supervisor including designated lead staff.	97.7%	98.1%	4.18	4.09

Task Statements ²⁹ (Grayed out KSAs were retained for both groups)		Percentage of Responses Indicating Task is Performed		Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)	
		ACO-PD	ACO	ACO-PD	ACO
267	Follow all departmental policies and procedures.	99.6%	99.5%	4.55	4.39
268	Participate in training/workgroups/seminars.	98.8%	97.8%	3.88	3.81
269	Read court documents or other legal documents.	88.0%	91.7%	3.91	3.75
270	Maintain knowledge of contracted agencies' standards for detention.	75.8%	74.7%	3.84	3.63
271	Maintain knowledge of criminal justice and social service partners' policies and procedures.	78.9%	76.2%	3.74	3.59
Finances					
272	Make special purchases for individuals.	18.1%	22.2%	2.68 ²	2.78
273	Distribute/supervise distribution of commissary.	18.8%	77.9%	3.12	3.02
274	Supervise and record individuals' financial transactions.	12.0%	37.5%	3.32	3.04
275	Process work furlough funds received, re-issue funds, and distribute accordingly.	12.2%	27.4%	3.21	2.99 ²
Work Details					
276	Recommend/make work assignments for individuals.	38.8%	74.0%	3.20	3.16
277	Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.	51.9%	74.1%	3.70	3.55
278	Issue and log in/out equipment, tools, cleaning supplies and other inventory.	52.3%	79.4%	3.53	3.60
279	Inspect work equipment and work area for safety.	71.6%	84.5%	3.98	3.78
280	Complete an individual's work time card.	23.3%	42.6%	3.57	3.41
Family Court Duties					
281	Conduct investigation to determine whether conservator(s)/legal guardian(s) is properly administering an estate.	2.3%	13.4%	1.89 ²	2.91 ²
282	Make recommendations about placement, visitation, and custody of minors during custody proceedings.	5.1%	13.9%	2.94 ²	2.91 ²

Task Statements ²⁹ (Grayed out KSAs were retained for both groups)		Percentage of Responses Indicating Task is Performed		Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)	
		ACO-PD	ACO	ACO-PD	ACO
283	Make recommendations regarding emancipation.	3.1%	12.3%	2.64 ²	2.87 ²
284	Make recommendations regarding underage couples' marriage requests.	1.9%	10.9%	2.29 ²	2.78 ²
285	Make recommendations regarding adoption.	2.0%	10.1%	2.14 ²	2.78 ²
Investigations					
286	Obtain verification of employment, education, and/or other pertinent background information.	17.5%	37.6%	3.45	3.31
287	Conduct intake or pre-plea/pre-sentence interview with individual.	19.1%	39.8%	3.75	3.47
288	Photograph any injuries or bruises in cases of suspected abuse.	43.7% ²	67.9%	3.66	3.63
289	Investigate and report complaints of abuse.	40.2%	67.8%	3.61	3.62
290	Evaluate residence for appropriateness of home environment.	5.8%	27.1%	2.80 ²	3.32
291	Collect, review and interpret appropriate criminal records and documents pertaining to an individual.	44.8% ²	54.3%	3.94	3.61
292	Contact agencies and collect information on an individual.	49.2% ²	64.6%	3.48	3.47
293	Interview individuals and involved parties to obtain background information and information about the offense.	20.7%	59.5%	3.37	3.56
294	Obtain and review police report of charges against individuals taken into custody.	44.7% ²	68.2%	3.60	3.63
295	Access databases (e.g., CLETS, CWS/CMS) to find or input information.	82.9%	83.0%	4.22	3.82
296	Verify identity based on fingerprint information.	88.4%	78.8%	4.44	3.91
297	Investigate and report complaints of PREA violations.	48.0% ²	76.8%	4.01	3.84
Monitor Compliance					
298	Request court action or garnishment where individual falls behind in child support or other payments.	1.9%	12.2%	2.29 ²	3.02
299	Review request for and issue travel permits.	2.7%	11.7%	2.80 ²	2.90 ²

Task Statements ²⁹ (Grayed out KSAs were retained for both groups)		Percentage of Responses Indicating Task is Performed		Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)	
		ACO-PD	ACO	ACO-PD	ACO
300	Review requests for permission and initiate procedures to transfer a case to a new jurisdiction.	4.2%	15.4%	3.00	2.95 ²
301	Investigate incoming transfer requests from other jurisdictions.	8.9%	21.5%	3.21	3.00
302	Initiate procedures to request Interstate Compact Supervision.	4.3%	14.8%	2.69 ²	2.91 ²
303	File petition for modification, termination or revocation of probation and /or request warrant.	5.1%	20.4%	3.37	3.07
304	Execute warrants.	12.8%	43.9%	3.47	3.44
305	Search individual's person, personal property or residence, per Court Order.	22.7%	56.2%	3.73	3.55
306	Review and determine appropriate supervision level.	27.7%	48.0% ²	3.73	3.54
307	Gather information, interview appropriate parties and the individual to determine level of probation compliance.	7.4%	27.7%	2.77 ²	3.21
308	Conduct home/site visits.	2.0%	29.4%	2.00 ²	3.28
309	Complete documentation necessary to authorize holds.	24.8%	38.5%	3.62	3.44
Establish Relationships					
310	Recruit foster parents.	2.3%	5.7%	2.00 ²	2.80 ²
311	Visit community-based organizations/placement facilities to learn about their services and evaluate the care and/or treatment they provide.	4.2%	12.9%	2.79 ²	2.82 ²
312	Coordinate/contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship.	7.8%	17.4%	2.74 ²	2.94 ²
313	Monitor and audit vendors teaching classes and programs and update program information in writing.	6.6%	20.0%	2.50 ²	2.97 ²
Notifying					
314	Notify/inform law enforcement agencies and other agencies of law violations/information of interest.	54.7%	68.3%	3.70	3.49

Task Statements ²⁹ (Grayed out KSAs were retained for both groups)		Percentage of Responses Indicating Task is Performed		Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)	
		ACO-PD	ACO	ACO-PD	ACO
315	Notify victim(s) as required by law.	43.9% ²	64.6%	3.85	3.71
316	Notify anyone who is the specific object of threats by an individual as required by law.	37.8%	66.9%	3.76	3.70
317	Notify parent(s)/legal guardian(s) and/or probation officer of any change in an individual's status.	28.3%	47.9% ²	3.40	3.44
Making Recommendations					
318	Evaluate information to determine aggravating or mitigating circumstances of the crime.	15.4%	54.6%	3.60	3.45
319	Investigate, determine, make recommendations and refer individuals to appropriate placement.	28.7%	58.8%	3.97	3.57
320	Evaluate information to decide on recommended disposition, sentence and/or terms and conditions of supervision.	11.7%	38.6%	3.51	3.33
321	Discuss offense with external entities to determine whether new charges/violation of probation should be filed.	17.8%	42.4%	3.46	3.25
Release Decisions					
322	Review and prepare appropriate documents for recommended release of an individual.	66.3%	60.8%	4.25	3.95
323	Conduct an interview and/or gather information to determine if an individual is to be released or detained.	49.6% ²	56.2%	4.18	3.86
Miscellaneous					
324	Maintain confidentiality of information.	94.5%	95.9%	4.43	4.13
325	Assist with special projects, studies, and investigations.	75.0%	89.4%	3.39	3.42
326	Obtain and process court documents and take necessary action.	69.6%	74.4%	4.04	3.61
327	Read individual's records to ensure compliance with special directives regarding care and custody of individual.	75.1%	77.2%	4.15	3.70
328	Teach classes to individuals.	23.8%	50.8%	3.34	3.26
329	Read daily journal/log.	81.0%	83.6%	4.02	3.76

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ²⁹ (Grayed out KSAs were retained for both groups)		Percentage of Responses Indicating Task is Performed		Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)	
		ACO-PD	ACO	ACO-PD	ACO
330	Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.	76.1%	65.7%	3.28	3.15
331	Interpret common street terminology.	77.0%	88.3%	3.47	3.51
332	Assist individuals in writing grievances.	39.0%	65.9%	2.80 ²	2.85
333	Establish informants.	20.1%	84.9%	2.94 ²	3.35
334	Design and/or implement programs.	23.0%	57.9%	2.96 ²	3.00
335	Maintain and/or periodically update handbooks.	38.6%	56.0%	3.14	3.05
336	Present cases to a committee that reviews recommendations.	15.1%	42.7%	2.83 ²	2.98 ²
337	Participate in an individual's grievance proceedings.	22.1%	62.1%	2.97 ²	2.99 ²
338	Serve on disciplinary review board.	10.8%	51.7%	2.88 ²	3.10
339	Work with data to measure program outcomes and inform program decisions.	15.8%	37.9%	2.84 ²	3.00
340	Request equipment/facility repairs verbally or in writing.	79.5%	90.3%	3.60	3.51
341	Clean up and dispose of contaminated or hazardous material.	76.0%	77.1%	3.95	3.73
342	Inventory, order, and stock supplies.	86.1%	78.3%	3.69	3.33
343	Inspect areas for cleanliness.	94.2%	92.9%	4.00	3.61

Board of State and Community Corrections
Adult Corrections Officer – PD vs. Adult Corrections Officer Important KSA
Ratings

KSA Statements ³⁰ (Grayed out KSAs were retained for both groups)		Mean Importance Rating		Percentage of Responses Indicating KSA is Needed Before Hire		Percentage of Responses Indicating Having More of KSA is Better	
		ACO-PD	ACO	ACO-PD	ACO	ACO-PD	ACO
1	Knowledge of department's/facility's rules, regulations, and procedures.	4.48	4.45	4.7%	3.8%	97.0%	97.3%
2	Knowledge of the criminal justice system (adult and/or juvenile) including its elements, history, and philosophy.	3.71	3.74	11.7%	8.8%	95.6%	96.6%
3	Knowledge of state and federal laws, legal codes, court procedures, precedents, government regulations, and executive orders.	3.86	3.80	5.1%	5.4%	96.3%	97.5%
4	Knowledge of court, legal, and other law enforcement agency documents/forms (e.g., warrants, court order forms).	3.88	3.80	3.0%	3.3%	97.3%	97.6%
5	Knowledge of the procedures for testifying in court as a witness, including courtroom demeanor.	3.74	3.84	2.4%	3.3%	96.0%	97.5%
6	Knowledge of California state laws and codes governing the custody, care, security, and detention of individuals in a facility or youth detention facility (e.g., minimum jail standards).	4.21	4.17	2.7%	4.0%	97.7%	97.7%
7	Knowledge of the legal rights and civil liability of peace officers.	3.76	4.12	4.1%	5.3%	96.0%	96.9%
8	Knowledge of investigative techniques and procedures.	2.80 ²	3.76	6.6%	2.9%	91.8%	97.7%
9	Knowledge of human physical and psychological development.	2.94 ²	3.03	13.7%	12.3%	93.9%	95.3%
10	Knowledge of the basic principles of psychology and sociology as they relate to theories of personality, behavior patterns, crime, social adjustment, human motivation, group dynamics, and the symptoms and causes of mental illness.	3.15	3.19	11.6%	10.0%	95.3%	96.3%
11	Knowledge of crisis intervention techniques and procedures.	3.26	3.54	7.9%	3.8%	95.5%	97.4%
12	Knowledge of individual and group counseling theories, techniques, principles, and practices.	2.43	2.74	10.9%	7.2%	87.0%	92.8%
13	Skill in de-escalating volatile situations.	4.24	4.23	7.1%	6.6%	98.3%	98.4%

³⁰ Statistics in red font did not meet the initial retention criteria for the corresponding scale. However, those with a superscript "2" were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁰ (Grayed out KSAs were retained for both groups)		Mean Importance Rating		Percentage of Responses Indicating KSA is Needed Before Hire		Percentage of Responses Indicating Having More of KSA is Better	
		ACO-PD	ACO	ACO-PD	ACO	ACO-PD	ACO
14	Skill in applying individual and/or group counseling techniques.	2.33	2.77	10.7%	8.5%	86.0%	92.4%
15	Knowledge of the needs, problems, attitudes, behavior patterns of individuals, and the factors underlying criminal behavior/juvenile delinquency.	3.24	3.40	9.2%	6.9%	95.2%	96.5%
16	Knowledge of the value systems of different groups or cultures.	3.32	3.30	11.9%	9.8%	94.6%	96.2%
17	Knowledge of the purpose and methods of discipline as applied to persons under criminal confinement.	3.29	3.60	7.3%	3.7%	92.2%	97.4%
18	Knowledge of general personal hygiene and health practices.	3.60	3.34	33.1%	38.9%	93.5%	92.0%
19	Knowledge of universal safety precautions for preventing transmission of disease.	4.16	4.08	12.6%	15.8%	97.3%	96.9%
20	Knowledge of standard facility health and sanitation practices and procedures.	3.44	3.39	9.9%	5.7%	94.8%	95.4%
21	Knowledge of work and treatment programs available to individuals in the facility.	2.39	2.89	8.6%	3.7%	81.5%	93.7%
22	Knowledge of report writing procedures (e.g., for crime reports, incident reports, escape reports, behavior reports).	3.79	4.16	4.8%	3.6%	96.6%	98.2%
23	Knowledge of standard office practices, such as record keeping, filing, and the operation of office equipment.	3.44	3.05	16.3%	15.8%	94.8%	92.6%
24	Knowledge of routine grounds keeping and building maintenance.	2.12	2.13	19.1%	20.0%	75.9%	78.6%
25	Skill in safely, appropriately, and accurately handling and using firearms.	2.60	4.05	16.7%	9.7%	80.1%	92.5%
26	Skill in safely, appropriately, and accurately using self-defense, physical restraints, weaponless defense, and riot control techniques and procedures.	4.34	4.43	4.5%	4.5%	98.0%	98.0%
27	Skill in identifying and applying the appropriate type of first aid procedure or technique (including CPR).	4.19	4.16	7.3%	6.3%	97.2%	97.3%
28	Knowledge of the symptoms and effects of drug and alcohol use and abuse.	3.89	3.75	4.8%	5.7%	98.3%	97.4%
29	Ability to identify illicit drugs.	3.61	3.73	3.5%	3.6%	97.6%	97.7%
30	Knowledge of drug and alcohol testing procedures.	2.99 ²	3.52	5.0%	3.5%	93.0%	96.2%
31	Knowledge of indicators of criminal affiliation and behavior (e.g., gangs, street terminology, monikers, symbols).	3.90	3.97	2.7%	3.5%	98.6%	98.0%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁰ (Grayed out KSAs were retained for both groups)		Mean Importance Rating		Percentage of Responses Indicating KSA is Needed Before Hire		Percentage of Responses Indicating Having More of KSA is Better	
		ACO-PD	ACO	ACO-PD	ACO	ACO-PD	ACO
32	Knowledge of group leadership and supervision techniques.	3.22	3.49	9.2%	11.1%	94.3%	96.1%
33	Knowledge of the rules of team and individual games/sports.	1.80	1.99	36.7%	40.1%	69.0%	68.5%
34	Knowledge of standard radio broadcast procedures and rules.	3.42	3.67	5.3%	6.9%	92.2%	93.4%
35	Knowledge of criminal offender record information (C.O.R.I.).	3.30	3.13	3.5%	3.8%	94.5%	93.8%
36	Knowledge of available community resources, their approaches, limitations, and the referral process to obtain services.	2.60	2.72	9.9%	8.8%	86.6%	89.2%
37	The ability to recognize when something is wrong or is likely to go wrong; it does not involve solving the problem, only recognizing there is a problem.	4.13	4.08	26.2%	25.1%	96.9%	97.1%
38	The ability to proceed in a careful, cautious, and/or prudent manner.	4.08	4.05	29.7%	22.9%	96.9%	97.6%
39	Skill in knowing where and how to access written procedures/information when needed.	3.89	3.76	13.1%	8.8%	97.3%	97.8%
40	Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications.	3.97	3.73	51.6%	43.0%	96.9%	96.5%
41	Skill in observing, interpreting, and accurately documenting verbal and non-verbal behavior.	4.08	4.08	13.4%	13.3%	97.9%	98.3%
42	Skill in searching persons.	4.54	4.31	3.4%	3.7%	98.3%	98.3%
43	Skill in searching vehicles, residences, and/or facilities.	3.08	3.90	7.6%	4.0%	86.3%	96.4%
44	Skill in interviewing a range of individuals who may be cooperative or uncooperative and effectively gathering information.	3.53	3.98	6.4%	5.0%	92.7%	97.7%
45	Skill in interviewing abused or neglected individuals (e.g., children, elders).	2.43	3.24	12.8%	9.5%	81.3%	90.2%
46	The ability to know one's location in relation to the environment, or to know where other objects are in relation to one's self.	3.63	3.88	30.8%	24.4%	93.6%	95.9%
47	Skill in driving a car.	3.10	3.44	64.1%	51.9%	80.2%	89.1%
48	Skill in dictating reports or correspondence.	2.73	3.16	22.5%	16.9%	86.6%	92.0%
49	The ability to prioritize projects, tasks, and responsibilities effectively and in working efficiently to meet all deadlines.	3.93	3.93	42.6% ²	36.0%	95.5%	97.2%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁰ (Grayed out KSAs were retained for both groups)		Mean Importance Rating		Percentage of Responses Indicating KSA is Needed Before Hire		Percentage of Responses Indicating Having More of KSA is Better	
		ACO-PD	ACO	ACO-PD	ACO	ACO-PD	ACO
50	Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate.	3.94	3.84	53.3%	45.0%	95.5%	97.1%
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	4.17	4.09	65.1%	58.8%	93.4%	95.8%
52	The ability to understand materials written in English.	4.29	4.23	71.4%	67.1%	92.6%	95.4%
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	4.17	4.14	67.9%	62.2%	93.1%	95.9%
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	4.09	3.98	53.6%	49.2% ²	94.4%	96.0%
55	Skill in organizing one's work, files, and other materials.	3.56	3.49	50.5%	45.4%	94.1%	95.3%
56	The ability to analyze and evaluate information to arrive at a correct conclusion, including making judgments regarding the accuracy of information, applying rules and principles, and combining pieces of information to come up with logical answers.	3.84	3.89	42.1%	38.1%	94.8%	96.7%
57	Skill in adding and subtracting whole numbers.	3.15	3.24	70.3%	70.1%	86.6%	88.1%
58	Skill in multiplying and dividing whole numbers.	2.93 ²	2.97 ²	69.8%	70.0%	83.6%	86.2%
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	4.00	3.92	52.1%	47.2% ²	92.3%	94.4%
60	The ability to concentrate on a task and not be distracted.	3.94	3.88	54.8%	50.8%	92.7%	95.4%
61	The ability to quickly and accurately compare letters, numbers, objects, pictures, or words presented in written or visual form in order to identify inaccurate, inconsistent, or missing information.	3.43	3.43	48.5% ²	43.4%	91.7%	94.3%
62	The ability to quickly and accurately process multiple types of information and/or perform multiple tasks, shifting back and forth between tasks and/or sources of information.	3.79	3.81	46.0% ²	38.5%	92.7%	96.0%
63	The ability to recall information such as procedures and rules, faces, identification marks, and the order in which events occurred.	3.93	4.02	41.0%	35.1%	94.2%	96.3%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁰ (Grayed out KSAs were retained for both groups)		Mean Importance Rating		Percentage of Responses Indicating KSA is Needed Before Hire		Percentage of Responses Indicating Having More of KSA is Better	
		ACO-PD	ACO	ACO-PD	ACO	ACO-PD	ACO
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	3.76	3.78	61.1%	58.5%	92.3%	93.9%
65	The ability to exert oneself physically without becoming tired too quickly.	3.91	3.96	49.1% ²	49.9% ²	93.1%	95.0%
66	The ability to take charge of situations or groups, to assert ideas, to influence, persuade, or motivate others; to speak-up, be candid, and confront people when necessary, without hesitation in a professional manner.	3.94	4.08	39.7%	32.8%	94.5%	96.6%
67	The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations.	4.28	4.32	44.8% ²	35.4%	95.2%	96.9%
68	The ability to perform effectively under stressful conditions and to cope with prolonged exposure to job stressors (e.g., time pressure, emergencies, threats, physical altercations).	4.34	4.33	38.2%	31.4%	95.2%	97.0%
69	The ability to be thorough and to carry out tasks with a concern for the inclusion and accuracy of details.	4.14	4.11	42.1%	36.4%	95.2%	96.8%
70	The ability to interact confidently with individuals or groups at all levels; to not be easily fooled or persuaded into changing course of action; and to have confidence in one's ability to be effective.	4.13	4.18	41.5%	35.7%	95.9%	96.4%
71	The ability to make well-reasoned decisions in a timely manner, sometimes in situations where there are no standard procedures.	4.22	4.19	43.1% ²	36.4%	94.5%	96.9%
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	4.06	3.93	60.7%	55.1%	93.4%	95.1%
73	The ability to adapt to unanticipated problems or conflicts, accept changes (e.g., assignments or procedures), and change roles based on one's assessment of the situation.	4.15	4.11	40.6%	36.6%	96.2%	96.5%
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	3.99	3.85	53.5%	47.3% ²	94.1%	95.0%
75	The ability to establish and maintain effective working relationships with team members.	4.17	4.08	52.2%	45.1%	93.8%	95.6%
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	4.12	3.95	53.3%	48.3% ²	94.9%	95.3%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁰ (Grayed out KSAs were retained for both groups)		Mean Importance Rating		Percentage of Responses Indicating KSA is Needed Before Hire		Percentage of Responses Indicating Having More of KSA is Better	
		ACO-PD	ACO	ACO-PD	ACO	ACO-PD	ACO
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	4.34	4.23	63.2%	58.8%	93.9%	95.5%
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.	4.39	4.30	66.7%	61.7%	93.2%	95.3%
79	The ability to perform work in compliance with laws, rules and regulations; to accept and conform to accepted standards of conduct and the authority structure of the organization.	4.38	4.28	43.3% ²	39.7%	94.5%	96.2%
80	The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas).	4.22	4.09	47.6% ²	45.1%	94.5%	95.1%
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	4.12	4.03	54.4%	50.2%	94.6%	95.8%
82	The ability to acquire new skills and knowledge, seek out and use feedback to improve performance, learn from one's own and others' experiences, and apply learning to new situations.	3.97	3.92	41.4%	38.5%	94.8%	96.8%
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	4.23	4.14	62.8%	54.2%	95.5%	95.6%
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	3.79	3.79	55.7%	51.8%	95.1%	94.6%
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	3.70	3.75	51.9%	50.1%	94.1%	94.4%
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	3.84	3.86	50.3%	49.6% ²	94.4%	95.1%
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	3.63	3.66	48.8% ²	51.6%	93.1%	94.3%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁰ (Grayed out KSAs were retained for both groups)		Mean Importance Rating		Percentage of Responses Indicating KSA is Needed Before Hire		Percentage of Responses Indicating Having More of KSA is Better	
		ACO-PD	ACO	ACO-PD	ACO	ACO-PD	ACO
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	3.63	3.66	51.9%	52.1%	94.0%	94.4%
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	3.68	3.69	61.5%	59.0%	90.2%	93.5%
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	3.69	3.70	58.9%	58.2%	89.5%	93.3%
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	3.71	3.74	60.0%	58.5%	90.0%	93.3%
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	3.75	3.73	61.1%	60.1%	90.3%	93.2%
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	3.45	3.61	62.6%	62.4%	89.3%	92.1%
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	3.64	3.71	63.9%	62.2%	88.9%	92.4%
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	3.47	3.60	65.9%	62.2%	87.2%	92.1%
96	The capacity to match or discriminate between colors. This capacity included detecting differences in color and in brightness.	3.22	3.43	67.5%	69.0%	84.8%	86.7%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁰ (Grayed out KSAs were retained for both groups)		Mean Importance Rating		Percentage of Responses Indicating KSA is Needed Before Hire		Percentage of Responses Indicating Having More of KSA is Better	
		ACO-PD	ACO	ACO-PD	ACO	ACO-PD	ACO
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	3.39	3.62	65.4%	65.3%	85.1%	89.1%
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	3.63	3.80	65.4%	63.9%	87.6%	90.5%
99	The ability to see objects in the presence of glare or bright ambient lighting.	3.27	3.47	62.4%	64.3%	86.4%	88.1%
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	3.52	3.52	62.5%	59.9%	87.2%	89.9%
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	3.63	3.69	61.0%	57.4%	86.8%	92.6%
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	3.72	3.73	62.5%	62.6%	87.8%	91.7%

Board of State and Community Corrections
Adult Corrections Officer – PD vs. Adult Corrections Officer Selection
Appropriate KSA Ratings

KSA Statements ³¹ (Grayed out KSAs were retained for both groups)		Mean Importance Rating		Percentage of Responses Indicating KSA is Needed Before Hire		Percentage of Responses Indicating Having More of KSA is Better	
		ACO-PD	ACO	ACO-PD	ACO	ACO-PD	ACO
1	Knowledge of department's/facility's rules, regulations, and procedures.	4.48	4.45	4.7%	3.8%	97.0%	97.3%
2	Knowledge of the criminal justice system (adult and/or juvenile) including its elements, history, and philosophy.	3.71	3.74	11.7%	8.8%	95.6%	96.6%
3	Knowledge of state and federal laws, legal codes, court procedures, precedents, government regulations, and executive orders.	3.86	3.80	5.1%	5.4%	96.3%	97.5%
4	Knowledge of court, legal, and other law enforcement agency documents/forms (e.g., warrants, court order forms).	3.88	3.80	3.0%	3.3%	97.3%	97.6%
5	Knowledge of the procedures for testifying in court as a witness, including courtroom demeanor.	3.74	3.84	2.4%	3.3%	96.0%	97.5%
6	Knowledge of California state laws and codes governing the custody, care, security, and detention of individuals in a facility or youth detention facility (e.g., minimum jail standards).	4.21	4.17	2.7%	4.0%	97.7%	97.7%
7	Knowledge of the legal rights and civil liability of peace officers.	3.76	4.12	4.1%	5.3%	96.0%	96.9%
8	Knowledge of investigative techniques and procedures.	2.80 ²	3.76	6.6%	2.9%	91.8%	97.7%
9	Knowledge of human physical and psychological development.	2.94 ²	3.03	13.7%	12.3%	93.9%	95.3%
10	Knowledge of the basic principles of psychology and sociology as they relate to theories of personality, behavior patterns, crime, social adjustment, human motivation, group dynamics, and the symptoms and causes of mental illness.	3.15	3.19	11.6%	10.0%	95.3%	96.3%
11	Knowledge of crisis intervention techniques and procedures.	3.26	3.54	7.9%	3.8%	95.5%	97.4%
12	Knowledge of individual and group counseling theories, techniques, principles, and practices.	2.43	2.74	10.9%	7.2%	87.0%	92.8%

³¹ Statistics in red font did not meet the initial retention criteria for the corresponding scale. However, those with a superscript "2" were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³¹ (Grayed out KSAs were retained for both groups)		Mean Importance Rating		Percentage of Responses Indicating KSA is Needed Before Hire		Percentage of Responses Indicating Having More of KSA is Better	
		ACO-PD	ACO	ACO-PD	ACO	ACO-PD	ACO
13	Skill in de-escalating volatile situations.	4.24	4.23	7.1%	6.6%	98.3%	98.4%
14	Skill in applying individual and/or group counseling techniques.	2.33	2.77	10.7%	8.5%	86.0%	92.4%
15	Knowledge of the needs, problems, attitudes, behavior patterns of individuals, and the factors underlying criminal behavior/juvenile delinquency.	3.24	3.40	9.2%	6.9%	95.2%	96.5%
16	Knowledge of the value systems of different groups or cultures.	3.32	3.30	11.9%	9.8%	94.6%	96.2%
17	Knowledge of the purpose and methods of discipline as applied to persons under criminal confinement.	3.29	3.60	7.3%	3.7%	92.2%	97.4%
18	Knowledge of general personal hygiene and health practices.	3.60	3.34	33.1%	38.9%	93.5%	92.0%
19	Knowledge of universal safety precautions for preventing transmission of disease.	4.16	4.08	12.6%	15.8%	97.3%	96.9%
20	Knowledge of standard facility health and sanitation practices and procedures.	3.44	3.39	9.9%	5.7%	94.8%	95.4%
21	Knowledge of work and treatment programs available to individuals in the facility.	2.39	2.89	8.6%	3.7%	81.5%	93.7%
22	Knowledge of report writing procedures (e.g., for crime reports, incident reports, escape reports, behavior reports).	3.79	4.16	4.8%	3.6%	96.6%	98.2%
23	Knowledge of standard office practices, such as record keeping, filing, and the operation of office equipment.	3.44	3.05	16.3%	15.8%	94.8%	92.6%
24	Knowledge of routine grounds keeping and building maintenance.	2.12	2.13	19.1%	20.0%	75.9%	78.6%
25	Skill in safely, appropriately, and accurately handling and using firearms.	2.60	4.05	16.7%	9.7%	80.1%	92.5%
26	Skill in safely, appropriately, and accurately using self-defense, physical restraints, weaponless defense, and riot control techniques and procedures.	4.34	4.43	4.5%	4.5%	98.0%	98.0%
27	Skill in identifying and applying the appropriate type of first aid procedure or technique (including CPR).	4.19	4.16	7.3%	6.3%	97.2%	97.3%
28	Knowledge of the symptoms and effects of drug and alcohol use and abuse.	3.89	3.75	4.8%	5.7%	98.3%	97.4%
29	Ability to identify illicit drugs.	3.61	3.73	3.5%	3.6%	97.6%	97.7%
30	Knowledge of drug and alcohol testing procedures.	2.99 ²	3.52	5.0%	3.5%	93.0%	96.2%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³¹ (Grayed out KSAs were retained for both groups)		Mean Importance Rating		Percentage of Responses Indicating KSA is Needed Before Hire		Percentage of Responses Indicating Having More of KSA is Better	
		ACO-PD	ACO	ACO-PD	ACO	ACO-PD	ACO
31	Knowledge of indicators of criminal affiliation and behavior (e.g., gangs, street terminology, monikers, symbols).	3.90	3.97	2.7%	3.5%	98.6%	98.0%
32	Knowledge of group leadership and supervision techniques.	3.22	3.49	9.2%	11.1%	94.3%	96.1%
33	Knowledge of the rules of team and individual games/sports.	1.80	1.99	36.7%	40.1%	69.0%	68.5%
34	Knowledge of standard radio broadcast procedures and rules.	3.42	3.67	5.3%	6.9%	92.2%	93.4%
35	Knowledge of criminal offender record information (C.O.R.I.).	3.30	3.13	3.5%	3.8%	94.5%	93.8%
36	Knowledge of available community resources, their approaches, limitations, and the referral process to obtain services.	2.60	2.72	9.9%	8.8%	86.6%	89.2%
37	The ability to recognize when something is wrong or is likely to go wrong; it does not involve solving the problem, only recognizing there is a problem.	4.13	4.08	26.2%	25.1%	96.9%	97.1%
38	The ability to proceed in a careful, cautious, and/or prudent manner.	4.08	4.05	29.7%	22.9%	96.9%	97.6%
39	Skill in knowing where and how to access written procedures/information when needed.	3.89	3.76	13.1%	8.8%	97.3%	97.8%
40	Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications.	3.97	3.73	51.6%	43.0%	96.9%	96.5%
41	Skill in observing, interpreting, and accurately documenting verbal and non-verbal behavior.	4.08	4.08	13.4%	13.3%	97.9%	98.3%
42	Skill in searching persons.	4.54	4.31	3.4%	3.7%	98.3%	98.3%
43	Skill in searching vehicles, residences, and/or facilities.	3.08	3.90	7.6%	4.0%	86.3%	96.4%
44	Skill in interviewing a range of individuals who may be cooperative or uncooperative and effectively gathering information.	3.53	3.98	6.4%	5.0%	92.7%	97.7%
45	Skill in interviewing abused or neglected individuals (e.g., children, elders).	2.43	3.24	12.8%	9.5%	81.3%	90.2%
46	The ability to know one's location in relation to the environment, or to know where other objects are in relation to one's self.	3.63	3.88	30.8%	24.4%	93.6%	95.9%
47	Skill in driving a car.	3.10	3.44	64.1%	51.9%	80.2%	89.1%
48	Skill in dictating reports or correspondence.	2.73	3.16	22.5%	16.9%	86.6%	92.0%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³¹ (Grayed out KSAs were retained for both groups)		Mean Importance Rating		Percentage of Responses Indicating KSA is Needed Before Hire		Percentage of Responses Indicating Having More of KSA is Better	
		ACO-PD	ACO	ACO-PD	ACO	ACO-PD	ACO
49	The ability to prioritize projects, tasks, and responsibilities effectively and in working efficiently to meet all deadlines.	3.93	3.93	42.6% ²	36.0%	95.5%	97.2%
50	Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate.	3.94	3.84	53.3%	45.0%	95.5%	97.1%
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	4.17	4.09	65.1%	58.8%	93.4%	95.8%
52	The ability to understand materials written in English.	4.29	4.23	71.4%	67.1%	92.6%	95.4%
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	4.17	4.14	67.9%	62.2%	93.1%	95.9%
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	4.09	3.98	53.6%	49.2% ²	94.4%	96.0%
55	Skill in organizing one's work, files, and other materials.	3.56	3.49	50.5%	45.4%	94.1%	95.3%
56	The ability to analyze and evaluate information to arrive at a correct conclusion, including making judgments regarding the accuracy of information, applying rules and principles, and combining pieces of information to come up with logical answers.	3.84	3.89	42.1%	38.1%	94.8%	96.7%
57	Skill in adding and subtracting whole numbers.	3.15	3.24	70.3%	70.1%	86.6%	88.1%
58	Skill in multiplying and dividing whole numbers.	2.93 ²	2.97 ²	69.8%	70.0%	83.6%	86.2%
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	4.00	3.92	52.1%	47.2% ²	92.3%	94.4%
60	The ability to concentrate on a task and not be distracted.	3.94	3.88	54.8%	50.8%	92.7%	95.4%
61	The ability to quickly and accurately compare letters, numbers, objects, pictures, or words presented in written or visual form in order to identify inaccurate, inconsistent, or missing information.	3.43	3.43	48.5% ²	43.4%	91.7%	94.3%
62	The ability to quickly and accurately process multiple types of information and/or perform multiple tasks, shifting back and forth between tasks and/or sources of information.	3.79	3.81	46.0% ²	38.5%	92.7%	96.0%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³¹ (Grayed out KSAs were retained for both groups)		Mean Importance Rating		Percentage of Responses Indicating KSA is Needed Before Hire		Percentage of Responses Indicating Having More of KSA is Better	
		ACO-PD	ACO	ACO-PD	ACO	ACO-PD	ACO
63	The ability to recall information such as procedures and rules, faces, identification marks, and the order in which events occurred.	3.93	4.02	41.0%	35.1%	94.2%	96.3%
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	3.76	3.78	61.1%	58.5%	92.3%	93.9%
65	The ability to exert oneself physically without becoming tired too quickly.	3.91	3.96	49.1% ²	49.9% ²	93.1%	95.0%
66	The ability to take charge of situations or groups, to assert ideas, to influence, persuade, or motivate others; to speak-up, be candid, and confront people when necessary, without hesitation in a professional manner.	3.94	4.08	39.7%	32.8%	94.5%	96.6%
67	The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations.	4.28	4.32	44.8% ²	35.4%	95.2%	96.9%
68	The ability to perform effectively under stressful conditions and to cope with prolonged exposure to job stressors (e.g., time pressure, emergencies, threats, physical altercations).	4.34	4.33	38.2%	31.4%	95.2%	97.0%
69	The ability to be thorough and to carry out tasks with a concern for the inclusion and accuracy of details.	4.14	4.11	42.1%	36.4%	95.2%	96.8%
70	The ability to interact confidently with individuals or groups at all levels; to not be easily fooled or persuaded into changing course of action; and to have confidence in one's ability to be effective.	4.13	4.18	41.5%	35.7%	95.9%	96.4%
71	The ability to make well-reasoned decisions in a timely manner, sometimes in situations where there are no standard procedures.	4.22	4.19	43.1% ²	36.4%	94.5%	96.9%
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	4.06	3.93	60.7%	55.1%	93.4%	95.1%
73	The ability to adapt to unanticipated problems or conflicts, accept changes (e.g., assignments or procedures), and change roles based on one's assessment of the situation.	4.15	4.11	40.6%	36.6%	96.2%	96.5%
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	3.99	3.85	53.5%	47.3% ²	94.1%	95.0%
75	The ability to establish and maintain effective working relationships with team members.	4.17	4.08	52.2%	45.1%	93.8%	95.6%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³¹ (Grayed out KSAs were retained for both groups)		Mean Importance Rating		Percentage of Responses Indicating KSA is Needed Before Hire		Percentage of Responses Indicating Having More of KSA is Better	
		ACO-PD	ACO	ACO-PD	ACO	ACO-PD	ACO
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	4.12	3.95	53.3%	48.3% ²	94.9%	95.3%
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	4.34	4.23	63.2%	58.8%	93.9%	95.5%
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.	4.39	4.30	66.7%	61.7%	93.2%	95.3%
79	The ability to perform work in compliance with laws, rules and regulations; to accept and conform to accepted standards of conduct and the authority structure of the organization.	4.38	4.28	43.3% ²	39.7%	94.5%	96.2%
80	The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas).	4.22	4.09	47.6% ²	45.1%	94.5%	95.1%
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	4.12	4.03	54.4%	50.2%	94.6%	95.8%
82	The ability to acquire new skills and knowledge, seek out and use feedback to improve performance, learn from one's own and others' experiences, and apply learning to new situations.	3.97	3.92	41.4%	38.5%	94.8%	96.8%
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	4.23	4.14	62.8%	54.2%	95.5%	95.6%
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	3.79	3.79	55.7%	51.8%	95.1%	94.6%
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	3.70	3.75	51.9%	50.1%	94.1%	94.4%
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	3.84	3.86	50.3%	49.6% ²	94.4%	95.1%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³¹ (Grayed out KSAs were retained for both groups)		Mean Importance Rating		Percentage of Responses Indicating KSA is Needed Before Hire		Percentage of Responses Indicating Having More of KSA is Better	
		ACO-PD	ACO	ACO-PD	ACO	ACO-PD	ACO
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	3.63	3.66	48.8% ²	51.6%	93.1%	94.3%
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	3.63	3.66	51.9%	52.1%	94.0%	94.4%
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	3.68	3.69	61.5%	59.0%	90.2%	93.5%
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	3.69	3.70	58.9%	58.2%	89.5%	93.3%
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	3.71	3.74	60.0%	58.5%	90.0%	93.3%
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	3.75	3.73	61.1%	60.1%	90.3%	93.2%
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	3.45	3.61	62.6%	62.4%	89.3%	92.1%
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	3.64	3.71	63.9%	62.2%	88.9%	92.4%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³¹ (Grayed out KSAs were retained for both groups)		Mean Importance Rating		Percentage of Responses Indicating KSA is Needed Before Hire		Percentage of Responses Indicating Having More of KSA is Better	
		ACO-PD	ACO	ACO-PD	ACO	ACO-PD	ACO
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	3.47	3.60	65.9%	62.2%	87.2%	92.1%
96	The capacity to match or discriminate between colors. This capacity included detecting differences in color and in brightness.	3.22	3.43	67.5%	69.0%	84.8%	86.7%
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	3.39	3.62	65.4%	65.3%	85.1%	89.1%
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	3.63	3.80	65.4%	63.9%	87.6%	90.5%
99	The ability to see objects in the presence of glare or bright ambient lighting.	3.27	3.47	62.4%	64.3%	86.4%	88.1%
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	3.52	3.52	62.5%	59.9%	87.2%	89.9%
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	3.63	3.69	61.0%	57.4%	86.8%	92.6%
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	3.72	3.73	62.5%	62.6%	87.8%	91.7%

Board of State and Community Corrections

Adult Corrections Officer – PD vs. Adult Corrections Officer Equipment Ratings

Equipment Statements		Percentage of Respondents Indicating Equipment is Used on the Job		Mean	
		ACO-PD	ACO	ACO-PD	ACO
1	Transportation or Patrol Vehicle	73.0%	80.7%	1.41	1.46
2	Caged transport vehicle	66.3%	74.6%	1.31	1.35
3	Two-Way Radio	88.8%	96.6%	2.18	2.73
4	Stationary radio (e.g., dispatch radio)	55.4%	73.8%	1.20	1.48
5	Audio Recording Equipment	64.3%	57.5%	1.26	0.86
6	Audiovisual Equipment	69.6%	69.0%	1.60	1.16
7	Firearm(s)	11.5%	66.8%	0.15	1.25
8	Gun safe/locker	22.2%	72.4%	0.38	1.66
9	Ammunition/Rounds for Firearm(s)	13.0%	68.3%	0.18	1.33
10	Speed loader or magazine	10.0%	56.9%	0.14	1.07
11	Weapons repair or cleaning kit	10.8%	69.8%	0.15	1.18
12	Firearm training equipment (e.g., ear and eye protection, targets, plastic training pistol)	16.3%	73.3%	0.23	1.25
13	Chemical Agent	34.4%	73.1%	0.47	1.08
14	Impact weapon	14.3%	57.3%	0.20	0.79
15	Less than lethal weapons (e.g., riot control system, gas gun, Pepperball gun, rubber bullets, bean bags)	18.3%	64.9%	0.23	0.89
16	Less than lethal hand thrown projectiles (e.g., Sting balls, Flashbang)	6.4%	41.7%	0.10	0.55
17	Handcuffs.	96.8%	96.2%	2.37	2.38
18	Riot Gear (e.g., assault shield, helmet)	22.6%	61.3%	0.27	0.82
19	Body armor (e.g., protective or ballistic vests)	23.8%	72.3%	0.37	1.33

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Percentage of Respondents Indicating Equipment is Used on the Job		Mean	
		ACO-PD	ACO	ACO-PD	ACO
20	Tactical Vest	15.6%	51.3%	0.21	0.82
21	Forcible entry/cell extraction equipment	34.7%	63.5%	0.38	0.79
22	Gas mask or self-contained breathing apparatus	22.2%	53.6%	0.24	0.67
23	Oxygen supply/resuscitator	16.7%	37.3%	0.17	0.44
24	Mechanical/soft restraints other than handcuffs (e.g., wrist, leg, ankle, waist)	52.2%	72.3%	0.73	1.22
25	Restraint chair	30.3%	68.5%	0.43	0.86
26	Full body restraint(s) (e.g., canvas restraint, bed restraints)	9.6%	34.7%	0.11	0.43
27	Electronic restraint	4.8%	16.4%	0.06	0.22
28	Electronic stun device other than electronic restraints	24.8%	42.6%	0.30	0.56
29	Personal alarm system	29.5%	18.4%	0.46	0.28
30	Alarm system or monitor.	43.0%	30.6%	0.66	0.46
31	Electronic Safety Check Device (e.g., metal detector, wand/pipe)	54.9%	70.2%	1.17	1.13
32	Electronic time keeper system	25.3%	45.4%	0.58	0.90
33	System control board	41.8%	66.5%	1.06	1.35
34	Electronic monitoring device(s)	33.5%	38.2%	0.78	0.71
35	Controlled substance detection equipment (e.g., urine bottles, drug test cups, breathalyzer)	39.2%	51.4%	0.67	0.71
36	Intercom device (public address system, call box)	65.3%	81.4%	1.41	1.77
37	Tool Kit	50.0%	56.8%	0.71	0.79
38	First Aid Kit	83.7%	73.5%	1.14	0.95
39	Trauma Kit	22.2%	29.9%	0.26	0.37
40	Universal precautions equipment (e.g. blood borne pathogens kit)	47.8%	63.5%	0.85	1.09

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Percentage of Respondents Indicating Equipment is Used on the Job		Mean	
		ACO-PD	ACO	ACO-PD	ACO
41	Automatic external defibrillator (AED)	26.2%	28.5%	0.29	0.33
42	Hydraulic rescue tools (e.g., Jaws of Life)	2.0%	6.6%	0.03	0.10
43	Hooked cutting/rescue device (e.g., 911 swirl cutting tool)	21.5%	33.6%	0.33	0.42
44	Firefighting equipment (e.g., extinguisher, hoses)	17.9%	32.4%	0.19	0.39
45	Flashlight	88.1%	96.5%	1.61	2.17
46	Bolt cutters	34.8%	52.1%	0.43	0.65
47	Badge.	75.4%	90.4%	1.85	2.43
48	Duty belt	83.6%	95.9%	2.25	2.65
49	Holster(s)	46.9%	83.6%	1.27	2.22
50	Field book	36.7%	55.2%	0.68	1.01
51	Business cards	22.5%	26.1%	0.35	0.38
52	Surveillance gear	14.3%	23.0%	0.32	0.36
53	Binoculars	4.0%	19.1%	0.05	0.24
54	Body/mic camera	7.8%	16.2%	0.12	0.26
55	Bullhorn or hailer	3.6%	11.9%	0.04	0.16
56	Cash register	9.9%	8.7%	0.18	0.14
57	Computer search software	76.3%	63.6%	1.94	1.39
58	Computer software, other than computer search software	78.3%	70.8%	2.06	1.64
59	Computer terminal	92.4%	85.6%	2.62	2.24
60	Desktop computer	98.4%	96.1%	2.80	2.62
61	Laptop computer or mobile data terminal (MDT)	35.5%	38.1%	0.61	0.66
62	Tablet computer	16.7%	22.1%	0.35	0.44

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Percentage of Respondents Indicating Equipment is Used on the Job		Mean	
		ACO-PD	ACO	ACO-PD	ACO
63	Flash drive(s)	57.4%	65.4%	0.91	1.21
64	GPS navigation device	23.4%	31.1%	0.37	0.51
65	Telephone/cell phone	93.7%	89.8%	2.44	2.24
66	Palm pilot	6.3%	8.0%	0.12	0.12
67	Pager	4.8%	9.8%	0.08	0.15
68	Facsimile (Fax) machine	89.2%	71.7%	2.07	1.21
69	Teletype	73.8%	38.1%	1.73	0.68
70	Disposable hazardous material suits/spill kits (e.g., eye wash stations, decontamination supplies)	52.0%	47.4%	0.70	0.60
71	Electronic control panel or "breaker box"	32.9%	46.9%	0.41	0.66
72	Emergency lighting equipment (e.g., spotlight, search lights, flares)	30.4%	40.7%	0.40	0.53
73	Fingerprint equipment	98.4%	77.2%	2.84	1.62
74	Food preparation equipment (e.g., stove, broilers, microwave ovens, etc.).	97.2%	56.9%	2.66	1.00
75	Housekeeping equipment (e.g., mop, broom, etc.)	91.7%	76.4%	2.00	1.37
76	Illuminated needle-marks scope.	10.0%	10.1%	0.20	0.15
77	Keys	98.4%	98.5%	2.89	2.81
78	Ladder	35.3%	46.8%	0.47	0.62
79	Maps	39.8%	41.6%	0.69	0.61
80	Paint sprayer	5.6%	9.8%	0.08	0.14
81	PBX switchboard or multi-line phone system	42.2%	32.3%	1.06	0.65
82	Adding machine or calculator.	68.3%	56.0%	1.12	0.85
83	Typewriter	26.0%	12.8%	0.50	0.20
84	Photocopier	97.2%	91.3%	2.75	2.00

Equipment Statements		Percentage of Respondents Indicating Equipment is Used on the Job		Mean	
		ACO-PD	ACO	ACO-PD	ACO
85	Microfilm/microfiche machine	10.0%	8.1%	0.18	0.13
86	Projection equipment (movie, slide, overhead)	13.1%	26.5%	0.17	0.37
87	Photographic equipment (cameras or processing)	72.3%	70.8%	1.62	1.19
88	Power supply generators	17.1%	20.6%	0.22	0.28
89	Evidence processing kit (e.g., latent print)	22.4%	30.5%	0.37	0.40
90	Property/evidence bag sealer	84.6%	64.0%	2.11	1.02
91	Property/evidence storage locker(s)	80.5%	69.7%	1.75	1.04
92	Padded training gear (e.g., Redman suit)	25.5%	46.9%	0.31	0.58
93	Spit mask	86.5%	75.7%	1.17	0.98
94	Survival gear (rural areas)	6.8%	13.2%	0.08	0.19
95	Tire chains	2.8%	8.2%	0.04	0.12
96	Whistle	5.2%	9.9%	0.06	0.14
97	X-ray equipment (examining mail and packages)	2.4%	18.8%	0.03	0.29
98	Full body scanner	6.8%	19.3%	0.14	0.35
99	Jumper cables	18.9%	27.2%	0.21	0.33

Appendix PP

Comparative Means of ACO-PD vs. ACO

**Board of State and Community Corrections
Comparative Means of ACO - PD versus ACO**

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
1. Lift, carry, and/or drag heavy objects.	254	5.18	2.27	1324	5.00	2.41	0.07	309	3.09	1.21	1530	3.05	1.20	0.04
2. Walk or run up or down one or more flights of stairs.	214	6.32	2.79	1332	6.76	2.68	-0.16	264	3.13	1.39	1538	3.71	1.15	-0.50
3. Climb through openings.	120	2.48	2.18	1021	2.73	1.93	-0.13	151	2.34	1.43	1186	2.68	1.27	-0.27
4. Climb up and down a ladder.	113	2.72	2.12	1049	3.00	2.10	-0.13	142	2.26	1.38	1228	2.72	1.31	-0.35
5. Crawl in confined areas.	116	2.03	1.77	974	2.34	1.70	-0.18	142	2.18	1.43	1141	2.60	1.30	-0.32
6. Climb up to and/or jump down from elevated surfaces.	112	2.50	2.14	1043	2.99	2.15	-0.23	140	2.42	1.43	1213	2.73	1.27	-0.24
7. Jump over obstacles.	121	2.37	1.94	1059	2.58	1.74	-0.12	152	2.45	1.43	1230	2.79	1.25	-0.26
8. Pull oneself up over obstacles.	122	2.01	1.91	1044	2.29	1.66	-0.16	155	2.55	1.47	1219	2.90	1.26	-0.27
9. Push and/or pull hard-to-move objects by hand.	197	3.86	2.54	1228	3.95	2.45	-0.04	242	2.81	1.41	1414	3.11	1.21	-0.24
10. Pursue individuals on foot.	147	1.90	1.74	1154	2.14	1.64	-0.14	180	3.17	1.42	1334	3.49	1.19	-0.26
11. Run for a short distance.	184	2.92	2.07	1295	4.06	2.00	-0.56	228	3.34	1.37	1493	3.82	1.05	-0.44
12. Walk or stand for long periods of time.	253	7.52	2.17	1342	7.82	2.09	-0.14	308	3.78	1.18	1550	3.90	1.01	-0.12
13. Stand long periods of time.	256	7.55	1.98	1327	7.26	2.20	0.13	306	3.42	1.25	1528	3.28	1.30	0.11
14. Bend, extend, and/or twist body	252	7.43	2.18	1320	7.32	2.28	0.05	308	3.63	1.15	1526	3.65	1.09	-0.02
15. Balance oneself on uneven or narrow surfaces.	121	3.39	2.67	996	3.58	2.57	-0.08	153	2.86	1.46	1164	2.97	1.26	-0.08

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
16. Drive an automobile for work duties other than to transport individuals.	192	4.09	2.30	1144	3.97	2.40	0.05	238	2.90	1.26	1331	3.32	1.19	-0.35
17. Watch for indications of illegal activity or disturbance while in various degrees of lighting.	196	6.68	2.89	1275	6.46	2.96	0.08	250	3.96	1.14	1479	4.01	1.03	-0.05
18. Listen for unusual sounds or sounds that may indicate illegal activity or disturbance.	232	7.48	2.45	1316	7.26	2.59	0.08	291	4.07	1.13	1527	4.12	0.96	-0.05
19. Operate lifting equipment.	53	3.36	2.57	553	2.80	2.35	0.23	76	2.54	1.54	638	2.76	1.38	-0.16
20. Operate and control lights, power, and/or water in cells/rooms/dormitories.	231	7.43	2.18	1299	7.06	2.60	0.15	287	3.87	1.13	1496	3.84	1.06	0.03
21. Operate gates, doors, locks, sally ports, or cells/rooms/dorms, electronically or manually.	258	8.54	1.28	1345	7.83	2.19	0.34	319	4.43	0.81	1553	4.25	0.92	0.20
22. Handcuff a non-resisting individual.	262	6.77	2.36	1337	6.55	2.39	0.09	325	4.24	0.88	1562	4.26	0.86	-0.03
23. Handcuff a resisting individual.	256	4.79	2.46	1344	4.75	2.12	0.02	318	4.36	0.85	1569	4.43	0.80	-0.08
24. Apply restraint devices other than handcuffs to a non-resisting individual	207	3.47	2.54	1303	5.01	2.84	-0.55	258	4.08	1.02	1527	4.21	0.91	-0.14
25. Apply restraint devices other than handcuffs to a resisting individual.	226	3.28	2.25	1330	3.86	2.17	-0.27	281	4.20	0.97	1551	4.34	0.87	-0.15
26. Physically subdue or restrain a resisting or fleeing individual by oneself.	235	2.63	2.03	1312	2.84	1.82	-0.11	285	4.22	0.97	1518	4.36	0.89	-0.15

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
27. Physically subdue or restrain a resisting or fleeing individual with the help of others.	248	3.38	2.02	1324	3.43	1.90	-0.03	310	4.31	0.90	1538	4.39	0.84	-0.09
28. Place an actively resisting individual in the seat of a car.	171	2.58	1.98	1040	2.10	1.52	0.30	210	4.09	1.05	1225	4.11	1.06	-0.02
29. Defend oneself or others using less than lethal force.	254	3.29	2.28	1336	3.25	1.81	0.02	313	4.45	0.79	1558	4.51	0.78	-0.07
30. Defend oneself or others using lethal force.	175	1.75	1.85	1203	1.46	1.28	0.22	217	4.33	1.02	1400	4.55	0.83	-0.26
31. Defend oneself or others against an unarmed combative individual.	257	3.40	2.11	1331	3.40	1.73	0.00	316	4.52	0.72	1554	4.53	0.78	-0.02
32. Defend oneself or others against an armed individual.	192	1.63	1.71	1252	1.58	1.27	0.04	239	4.50	0.85	1460	4.57	0.78	-0.08
33. Physically separate multiple combative individuals with the help of others.	250	2.54	1.86	1330	3.22	1.64	-0.40	309	4.34	0.90	1544	4.44	0.79	-0.13
34. Physically separate two combative individuals by oneself.	213	1.93	1.74	1282	2.43	1.48	-0.33	254	4.26	0.93	1480	4.33	0.90	-0.07
35. Assist an uncooperative/incapacitated individual from a prone position on the ground to his/her feet.	250	3.59	2.09	1326	3.49	1.79	0.06	309	4.13	0.91	1536	4.18	0.92	-0.05
36. Search individuals for weapons, contraband, and/or drugs.	258	7.82	2.10	1338	7.10	2.43	0.30	316	4.70	0.62	1547	4.59	0.72	0.16
37. Strip-search an individual.	246	5.59	2.67	1316	5.68	2.78	-0.03	306	4.55	0.73	1515	4.43	0.81	0.14
38. Perform cell/room extractions.	247	2.54	1.71	1316	2.92	1.62	-0.23	303	4.24	0.96	1526	4.33	0.86	-0.10

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
39. Place and secure an individual in safety room.	237	4.55	2.43	1302	4.14	2.18	0.19	291	4.29	0.89	1512	4.31	0.85	-0.03
40. Anticipate, monitor, and intervene in potentially violent interpersonal situations.	246	4.93	2.63	1325	4.50	2.41	0.18	302	4.33	0.84	1538	4.30	0.85	0.03
41. Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.	214	4.58	2.74	1272	4.39	2.66	0.07	268	4.22	1.03	1483	4.34	0.86	-0.13
42. Use force to gain entrance through barriers.	159	1.90	1.86	1234	2.03	1.36	-0.09	202	4.03	1.09	1437	4.16	0.97	-0.13
43. Operate and/or interpret body scans for contraband or other anomalies.	93	5.42	3.48	908	3.31	2.90	0.71	120	4.25	1.04	1044	4.12	1.05	0.12
44. Complete range qualification required to carry a firearm.	45	3.40	2.33	1072	3.04	1.13	0.30	58	4.28	1.06	1270	4.44	0.83	-0.20
45. Draw and/or fire a firearm on duty in the course of job performance.	40	2.55	2.64	987	1.57	1.39	0.67	51	4.29	1.24	1167	4.49	0.85	-0.23
46. Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	258	8.48	1.32	1219	5.43	3.17	1.04	320	4.59	0.62	1414	4.11	0.92	0.55
47. Fingerprint individuals.	260	8.57	1.25	1256	5.21	3.07	1.18	320	4.60	0.59	1435	4.07	0.96	0.59
48. Photograph individuals.	259	8.59	1.17	1237	4.98	3.02	1.29	318	4.59	0.59	1416	4.01	0.95	0.65
49. Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	248	8.27	1.65	1286	5.94	2.85	0.87	306	4.37	0.81	1469	3.93	0.94	0.47

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
50. Advise Individual of constitutional rights.	201	6.27	3.03	1108	3.47	2.42	1.11	251	4.11	1.05	1281	3.79	1.06	0.31
51. Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	260	8.62	1.08	1263	5.85	2.90	1.03	319	4.66	0.54	1445	4.15	0.90	0.60
52. Ensure incoming individuals get to make any required phone calls.	259	8.67	0.99	1254	5.52	3.06	1.12	317	4.52	0.67	1448	3.87	1.02	0.67
53. Classify individuals to assign proper housing.	259	8.46	1.55	1210	4.33	3.33	1.34	319	4.60	0.63	1376	4.16	0.93	0.49
54. Prepare identification cards or identification wristbands and give/affix to individuals.	242	8.20	1.83	1282	5.85	2.81	0.88	301	4.48	0.75	1466	4.04	0.97	0.47
55. Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	251	8.26	1.60	1192	4.79	3.02	1.23	307	4.34	0.85	1384	3.76	1.07	0.56
56. Observe/monitor behavior of individual in receiving room/holding unit while he/she awaits move to assigned housing.	256	8.59	1.11	1300	5.91	2.96	0.98	316	4.45	0.69	1497	3.98	0.95	0.52
57. Inventory and take custody of individuals' property, clothing, and/or money.	254	8.56	1.23	1274	5.41	3.01	1.13	316	4.48	0.66	1470	3.90	0.97	0.63
58. Prepare forms, cards, or file jackets necessary to initiate individual's records.	244	8.43	1.39	1177	4.90	3.18	1.20	297	4.42	0.68	1347	3.82	1.01	0.62

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
59. Provide food or other necessities to incoming individuals.	257	8.50	1.23	1270	6.33	2.85	0.82	316	4.34	0.76	1456	3.84	0.99	0.52
60. Identify filing deadlines and court appearance deadlines.	230	7.81	2.28	1036	4.41	3.17	1.12	284	4.40	0.77	1196	3.83	1.04	0.57
61. Inform all relevant parties of date of detention hearing.	205	8.02	1.98	976	4.42	3.19	1.20	258	4.16	0.98	1134	3.64	1.14	0.47
62. Run warrant checks, holds, and/or search clauses.	210	7.92	2.15	1134	4.58	3.09	1.13	265	4.45	0.78	1320	3.92	1.02	0.53
63. Complete documentation necessary for release.	256	8.41	1.41	1120	5.06	3.20	1.13	315	4.51	0.66	1321	4.08	0.98	0.46
64. Verify identity of individuals prior to booking or releasing.	256	8.50	1.40	1265	5.87	3.01	0.94	310	4.59	0.63	1458	4.32	0.89	0.31
65. Return personal property and/or money upon an inmate's release.	254	8.54	1.25	1175	5.20	3.14	1.15	313	4.52	0.67	1362	4.07	0.97	0.49
66. Schedule detention hearing.	94	6.66	3.12	661	2.82	2.75	1.37	115	4.02	1.12	778	3.54	1.17	0.41
67. Release individuals on Own Recognizance or Cite Release.	255	8.24	1.48	1048	4.55	3.18	1.26	314	4.34	0.76	1227	3.76	1.06	0.57
68. Initiate search to locate parent(s) or legal guardian(s), if needed.	99	4.23	2.99	554	1.89	1.83	1.14	121	3.63	1.27	650	3.43	1.24	0.16
69. Decide whether to hold an individual in detention.	133	6.46	3.12	807	3.14	2.86	1.15	175	4.02	1.02	965	3.63	1.16	0.34
70. Evaluate fitness of legal guardian(s) or parent(s) to take custody of individual.	51	4.29	3.35	452	1.68	1.63	1.39	63	3.84	1.29	519	3.48	1.23	0.29
71. Contact appropriate parties to notify them that an individual is in custody.	114	4.89	3.04	681	2.41	2.14	1.08	147	3.44	1.29	805	3.38	1.22	0.04

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
72. Accommodate individual needs (e.g., due to medical conditions and/or religious rights).	243	7.33	2.29	1172	4.88	2.87	0.88	303	4.19	0.87	1363	3.72	1.06	0.46
73. Collect and process DNA samples.	257	7.47	2.02	1119	4.39	2.85	1.14	319	4.35	0.82	1302	3.90	1.01	0.46
74. Perform CPR.	256	1.18	0.66	1333	1.33	0.70	-0.21	312	4.50	0.80	1524	4.24	1.00	0.27
75. Render first aid other than CPR.	255	2.36	1.79	1318	2.14	1.34	0.15	307	4.38	0.77	1514	4.14	0.97	0.26
76. Complete medical/mental health forms.	251	8.17	1.89	1009	4.50	2.96	1.32	303	4.57	0.64	1174	3.87	1.01	0.74
77. Review medical log and make note of medical restrictions.	225	7.79	2.36	891	4.25	2.91	1.26	275	4.47	0.76	1030	3.75	1.07	0.71
78. Oversee dispensing of medicine to individuals.	158	5.82	2.69	862	6.26	2.93	-0.15	198	4.24	0.90	1000	3.94	1.01	0.30
79. Arrange for medical treatment or psychiatric care.	215	6.13	2.49	970	4.75	2.69	0.52	263	4.39	0.78	1127	3.83	1.06	0.55
80. Obtain signed medical consent form from parent(s) or legal guardian(s).	53	3.91	3.50	398	1.91	1.86	0.94	67	3.88	1.19	445	3.48	1.24	0.33
81. Plan transportation route and an alternate route.	118	4.81	2.73	1009	3.12	2.36	0.70	154	3.86	1.14	1183	3.88	1.03	-0.02
82. Verify individuals' identity and/or classification prior to escorting or transporting.	233	6.80	2.49	1245	5.45	2.86	0.48	285	4.28	1.00	1445	4.20	0.90	0.08
83. Verify identity of person transporting an individual.	196	6.44	2.64	1161	4.67	2.89	0.62	241	4.30	0.92	1349	4.14	0.94	0.17
84. Process incoming and outgoing law enforcement/facility buses.	94	5.61	2.93	991	3.63	2.96	0.67	127	3.91	1.22	1161	3.83	1.03	0.07

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
85. Conduct vehicle safety check/inspection prior to transporting individual(s).	152	5.00	2.68	1061	3.73	2.46	0.51	192	3.95	1.02	1234	3.93	0.99	0.02
86. Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	142	4.86	2.73	1028	3.45	2.46	0.56	175	4.04	1.04	1204	3.97	1.03	0.07
87. Monitor movement of vehicles within the facility or in the immediate area.	123	6.50	2.97	1048	4.23	2.93	0.77	157	4.01	1.09	1227	3.88	1.01	0.13
88. Transport equipment and/or evidence.	109	2.96	2.33	1040	2.66	1.94	0.15	142	3.32	1.30	1201	3.64	1.07	-0.29
89. Transport individuals or groups of individuals including safety/location checks.	134	4.64	2.99	1059	3.69	2.77	0.34	166	3.84	1.11	1236	3.79	1.02	0.04
90. Escort an individual or groups to and from locations within facility.	213	6.81	2.68	1269	6.41	2.86	0.14	270	4.12	0.94	1466	3.93	0.97	0.19
91. Arrange for transportation of individual(s).	217	6.51	2.45	1131	3.88	2.85	0.94	275	4.03	0.88	1311	3.72	1.04	0.30
92. Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).	84	4.44	2.92	1032	3.11	2.40	0.54	108	3.90	1.15	1199	3.88	1.09	0.02
93. Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior.	54	3.54	2.75	989	2.41	2.26	0.49	71	3.69	1.32	1138	3.70	1.17	-0.01
94. Schedule and/or plan the work of other personnel or volunteers.	79	3.34	2.43	778	2.81	2.53	0.21	131	3.52	1.15	974	3.31	1.19	0.18

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
95. Observe the work of other personnel or volunteers and provide appropriate feedback.	111	4.12	2.70	890	3.47	2.75	0.23	161	3.75	1.09	1085	3.47	1.10	0.25
96. Train, mentor, and provide instruction to other personnel or volunteers.	185	3.81	2.44	1042	4.14	2.79	-0.12	239	3.68	1.14	1233	3.77	1.05	-0.08
97. Give assignments to other personnel, program providers, or volunteers.	123	3.93	2.66	862	3.40	2.79	0.19	177	3.54	1.25	1048	3.42	1.16	0.10
98. Assist in interviewing applicants for work in the department.	76	2.33	1.89	660	1.62	1.49	0.46	126	3.44	1.29	824	3.33	1.29	0.09
99. Recruit applicants for work in the department including volunteers.	51	2.57	2.06	640	1.66	1.45	0.60	85	3.32	1.22	789	3.20	1.29	0.09
100. Write or update job descriptions.	58	2.10	1.69	647	1.72	1.38	0.27	89	3.12	1.48	786	3.27	1.22	-0.12
101. Log facility equipment in and out.	162	6.31	2.75	1158	5.53	3.01	0.26	203	3.79	1.14	1329	3.81	1.04	-0.02
102. Log vehicles entering and leaving the facility.	75	4.80	3.09	940	3.64	2.81	0.41	90	3.59	1.27	1071	3.67	1.09	-0.08
103. Log weapons/firearms in and out.	59	5.88	3.16	882	3.41	2.87	0.86	72	3.75	1.31	1008	3.89	1.14	-0.12
104. Maintain a record of all mail/packages for any individual to assure proper distribution.	65	3.28	3.00	846	3.31	2.82	-0.01	86	3.22	1.43	964	3.40	1.14	-0.16
105. Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	194	7.29	2.40	1133	5.40	3.21	0.61	244	4.10	0.98	1307	3.87	1.02	0.23

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
106. Record relevant activities and incidents occurring during shift in daily journal or log.	239	7.77	2.12	1271	7.12	2.68	0.25	291	4.22	0.89	1452	4.05	0.93	0.19
107. Complete forms and prepare correspondence (e.g., email, memos).	221	7.05	2.43	1227	6.31	2.80	0.27	271	3.88	1.03	1417	3.67	1.03	0.20
108. Prepare/Update court status and court lists.	219	6.90	2.50	1071	4.86	3.24	0.65	271	4.06	0.97	1229	3.79	1.05	0.26
109. Create new forms.	152	3.55	3.01	934	2.97	2.48	0.23	194	3.27	1.28	1096	3.20	1.21	0.06
110. Conduct and document population counts to account for all individuals.	232	8.14	1.86	1258	7.17	2.74	0.37	293	4.38	0.93	1453	4.35	0.90	0.03
111. Gather data for statistical reports.	143	4.79	3.14	915	3.47	2.90	0.45	193	3.52	1.20	1081	3.42	1.22	0.08
112. Manage files and documents.	209	7.48	2.40	1076	5.56	3.19	0.63	262	4.06	0.96	1256	3.69	1.09	0.34
113. Log movement of all non-detainees entering and leaving the facility.	173	6.68	2.77	1021	4.80	3.29	0.58	220	4.04	1.04	1183	3.79	1.14	0.22
114. Maintain authorized visitor log.	197	6.15	2.83	1005	4.00	3.03	0.72	249	3.91	0.96	1168	3.68	1.12	0.21
115. Oversee and maintain logs on vehicle fleets.	67	3.91	3.23	749	2.49	2.42	0.57	94	3.31	1.21	887	3.39	1.21	-0.06
116. Document how one's own time is spent performing specific activities.	105	5.93	3.35	915	5.19	3.41	0.22	141	3.55	1.21	1053	3.42	1.22	0.11
117. Compute and record time-served credits, conduct credits, and/or release dates.	99	4.87	3.13	802	3.15	2.91	0.59	126	3.65	1.20	946	3.66	1.19	-0.01
118. Release individuals for meals at appropriate times.	147	7.59	2.50	1212	6.91	2.75	0.25	184	4.09	0.95	1396	3.67	0.96	0.44

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
119. Inspect food for possible contamination prior to serving.	231	7.63	2.18	1002	5.98	3.13	0.56	287	4.14	0.90	1174	3.67	1.04	0.46
120. Report food shortages to shift supervisor or kitchen.	233	5.39	2.78	1233	5.64	2.81	-0.09	288	3.89	1.01	1423	3.60	0.99	0.29
121. Supervise meals.	214	7.43	2.31	1267	6.95	2.63	0.19	267	3.97	0.97	1462	3.75	0.97	0.23
122. Verify tray and utensil counts.	213	7.49	2.27	1214	6.29	2.95	0.42	265	4.20	0.88	1397	3.85	0.99	0.36
123. Prepare meals/snacks for individuals.	247	7.64	2.04	560	4.24	3.21	1.17	304	4.05	0.88	652	3.45	1.19	0.54
124. Serve and monitor special diets.	222	5.43	3.06	1217	6.48	2.87	-0.36	276	3.98	1.02	1411	3.65	1.04	0.31
125. Monitor electronic device usage and reading material for inappropriate content.	124	5.23	3.02	799	4.00	3.05	0.40	154	3.36	1.22	935	3.26	1.23	0.08
126. Supervise and/or coach individuals playing sports or game activities.	30	3.70	3.12	484	3.75	2.87	-0.02	41	3.22	1.46	557	3.07	1.30	0.12
127. Plan and schedule recreational activities.	38	3.21	3.13	540	3.53	2.94	-0.11	52	2.79	1.47	633	2.87	1.30	-0.06
128. Participate in sports or game activities with individuals.	16	2.69	2.77	246	2.47	2.29	0.09	25	2.80	1.38	284	2.66	1.47	0.09
129. Instruct/Train/Coach individuals in vocational activities and projects.	18	2.06	2.26	305	2.35	2.33	-0.13	26	2.69	1.62	357	2.67	1.45	0.02
130. Assist individuals with schoolwork.	10	2.50	3.17	260	2.45	2.27	0.02	16	2.81	1.33	300	2.62	1.43	0.13
131. Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	225	6.33	2.69	1187	4.83	2.96	0.51	283	4.22	1.00	1374	4.06	1.00	0.16

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
132. Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.	199	5.45	2.79	1212	4.64	2.85	0.29	253	4.12	0.98	1395	4.06	1.01	0.05
133. Arrange for special visits.	169	4.07	2.64	971	2.75	2.32	0.56	211	3.53	1.20	1140	3.14	1.28	0.31
134. Answer questions and provide information to visitors.	242	6.68	2.50	1228	4.61	2.70	0.78	299	3.77	1.02	1401	3.23	1.14	0.48
135. Conduct background clearance checks (e.g., for volunteers or visitors).	126	5.05	3.05	849	2.63	2.39	0.97	157	3.76	1.10	979	3.66	1.15	0.09
136. Provide video kiosk assistance and operating instructions to visitors.	71	4.80	3.21	677	2.52	2.34	0.94	90	3.36	1.41	764	3.08	1.27	0.22
137. Conduct/Co-facilitate family counseling sessions.	13	2.00	2.04	230	1.70	1.62	0.19	19	3.11	1.52	254	2.91	1.31	0.14
138. Conduct/Co-facilitate formal or structured group counseling sessions with individuals.	15	2.40	2.10	294	2.11	2.04	0.14	24	3.13	1.36	339	2.90	1.29	0.18
139. Conduct formal or structured counseling sessions with individuals on a one-on-one basis.	19	2.95	2.66	317	2.50	2.33	0.19	29	3.41	1.40	371	2.98	1.29	0.34
140. Counsel individuals informally/formally including crisis intervention.	43	4.09	2.56	613	3.59	2.51	0.20	54	3.52	1.18	724	3.36	1.15	0.14
141. Observe individuals in group and individual activities and provide advice and counseling to foster behavioral modification.	25	3.40	2.75	494	3.77	2.85	-0.13	36	3.25	1.32	576	3.29	1.21	-0.03

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
142. Make recommendations for program advancement/graduation.	15	1.73	1.83	363	2.21	2.00	-0.24	23	2.61	1.50	426	2.84	1.24	-0.18
143. Provide positive feedback and encouragement to an individual.	103	6.16	2.64	794	5.23	2.77	0.34	130	3.40	1.22	945	3.18	1.13	0.20
144. Conduct vocational or job counseling sessions with individuals.	14	2.57	2.98	294	2.28	2.25	0.13	23	3.22	1.54	348	2.97	1.24	0.20
145. Counsel individual who will be released without further action.	51	4.78	2.80	460	3.29	2.59	0.57	66	3.29	1.21	534	2.93	1.22	0.29
146. Manage/Mediate family (parent/juvenile) interactions in program setting (in custody or out of custody).	20	2.75	2.17	258	1.81	1.82	0.51	25	3.36	1.52	289	2.91	1.28	0.35
147. Scan incoming and outgoing mail.	109	3.15	2.65	1246	5.65	2.89	-0.87	137	3.48	1.38	1439	3.95	0.93	-0.48
148. Search articles, packages, property, and money left by visitors or individuals.	147	4.44	2.85	1163	4.64	2.92	-0.07	178	3.90	1.02	1345	3.94	0.97	-0.03
149. Distribute mail to individuals or collect individuals' outgoing mail.	108	3.09	2.70	1282	6.28	2.70	-1.18	141	3.52	1.30	1488	3.68	1.03	-0.14
150. Notify sender and receiver of seizure of unauthorized material.	75	2.07	2.21	1096	4.16	2.91	-0.73	97	3.39	1.45	1273	3.49	1.13	-0.08
151. Conduct search of all areas accessible by individuals.	249	7.66	1.93	1318	6.84	2.32	0.36	308	4.38	0.75	1533	4.24	0.84	0.18
152. Conduct search of all areas not readily accessible by individuals	235	7.20	2.22	1302	6.13	2.48	0.44	292	4.28	0.79	1505	4.06	0.93	0.25
153. Conduct security checks/patrols.	228	8.46	1.47	1281	7.44	2.48	0.43	281	4.52	0.73	1490	4.33	0.85	0.23
154. Conduct surveillance using closed circuit monitoring system.	203	8.41	1.42	1202	6.30	3.01	0.74	258	4.50	0.75	1390	4.09	0.97	0.44

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
155. Operate metal detection or X-ray equipment.	137	6.68	3.11	1084	4.68	2.97	0.67	180	4.22	1.16	1266	3.98	1.05	0.23
156. Identify, isolate, preserve, and secure crime scene.	183	2.41	1.75	1275	2.90	1.74	-0.28	231	4.16	0.95	1472	4.31	0.86	-0.16
157. Identify, seize, secure, document, preserve, and/or dispose of evidence/contraband material.	199	3.42	2.13	1272	3.75	2.09	-0.16	245	4.23	0.89	1467	4.27	0.83	-0.05
158. Conduct presumptive drug tests on seized items suspected to be controlled substances.	48	2.77	2.35	1047	2.62	1.67	0.09	59	3.61	1.31	1220	3.91	0.97	-0.30
159. Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	105	3.80	2.42	1096	2.71	1.80	0.58	129	3.80	1.21	1264	3.91	0.98	-0.11
160. Administer breath analyzer test to individuals.	108	4.63	2.53	804	2.49	2.43	0.88	129	3.84	1.12	913	3.66	1.14	0.17
161. Advise individuals and/or victim of his/her right to a restitution hearing.	21	3.10	2.41	379	2.03	1.96	0.54	24	3.21	1.14	423	3.06	1.25	0.12
162. Determine and recommend the amount of restitution due to victim(s).	14	2.57	2.28	246	1.69	1.71	0.51	17	2.88	1.36	275	3.07	1.24	-0.15
163. Interview probationer and/or family to determine ability to pay restitution, fines, probation fees, and other payments; set up payment schedule and monitor payments.	9	2.89	2.89	217	1.75	1.84	0.60	12	3.17	1.47	239	2.96	1.29	0.16

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
164. Review bail bonds to ensure accuracy.	216	6.77	2.25	695	4.03	2.94	0.98	271	4.31	0.84	854	3.77	1.14	0.50
165. Collect, accept, and process payments.	162	6.15	2.56	417	2.78	2.58	1.31	206	4.21	0.88	502	3.36	1.31	0.71
166. Calculate individuals' wages.	9	4.11	3.79	209	1.89	1.98	1.07	13	3.38	1.26	237	2.97	1.38	0.30
167. Proofread and/or edit reports.	169	4.91	2.43	1262	5.51	2.27	-0.26	217	3.87	1.03	1476	3.92	0.88	-0.06
168. Prepare court documents/reports.	182	6.54	2.53	902	3.61	2.72	1.09	229	4.08	0.89	1091	3.77	1.07	0.30
169. Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	231	4.27	2.25	1314	5.61	2.14	-0.62	285	4.00	0.86	1532	3.99	0.86	0.01
170. Prepare individual evaluation reports (e.g., progress, performance, updates).	112	3.53	2.57	912	3.11	2.52	0.16	162	3.80	1.00	1107	3.64	1.06	0.16
171. Prepare reports regarding detention or release.	103	5.32	3.07	745	2.91	2.72	0.87	144	3.83	0.99	901	3.52	1.15	0.27
172. Interview relevant individuals in order to prepare reports.	85	3.62	2.64	1034	4.15	2.34	-0.22	125	3.74	1.23	1227	3.73	1.00	0.00
173. Process requests for sealing of records.	20	2.55	2.39	389	2.21	2.34	0.15	33	3.36	1.43	452	3.32	1.32	0.03
174. Provide security to staff working in facility.	188	7.53	2.39	1302	7.83	2.13	-0.14	232	4.49	0.75	1516	4.45	0.76	0.05
175. Account for the security of keys, tools, and equipment.	233	8.05	1.86	1316	7.85	2.09	0.10	282	4.49	0.71	1528	4.50	0.73	-0.01
176. Report count discrepancies.	208	5.32	3.21	1283	5.79	3.05	-0.15	257	4.31	0.87	1482	4.42	0.79	-0.13
177. Notify appropriate staff of movement of individuals.	225	7.59	2.24	1312	7.91	2.02	-0.16	272	4.32	0.86	1517	4.34	0.80	-0.03

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
178. Check individuals' passes.	95	5.45	3.30	1083	6.15	2.96	-0.23	119	3.93	1.33	1253	4.11	0.98	-0.17
179. Issue passes to individuals.	77	4.58	3.33	911	5.01	3.25	-0.13	96	3.88	1.22	1063	3.92	1.12	-0.04
180. Log movement of individuals.	220	7.70	2.26	1277	7.67	2.29	0.01	267	4.26	0.90	1477	4.26	0.87	0.00
181. Conduct security round/visual check of individuals and facility.	246	8.63	1.24	1313	8.17	1.90	0.25	298	4.63	0.64	1528	4.48	0.78	0.20
182. Maintain visual observation of individuals when required.	249	8.42	1.40	1319	8.13	1.90	0.16	297	4.61	0.65	1528	4.43	0.79	0.24
183. Call into control room, post, or switchboard at required intervals.	114	6.75	3.03	1095	7.01	2.83	-0.09	144	4.19	0.96	1264	4.07	0.98	0.12
184. Report suspicious activity inside or outside facility.	243	4.53	2.89	1314	5.36	2.75	-0.30	291	4.19	0.89	1536	4.22	0.87	-0.04
185. Secure and separate individuals who commit crimes.	241	6.63	2.59	1290	5.39	2.62	0.47	295	4.30	0.80	1497	4.20	0.85	0.12
186. Make arrests or charge individuals or others who commit crimes.	93	3.56	2.74	1022	3.36	2.18	0.09	114	3.82	1.15	1220	4.07	0.92	-0.27
187. Investigate incidents or crimes that occur.	113	3.61	2.46	1234	4.27	2.30	-0.28	153	3.95	1.04	1444	4.12	0.86	-0.19
188. Investigate disturbances or suspicious activities.	166	4.86	2.76	1262	5.04	2.44	-0.07	214	4.02	0.92	1467	4.10	0.87	-0.09
189. Assist in search for missing/escaped individuals.	127	2.24	2.37	1220	2.46	2.04	-0.11	163	4.18	1.08	1400	4.26	0.96	-0.08
190. Check to see that all equipment is functioning properly.	243	7.63	1.97	1286	7.12	2.35	0.22	298	4.25	0.80	1499	4.24	0.88	0.01
191. Keep inventory of all dangerous tools/weapons/utensils.	207	6.81	2.74	1217	6.16	3.05	0.22	256	4.25	0.95	1424	4.37	0.85	-0.13

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
192. Refer individuals for professional evaluation or to appropriate services.	98	4.31	2.17	923	4.39	2.59	-0.03	132	3.62	1.15	1078	3.44	1.11	0.16
193. Assign individual to program, counselor, or case manager.	20	2.35	2.28	469	2.55	2.28	-0.09	27	3.22	1.42	542	3.08	1.18	0.12
194. Refer members of individual's family, victim(s), or others to counseling and/or other appropriate services.	36	2.58	2.35	417	1.98	1.83	0.32	47	2.94	1.28	487	2.94	1.21	0.00
195. Identify treatment or educational, employment, financial, or other service that will meet the needs of an individual, his/her family, or others and refer appropriately.	22	2.23	1.93	371	2.09	2.02	0.07	28	2.68	1.44	432	2.94	1.22	-0.21
196. Contact appropriate service provider; describe individual's needs, and get his/her commitment to work with the individual.	25	2.52	2.18	411	2.30	2.12	0.10	33	2.61	1.54	469	2.98	1.21	-0.30
197. Follow up to verify that an individual received service(s) and to evaluate success of referral.	19	2.74	3.11	427	2.54	2.25	0.09	26	3.15	1.46	490	3.03	1.21	0.10
198. Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance.	245	7.44	2.04	1274	6.85	2.57	0.24	293	3.85	0.95	1450	3.69	0.99	0.16
199. Provide phone access and/or monitor individuals' calls.	256	8.41	1.36	1285	6.82	2.75	0.62	307	4.10	0.87	1464	3.64	1.04	0.46

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
200. Supervise individuals on work details in facility areas (e.g., laundry, kitchen, other rooms).	137	6.04	2.96	1259	6.07	2.88	-0.01	167	3.80	1.07	1435	3.84	0.96	-0.04
201. Supervise and evaluate individuals on-site in educational, vocational, recreational, and other rehabilitative programs.	37	4.08	3.44	981	4.55	3.10	-0.15	43	3.42	1.38	1119	3.56	1.12	-0.12
202. Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.	109	5.95	3.01	1189	6.16	2.91	-0.07	132	3.80	1.06	1357	3.66	1.02	0.14
203. Prevent unauthorized communication between individuals.	236	6.49	2.40	1310	7.28	2.35	-0.34	282	4.04	0.91	1500	3.94	0.95	0.11
204. Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	249	7.57	2.18	1301	7.65	2.23	-0.03	299	4.29	0.83	1489	4.14	0.89	0.17
205. Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	255	8.27	1.48	1311	7.82	2.13	0.22	305	4.43	0.77	1506	4.18	0.87	0.29
206. Maintain and clean individuals' clothing, bedding, and living quarters.	191	7.18	2.24	931	5.96	2.85	0.44	233	3.86	1.04	1087	3.70	1.02	0.16
207. Read documents to individuals to ensure understanding.	233	6.84	2.55	1149	5.07	2.68	0.67	275	3.84	1.02	1318	3.46	1.07	0.36

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
208. Respond to questions or requests from individuals (e.g., related to completing forms).	236	7.53	2.27	1267	6.60	2.57	0.37	281	3.88	0.99	1457	3.48	1.05	0.39
209. Video/Audio record and review critical or potentially critical incidents.	187	5.57	3.14	1177	3.77	2.52	0.69	236	4.06	0.95	1355	3.77	0.98	0.30
210. Notify and prepare individuals for release, transfer, and/or transport.	250	7.99	1.64	1274	6.56	2.59	0.58	302	4.22	0.75	1459	3.82	0.95	0.43
211. Enforce and apply appropriate discipline to individuals.	166	5.74	2.98	1267	6.35	2.56	-0.23	195	3.89	1.17	1463	3.94	0.88	-0.06
212. Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	239	7.27	1.96	1266	6.38	2.69	0.34	289	4.41	0.74	1469	4.04	0.92	0.41
213. Monitor closed circuit video assignments.	131	6.91	2.95	908	4.21	3.20	0.85	148	3.97	1.14	1028	3.54	1.15	0.38
214. Gather information necessary to effect administrative and disciplinary transfers.	121	5.52	2.91	1109	4.48	2.80	0.37	145	3.87	0.99	1283	3.60	1.05	0.26
215. Monitor individual use of commissary, visiting, and/or other electronic kiosks.	143	6.31	2.64	1116	5.37	2.90	0.33	173	3.66	1.08	1267	3.45	1.09	0.19
216. Process and distribute pre-paid telephone cards.	57	5.35	3.36	519	3.50	2.84	0.64	67	3.66	1.32	599	3.23	1.20	0.35
217. Reclassify individuals to maintain proper housing assignment.	207	6.34	2.62	1128	4.29	2.98	0.70	256	4.06	1.06	1316	3.98	1.00	0.08
218. Serve as traffic hearing officer.	7	1.00	0.00	301	1.32	1.12	-0.29	9	2.56	1.67	333	3.02	1.29	-0.36
219. Act as court bailiff.	15	2.93	2.19	564	1.82	1.55	0.71	24	3.58	1.10	638	3.32	1.22	0.21
220. Record court proceedings.	8	1.88	1.46	290	1.76	1.90	0.06	12	3.42	1.16	317	3.35	1.19	0.05

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
221. Prepare for court appearance by reviewing case file.	80	2.33	1.29	685	1.92	1.29	0.31	98	3.79	0.99	800	3.70	1.07	0.08
222. Testify in court.	244	1.91	0.96	1245	1.79	0.96	0.12	292	3.67	1.04	1436	3.84	1.04	-0.16
223. Consult with judiciary on cases for sentencing/disposition.	37	1.68	1.18	551	1.64	1.35	0.03	46	2.93	1.55	631	3.54	1.15	-0.51
224. Determine an individual's eligibility for alternative sentencing programs.	11	1.73	1.19	591	1.93	2.09	-0.10	17	2.59	1.42	698	3.13	1.23	-0.44
225. Process documents necessary for alternative sentencing programs.	15	2.47	2.17	617	2.04	2.20	0.19	23	2.52	1.41	725	3.12	1.24	-0.48
226. Notify applicant of approval status for alternative sentencing programs.	12	2.42	2.11	620	1.99	2.01	0.21	17	2.71	1.31	729	3.05	1.24	-0.27
227. Make field checks of individuals in alternative sentencing programs.	8	1.00	0.00	550	1.65	1.74	-0.37	15	2.07	1.53	636	3.21	1.30	-0.87
228. Monitor movement of individuals on home confinement and/or electronic monitoring.	18	4.61	3.63	550	1.73	1.97	1.41	24	2.63	1.74	629	3.30	1.29	-0.52
229. Check electronic monitoring systems (e.g., EM, GPS, ankle monitor, alcohol monitoring device) database for compliance violations.	21	4.38	3.53	547	1.67	1.88	1.38	29	3.10	1.68	629	3.28	1.33	-0.13
230. Orient individual to alternative sentencing program rules and procedures.	19	4.00	3.06	569	1.76	1.93	1.13	28	2.93	1.30	659	3.23	1.29	-0.23

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
231. Determine eligibility, develop case plan, and monitor progress in re-entry programs.	10	2.60	2.63	513	1.58	1.77	0.57	15	2.40	1.72	588	3.17	1.31	-0.59
232. Communicate verbally with other staff to share information regarding operations.	254	8.55	1.18	1332	8.16	1.74	0.23	308	4.36	0.78	1536	4.30	0.81	0.07
233. Communicate via intercom, radio, and/or telephone.	257	8.66	1.22	1339	8.71	1.08	-0.05	312	4.33	0.80	1538	4.35	0.79	-0.03
234. Maintain and monitor communications/radio systems.	230	8.21	1.98	1247	8.15	2.13	0.03	278	4.24	0.89	1430	4.31	0.85	-0.09
235. Make announcements/Give information over P.A. or paging system.	208	6.54	2.79	1250	7.28	2.65	-0.28	253	3.74	1.16	1417	3.93	1.03	-0.18
236. Communicate with individuals in a language other than English or serve as an interpreter.	192	5.83	3.23	1056	4.19	3.34	0.49	246	3.74	1.15	1191	3.56	1.16	0.15
237. Answer questions/Provide information to various regulatory agencies and commissions.	210	6.08	2.95	1050	4.65	3.13	0.46	253	3.74	1.08	1224	3.52	1.15	0.19
238. Answer, respond to, and transfer phone calls requesting information.	258	8.49	1.29	1284	6.98	2.52	0.64	312	4.03	0.88	1473	3.64	1.07	0.37
239. Conduct tours.	202	2.77	1.39	1149	2.40	1.54	0.24	252	2.68	1.26	1349	2.93	1.28	-0.20
240. Communicate with court personnel.	230	4.92	2.74	1187	4.13	2.75	0.29	283	3.63	1.05	1386	3.51	1.11	0.11
241. Gather information from individuals about conflicts or personal problems.	192	5.59	2.89	1225	5.47	2.64	0.04	242	3.69	1.19	1434	3.68	0.99	0.01

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
242. Give instructions/directions orally to groups of individuals.	208	6.71	2.74	1284	7.18	2.54	-0.18	258	3.82	1.18	1497	3.94	0.92	-0.13
243. Confer with supervisors concerning operations.	239	6.60	2.32	1298	6.66	2.39	-0.02	295	4.04	0.98	1516	3.96	0.91	0.08
244. De-escalate situations utilizing tactical communication skills.	241	6.92	2.31	1311	6.60	2.37	0.13	297	4.39	0.84	1530	4.28	0.83	0.13
245. Represent department with other agencies.	193	3.91	2.77	1072	3.17	2.57	0.28	241	3.48	1.12	1260	3.44	1.08	0.03
246. Serve on non-departmental boards.	67	1.81	1.64	602	1.59	1.42	0.15	95	2.95	1.24	713	3.03	1.23	-0.07
247. Give presentations.	125	2.20	1.48	973	2.29	1.57	-0.06	167	3.00	1.19	1142	3.12	1.15	-0.10
248. Respond to questions from the public.	213	7.50	2.44	994	4.11	2.90	1.20	264	3.80	1.00	1174	3.37	1.08	0.41
249. Participate in joint operations with other agencies.	157	2.83	2.07	954	2.04	1.64	0.47	201	3.31	1.16	1117	3.35	1.09	-0.03
250. Speak with at-risk members of the community about their concerns or problems.	71	3.23	2.96	631	1.76	1.67	0.80	83	3.18	1.25	714	3.24	1.16	-0.05
251. Gather information and prepare, develop and review individualized case plan.	32	3.31	2.61	473	2.36	2.38	0.40	42	3.33	1.26	552	3.21	1.22	0.10
252. Determine the frequency of contact needed during supervision utilizing risk assessment.	44	4.16	2.95	487	2.37	2.39	0.73	59	3.51	1.22	565	3.25	1.22	0.21
253. Review an individual's file to obtain necessary information.	87	5.86	3.04	684	4.06	3.10	0.58	113	3.51	1.19	805	3.40	1.15	0.10

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
254. Assess, monitor, and update individual's progress with case plan.	32	4.22	3.18	440	2.28	2.40	0.79	40	3.48	1.28	512	3.23	1.23	0.20
255. Conduct risk and needs assessment and reassessments.	67	5.82	2.95	513	2.75	2.70	1.13	91	3.78	1.14	608	3.35	1.24	0.35
256. Conduct fire, earthquake, or evacuation drills.	227	2.28	1.08	1257	2.73	1.28	-0.36	280	4.05	0.92	1466	3.96	0.96	0.09
257. Evacuate individuals from an area or facility.	238	1.55	1.19	1255	1.98	1.24	-0.34	291	4.18	0.93	1458	4.01	0.98	0.17
258. Dispatch help in emergencies or disturbances.	228	3.29	2.28	1230	2.92	1.79	0.19	277	4.29	0.90	1422	4.18	0.91	0.12
259. Extinguish or help extinguish fire.	229	1.14	0.63	1252	1.40	0.90	-0.29	278	4.27	0.98	1432	4.10	1.00	0.17
260. Activate alarm system to alert all staff in case of an emergency.	242	1.83	1.33	1240	1.80	1.34	0.02	295	4.30	0.94	1423	4.12	1.00	0.18
261. Respond to emergency situations according to agency policies.	247	2.91	2.11	1306	3.80	2.10	-0.43	298	4.37	0.90	1512	4.32	0.86	0.06
262. Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.	251	6.88	2.25	1327	6.49	2.24	0.17	306	4.37	0.77	1545	4.22	0.85	0.17
263. Read internal memos, correspondence, reports, and emails.	256	8.09	1.34	1333	7.76	1.68	0.20	310	4.23	0.80	1542	4.08	0.85	0.18
264. Make suggestions regarding changes in policies, procedures, or rules.	232	3.63	2.29	1238	3.65	2.29	-0.01	289	3.65	1.05	1452	3.62	1.00	0.03
265. Attend staff meetings.	216	3.42	2.26	1220	4.53	2.53	-0.45	268	3.69	1.08	1415	3.64	1.02	0.05
266. Follow instructions from supervisor including designating lead staff.	250	7.83	2.03	1321	7.75	1.88	0.04	305	4.18	0.87	1531	4.09	0.86	0.10

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
267. Follow all departmental policies and procedures.	257	8.72	0.98	1341	8.67	1.12	0.04	315	4.55	0.72	1562	4.39	0.81	0.19
268. Participate in training/workgroups/seminars.	251	3.81	1.94	1308	4.19	2.03	-0.19	304	3.88	0.94	1520	3.81	0.94	0.08
269. Read court documents and other legal documents (e.g., penal code).	221	5.95	2.83	1230	5.61	2.66	0.12	271	3.91	0.98	1443	3.75	1.03	0.16
270. Maintain knowledge of contracted agencies' standards for detention.	194	5.28	2.88	999	4.33	2.89	0.33	231	3.84	1.08	1160	3.63	1.08	0.19
271. Maintain knowledge of criminal justice and social service partners' policies and procedure.	202	5.16	2.90	1019	4.52	2.82	0.23	248	3.74	1.11	1191	3.59	1.11	0.13
272. Make special purchases for individuals.	47	2.98	2.09	300	1.93	1.78	0.57	66	2.68	1.42	368	2.78	1.27	-0.07
273. Distribute/Supervise distribution of commissary.	48	5.02	2.99	1050	4.24	2.20	0.35	65	3.12	1.26	1214	3.02	1.13	0.09
274. Supervise and record individuals' financial interactions.	31	4.19	2.93	505	2.92	2.49	0.50	41	3.32	1.37	593	3.04	1.25	0.22
275. Process work furlough funds received, re-issue funds, and distribute accordingly.	31	2.84	1.93	368	1.86	1.79	0.55	42	3.21	1.34	435	2.99	1.29	0.17
276. Recommend/Make work assignments for individuals.	99	3.88	2.81	997	3.92	2.75	-0.01	139	3.20	1.15	1183	3.16	1.08	0.03
277. Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.	134	3.83	2.47	998	3.54	2.61	0.11	179	3.70	1.07	1195	3.55	1.09	0.14

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
278. Issue and log in/out equipment, tools, cleaning supplies, and other inventory.	134	5.41	2.90	1069	4.84	2.98	0.19	169	3.53	1.08	1254	3.60	1.06	-0.07
279. Inspect work equipment and work area for safety.	184	7.01	2.63	1134	6.07	2.94	0.32	227	3.98	1.02	1333	3.78	1.03	0.20
280. Complete an individual's work time card.	60	4.57	3.02	571	3.45	2.78	0.40	93	3.57	1.22	717	3.41	1.14	0.14
281. Conduct investigation to determine whether conservator(s) legal guardian(s) is properly administering an estate.	6	1.50	1.22	180	1.62	1.69	-0.07	9	1.89	1.69	190	2.91	1.32	-0.76
282. Make recommendations about placement, visitation, and custody of minors during custody proceedings.	13	3.77	2.74	188	1.74	1.84	1.07	17	2.94	1.68	204	2.91	1.34	0.02
283. Make recommendations regarding emancipation.	8	2.00	1.93	166	1.63	1.75	0.21	11	2.64	1.57	174	2.87	1.30	-0.18
284. Make recommendations regarding underage couples' marriage requests.	5	1.80	1.79	147	1.74	1.84	0.03	7	2.29	1.38	159	2.78	1.36	-0.36
285. Make recommendations regarding adoption.	5	1.60	1.34	135	1.60	1.60	0.00	7	2.14	1.35	142	2.78	1.31	-0.49
286. Obtain verification of employment, education, and/or other pertinent background information.	45	5.11	3.30	505	2.31	2.31	1.16	56	3.45	1.23	593	3.31	1.18	0.11
287. Conduct intake or pre-plea/pre-sentence interview with individual.	49	5.92	3.35	535	3.10	2.96	0.94	61	3.75	1.30	607	3.47	1.16	0.24

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
288. Photograph any injuries or bruises in cases of suspected abuse.	111	3.15	2.45	913	2.74	1.84	0.22	134	3.66	1.19	1040	3.63	1.06	0.03
289. Investigate and report complaints of abuse.	102	2.18	1.91	906	2.31	1.72	-0.08	122	3.61	1.21	1033	3.62	1.06	0.00
290. Evaluate residence for appropriateness of home environment.	15	2.20	2.34	363	1.72	1.74	0.27	15	2.80	1.74	386	3.32	1.18	-0.43
291. Collect, review, and interpret appropriate criminal records and documents pertaining to an individual.	113	6.88	2.68	723	3.65	2.96	1.10	139	3.94	1.03	854	3.61	1.08	0.30
292. Contact agencies and collect information on an individual.	127	4.43	2.63	869	2.75	2.28	0.72	156	3.48	1.09	1022	3.47	1.06	0.01
293. Interview individuals and involved parties to obtain background information and information about the offense.	53	4.26	3.05	798	2.93	2.19	0.59	65	3.37	1.33	937	3.56	1.02	-0.19
294. Obtain and review police report of charges against individuals taken into custody.	114	5.71	3.06	916	4.07	3.01	0.54	143	3.60	1.19	1075	3.63	1.08	-0.03
295. Access databases (e.g., CLETS, CWS/CMS) to find or input information.	214	7.49	2.49	1120	4.66	3.16	0.92	267	4.22	0.94	1314	3.82	1.04	0.39
296. Verify identity based on fingerprint information.	228	8.18	1.70	1056	4.39	3.20	1.27	277	4.44	0.75	1240	3.91	1.04	0.54
297. Investigate and report complaints of PREA violations.	123	2.10	2.30	1035	1.73	1.65	0.21	166	4.01	1.06	1204	3.84	1.10	0.15

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
298. Request court action or garnishment where individuals falls behind in child support or other payments.	5	2.20	1.64	164	1.63	1.73	0.33	7	2.29	1.38	178	3.02	1.18	-0.62
299. Review request for and issue travel permits.	7	3.14	2.91	158	1.80	1.90	0.69	10	2.80	1.32	184	2.90	1.24	-0.08
300. Review requests for permission and initiate procedures to transfer a case to a new jurisdiction.	11	2.91	1.58	207	1.80	1.92	0.59	13	3.00	1.41	234	2.95	1.16	0.04
301. Investigate incoming transfer requests from other jurisdictions.	23	3.78	2.37	289	1.91	1.88	0.98	34	3.21	1.20	329	3.00	1.24	0.17
302. Initiate procedures to request interstate Compact Supervision.	11	1.73	1.27	198	1.54	1.52	0.12	13	2.69	1.44	218	2.91	1.20	-0.18
303. File petition for modification, termination, or revocation of probation and/or request warrant.	13	4.31	3.01	272	1.74	1.77	1.40	19	3.37	1.26	312	3.07	1.17	0.25
304. Execute warrants.	33	4.82	3.27	589	2.02	1.88	1.41	43	3.47	1.44	684	3.44	1.14	0.02
305. Search individual's person, personal property, or residence, per Court Order.	58	5.84	3.45	754	2.98	2.77	1.02	66	3.73	1.38	861	3.55	1.14	0.16
306. Review and determine appropriate supervision level.	71	6.61	2.97	645	3.21	3.03	1.12	83	3.73	1.34	747	3.54	1.12	0.17
307. Gather information and interview appropriate parties and the individual to determine level of probation compliance.	19	3.47	2.20	374	1.88	1.95	0.81	22	2.77	1.38	420	3.21	1.07	-0.40
308. Conduct home/site visits.	5	1.60	1.34	396	1.68	1.75	-0.05	6	2.00	1.67	443	3.28	1.18	-1.08

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
309. Complete documentation necessary to authorize holds.	63	5.60	2.74	516	2.36	2.30	1.38	77	3.62	1.26	608	3.44	1.13	0.16
310. Recruit foster parents.	6	2.00	1.55	77	1.68	1.70	0.19	8	2.00	1.51	84	2.80	1.32	-0.60
311. Visit community-based organizations/placement facilities to learn about their services and evaluate the care and/or treatment they provide.	11	2.09	1.58	174	1.64	1.49	0.30	14	2.79	1.53	216	2.82	1.24	-0.03
312. Coordinate/Contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship.	20	2.45	1.32	235	2.07	1.92	0.20	27	2.74	1.23	299	2.94	1.22	-0.17
313. Monitor and audit vendors teaching classes and programs and update program information in writing.	17	2.59	2.21	270	2.04	1.98	0.28	20	2.50	1.32	334	2.97	1.27	-0.37
314. Notify/inform law enforcement agencies and other agencies of law violations/information of interest.	140	5.23	2.66	924	2.67	2.11	1.17	168	3.70	0.90	1094	3.49	1.09	0.20
315. Notify victim(s) as required by law.	112	3.60	2.57	870	2.39	1.94	0.60	137	3.85	1.20	1037	3.71	1.12	0.13
316. Notify anyone who is the specific object of threats by an individual as required by law.	96	3.09	2.62	901	2.14	1.87	0.49	124	3.76	1.15	1068	3.70	1.18	0.05

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
317. Notify parent(s) legal guardian(s) and/or probation officer of any change in an individual's status.	72	3.49	2.44	644	1.85	1.68	0.93	84	3.40	1.29	749	3.44	1.16	-0.03
318. Evaluate information to determine aggravating or mitigating circumstances of the crime.	40	4.35	3.01	736	2.97	2.23	0.60	53	3.60	1.23	871	3.45	1.09	0.14
319. Investigate, determine, make recommendations, and refer individuals to appropriate placement.	74	6.43	3.04	794	3.82	2.85	0.91	96	3.97	1.10	929	3.57	1.10	0.37
320. Evaluate information to decide on recommended disposition, sentence, and/or terms and conditions of supervision.	30	3.83	3.41	520	2.61	2.55	0.47	39	3.51	1.34	606	3.33	1.18	0.15
321. Discuss offense with external entities to determine whether new charges/violation of probation should be filed.	46	3.91	2.63	569	2.10	1.87	0.94	59	3.46	1.18	668	3.25	1.13	0.18
322. Review and prepare appropriate documents for recommended release of an individual.	171	7.91	1.82	824	4.24	3.15	1.24	213	4.25	0.84	974	3.95	1.14	0.28
323. Conduct an interview and/or gather information to determine if an individual is to be released or detained.	129	6.98	2.62	760	3.54	2.96	1.18	166	4.18	0.94	901	3.86	1.15	0.28
324. Maintain confidentiality of information.	241	8.29	1.60	1294	7.29	2.48	0.42	292	4.43	0.86	1502	4.13	0.98	0.31

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)						
	ACO - PD			ACO			Effect Size	ACO - PD			ACO			Effect Size
	N	Mean	SD	N	Mean	SD		N	Mean	SD	N	Mean	SD	
325. Assist with special projects, studies, and investigations.	192	4.28	2.49	1211	4.09	2.39	0.08	240	3.39	1.01	1404	3.42	1.08	-0.03
326. Obtain and process court documents and take necessary action.	179	6.52	2.78	1005	4.04	2.89	0.86	226	4.04	1.02	1190	3.61	1.11	0.39
327. Read individual's records to ensure compliance with special directives regarding care and custody of individual.	193	7.11	2.71	1038	4.87	3.09	0.74	241	4.15	1.06	1219	3.70	1.11	0.41
328. Teach classes to individuals.	61	2.49	1.87	686	2.43	1.93	0.03	90	3.34	1.10	832	3.26	1.19	0.07
329. Read daily journal/log.	205	7.84	1.83	1119	7.23	2.56	0.25	247	4.02	0.95	1307	3.76	1.05	0.25
330. Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.	194	3.02	1.98	887	1.89	1.63	0.67	232	3.28	1.19	1059	3.15	1.23	0.10
331. Interpret common street terminology.	198	6.80	2.63	1183	6.34	2.83	0.16	244	3.47	1.11	1379	3.51	1.02	-0.04
332. Assist individuals in writing grievances.	101	2.15	2.00	888	3.31	2.22	-0.53	132	2.80	1.26	1024	2.85	1.17	-0.04
333. Establish informants.	51	2.59	2.03	1134	3.26	2.23	-0.30	66	2.94	1.20	1308	3.35	1.09	-0.38
334. Design and/or implement programs.	58	2.22	1.51	773	2.24	1.88	-0.01	84	2.96	1.08	920	3.00	1.17	-0.03
335. Maintain and/or periodically update handbooks.	100	2.81	2.10	748	2.34	2.25	0.21	135	3.14	1.02	903	3.05	1.20	0.08
336. Present cases to a committee that reviews recommendations.	39	2.51	2.16	573	1.87	1.81	0.35	58	2.83	1.17	696	2.98	1.21	-0.12
337. Participate in an individual's grievance proceedings.	57	2.11	1.61	833	2.53	1.98	-0.22	86	2.97	1.23	1002	2.99	1.15	-0.03

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task	Frequency Rated from 0 (Not Part of the Job) to 9 (Performed more than once a day)							Importance Rated from 0 (Not Important) to 5 (Critically Important)							
	ACO - PD			ACO				Effect Size	ACO - PD			ACO			
	N	Mean	SD	N	Mean	SD	N		Mean	SD	N	Mean	SD	Effect Size	
338. Serve on disciplinary review board.	28	1.86	1.78	699	2.29	2.05	-0.21	41	2.88	1.33	844	3.10	1.16	-0.19	
339. Collect and/or analyze data to measure program outcomes and inform program decisions.	41	2.44	2.39	513	1.95	1.98	0.24	55	2.84	1.05	624	3.00	1.18	-0.14	
340. Request equipment/facility repairs verbally or in writing.	206	4.34	2.03	1222	4.90	2.20	-0.25	256	3.60	1.02	1431	3.51	0.98	0.09	
341. Clean up and dispose of contaminated or hazardous material.	196	4.35	2.17	1046	3.62	2.11	0.34	236	3.95	1.02	1213	3.73	1.03	0.22	
342. Inventory, order, and stock supplies.	223	4.62	2.25	1056	4.03	2.45	0.24	272	3.69	0.94	1238	3.33	1.06	0.34	
343. Inspect areas for cleanliness.	242	7.85	1.73	1256	7.11	2.26	0.34	295	4.00	0.88	1466	3.61	0.99	0.40	

Appendix QQ

Comparison of Task Rating Results Across ACO, JCO, PO

Board of State and Community Corrections
Comparison of Task Rating Results Across ACO, JCO, and PO

Task Statements ³² (Grayed out KSAs were retained for all three groups)		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
Physical Tasks							
1	Lift, carry, and/or drag heavy objects.	95.9%	94.7%	85.6%	3.06	2.95 ²	2.62
2	Walk or run up or down one or more flights of stairs.	94.3%	85.7%	87.8%	3.63	3.56	2.90 ²
3	Climb through openings.	69.8%	44.0%	65.9%	2.65	2.60	2.63
4	Climb up and down a ladder.	71.0%	50.9%	53.9%	2.67	2.50	2.54
5	Crawl in confined areas.	66.7%	40.2%	60.4%	2.55	2.55	2.57
6	Climb up to and/or jump down from elevated surfaces.	70.7%	47.7% ²	64.2%	2.70	2.63	2.70
7	Jump over obstacles.	72.4%	62.4%	67.3%	2.75	2.74	2.72
8	Pull oneself up over obstacles.	71.4%	52.0%	67.5%	2.86	2.76	2.77
9	Push and/or pull hard-to-move objects by hand.	87.5%	79.0%	74.3%	3.07	2.96 ²	2.76
10	Pursue individuals on foot.	80.1%	82.8%	77.9%	3.46	3.54	3.09
11	Run for a short distance.	92.1%	96.3%	84.5%	3.76	3.79	3.18
12	Walk or stand for long periods of time.	98.1%	98.7%	89.9%	3.88	4.04	3.30
13	Sit for long periods of time.	97.6%	92.5%	96.5%	3.30	3.17	3.29
14	Bend, extend, and/or twist body.	96.8%	96.6%	89.7%	3.64	3.58	3.28
15	Balance oneself on uneven or narrow surfaces.	68.2%	56.7%	63.8%	2.95 ²	2.89 ²	2.82
16	Drive an automobile for work duties other than to transport individuals.	81.8%	77.4%	92.7%	3.25	3.22	3.67
17	In various degrees of lighting watch for indications of illegal activity or disturbance.	89.8%	80.9%	79.9%	4.00	4.04	3.47
18	Listen for unusual sounds or sounds that may indicate illegal activity or disturbance.	94.7%	91.5%	83.0%	4.11	4.15	3.55

³² Statistics in red font did not meet the initial retention criteria for the corresponding scale. However, those with a superscript "2" were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ³² (Grayed out KSAs were retained for all three groups)		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
19	Operate lifting equipment.	37.2%	25.5%	21.2%	2.73	2.90 ²	2.52
20	Operate and control lights, power, and/or water in cells/rooms/dormitories.	93.6%	91.7%	38.8%	3.84	3.88	3.04
21	Operate gates, doors, locks, sally ports, cells/rooms/dorms, electronically or manually.	98.2%	95.0%	48.5% ²	4.28	4.26	3.24

Handcuffs and Restraints

22	Handcuff a non-resisting individual.	97.6%	97.9%	96.3%	4.26	4.20	4.16
23	Handcuff a resisting individual.	97.7%	97.8%	96.2%	4.42	4.39	4.26
24	Apply restraint devices other than handcuffs to a non-resisting individual.	92.5%	89.4%	83.6%	4.19	4.14	3.90
25	Apply restraint devices other than handcuffs to a resisting individual.	95.2%	91.2%	84.7%	4.31	4.19	3.99
26	Physically subdue or restrain a resisting or fleeing individual by yourself.	94.6%	91.7%	86.6%	4.34	4.28	4.05
27	Physically subdue or restrain a resisting or fleeing individual with the help of others.	96.1%	96.2%	93.1%	4.38	4.34	4.13
28	Place an actively resisting individual in the seat of a car.	74.3%	77.3%	91.0%	4.10	4.04	4.05

Officer Safety

29	Defend oneself or others using less than lethal force.	97.8%	96.6%	94.3%	4.50	4.42	4.41
30	Defend oneself or others using lethal force.	84.7%	51.0%	80.0%	4.52	4.26	4.43
31	Defend oneself or others against a combative individual.	98.3%	99.1%	95.4%	4.53	4.44	4.40
32	Defend oneself against an armed individual.	89.0%	71.1%	89.1%	4.56	4.39	4.47
33	Physically separate multiple combative individuals with the help of others.	97.1%	99.0%	93.1%	4.43	4.45	4.27
34	Physically separate two combative individuals by yourself.	92.1%	92.7%	86.8%	4.32	4.34	4.20
35	Assist an uncooperative/ incapacitated individual from a prone position on the ground to his/her feet.	97.0%	98.8%	93.6%	4.17	4.26	4.10
36	Search individuals for weapons, contraband, and/or drugs.	98.6%	99.4%	96.4%	4.60	4.54	4.44
37	Strip-search individuals.	96.8%	85.3%	45.8%	4.45	4.28	3.91
38	Perform cell/room extractions.	95.9%	94.4%	47.5% ²	4.32	4.27	3.80

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ³² (Grayed out KSAs were retained for all three groups)		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
39	Place and secure individual in safety room.	95.3%	91.0%	50.5%	4.31	4.19	3.82
40	Anticipate, monitor, and intervene in potentially violent interpersonal situations.	97.3%	97.2%	81.2%	4.31	4.33	4.05
41	Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.	92.1%	83.3%	89.6%	4.32	4.22	4.30
42	Use force to gain entrance through barriers.	85.8%	78.4%	65.7%	4.14	4.04	3.80
43	Operate and/or interpret body scans for contraband or other anomalies.	61.6%	50.8%	35.5%	4.14	4.07	3.79
44	Complete range qualification required to carry a firearm.	68.8%	20.3%	69.8%	4.43	3.91	4.33
45	Draw and/or fire a firearm on duty in the course of job performance.	63.6%	16.0%	67.2%	4.48	4.08	4.37
Initial Processing and Release							
46	Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	91.2%	89.4%	79.3%	4.20	4.13	4.05
47	Fingerprint individuals.	93.6%	83.9%	53.9%	4.16	4.05	3.47
48	Photograph individuals.	93.2%	86.7%	76.1%	4.12	4.03	3.44
49	Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	95.1%	97.8%	82.2%	4.01	4.20	3.91
50	Advise individual of constitutional rights.	81.0%	90.3%	84.1%	3.84	4.13	3.93
51	Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	93.8%	92.6%	74.5%	4.24	4.23	3.78
52	Ensure incoming individuals get to make any required phone calls.	93.9%	97.1%	46.9% ²	3.99	4.08	3.50
53	Classify individuals to assign proper housing.	91.0%	90.9%	40.7%	4.24	4.17	3.63
54	Prepare identification cards or identification wristbands and give/affix to individuals.	94.4%	71.3%	31.9%	4.11	3.98	3.41
55	Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	89.4%	81.7%	71.1%	3.86	3.95	3.65
56	Observe/monitor behavior of individual in receiving room/holding unit while he/she awaits move to assigned housing.	96.3%	94.5%	43.9%	4.07	4.07	3.60

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ³² (Grayed out KSAs were retained for all three groups)		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
57	Inventory and take custody of individuals' property, clothing, and/or money.	94.7%	95.6%	63.4%	4.00	4.02	3.54
58	Prepare forms, cards, or file jackets necessary to initiate individual's records.	88.6%	87.9%	50.2%	3.93	3.94	3.47
59	Provide food or other necessities to incoming individuals.	95.3%	95.8%	41.5%	3.93	4.01	3.46
60	Identify filing deadlines and court appearance deadlines.	78.9%	72.4%	81.2%	3.94	3.92	4.13
61	Inform all relevant parties of date of detention hearing.	73.7%	64.6%	72.7%	3.73	3.80	3.90
62	Run warrant checks, holds, and/or search clauses.	83.9%	60.7%	82.0%	4.01	3.93	3.93
63	Complete documentation necessary for release.	86.1%	85.0%	61.1%	4.17	4.04	3.76
64	Verify identity of individuals prior to booking or releasing.	95.2%	86.3%	57.0%	4.37	4.17	3.85
65	Return personal property and/or money upon release.	89.4%	92.5%	50.5%	4.15	4.10	3.54
66	Schedule detention hearing.	46.8% ²	27.0%	65.4%	3.60	3.59	3.78
67	Release individuals on Own Recognizance or Cite Release.	81.0%	47.5% ²	46.4%	3.88	3.68	3.49
68	Initiate search to locate parent(s) or legal guardian(s), if needed.	40.6%	50.4%	67.0%	3.46	3.75	3.64
69	Decide whether to hold an individual in detention.	58.8%	45.1%	70.6%	3.69	3.95	3.83
70	Evaluate fitness of legal guardian(s) or parent(s) to take custody of individual.	31.3%	34.9%	64.0%	3.52	3.77	3.75
71	Contact appropriate parties to notify them that an individual is in custody.	49.5% ²	73.7%	76.0%	3.39	3.99	3.72
72	Accommodate individual needs (e.g., due to medical conditions and/or religious rights).	88.6%	86.1%	64.4%	3.80	4.01	3.63
73	Collect and process DNA samples.	85.7%	53.7%	62.3%	3.99	3.84	3.58
Medical							
74	Perform CPR.	98.1%	97.6%	93.8%	4.28	4.35	4.02
75	Render first aid other than CPR.	97.9%	97.7%	93.6%	4.18	4.23	3.97
76	Complete medical/mental health forms.	78.3%	88.5%	76.4%	4.01	4.11	3.67
77	Review medical log and make note of medical restrictions.	69.2%	85.4%	55.0%	3.90	4.17	3.73

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ³² (Grayed out KSAs were retained for all three groups)		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
78	Deliver medication, observe individual taking it, and record if taken or refused.	63.1%	77.0%	34.6%	3.99	4.27	3.81
79	Arrange for medical treatment or psychiatric care.	73.6%	64.2%	68.0%	3.93	4.06	3.72
80	Obtain signed medical consent form from parent(s) or legal guardian(s).	28.1%	73.2%	73.3%	3.53	3.94	3.72
Escorting and Transportation							
81	Plan transportation route and an alternate route.	70.0%	75.8%	70.8%	3.88	3.90	3.52
82	Verify individuals' identity and/or classification prior to escorting or transporting.	91.8%	89.1%	69.4%	4.22	4.14	3.73
83	Verify identity of person transporting an individual.	84.5%	84.9%	62.3%	4.16	4.12	3.71
84	Process incoming and outgoing law enforcement/facility buses.	67.6%	44.3%	26.0%	3.84	3.83	3.51
85	Conduct vehicle safety check/inspection prior to transporting individual(s).	75.5%	86.3%	74.2%	3.93	4.12	3.78
86	Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	72.7%	83.8%	70.1%	3.98	4.12	3.84
87	Monitor movement of vehicles within the facility or in the immediate area.	73.0%	73.4%	38.6%	3.89	3.99	3.54
88	Transport equipment and/or evidence.	71.1%	60.7%	71.3%	3.61	3.73	3.49
89	Transport individuals or groups of individuals including safety/location checks.	74.3%	81.9%	64.3%	3.80	3.97	3.49
90	Escort an individual or groups to and from locations within facility.	92.0%	94.5%	57.9%	3.96	4.15	3.58
91	Arrange for transportation of individual(s).	84.0%	76.1%	73.8%	3.77	3.83	3.43
92	Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).	69.2%	88.4%	63.8%	3.88	4.10	3.55
93	Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior.	64.9%	73.9%	46.2%	3.70	3.89	3.40
Supervising Personnel							
94	Schedule and/or plan the work of other personnel or volunteers.	53.7%	55.4%	51.2%	3.33	3.52	3.21
95	Observe the work of other personnel or volunteers and provide appropriate feedback.	62.6%	72.1%	59.1%	3.51	3.57	3.37
96	Train, mentor, and provide instruction to other personnel or volunteers.	76.7%	78.5%	74.8%	3.75	3.77	3.55

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ³² (Grayed out KSAs were retained for all three groups)		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
97	Give assignments to other personnel, program providers, or volunteers.	61.7%	66.6%	62.4%	3.44	3.56	3.30
98	Assist in interviewing applicants for work in the department.	46.0%	38.0%	46.0%	3.34	3.54	3.27
99	Recruit applicants for work in the department, including volunteers.	43.2%	35.4%	41.9%	3.21	3.41	3.11
100	Write or update job descriptions.	44.3%	32.1%	39.0%	3.25	3.43	3.15
Record Keeping							
101	Log facility equipment in and out.	82.2%	82.8%	55.3%	3.80	3.99	3.31
102	Log vehicles entering and leaving the facility.	63.1%	69.9%	48.6% ²	3.67	3.90	3.30
103	Log weapons/firearms in and out.	59.1%	28.5%	36.2%	3.88	3.88	3.69
104	Maintain a record of all mail/packages for any individual to assure proper distribution.	56.7%	59.0%	30.6%	3.39	3.60	3.24
105	Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	82.6%	84.9%	63.4%	3.90	4.01	3.77
106	Record relevant activities and incidents occurring during shift in daily journal or log.	93.9%	94.5%	57.4%	4.08	4.23	3.75
107	Complete forms and prepare correspondence (e.g., email, memos).	90.3%	90.1%	78.6%	3.71	3.84	3.78
108	Prepare/update court status and court lists.	81.0%	68.0%	65.9%	3.83	3.77	3.64
109	Create new forms.	68.1%	64.2%	58.9%	3.21	3.32	3.06
110	Conduct and document population counts to account for all individuals.	93.6%	93.5%	44.3%	4.36	4.43	3.80
111	Gather data for statistical reports.	66.4%	62.5%	69.6%	3.43	3.58	3.49
112	Manage files and documents.	81.2%	86.4%	87.0%	3.75	3.89	3.95
113	Log movement of all non-detainees entering and leaving the facility.	74.9%	80.9%	37.5%	3.83	4.03	3.58
114	Maintain authorized visitor log.	75.4%	82.3%	38.2%	3.72	3.87	3.47
115	Oversee and maintain logs on vehicle fleets.	51.4%	55.0%	40.4%	3.38	3.52	3.11
116	Document how your time is spent performing specific activities.	64.2%	77.2%	73.3%	3.44	3.74	3.26

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ³² (Grayed out KSAs were retained for all three groups)		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
117	Compute and record time served credits, conduct credits, and/or release dates.	56.7%	58.0%	76.2%	3.66	3.73	3.84
Meals							
118	Release individuals for meals at appropriate times.	84.7%	95.0%	37.2%	3.72	4.09	3.43
119	Inspect food for possible contamination prior to serving.	76.8%	73.3%	29.4%	3.76	4.08	3.46
120	Report food shortages to shift supervisor or kitchen.	90.9%	85.1%	32.0%	3.65	3.92	3.44
121	Supervise meals.	92.6%	98.2%	38.6%	3.78	4.24	3.54
122	Verify tray and utensil counts.	88.9%	93.8%	36.9%	3.90	4.29	3.61
123	Prepare meals/snacks for individuals.	50.3%	74.4%	30.7%	3.64	3.95	3.31
124	Serve and monitor special diets.	89.7%	90.4%	34.6%	3.71	4.17	3.51
Activities							
125	Monitor electronic device usage and reading material for inappropriate content.	57.6%	70.4%	55.3%	3.28	3.73	3.32
126	Supervise and/or coach individuals playing sports or game activities.	32.0%	94.7%	42.1%	3.08	3.82	3.16
127	Plan and schedule recreational activities.	36.1%	92.4%	44.3%	2.86	3.74	3.07
128	Participate in sports or game activities with individuals.	16.4%	60.8%	36.5%	2.67	3.28	2.91 ²
129	Instruct/train/coach individuals in vocational activities and projects.	20.2%	78.8%	40.8%	2.67	3.54	3.01
130	Assist individuals with schoolwork.	17.0%	84.0%	43.1%	2.63	3.43	2.98 ²
Visiting							
131	Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	87.7%	90.0%	50.2%	4.09	4.22	3.75
132	Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.	87.9%	95.2%	44.8%	4.07	4.28	3.76
133	Arrange for special visits.	71.0%	73.9%	54.7%	3.20	3.56	3.16
134	Answer questions and provide information to visitors.	91.9%	95.1%	54.3%	3.32	3.69	3.25

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ³² (Grayed out KSAs were retained for all three groups)		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
135	Conduct background clearance checks (e.g., for volunteers or visitors).	60.7%	41.9%	42.6%	3.67	3.78	3.48
136	Provide video kiosk assistance and operating instructions to visitors.	46.7%	31.7%	26.6%	3.11	3.46	3.12
Counseling							
137	Conduct or co-facilitate family counseling sessions.	15.1%	43.1%	49.2% ²	2.93 ²	3.47	3.31
138	Conduct or co-facilitate formal or structured group counseling sessions with individuals.	19.3%	71.1%	56.9%	2.91 ²	3.69	3.29
139	Conduct formal or structured counseling sessions with individuals on a one-on-one basis.	21.0%	74.6%	53.5%	3.01	3.78	3.46
140	Counsel individuals informally/formally including crisis intervention.	40.9%	88.2%	77.8%	3.37	4.06	3.72
141	Observe individuals in group and individual activities and provide advice and counseling to foster behavioral modification.	32.5%	85.9%	62.6%	3.29	4.08	3.52
142	Make recommendations for program advancement/graduation.	23.6%	64.7%	71.3%	2.82	3.63	3.39
143	Provide positive feedback and encouragement to individual(s).	55.9%	95.1%	92.2%	3.20	4.09	3.85
144	Conduct vocational or job counseling sessions with individual(s).	19.2%	64.6%	62.7%	2.99 ²	3.57	3.37
145	Counsel individual who will be released without further action.	31.9%	81.3%	70.1%	2.97 ²	3.66	3.36
146	Manage/mediate family (parent/juvenile) interactions in program setting (in custody or out of custody).	17.4%	55.9%	63.2%	2.94 ²	3.63	3.41
Mail							
147	Scan incoming and outgoing mail.	84.2%	93.9%	43.5%	3.91	4.11	3.39
148	Search articles, packages, property, money left by visitors for individuals.	81.6%	86.3%	43.6%	3.93	4.03	3.51
149	Distribute mail to individuals or collect individuals' outgoing mail.	86.8%	96.2%	41.6%	3.66	3.93	3.37
150	Notify sender and receiver of seizure of unauthorized material.	73.2%	78.6%	38.2%	3.48	3.80	3.32
Searching							
151	Conduct search of all areas accessible by individuals.	97.9%	98.8%	83.8%	4.26	4.37	4.01
152	Conduct search of all areas not readily accessible by individuals.	96.3%	96.1%	74.5%	4.10	4.19	3.76

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ³² (Grayed out KSAs were retained for all three groups)		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
153	Conduct security checks/patrols.	94.1%	90.7%	54.2%	4.36	4.39	3.71
154	Conduct surveillance using closed circuit monitoring system.	87.9%	78.9%	39.5%	4.15	4.18	3.59
155	Operate metal detection or X-ray equipment.	76.7%	81.3%	45.3%	4.01	4.16	3.76
Evidence and Contraband							
156	Identify, isolate, preserve and secure crime scene.	90.4%	72.8%	66.9%	4.29	4.13	3.98
157	Identify, seize, secure, document, preserve and/or dispose of evidence/contraband material.	92.1%	87.2%	85.1%	4.27	4.18	4.00
Drug and Substance Testing							
158	Conduct presumptive drug tests on seized items suspected to be controlled substances.	68.0%	54.3%	77.4%	3.90	3.84	3.82
159	Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	74.8%	73.5%	93.1%	3.90	3.99	4.02
160	Administer breath analyzer test to individuals.	57.0%	34.4%	66.5%	3.68	3.78	3.68

Task Statements ³² (Grayed out KSAs were retained for all three groups)		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
Restitution and Fines							
161	Advise individual and/or victim of their right to a restitution hearing.	25.0%	24.1%	89.3%	3.07	3.18	3.63
162	Determine and recommend the amount of restitution due to victims(s).	16.2%	15.9%	83.7%	3.06	3.01	3.69
163	Interview probationer and/or family to determine ability to pay restitution, fines, probation fees, other payments, set up payment schedule and monitor payments.	14.1%	16.9%	82.4%	2.97 ²	3.05	3.56
164	Review bail bonds to ensure accuracy.	56.8%	12.4%	23.6%	3.90	3.16	3.11
165	Collect, accept and process payments.	36.2%	13.1%	38.6%	3.61	3.02	3.29
166	Calculate individuals' wages.	13.7%	12.0%	38.3%	2.99 ²	2.99 ²	3.00
Prepare Reports							
167	Proofread and/or edit reports.	89.1%	89.0%	95.7%	3.92	4.10	4.14
168	Prepare court documents/reports.	67.9%	67.1%	98.2%	3.82	3.97	4.25
169	Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	96.4%	94.1%	94.6%	4.00	4.18	4.01
170	Prepare individual evaluation reports (e.g., progress, performance, updates).	63.9%	74.8%	76.9%	3.66	3.89	3.87
171	Prepare reports regarding detention or release.	52.9%	55.5%	85.3%	3.56	3.75	3.93
172	Interview relevant individuals in order to prepare reports.	70.0%	63.8%	95.4%	3.73	3.80	3.99
173	Process requests for sealing of records.	25.7%	23.6%	62.9%	3.33	3.44	3.24
Security							
174	Provide security to staff working in facility.	93.1%	87.7%	44.5%	4.46	4.49	3.83
175	Account for the security of keys, tools, and equipment.	96.9%	93.8%	50.6%	4.50	4.49	3.82
176	Report count discrepancies.	93.4%	90.3%	43.5%	4.40	4.37	3.77
177	Notify appropriate staff of movement.	96.5%	95.5%	44.2%	4.33	4.43	3.78
178	Check individuals' passes.	73.9%	62.8%	36.3%	4.09	4.04	3.55

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ³² (Grayed out KSAs were retained for all three groups)		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
179	Issue passes to individuals.	62.2%	50.4%	38.3%	3.92	3.86	3.38
180	Log movement of individuals.	94.1%	92.4%	42.2%	4.26	4.40	3.70
181	Conduct security round/visual check of individuals and facility.	97.8%	97.1%	45.0%	4.51	4.54	3.90
182	Maintain visual observation of individuals when required.	98.6%	98.0%	56.7%	4.46	4.58	3.97
183	Call into control room, post, or switchboard at required intervals.	75.7%	82.1%	40.0%	4.08	4.21	3.68
184	Report suspicious activity inside or outside facility.	97.4%	96.7%	63.6%	4.21	4.26	3.76
185	Secure and separate individuals who commit crimes.	95.9%	89.5%	57.7%	4.21	4.20	3.84
186	Make arrests or charge individuals or others who commit crimes.	69.5%	47.8% ²	76.6%	4.05	3.86	3.88
187	Investigate incidents or crimes that occur.	83.9%	73.4%	69.1%	4.10	4.09	3.80
188	Investigate disturbances or suspicious activities.	89.1%	80.0%	62.0%	4.09	4.09	3.68
189	Assist in search for missing/escaped individuals.	84.1%	74.4%	63.4%	4.25	4.12	3.80
190	Check to see that all equipment is functioning properly.	95.7%	92.4%	69.3%	4.24	4.20	3.87
191	Keep inventory of all dangerous tools/weapons/utensils.	89.1%	87.6%	49.4% ²	4.35	4.45	3.89
Referrals							
192	Refer individual for professional evaluation or to appropriate services.	63.4%	71.5%	94.7%	3.46	3.85	3.88
193	Assign individual to program, counselor, or case manager.	30.5%	54.2%	81.5%	3.09	3.58	3.71
194	Refer members of individual's family, victim(s) or others to counseling and/or other appropriate services.	28.2%	42.0%	88.4%	2.94 ²	3.47	3.63
195	Identify treatment, educational, employment, financial, or other service which will meet the needs of an individual, his/her family, or others and refer appropriately.	24.5%	45.5%	94.1%	2.92 ²	3.53	3.81
196	Contact appropriate service provider; describe individual's needs, and get their commitment to work with the individual.	27.2%	45.9% ²	91.9%	2.95 ²	3.53	3.75
197	Follow up to verify that an individual received service(s) and to evaluate success of referral.	28.0%	44.7%	93.8%	3.03	3.49	3.80

Task Statements ³² (Grayed out KSAs were retained for all three groups)		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
Supervising and Monitoring							
198	Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance.	94.4%	98.4%	42.1%	3.72	4.16	3.52
199	Provide phone access and/or monitor individuals' calls.	95.8%	97.5%	43.9%	3.72	3.99	3.38
200	Supervise individuals on work details in facility areas (e.g., laundry, kitchen, other rooms).	86.7%	95.2%	40.9%	3.83	4.13	3.56
201	Supervise and evaluate individuals on-site in educational, vocational, recreational and other rehabilitative programs.	63.4%	88.1%	48.5% ²	3.56	4.07	3.48
202	Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.	80.7%	91.2%	47.0% ²	3.67	3.98	3.43
203	Prevent unauthorized communication between individuals.	96.3%	97.5%	56.3%	3.95	4.21	3.52
204	Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	97.1%	98.5%	51.4%	4.17	4.42	3.72
205	Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	97.9%	97.9%	70.5%	4.22	4.41	3.89
206	Maintain and clean individuals' clothing, bedding, and living quarters.	70.1%	89.6%	34.0%	3.73	4.06	3.42
207	Read documents to individuals to ensure understanding.	86.4%	96.6%	79.4%	3.53	3.90	3.70
208	Respond to questions or requests from individuals (e.g., related to completing forms).	94.2%	95.6%	78.5%	3.54	3.86	3.53
209	Video/audio record and review critical or potentially critical incidents.	85.5%	66.6%	44.5%	3.81	3.89	3.44
210	Notify and prepare individuals for release, transfer, and/or transport.	95.5%	93.0%	57.0%	3.89	3.93	3.47
211	Enforce and apply appropriate discipline to individuals.	90.3%	97.6%	69.2%	3.93	4.28	3.79
212	Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	93.7%	95.4%	77.6%	4.10	4.22	3.98
213	Monitor closed circuit video arraignments.	65.0%	58.7%	30.8%	3.59	3.88	3.34
214	Gather information necessary to effect administrative and disciplinary transfers.	76.9%	67.3%	39.2%	3.63	3.73	3.42

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ³² (Grayed out KSAs were retained for all three groups)		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
215	Monitor individual use of commissary, visiting, and/or other electronic kiosks.	79.1%	71.0%	35.1%	3.47	3.78	3.31
216	Process and distribute pre-paid telephone cards.	36.0%	22.3%	16.5%	3.27	3.38	2.91 ²
217	Reclassify individuals to maintain proper housing assignment.	83.7%	74.0%	34.6%	3.99	3.95	3.53
Court-Related Duties							
218	Serve as traffic hearing officer.	19.2%	8.6%	16.9%	3.01	2.96 ²	2.97 ²
219	Act as court bailiff.	36.3%	9.9%	6.6%	3.33	3.53	3.31
220	Record court proceedings.	18.8%	11.9%	30.7%	3.36	3.42	3.78
221	Prepare for court appearance by reviewing case file.	47.7% ²	24.4%	84.8%	3.71	3.60	4.06
222	Testify in court.	92.6%	79.7%	95.6%	3.81	3.66	4.02
223	Consult with judiciary on cases for sentencing/disposition.	36.9%	18.9%	81.7%	3.50	3.42	3.90
Alternative Programs							
224	Determine an individual's eligibility for alternative sentencing programs.	37.4%	23.3%	74.1%	3.12	3.24	3.44
225	Process documents necessary for alternative sentencing programs.	39.4%	24.8%	71.1%	3.10	3.26	3.36
226	Notify applicant of approval status for alternative sentencing programs.	39.4%	23.0%	67.4%	3.04	3.22	3.29
227	Make field checks of individuals in alternative sentencing programs.	34.9%	21.5%	71.3%	3.18	3.26	3.46
228	Monitor movement of individuals on home confinement and/or electronic monitoring.	35.5%	29.8%	73.4%	3.28	3.50	3.68
229	Check electronic monitoring systems (e.g., EM, GPS, ankle monitor, alcohol monitoring device) database for compliance violations.	35.4%	27.6%	74.7%	3.28	3.51	3.71
230	Orient individual to alternative sentencing program rules and procedures.	36.7%	29.9%	70.5%	3.22	3.48	3.56
231	Determine eligibility, develop case plan, and monitor progress in re-entry programs.	32.7%	25.9%	74.1%	3.15	3.51	3.61
Oral Communication							
232	Communicate verbally with other staff to share information regarding operations.	98.6%	98.9%	94.9%	4.31	4.42	4.09
233	Communicate via intercom, radio, and/or telephone.	99.3%	99.4%	95.8%	4.35	4.39	4.06

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ³² (Grayed out KSAs were retained for all three groups)		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
234	Maintain and monitor communications/radio systems.	92.4%	93.5%	75.7%	4.30	4.25	3.79
235	Make announcements/give information over P.A. or paging system.	90.8%	83.2%	52.5%	3.90	3.83	3.06
236	Communicate with individuals in a language other than English or serve as an interpreter.	77.9%	73.7%	65.4%	3.59	3.71	3.57
237	Answer questions/provide information to various regulatory agencies and commissions.	79.0%	74.2%	74.6%	3.56	3.69	3.47
238	Answer, respond to, and transfer phone calls requesting information.	96.6%	96.5%	94.1%	3.71	3.80	3.59
239	Conduct tours.	84.4%	67.4%	47.9% ²	2.89	3.02	2.67
240	Communicate with court personnel.	89.1%	81.7%	96.9%	3.53	3.53	3.88
241	Gather information from individuals about conflicts or personal problems.	88.7%	92.0%	86.5%	3.68	3.93	3.59
242	Give instructions/ directions orally to groups of individuals.	93.7%	96.5%	82.7%	3.93	4.23	3.52
243	Confer with supervisors concerning operations.	96.0%	96.3%	93.0%	3.98	4.16	3.86
244	De-escalate situations utilizing tactical communication skills.	97.3%	98.5%	94.1%	4.30	4.44	4.13
Service to Community							
245	Represent department with other agencies.	78.7%	71.2%	92.3%	3.45	3.51	3.76
246	Serve on non-departmental boards.	41.8%	34.8%	57.2%	3.02	3.20	3.11
247	Give presentations	68.6%	57.0%	83.5%	3.10	3.21	3.13
248	Respond to questions from the public.	76.0%	51.6%	74.3%	3.45	3.43	3.41
249	Participate in joint operations with other agencies.	69.3%	49.9% ²	90.2%	3.34	3.40	3.72
250	Speak with at-risk members of the community about their concerns or problems.	43.9%	40.7%	79.5%	3.23	3.44	3.48
Develop Case Plans							
251	Gather information, prepare, develop and review individualized case plan.	31.5%	65.7%	95.3%	3.22	3.70	3.89
252	Determine the frequency of contact needed during supervision utilizing risk assessment.	33.3%	54.1%	94.2%	3.27	3.67	3.89
253	Review individual's file.	48.3% ²	81.3%	98.1%	3.42	3.79	4.01

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ³² (Grayed out KSAs were retained for all three groups)		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
254	Assess, monitor and update individual's progress with case plan.	29.6%	71.7%	95.9%	3.25	3.70	3.85
255	Conduct risk and needs assessment and reassessments.	36.5%	64.4%	96.6%	3.40	3.73	3.88
Emergencies							
256	Conduct fire, earthquake, or evacuation drills.	92.7%	95.1%	70.8%	3.97	4.12	3.50
257	Evacuate individuals from an area or facility.	93.3%	94.6%	67.6%	4.04	4.16	3.69
258	Dispatch help in emergencies or disturbances.	91.5%	90.1%	70.9%	4.20	4.20	3.85
259	Extinguish or help extinguish fire.	92.8%	89.0%	62.2%	4.12	4.15	3.75
260	Activate alarm system to alert all staff in case of an emergency.	92.9%	91.7%	68.7%	4.15	4.24	3.84
261	Respond to emergency situations according to agency policies.	97.6%	97.5%	86.1%	4.33	4.39	3.99
Current Knowledge							
262	Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.	98.3%	97.9%	98.5%	4.24	4.19	4.18
263	Read internal memos, correspondence, reports, and emails.	98.8%	98.5%	98.5%	4.10	4.15	4.08
264	Make suggestions regarding changes in policies, procedures, or rules.	91.5%	88.8%	88.6%	3.62	3.69	3.52
265	Attend staff meetings.	89.5%	97.6%	99.3%	3.65	3.77	3.62
266	Follow instructions from supervisor including designated lead staff.	98.0%	98.9%	99.4%	4.11	4.25	4.08
267	Follow all departmental policies and procedures.	99.5%	99.4%	99.9%	4.42	4.52	4.41
268	Participate in training/workgroups/seminars.	98.0%	98.3%	99.6%	3.82	3.97	3.80
269	Read court documents or other legal documents.	91.1%	93.4%	99.6%	3.77	3.89	4.20
270	Maintain knowledge of contracted agencies' standards for detention.	74.9%	73.0%	78.3%	3.66	3.76	3.65
271	Maintain knowledge of criminal justice and social service partners' policies and procedures.	76.6%	80.0%	91.0%	3.62	3.73	3.61

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ³² (Grayed out KSAs were retained for all three groups)		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
Finances							
272	Make special purchases for individuals.	21.6%	27.6%	30.4%	2.76	2.72	2.57
273	Distribute/supervise distribution of commissary.	68.5%	40.4%	23.2%	3.02	2.93 ²	2.71
274	Supervise and record individuals' financial transactions.	33.4%	15.0%	22.2%	3.06	3.05	2.84 ²
275	Process work furlough funds received, re-issue funds, and distribute accordingly.	25.0%	14.2%	16.8%	3.01	3.06	2.82 ²
Work Details							
276	Recommend/make work assignments for individuals.	68.4%	71.4%	49.6% ²	3.17	3.49	3.11
277	Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.	70.5%	76.4%	48.7% ²	3.57	3.75	3.36
278	Issue and log in/out equipment, tools, cleaning supplies and other inventory.	75.1%	77.8%	43.3%	3.59	3.78	3.16
279	Inspect work equipment and work area for safety.	82.4%	83.3%	49.7% ²	3.81	3.97	3.44
280	Complete an individual's work time card.	39.5%	41.6%	37.9%	3.43	3.71	3.38
Family Court Duties							
281	Conduct investigation to determine whether conservator(s)/legal guardian(s) is properly administering an estate.	11.6%	12.2%	25.1%	2.86 ²	3.15	3.17
282	Make recommendations about placement, visitation, and custody of minors during custody proceedings.	12.5%	21.2%	58.1%	2.91 ²	3.32	3.55
283	Make recommendations regarding emancipation.	10.8%	16.6%	44.7%	2.86 ²	3.08	3.07
284	Make recommendations regarding underage couples' marriage requests.	9.5%	10.6%	24.1%	2.76 ²	3.14	2.72
285	Make recommendations regarding adoption.	8.8%	11.3%	29.7%	2.75 ²	3.27	3.11
Investigations							
286	Obtain verification of employment, education, and/or other pertinent background information.	34.4%	28.4%	90.3%	3.32	3.39	3.65
287	Conduct intake or pre-plea/pre-sentence interview with individual.	36.5%	30.4%	86.5%	3.50	3.62	3.85

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ³² (Grayed out KSAs were retained for all three groups)		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
288	Photograph any injuries or bruises in cases of suspected abuse.	64.0%	73.4%	76.6%	3.63	3.95	3.70
289	Investigate and report complaints of abuse.	63.4%	80.9%	86.8%	3.62	4.08	3.92
290	Evaluate residence for appropriateness of home environment.	23.7%	24.2%	84.9%	3.30	3.56	3.79
291	Collect, review and interpret appropriate criminal records and documents pertaining to an individual.	52.8%	41.0%	94.1%	3.65	3.71	4.01
292	Contact agencies and collect information on an individual.	62.1%	46.2% ²	95.2%	3.47	3.57	3.83
293	Interview individuals and involved parties to obtain background information and information about the offense.	53.3%	35.3%	91.3%	3.55	3.60	3.83
294	Obtain and review police report of charges against individuals taken into custody.	64.5%	59.4%	95.5%	3.63	3.84	3.97
295	Access databases (e.g., CLETS, CWS/CMS) to find or input information.	83.0%	53.4%	90.2%	3.88	3.77	3.98
296	Verify identity based on fingerprint information.	80.4%	41.1%	51.8%	4.01	3.69	3.45
297	Investigate and report complaints of PREA violations.	72.2%	62.6%	51.8%	3.86	4.11	3.58
Monitor Compliance							
298	Request court action or garnishment where individual falls behind in child support or other payments.	10.5%	9.7%	30.7%	2.99 ²	2.95 ²	3.23
299	Review request for and issue travel permits.	10.3%	12.6%	82.9%	2.89 ²	2.83 ²	3.19
300	Review requests for permission and initiate procedures to transfer a case to a new jurisdiction.	13.6%	14.9%	87.9%	2.95 ²	3.08	3.43
301	Investigate incoming transfer requests from other jurisdictions.	19.5%	18.5%	82.7%	3.02	3.25	3.44
302	Initiate procedures to request Interstate Compact Supervision.	13.1%	14.9%	88.2%	2.90 ²	3.20	3.41
303	File petition for modification, termination or revocation of probation and /or request warrant.	18.0%	17.0%	93.1%	3.09	3.43	3.98
304	Execute warrants.	38.9%	18.8%	79.8%	3.44	3.43	3.84
305	Search individual's person, personal property or residence, per Court Order.	50.8%	50.6%	92.5%	3.56	3.89	4.05
306	Review and determine appropriate supervision level.	44.8%	40.7%	92.2%	3.56	3.83	3.99

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ³² (Grayed out KSAs were retained for all three groups)		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
307	Gather information, interview appropriate parties and the individual to determine level of probation compliance.	24.5%	26.7%	93.2%	3.19	3.47	4.06
308	Conduct home/site visits.	25.0%	25.8%	91.1%	3.26	3.48	4.12
309	Complete documentation necessary to authorize holds.	36.3%	30.4%	86.2%	3.46	3.63	3.90
Establish Relationships							
310	Recruit foster parents.	5.2%	8.0%	21.1%	2.73 ²	3.05	3.13
311	Visit community-based organizations/placement facilities to learn about their services and evaluate the care and/or treatment they provide.	11.5%	18.8%	72.6%	2.82 ²	3.29	3.37
312	Coordinate/contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship.	15.8%	28.2%	78.8%	2.93 ²	3.35	3.41
313	Monitor and audit vendors teaching classes and programs and update program information in writing.	17.9%	21.1%	49.2% ²	2.94 ²	3.37	3.22
Notifying							
314	Notify/inform law enforcement agencies and other agencies of law violations/information of interest.	66.2%	55.4%	92.3%	3.52	3.63	3.79
315	Notify victim(s) as required by law.	61.3%	33.4%	92.1%	3.73	3.64	4.09
316	Notify anyone who is the specific object of threats by an individual as required by law.	62.3%	46.8% ²	90.4%	3.71	3.73	4.08
317	Notify parent(s)/legal guardian(s) and/or probation officer of any change in an individual's status.	44.8%	69.8%	90.1%	3.43	3.78	3.89
Making Recommendations							
318	Evaluate information to determine aggravating or mitigating circumstances of the crime.	48.3% ²	32.9%	89.5%	3.46	3.65	3.94
319	Investigate, determine, make recommendations and refer individuals to appropriate placement.	53.9%	27.8%	91.7%	3.60	3.53	3.98
320	Evaluate information to decide on recommended disposition, sentence and/or terms and conditions of supervision.	34.3%	24.5%	93.3%	3.34	3.50	4.10

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ³² (Grayed out KSAs were retained for all three groups)		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
321	Discuss offense with external entities to determine whether new charges/violation of probation should be filed.	38.5%	30.3%	90.9%	3.27	3.56	3.85
Release Decisions							
322	Review and prepare appropriate documents for recommended release of an individual.	61.6%	54.2%	82.1%	4.00	3.95	3.90
323	Conduct an interview and/or gather information to determine if an individual is to be released or detained.	55.1%	42.2%	84.4%	3.91	3.92	3.96
Miscellaneous							
324	Maintain confidentiality of information.	95.7%	97.0%	99.3%	4.18	4.46	4.44
325	Assist with special projects, studies, and investigations.	87.1%	84.5%	93.9%	3.42	3.40	3.44
326	Obtain and process court documents and take necessary action.	73.6%	65.0%	96.4%	3.68	3.81	4.13
327	Read individual's records to ensure compliance with special directives regarding care and custody of individual.	76.9%	86.3%	93.0%	3.77	3.95	4.02
328	Teach classes to individuals.	46.5%	67.7%	73.1%	3.27	3.42	3.13
329	Read daily journal/log.	83.2%	90.3%	69.1%	3.80	4.15	3.51
330	Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.	67.3%	51.4%	63.3%	3.18	3.49	3.18
331	Interpret common street terminology.	86.5%	91.3%	91.6%	3.50	3.76	3.49
332	Assist individuals in writing grievances.	61.6%	90.4%	54.9%	2.84	3.41	2.91 ²
333	Establish informants.	74.6%	53.5%	44.2%	3.33	3.30	3.06
334	Design and/or implement programs.	52.4%	75.1%	68.3%	3.00	3.46	3.19
335	Maintain and/or periodically update handbooks.	53.2%	58.2%	56.6%	3.06	3.40	3.11
336	Present cases to a committee that reviews recommendations.	38.2%	40.9%	67.1%	2.97 ²	3.36	3.38
337	Participate in an individual's grievance proceedings.	55.6%	72.4%	44.6%	2.99 ²	3.42	2.95 ²
338	Serve on disciplinary review board.	45.1%	36.6%	32.5%	3.09	3.36	2.93 ²

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ³² (Grayed out KSAs were retained for all three groups)		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
339	Work with data to measure program outcomes and inform program decisions.	34.4%	38.2%	54.8%	2.98 ²	3.38	3.21
340	Request equipment/facility repairs verbally or in writing.	88.5%	87.6%	66.3%	3.52	3.61	3.03
341	Clean up and dispose of contaminated or hazardous material.	77.0%	83.5%	51.5%	3.76	3.91	3.48
342	Inventory, order, and stock supplies.	79.5%	84.4%	47.2% ²	3.40	3.59	3.07
343	Inspect areas for cleanliness.	93.1%	94.4%	51.1%	3.67	3.93	3.18

Appendix RR

Common Tasks Across ACO, JCO, PO

Board of State and Community Corrections
Common Tasks Across ACO, JCO, and PO

Task Statements ³³		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
Physical Tasks							
10	Pursue individuals on foot.	80.1%	82.8%	77.9%	3.46	3.54	3.09
11	Run for a short distance.	92.1%	96.3%	84.5%	3.76	3.79	3.18
12	Walk or stand for long periods of time.	98.1%	98.7%	89.9%	3.88	4.04	3.30
13	Sit for long periods of time.	97.6%	92.5%	96.5%	3.30	3.17	3.29
14	Bend, extend, and/or twist body.	96.8%	96.6%	89.7%	3.64	3.58	3.28
16	Drive an automobile for work duties other than to transport individuals.	81.8%	77.4%	92.7%	3.25	3.22	3.67
17	In various degrees of lighting watch for indications of illegal activity or disturbance.	89.8%	80.9%	79.9%	4.00	4.04	3.47
18	Listen for unusual sounds or sounds that may indicate illegal activity or disturbance.	94.7%	91.5%	83.0%	4.11	4.15	3.55
21	Operate gates, doors, locks, sally ports, cells/rooms/dorms, electronically or manually.	98.2%	95.0%	48.5% ²	4.28	4.26	3.24
Handcuffs and Restraints							
22	Handcuff a non-resisting individual.	97.6%	97.9%	96.3%	4.26	4.20	4.16
23	Handcuff a resisting individual.	97.7%	97.8%	96.2%	4.42	4.39	4.26
24	Apply restraint devices other than handcuffs to a non-resisting individual.	92.5%	89.4%	83.6%	4.19	4.14	3.90
25	Apply restraint devices other than handcuffs to a resisting individual.	95.2%	91.2%	84.7%	4.31	4.19	3.99
26	Physically subdue or restrain a resisting or fleeing individual by yourself.	94.6%	91.7%	86.6%	4.34	4.28	4.05
27	Physically subdue or restrain a resisting or fleeing individual with the help of others.	96.1%	96.2%	93.1%	4.38	4.34	4.13
28	Place an actively resisting individual in the seat of a car.	74.3%	77.3%	91.0%	4.10	4.04	4.05

³³ Statistics in red font did not meet the initial retention criteria for the corresponding scale. However, those with a superscript "2" were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Task Statements ³³		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
Officer Safety							
29	Defend oneself or others using less than lethal force.	97.8%	96.6%	94.3%	4.50	4.42	4.41
30	Defend oneself or others using lethal force.	84.7%	51.0%	80.0%	4.52	4.26	4.43
31	Defend oneself or others against a combative individual.	98.3%	99.1%	95.4%	4.53	4.44	4.40
32	Defend oneself against an armed individual.	89.0%	71.1%	89.1%	4.56	4.39	4.47
33	Physically separate multiple combative individuals with the help of others.	97.1%	99.0%	93.1%	4.43	4.45	4.27
34	Physically separate two combative individuals by yourself.	92.1%	92.7%	86.8%	4.32	4.34	4.20
35	Assist an uncooperative/ incapacitated individual from a prone position on the ground to his/her feet.	97.0%	98.8%	93.6%	4.17	4.26	4.10
36	Search individuals for weapons, contraband, and/or drugs.	98.6%	99.4%	96.4%	4.60	4.54	4.44
38	Perform cell/room extractions.	95.9%	94.4%	47.5% ²	4.32	4.27	3.80
39	Place and secure individual in safety room.	95.3%	91.0%	50.5%	4.31	4.19	3.82
40	Anticipate, monitor, and intervene in potentially violent interpersonal situations.	97.3%	97.2%	81.2%	4.31	4.33	4.05
41	Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.	92.1%	83.3%	89.6%	4.32	4.22	4.30
42	Use force to gain entrance through barriers.	85.8%	78.4%	65.7%	4.14	4.04	3.80
Initial Processing and Release							
46	Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	91.2%	89.4%	79.3%	4.20	4.13	4.05
47	Fingerprint individuals.	93.6%	83.9%	53.9%	4.16	4.05	3.47
48	Photograph individuals.	93.2%	86.7%	76.1%	4.12	4.03	3.44
49	Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	95.1%	97.8%	82.2%	4.01	4.20	3.91
50	Advise individual of constitutional rights.	81.0%	90.3%	84.1%	3.84	4.13	3.93

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ³³		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
51	Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	93.8%	92.6%	74.5%	4.24	4.23	3.78
52	Ensure incoming individuals get to make any required phone calls.	93.9%	97.1%	46.9% ²	3.99	4.08	3.50
55	Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	89.4%	81.7%	71.1%	3.86	3.95	3.65
57	Inventory and take custody of individuals' property, clothing, and/or money.	94.7%	95.6%	63.4%	4.00	4.02	3.54
58	Prepare forms, cards, or file jackets necessary to initiate individual's records.	88.6%	87.9%	50.2%	3.93	3.94	3.47
60	Identify filing deadlines and court appearance deadlines.	78.9%	72.4%	81.2%	3.94	3.92	4.13
61	Inform all relevant parties of date of detention hearing.	73.7%	64.6%	72.7%	3.73	3.80	3.90
62	Run warrant checks, holds, and/or search clauses.	83.9%	60.7%	82.0%	4.01	3.93	3.93
63	Complete documentation necessary for release.	86.1%	85.0%	61.1%	4.17	4.04	3.76
64	Verify identity of individuals prior to booking or releasing.	95.2%	86.3%	57.0%	4.37	4.17	3.85
65	Return personal property and/or money upon release.	89.4%	92.5%	50.5%	4.15	4.10	3.54
71	Contact appropriate parties to notify them that an individual is in custody.	49.5% ²	73.7%	76.0%	3.39	3.99	3.72
72	Accommodate individual needs (e.g., due to medical conditions and/or religious rights).	88.6%	86.1%	64.4%	3.80	4.01	3.63
73	Collect and process DNA samples.	85.7%	53.7%	62.3%	3.99	3.84	3.58
Medical							
74	Perform CPR.	98.1%	97.6%	93.8%	4.28	4.35	4.02
75	Render first aid other than CPR.	97.9%	97.7%	93.6%	4.18	4.23	3.97
76	Complete medical/mental health forms.	78.3%	88.5%	76.4%	4.01	4.11	3.67
77	Review medical log and make note of medical restrictions.	69.2%	85.4%	55.0%	3.90	4.17	3.73
79	Arrange for medical treatment or psychiatric care.	73.6%	64.2%	68.0%	3.93	4.06	3.72

Task Statements ³³		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
Escorting and Transportation							
81	Plan transportation route and an alternate route.	70.0%	75.8%	70.8%	3.88	3.90	3.52
82	Verify individuals' identity and/or classification prior to escorting or transporting.	91.8%	89.1%	69.4%	4.22	4.14	3.73
83	Verify identity of person transporting an individual.	84.5%	84.9%	62.3%	4.16	4.12	3.71
85	Conduct vehicle safety check/inspection prior to transporting individual(s).	75.5%	86.3%	74.2%	3.93	4.12	3.78
86	Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	72.7%	83.8%	70.1%	3.98	4.12	3.84
88	Transport equipment and/or evidence.	71.1%	60.7%	71.3%	3.61	3.73	3.49
89	Transport individuals or groups of individuals including safety/location checks.	74.3%	81.9%	64.3%	3.80	3.97	3.49
90	Escort an individual or groups to and from locations within facility.	92.0%	94.5%	57.9%	3.96	4.15	3.58
91	Arrange for transportation of individual(s).	84.0%	76.1%	73.8%	3.77	3.83	3.43
92	Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).	69.2%	88.4%	63.8%	3.88	4.10	3.55
Supervising Personnel							
94	Schedule and/or plan the work of other personnel or volunteers.	53.7%	55.4%	51.2%	3.33	3.52	3.21
95	Observe the work of other personnel or volunteers and provide appropriate feedback.	62.6%	72.1%	59.1%	3.51	3.57	3.37
96	Train, mentor, and provide instruction to other personnel or volunteers.	76.7%	78.5%	74.8%	3.75	3.77	3.55
97	Give assignments to other personnel, program providers, or volunteers.	61.7%	66.6%	62.4%	3.44	3.56	3.30
Record Keeping							
101	Log facility equipment in and out.	82.2%	82.8%	55.3%	3.80	3.99	3.31
102	Log vehicles entering and leaving the facility.	63.1%	69.9%	48.6% ²	3.67	3.90	3.30
105	Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	82.6%	84.9%	63.4%	3.90	4.01	3.77

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ³³		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
106	Record relevant activities and incidents occurring during shift in daily journal or log.	93.9%	94.5%	57.4%	4.08	4.23	3.75
107	Complete forms and prepare correspondence (e.g., email, memos).	90.3%	90.1%	78.6%	3.71	3.84	3.78
108	Prepare/update court status and court lists.	81.0%	68.0%	65.9%	3.83	3.77	3.64
109	Create new forms.	68.1%	64.2%	58.9%	3.21	3.32	3.06
111	Gather data for statistical reports.	66.4%	62.5%	69.6%	3.43	3.58	3.49
112	Manage files and documents.	81.2%	86.4%	87.0%	3.75	3.89	3.95
116	Document how your time is spent performing specific activities.	64.2%	77.2%	73.3%	3.44	3.74	3.26
117	Compute and record time served credits, conduct credits, and/or release dates.	56.7%	58.0%	76.2%	3.66	3.73	3.84
Meals (No Common Tasks Retained)							
Activities							
125	Monitor electronic device usage and reading material for inappropriate content.	57.6%	70.4%	55.3%	3.28	3.73	3.32
Visiting							
131	Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	87.7%	90.0%	50.2%	4.09	4.22	3.75
133	Arrange for special visits.	71.0%	73.9%	54.7%	3.20	3.56	3.16
134	Answer questions and provide information to visitors.	91.9%	95.1%	54.3%	3.32	3.69	3.25
Counseling							
143	Provide positive feedback and encouragement to individual(s).	55.9%	95.1%	92.2%	3.20	4.09	3.85
Mail (No Common Tasks Retained)							
Searching							
151	Conduct search of all areas accessible by individuals.	97.9%	98.8%	83.8%	4.26	4.37	4.01
152	Conduct search of all areas not readily accessible by individuals.	96.3%	96.1%	74.5%	4.10	4.19	3.76
153	Conduct security checks/patrols.	94.1%	90.7%	54.2%	4.36	4.39	3.71

Task Statements ³³		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
Evidence and Contraband							
156	Identify, isolate, preserve and secure crime scene.	90.4%	72.8%	66.9%	4.29	4.13	3.98
157	Identify, seize, secure, document, preserve and/or dispose of evidence/contraband material.	92.1%	87.2%	85.1%	4.27	4.18	4.00
Drug and Substance Testing							
158	Conduct presumptive drug tests on seized items suspected to be controlled substances.	68.0%	54.3%	77.4%	3.90	3.84	3.82
159	Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	74.8%	73.5%	93.1%	3.90	3.99	4.02
Restitution and Fines (No Common Tasks Retained)							
Prepare Reports							
167	Proofread and/or edit reports.	89.1%	89.0%	95.7%	3.92	4.10	4.14
168	Prepare court documents/reports.	67.9%	67.1%	98.2%	3.82	3.97	4.25
169	Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	96.4%	94.1%	94.6%	4.00	4.18	4.01
170	Prepare individual evaluation reports (e.g., progress, performance, updates).	63.9%	74.8%	76.9%	3.66	3.89	3.87
171	Prepare reports regarding detention or release.	52.9%	55.5%	85.3%	3.56	3.75	3.93
172	Interview relevant individuals in order to prepare reports.	70.0%	63.8%	95.4%	3.73	3.80	3.99
Security							
175	Account for the security of keys, tools, and equipment.	96.9%	93.8%	50.6%	4.50	4.49	3.82
182	Maintain visual observation of individuals when required.	98.6%	98.0%	56.7%	4.46	4.58	3.97
184	Report suspicious activity inside or outside facility.	97.4%	96.7%	63.6%	4.21	4.26	3.76
185	Secure and separate individuals who commit crimes.	95.9%	89.5%	57.7%	4.21	4.20	3.84
186	Make arrests or charge individuals or others who commit crimes.	69.5%	47.8% ²	76.6%	4.05	3.86	3.88
187	Investigate incidents or crimes that occur.	83.9%	73.4%	69.1%	4.10	4.09	3.80

Task Statements ³³		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
188	Investigate disturbances or suspicious activities.	89.1%	80.0%	62.0%	4.09	4.09	3.68
189	Assist in search for missing/escaped individuals.	84.1%	74.4%	63.4%	4.25	4.12	3.80
190	Check to see that all equipment is functioning properly.	95.7%	92.4%	69.3%	4.24	4.20	3.87
191	Keep inventory of all dangerous tools/ weapons/utensils.	89.1%	87.6%	49.4% ²	4.35	4.45	3.89
Referrals							
192	Refer individual for professional evaluation or to appropriate services.	63.4%	71.5%	94.7%	3.46	3.85	3.88
Supervising and Monitoring							
201	Supervise and evaluate individuals on-site in educational, vocational, recreational and other rehabilitative programs.	63.4%	88.1%	48.5% ²	3.56	4.07	3.48
202	Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.	80.7%	91.2%	47.0% ²	3.67	3.98	3.43
203	Prevent unauthorized communication between individuals.	96.3%	97.5%	56.3%	3.95	4.21	3.52
204	Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	97.1%	98.5%	51.4%	4.17	4.42	3.72
205	Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	97.9%	97.9%	70.5%	4.22	4.41	3.89
207	Read documents to individuals to ensure understanding.	86.4%	96.6%	79.4%	3.53	3.90	3.70
208	Respond to questions or requests from individuals (e.g., related to completing forms).	94.2%	95.6%	78.5%	3.54	3.86	3.53
210	Notify and prepare individuals for release, transfer, and/or transport.	95.5%	93.0%	57.0%	3.89	3.93	3.47
211	Enforce and apply appropriate discipline to individuals.	90.3%	97.6%	69.2%	3.93	4.28	3.79
212	Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	93.7%	95.4%	77.6%	4.10	4.22	3.98
Court-Related Duties							
222	Testify in court.	92.6%	79.7%	95.6%	3.81	3.66	4.02

Task Statements ³³		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
Alternative Programs (No Common Tasks Retained)							
Oral Communication							
232	Communicate verbally with other staff to share information regarding operations.	98.6%	98.9%	94.9%	4.31	4.42	4.09
233	Communicate via intercom, radio, and/or telephone.	99.3%	99.4%	95.8%	4.35	4.39	4.06
234	Maintain and monitor communications/radio systems.	92.4%	93.5%	75.7%	4.30	4.25	3.79
235	Make announcements/give information over P.A. or paging system.	90.8%	83.2%	52.5%	3.90	3.83	3.06
236	Communicate with individuals in a language other than English or serve as an interpreter.	77.9%	73.7%	65.4%	3.59	3.71	3.57
237	Answer questions/provide information to various regulatory agencies and commissions.	79.0%	74.2%	74.6%	3.56	3.69	3.47
238	Answer, respond to, and transfer phone calls requesting information.	96.6%	96.5%	94.1%	3.71	3.80	3.59
240	Communicate with court personnel.	89.1%	81.7%	96.9%	3.53	3.53	3.88
241	Gather information from individuals about conflicts or personal problems.	88.7%	92.0%	86.5%	3.68	3.93	3.59
242	Give instructions/ directions orally to groups of individuals.	93.7%	96.5%	82.7%	3.93	4.23	3.52
243	Confer with supervisors concerning operations.	96.0%	96.3%	93.0%	3.98	4.16	3.86
244	De-escalate situations utilizing tactical communication skills.	97.3%	98.5%	94.1%	4.30	4.44	4.13
Service to Community							
245	Represent department with other agencies.	78.7%	71.2%	92.3%	3.45	3.51	3.76
247	Give presentations	68.6%	57.0%	83.5%	3.10	3.21	3.13
248	Respond to questions from the public.	76.0%	51.6%	74.3%	3.45	3.43	3.41
249	Participate in joint operations with other agencies.	69.3%	49.9% ²	90.2%	3.34	3.40	3.72
Develop Case Plans							
253	Review individual's file.	48.3% ²	81.3%	98.1%	3.42	3.79	4.01

Task Statements ³³		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
Emergencies							
256	Conduct fire, earthquake, or evacuation drills.	92.7%	95.1%	70.8%	3.97	4.12	3.50
257	Evacuate individuals from an area or facility.	93.3%	94.6%	67.6%	4.04	4.16	3.69
258	Dispatch help in emergencies or disturbances.	91.5%	90.1%	70.9%	4.20	4.20	3.85
259	Extinguish or help extinguish fire.	92.8%	89.0%	62.2%	4.12	4.15	3.75
260	Activate alarm system to alert all staff in case of an emergency.	92.9%	91.7%	68.7%	4.15	4.24	3.84
261	Respond to emergency situations according to agency policies.	97.6%	97.5%	86.1%	4.33	4.39	3.99
Current Knowledge							
262	Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.	98.3%	97.9%	98.5%	4.24	4.19	4.18
263	Read internal memos, correspondence, reports, and emails.	98.8%	98.5%	98.5%	4.10	4.15	4.08
264	Make suggestions regarding changes in policies, procedures, or rules.	91.5%	88.8%	88.6%	3.62	3.69	3.52
265	Attend staff meetings.	89.5%	97.6%	99.3%	3.65	3.77	3.62
266	Follow instructions from supervisor including designated lead staff.	98.0%	98.9%	99.4%	4.11	4.25	4.08
267	Follow all departmental policies and procedures.	99.5%	99.4%	99.9%	4.42	4.52	4.41
268	Participate in training/workgroups/seminars.	98.0%	98.3%	99.6%	3.82	3.97	3.80
269	Read court documents or other legal documents.	91.1%	93.4%	99.6%	3.77	3.89	4.20
270	Maintain knowledge of contracted agencies' standards for detention.	74.9%	73.0%	78.3%	3.66	3.76	3.65
271	Maintain knowledge of criminal justice and social service partners' policies and procedures.	76.6%	80.0%	91.0%	3.62	3.73	3.61
Finances (No Common Tasks Retained)							
Work Details							
276	Recommend/make work assignments for individuals.	68.4%	71.4%	49.6% ²	3.17	3.49	3.11

Task Statements ³³		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
277	Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.	70.5%	76.4%	48.7% ²	3.57	3.75	3.36
279	Inspect work equipment and work area for safety.	82.4%	83.3%	49.7% ²	3.81	3.97	3.44
Family Court Duties (No Common Tasks Retained)							
Investigations							
288	Photograph any injuries or bruises in cases of suspected abuse.	64.0%	73.4%	76.6%	3.63	3.95	3.70
289	Investigate and report complaints of abuse.	63.4%	80.9%	86.8%	3.62	4.08	3.92
292	Contact agencies and collect information on an individual.	62.1%	46.2% ²	95.2%	3.47	3.57	3.83
294	Obtain and review police report of charges against individuals taken into custody.	64.5%	59.4%	95.5%	3.63	3.84	3.97
295	Access databases (e.g., CLETS, CWS/CMS) to find or input information.	83.0%	53.4%	90.2%	3.88	3.77	3.98
297	Investigate and report complaints of PREA violations.	72.2%	62.6%	51.8%	3.86	4.11	3.58
Monitor Compliance							
305	Search individual's person, personal property or residence, per Court Order.	50.8%	50.6%	92.5%	3.56	3.89	4.05
Establish Relationships (No Common Tasks Retained)							
Notifying							
314	Notify/inform law enforcement agencies and other agencies of law violations/information of interest.	66.2%	55.4%	92.3%	3.52	3.63	3.79
316	Notify anyone who is the specific object of threats by an individual as required by law.	62.3%	46.8% ²	90.4%	3.71	3.73	4.08
Making Recommendations (No Common Tasks Retained)							
Release Decisions							
322	Review and prepare appropriate documents for recommended release of an individual.	61.6%	54.2%	82.1%	4.00	3.95	3.90
Miscellaneous							
324	Maintain confidentiality of information.	95.7%	97.0%	99.3%	4.18	4.46	4.44

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ³³		Percentage of Responses Indicating Task is Performed			Mean Importance Rated from 0 (Not Important) to 5 (Critically Important)		
		ACO	JCO	PO	ACO	JCO	PO
325	Assist with special projects, studies, and investigations.	87.1%	84.5%	93.9%	3.42	3.40	3.44
326	Obtain and process court documents and take necessary action.	73.6%	65.0%	96.4%	3.68	3.81	4.13
327	Read individual's records to ensure compliance with special directives regarding care and custody of individual.	76.9%	86.3%	93.0%	3.77	3.95	4.02
329	Read daily journal/log.	83.2%	90.3%	69.1%	3.80	4.15	3.51
330	Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.	67.3%	51.4%	63.3%	3.18	3.49	3.18
331	Interpret common street terminology.	86.5%	91.3%	91.6%	3.50	3.76	3.49
334	Design and/or implement programs.	52.4%	75.1%	68.3%	3.00	3.46	3.19
335	Maintain and/or periodically update handbooks.	53.2%	58.2%	56.6%	3.06	3.40	3.11
340	Request equipment/facility repairs verbally or in writing.	88.5%	87.6%	66.3%	3.52	3.61	3.03
341	Clean up and dispose of contaminated or hazardous material.	77.0%	83.5%	51.5%	3.76	3.91	3.48
342	Inventory, order, and stock supplies.	79.5%	84.4%	47.2% ²	3.40	3.59	3.07
343	Inspect areas for cleanliness.	93.1%	94.4%	51.1%	3.67	3.93	3.18

Appendix SS

Comparison of Equipment Rating Results Across ACO, JCO, PO

Board of State and Community Corrections
Comparison of Equipment Rating Results across ACO, JCO, and PO

Equipment Statements		Percentage of Respondents Indicating Equipment is Used on the Job			Mean Frequency of Equipment Use Rated from 0 (Never Used) to 3 (Used Very Often)		
		ACO	JCO	PO	ACO	JCO	PO
1	Transportation or Patrol Vehicle	79.5%	83.2%	85.4%	1.46	1.29	1.93
2	Caged transport vehicle	73.3%	81.2%	80.8%	1.35	1.26	1.74
3	Two-Way Radio	95.4%	96.1%	73.8%	2.64	2.57	1.62
4	Stationary radio (e.g., dispatch radio)	70.9%	57.8%	43.5%	1.43	1.21	0.91
5	Audio Recording Equipment	58.6%	26.2%	38.0%	0.93	0.41	0.58
6	Audiovisual Equipment	69.1%	49.6%	34.5%	1.23	0.93	0.49
7	Firearm(s)	57.9%	4.9%	40.6%	1.07	0.10	0.94
8	Gun safe/locker	64.3%	7.9%	39.6%	1.46	0.15	1.00
9	Ammunition/Rounds for Firearm(s)	59.3%	4.5%	41.8%	1.15	0.09	0.98
10	Speed loader or magazine	49.4%	4.1%	34.0%	0.92	0.08	0.75
11	Weapons repair or cleaning kit	60.3%	5.6%	41.3%	1.01	0.10	0.82
12	Firearm training equipment (e.g., ear and eye protection, targets, plastic training pistol)	64.2%	6.0%	43.0%	1.09	0.10	0.90
13	Chemical Agent	66.8%	69.8%	52.7%	0.98	1.17	0.85
14	Impact weapon	50.4%	6.4%	20.4%	0.69	0.10	0.35
15	Less than lethal weapons (e.g., riot control system, gas gun, Pepperball gun, rubber bullets, bean bags)	57.3%	10.0%	9.9%	0.78	0.14	0.17
16	Less than lethal hand thrown projectiles (e.g., Sting balls, Flashbang)	36.0%	2.3%	4.2%	0.48	0.04	0.07
17	Handcuffs.	96.3%	96.5%	86.8%	2.38	2.03	1.76
18	Riot Gear (e.g., assault shield, helmet)	55.1%	21.3%	3.8%	0.73	0.26	0.06
19	Body armor (e.g., protective or ballistic vests)	64.5%	17.8%	61.8%	1.18	0.27	1.45
20	Tactical Vest	45.5%	12.2%	50.5%	0.72	0.18	1.18

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Percentage of Respondents Indicating Equipment is Used on the Job			Mean Frequency of Equipment Use Rated from 0 (Never Used) to 3 (Used Very Often)		
		ACO	JCO	PO	ACO	JCO	PO
21	Forcible entry/cell extraction equipment	58.9%	39.5%	11.0%	0.73	0.45	0.13
22	Gas mask or self-contained breathing apparatus	48.6%	8.8%	2.7%	0.60	0.10	0.03
23	Oxygen supply/resuscitator	34.0%	4.9%	1.3%	0.40	0.07	0.01
24	Mechanical/soft restraints other than handcuffs (e.g., wrist, leg, ankle, waist)	69.1%	67.9%	34.5%	1.14	1.09	0.46
25	Restraint chair	62.4%	12.5%	3.1%	0.79	0.15	0.03
26	Full body restraint(s) (e.g., canvas restraint, bed restraints)	30.7%	11.2%	4.5%	0.38	0.15	0.05
27	Electronic restraint	14.6%	2.2%	1.0%	0.19	0.03	0.01
28	Electronic stun device other than electronic restraints	39.7%	1.6%	4.1%	0.52	0.03	0.08
29	Personal alarm system	20.2%	23.2%	6.5%	0.31	0.40	0.12
30	Alarm system or monitor.	32.6%	32.9%	9.9%	0.49	0.51	0.15
31	Electronic Safety Check Device (e.g., metal detector, wand/pipe)	67.7%	70.7%	33.0%	1.14	1.34	0.55
32	Electronic time keeper system	42.2%	35.2%	7.9%	0.85	0.76	0.13
33	System control board	62.5%	50.9%	8.8%	1.30	1.12	0.12
34	Electronic monitoring device(s)	37.4%	28.9%	31.5%	0.72	0.54	0.52
35	Controlled substance detection equipment (e.g., urine bottles, drug test cups, breathalyzer)	49.4%	46.2%	70.1%	0.70	0.75	1.56
36	Intercom device (public address system, call box)	78.8%	57.8%	21.1%	1.71	1.17	0.31
37	Tool Kit	55.7%	49.9%	30.0%	0.78	0.70	0.37
38	First Aid Kit	75.2%	84.1%	57.0%	0.98	1.19	0.68
39	Trauma Kit	28.6%	18.5%	12.6%	0.35	0.24	0.17
40	Universal precautions equipment (e.g. blood borne pathogens kit)	61.0%	63.9%	37.3%	1.05	1.08	0.65
41	Automatic external defibrillator (AED)	28.1%	11.7%	8.3%	0.33	0.15	0.09

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Percentage of Respondents Indicating Equipment is Used on the Job			Mean Frequency of Equipment Use Rated from 0 (Never Used) to 3 (Used Very Often)		
		ACO	JCO	PO	ACO	JCO	PO
42	Hydraulic rescue tools (e.g., Jaws of Life)	5.9%	1.9%	0.5%	0.08	0.03	0.01
43	Hooked cutting/rescue device (e.g., 911 swirl cutting tool)	31.7%	22.6%	5.8%	0.40	0.27	0.07
44	Firefighting equipment (e.g., extinguisher, hoses)	30.1%	13.0%	5.5%	0.36	0.17	0.07
45	Flashlight	95.1%	86.1%	72.4%	2.08	1.39	1.44
46	Bolt cutters	49.3%	22.2%	13.8%	0.62	0.29	0.18
47	Badge.	88.0%	69.3%	90.1%	2.33	1.63	2.23
48	Duty belt	93.9%	89.9%	73.4%	2.58	2.48	1.77
49	Holster(s)	77.8%	51.9%	52.1%	2.07	1.41	1.35
50	Field book	52.2%	24.5%	62.8%	0.96	0.43	1.42
51	Business cards	25.5%	15.1%	89.4%	0.37	0.23	2.21
52	Surveillance gear	21.6%	13.0%	16.1%	0.36	0.24	0.24
53	Binoculars	16.6%	3.9%	15.7%	0.21	0.06	0.22
54	Body/mic camera	14.8%	5.5%	7.4%	0.23	0.11	0.13
55	Bullhorn or hailer	10.5%	3.1%	2.2%	0.14	0.05	0.03
56	Cash register	8.9%	2.1%	1.0%	0.14	0.04	0.01
57	Computer search software	65.6%	49.0%	59.8%	1.47	1.04	1.30
58	Computer software, other than computer search software	72.0%	60.1%	66.7%	1.71	1.36	1.63
59	Computer terminal	86.7%	66.3%	75.4%	2.30	1.62	2.02
60	Desktop computer	96.4%	92.1%	96.1%	2.65	2.40	2.73
61	Laptop computer or mobile data terminal (MDT)	37.7%	31.0%	60.5%	0.65	0.57	1.28
62	Tablet computer	21.2%	13.8%	22.5%	0.42	0.29	0.42
63	Flash drive(s)	64.1%	36.3%	54.7%	1.16	0.64	0.90

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Percentage of Respondents Indicating Equipment is Used on the Job			Mean Frequency of Equipment Use Rated from 0 (Never Used) to 3 (Used Very Often)		
		ACO	JCO	PO	ACO	JCO	PO
64	GPS navigation device	29.8%	17.5%	55.8%	0.49	0.30	1.13
65	Telephone/cell phone	90.4%	83.2%	93.8%	2.28	1.99	2.56
66	Palm pilot	7.7%	3.4%	5.0%	0.12	0.06	0.08
67	Pager	9.0%	3.4%	4.3%	0.14	0.06	0.06
68	Facsimile (Fax) machine	74.5%	57.8%	87.6%	1.35	0.89	1.98
69	Teletype	43.8%	5.2%	18.5%	0.85	0.08	0.31
70	Disposable hazardous material suits/spill kits (e.g., eye wash stations, decontamination supplies)	48.2%	41.1%	15.4%	0.61	0.51	0.18
71	Electronic control panel or "breaker box"	44.6%	27.5%	6.8%	0.62	0.40	0.08
72	Emergency lighting equipment (e.g., spotlight, search lights, flares)	39.0%	21.5%	16.1%	0.51	0.28	0.20
73	Fingerprint equipment	80.6%	56.4%	26.2%	1.81	0.99	0.33
74	Food preparation equipment (e.g., stove, broilers, microwave ovens, etc.).	63.4%	63.1%	24.1%	1.27	1.19	0.42
75	Housekeeping equipment (e.g., mop, broom, etc.)	78.9%	88.9%	33.5%	1.48	1.97	0.46
76	Illuminated needle-marks scope.	10.1%	4.6%	1.6%	0.16	0.09	0.02
77	Keys	98.5%	98.0%	87.9%	2.82	2.79	2.33
78	Ladder	44.9%	37.2%	14.0%	0.59	0.46	0.16
79	Maps	41.3%	28.4%	57.7%	0.62	0.40	1.11
80	Paint sprayer	9.1%	5.4%	2.3%	0.13	0.07	0.02
81	PBX switchboard or multi-line phone system	33.9%	27.9%	14.8%	0.71	0.58	0.28
82	Adding machine or calculator.	58.0%	51.0%	60.7%	0.90	0.76	1.01
83	Typewriter	14.9%	8.3%	9.1%	0.25	0.13	0.13
84	Photocopier	92.2%	85.7%	89.6%	2.12	1.78	2.35
85	Microfilm/microfiche machine	8.4%	4.2%	5.2%	0.14	0.07	0.06

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements		Percentage of Respondents Indicating Equipment is Used on the Job			Mean Frequency of Equipment Use Rated from 0 (Never Used) to 3 (Used Very Often)		
		ACO	JCO	PO	ACO	JCO	PO
86	Projection equipment (movie, slide, overhead)	24.3%	30.4%	28.4%	0.34	0.45	0.35
87	Photographic equipment (cameras or processing)	71.0%	52.5%	55.3%	1.26	0.88	0.94
88	Power supply generators	20.0%	15.5%	5.0%	0.27	0.21	0.07
89	Evidence processing kit (e.g., latent print)	29.2%	9.4%	12.4%	0.40	0.13	0.17
90	Property/evidence bag sealer	67.3%	42.3%	51.7%	1.19	0.66	0.78
91	Property/evidence storage locker(s)	71.5%	51.6%	55.6%	1.16	0.87	0.80
92	Padded training gear (e.g., Redman suit)	43.5%	19.9%	18.3%	0.54	0.26	0.22
93	Spit mask	77.5%	39.4%	16.6%	1.01	0.46	0.18
94	Survival gear (rural areas)	12.2%	5.8%	2.7%	0.17	0.09	0.03
95	Tire chains	7.4%	7.4%	5.2%	0.10	0.10	0.05
96	Whistle	9.1%	15.5%	7.7%	0.12	0.23	0.11
97	X-ray equipment (examining mail and packages)	16.2%	4.0%	0.8%	0.25	0.06	0.01
98	Full body scanner	17.3%	10.7%	4.5%	0.31	0.17	0.07
99	Jumper cables	25.9%	15.6%	17.9%	0.31	0.19	0.20

Appendix TT

Comparison of KSA Rating Results Across ACO, JCO, PO

Board of State and Community Corrections
Comparison of KSA Rating Results Across ACO, JCO, and PO

KSA Statements ³⁴ (Grayed out KSAs were retained for all three groups)		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
1	Knowledge of department's/facility's rules, regulations, and procedures.	4.45	4.54	4.41	3.9%	9.6%	5.0%	97.2%	97.9%	97.2%
2	Knowledge of the criminal justice system (adult and/or juvenile) including its elements, history, and philosophy.	3.73	3.70	3.99	9.3%	19.0%	20.6%	96.5%	97.3%	97.0%
3	Knowledge of state and federal laws, legal codes, court procedures, precedents, government regulations, and executive orders.	3.81	3.59	4.02	5.3%	10.1%	7.1%	97.3%	96.8%	98.1%
4	Knowledge of court, legal, and other law enforcement agency documents/forms (e.g., warrants, court order forms).	3.81	3.60	4.13	3.2%	6.5%	2.8%	97.5%	96.6%	98.3%
5	Knowledge of the procedures for testifying in court as a witness, including courtroom demeanor.	3.82	3.48	4.03	3.1%	6.8%	2.5%	97.3%	96.3%	97.9%
6	Knowledge of California state laws and codes governing the custody, care, security, and detention of individuals in a facility or youth detention facility (e.g., minimum jail standards).	4.17	4.10	3.93	3.8%	6.7%	3.4%	97.7%	98.1%	96.8%

³⁴ Statistics in red font did not meet the initial retention criteria for the corresponding scale. However, those with a superscript "2" were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁴ (Grayed out KSAs were retained for all three groups)		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
7	Knowledge of the legal rights and civil liability of peace officers.	4.06	4.11	4.24	5.1%	9.7%	5.6%	96.7%	97.7%	97.6%
8	Knowledge of investigative techniques and procedures.	3.59	3.39	3.76	3.6%	6.7%	4.5%	96.7%	97.0%	97.9%
9	Knowledge of human physical and psychological development.	3.01	3.36	3.19	12.6%	21.2%	26.9%	95.0%	96.8%	96.2%
10	Knowledge of the basic principles of psychology and sociology as they relate to theories of personality, behavior patterns, crime, social adjustment, human motivation, group dynamics, and the symptoms and causes of mental illness.	3.18	3.48	3.41	10.3%	21.1%	29.2%	96.2%	97.2%	97.2%
11	Knowledge of crisis intervention techniques and procedures.	3.49	4.09	3.82	4.5%	9.2%	8.2%	97.1%	98.3%	98.4%
12	Knowledge of individual and group counseling theories, techniques, principles, and practices.	2.69	3.73	3.25	7.8%	11.0%	11.3%	91.8%	98.0%	96.9%
13	Skill in de-escalating volatile situations.	4.23	4.39	4.27	6.7%	12.7%	10.9%	98.4%	98.9%	98.6%
14	Skill in applying individual and/or group counseling techniques.	2.69	3.89	3.26	8.9%	10.0%	8.9%	91.3%	98.7%	96.9%
15	Knowledge of the needs, problems, attitudes, behavior patterns of individuals, and the factors underlying criminal behavior/juvenile delinquency.	3.38	3.93	3.84	7.3%	14.1%	14.4%	96.3%	98.6%	98.0%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements³⁴ (Grayed out KSAs were retained for all three groups)		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
16	Knowledge of the value systems of different groups or cultures.	3.30	3.72	3.58	10.2%	19.3%	22.1%	95.9%	98.3%	97.2%
17	Knowledge of the purpose and methods of discipline as applied to persons under criminal confinement.	3.54	3.97	3.49	4.3%	6.9%	6.6%	96.5%	98.3%	96.2%
18	Knowledge of general personal hygiene and health practices.	3.38	3.72	3.14	37.9%	40.7%	50.0% ²	92.2%	95.3%	87.0%
19	Knowledge of universal safety precautions for preventing transmission of disease.	4.10	4.19	3.96	15.2%	19.3%	19.7%	96.9%	97.9%	95.3%
20	Knowledge of standard facility health and sanitation practices and procedures.	3.40	3.72	3.25	6.4%	9.7%	9.5%	95.3%	97.2%	91.9%
21	Knowledge of work and treatment programs available to individuals in the facility.	2.80	3.44	3.35	4.5%	6.5%	2.9%	91.7%	96.6%	95.7%
22	Knowledge of report writing procedures (e.g., for crime reports, incident reports, escape reports, behavior reports).	4.10	4.21	4.19	3.8%	8.2%	4.5%	97.9%	98.1%	98.7%
23	Knowledge of standard office practices, such as record keeping, filing, and the operation of office equipment.	3.11	3.32	3.46	15.9%	20.4%	17.2%	92.9%	93.9%	95.1%
24	Knowledge of routine grounds keeping and building maintenance.	2.13	2.41	1.56	19.9%	22.3%	27.1%	78.1%	82.5%	61.6%
25	Skill in safely, appropriately, and accurately handling and using firearms.	3.80	2.45	3.92	10.8%	25.2%	6.5%	90.4%	71.3%	92.6%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁴ (Grayed out KSAs were retained for all three groups)		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
26	Skill in safely, appropriately, and accurately using self-defense, physical restraints, weaponless defense, and riot control techniques and procedures.	4.41	4.40	4.36	4.5%	6.8%	2.2%	98.0%	98.4%	98.0%
27	Skill in identifying and applying the appropriate type of first aid procedure or technique (including CPR).	4.16	4.24	3.98	6.5%	12.3%	7.9%	97.3%	98.3%	97.1%
28	Knowledge of the symptoms and effects of drug and alcohol use and abuse.	3.77	3.75	3.85	5.5%	12.7%	7.9%	97.6%	97.8%	98.4%
29	Ability to identify illicit drugs.	3.71	3.62	3.83	3.6%	9.0%	3.7%	97.7%	97.5%	98.2%
30	Knowledge of drug and alcohol testing procedures.	3.43	3.41	3.88	3.8%	7.0%	2.1%	95.7%	95.0%	97.3%
31	Knowledge of indicators of criminal affiliation and behavior (e.g., gangs, street terminology, monikers, symbols).	3.96	4.10	3.99	3.4%	8.4%	4.3%	98.1%	98.1%	98.4%
32	Knowledge of group leadership and supervision techniques.	3.45	3.98	3.50	10.8%	13.6%	11.0%	95.8%	97.7%	96.4%
33	Knowledge of the rules of team and individual games/sports.	1.95	2.74	1.85	39.5%	31.0%	42.0%	68.6%	87.7%	67.4%
34	Knowledge of standard radio broadcast procedures and rules.	3.62	3.37	3.16	6.7%	8.9%	7.5%	93.2%	92.2%	89.4%
35	Knowledge of criminal offender record information (C.O.R.I.).	3.16	3.05	3.57	3.7%	7.4%	2.8%	93.9%	92.3%	95.9%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁴ (Grayed out KSAs were retained for all three groups)		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
36	Knowledge of available community resources, their approaches, limitations, and the referral process to obtain services.	2.70	2.92 ²	3.69	9.0%	11.5%	4.1%	88.8%	91.0%	97.3%
37	The ability to recognize when something is wrong or is likely to go wrong; it does not involve solving the problem, only recognizing there is a problem.	4.09	4.16	4.13	25.2%	32.8%	37.1%	97.1%	97.3%	97.2%
38	The ability to proceed in a careful, cautious, and/or prudent manner.	4.05	4.05	4.09	24.1%	35.0%	36.7%	97.5%	97.3%	97.3%
39	Skill in knowing where and how to access written procedures/information when needed.	3.79	3.80	3.82	9.5%	12.8%	11.2%	97.7%	97.7%	97.3%
40	Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications.	3.77	3.73	4.00	44.5%	50.2%	60.6%	96.5%	95.5%	96.5%
41	Skill in observing, interpreting, and accurately documenting verbal and non-verbal behavior.	4.08	4.13	4.07	13.3%	20.6%	19.4%	98.2%	97.5%	98.4%
42	Skill in searching persons.	4.35	4.23	4.21	3.7%	6.6%	2.9%	98.3%	98.0%	97.9%
43	Skill in searching vehicles, residences, and/or facilities.	3.77	3.80	4.02	4.6%	8.8%	3.5%	94.7%	95.4%	97.4%
44	Skill in interviewing a range of individuals who may be cooperative or uncooperative and effectively gathering information.	3.90	3.86	4.12	5.3%	9.8%	5.6%	96.8%	97.4%	98.3%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁴ (Grayed out KSAs were retained for all three groups)		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
45	Skill in interviewing abused or neglected individuals (e.g., children, elders).	3.11	3.76	3.77	10.1%	11.9%	5.7%	88.7%	96.2%	97.6%
46	The ability to know one's location in relation to the environment, or to know where other objects are in relation to one's self.	3.84	3.73	3.91	25.5%	35.9%	35.2%	95.5%	94.7%	95.8%
47	Skill in driving a car.	3.39	3.55	3.79	54.0%	70.9%	74.9%	87.6%	86.7%	88.4%
48	Skill in dictating reports or correspondence.	3.09	3.10	2.60	17.8%	25.7%	19.3%	91.1%	89.3%	82.7%
49	The ability to prioritize projects, tasks, and responsibilities effectively and in working efficiently to meet all deadlines.	3.93	3.89	4.12	37.1%	43.4%	45.3%	96.9%	96.5%	96.6%
50	Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate.	3.86	3.92	3.99	46.4%	54.0%	53.3%	96.9%	95.9%	96.3%
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	4.10	4.12	4.21	59.8%	65.9%	72.0%	95.4%	93.9%	94.6%
52	The ability to understand materials written in English.	4.24	4.22	4.34	67.9%	72.9%	79.4%	94.9%	93.3%	93.3%
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	4.15	4.14	4.28	63.2%	69.6%	73.8%	95.4%	94.7%	94.8%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁴ (Grayed out KSAs were retained for all three groups)		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	4.00	3.98	3.99	49.9% ²	56.2%	60.5%	95.8%	94.9%	95.0%
55	Skill in organizing one's work, files, and other materials.	3.51	3.50	3.80	46.3%	45.2%	44.8%	95.1%	94.1%	94.7%
56	The ability to analyze and evaluate information to arrive at a correct conclusion, including making judgments regarding the accuracy of information, applying rules and principles, and combining pieces of information to come up with logical answers.	3.88	3.93	4.10	38.8%	42.9%	41.9%	96.4%	95.7%	95.7%
57	Skill in adding and subtracting whole numbers.	3.22	3.23	2.99 ²	70.2%	71.5%	78.5%	87.9%	88.2%	83.5%
58	Skill in multiplying and dividing whole numbers.	2.96 ²	2.96 ²	2.86	69.9%	70.4%	77.6%	85.8%	84.9%	82.4%
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	3.93	4.15	3.62	48.0% ²	54.6%	61.1%	94.0%	95.1%	91.4%
60	The ability to concentrate on a task and not be distracted.	3.89	3.95	3.75	51.5%	57.7%	64.6%	94.9%	95.2%	92.3%
61	The ability to quickly and accurately compare letters, numbers, objects, pictures, or words presented in written or visual form in order to identify inaccurate, inconsistent, or missing information.	3.43	3.46	3.30	44.3%	45.7%	53.2%	93.9%	93.1%	91.9%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁴ (Grayed out KSAs were retained for all three groups)		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
62	The ability to quickly and accurately process multiple types of information and/or perform multiple tasks, shifting back and forth between tasks and/or sources of information.	3.81	3.80	3.73	39.8%	45.0%	49.8% ²	95.5%	95.3%	95.3%
63	The ability to recall information such as procedures and rules, faces, identification marks, and the order in which events occurred.	4.00	4.05	3.87	36.1%	41.1%	44.1%	95.9%	95.9%	96.0%
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	3.78	3.83	3.47	58.9%	61.8%	69.0%	93.6%	93.7%	90.4%
65	The ability to exert oneself physically without becoming tired too quickly.	3.95	3.87	3.56	49.8% ²	54.3%	60.7%	94.7%	93.6%	92.5%
66	The ability to take charge of situations or groups, to assert ideas, to influence, persuade, or motivate others; to speak-up, be candid, and confront people when necessary, without hesitation in a professional manner.	4.06	4.17	3.92	34.0%	36.9%	40.6%	96.2%	96.4%	96.2%
67	The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations.	4.31	4.37	4.28	37.0%	46.9% ²	48.8% ²	96.6%	96.4%	96.2%
68	The ability to perform effectively under stressful conditions and to cope with prolonged exposure to job stressors (e.g., time pressure, emergencies, threats, physical altercations).	4.33	4.37	4.25	32.6%	42.1%	43.1%	96.7%	96.6%	96.9%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁴ (Grayed out KSAs were retained for all three groups)		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
69	The ability to be thorough and to carry out tasks with a concern for the inclusion and accuracy of details.	4.12	4.16	4.14	37.4%	45.3%	45.4%	96.5%	95.9%	96.3%
70	The ability to interact confidently with individuals or groups at all levels; to not be easily fooled or persuaded into changing course of action; and to have confidence in one's ability to be effective.	4.17	4.25	4.18	36.6%	43.8%	43.8%	96.3%	96.3%	96.6%
71	The ability to make well-reasoned decisions in a timely manner, sometimes in situations where there are no standard procedures.	4.20	4.24	4.21	37.5%	45.4%	45.7%	96.5%	96.1%	96.8%
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	3.95	4.12	4.08	56.1%	65.7%	71.1%	94.8%	94.5%	95.0%
73	The ability to adapt to unanticipated problems or conflicts, accept changes (e.g., assignments or procedures), and change roles based on one's assessment of the situation.	4.11	4.23	4.15	37.3%	46.2% ²	49.7% ²	96.4%	95.4%	96.6%
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	3.87	4.04	3.89	48.4% ²	55.6%	60.6%	94.9%	95.2%	94.8%
75	The ability to establish and maintain effective working relationships with team members.	4.10	4.21	4.11	46.3%	53.6%	54.9%	95.3%	95.2%	96.4%
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	3.98	4.19	4.10	49.2% ²	58.4%	60.6%	95.2%	95.2%	95.3%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements³⁴ (Grayed out KSAs were retained for all three groups)		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	4.25	4.32	4.23	59.6%	64.4%	68.3%	95.2%	94.3%	95.4%
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.	4.32	4.40	4.39	62.6%	64.9%	70.1%	94.9%	94.6%	95.0%
79	The ability to perform work in compliance with laws, rules and regulations; to accept and conform to accepted standards of conduct and the authority structure of the organization.	4.30	4.35	4.35	40.4%	44.7%	45.3%	95.9%	96.4%	95.4%
80	The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas).	4.11	4.14	3.73	45.5%	53.5%	53.6%	95.0%	94.9%	93.8%
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	4.05	4.09	4.03	50.9%	55.1%	61.5%	95.6%	95.1%	95.7%
82	The ability to acquire new skills and knowledge, seek out and use feedback to improve performance, learn from one's own and others' experiences, and apply learning to new situations.	3.93	4.05	4.03	39.0%	40.6%	43.9%	96.5%	96.0%	95.9%
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	4.16	4.25	4.22	55.6%	61.7%	65.1%	95.6%	94.1%	95.5%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁴ (Grayed out KSAs were retained for all three groups)		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	3.79	3.77	3.18	52.5%	56.9%	61.5%	94.7%	93.0%	88.4%
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	3.74	3.70	3.10	50.4%	55.5%	59.4%	94.4%	92.9%	87.5%
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	3.86	3.79	3.23	49.7% ²	55.3%	58.5%	95.0%	93.2%	87.8%
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	3.65	3.55	2.99 ²	51.1%	55.6%	60.0%	94.1%	92.7%	86.5%
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	3.66	3.55	2.99 ²	52.1%	57.2%	61.3%	94.4%	92.0%	86.0%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements³⁴ (Grayed out KSAs were retained for all three groups)		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	3.69	3.67	3.20	59.4%	63.0%	66.0%	93.0%	91.8%	87.6%
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	3.70	3.67	3.19	58.3%	61.6%	64.9%	92.7%	92.1%	87.7%
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	3.73	3.75	3.28	58.8%	63.5%	64.9%	92.7%	92.2%	88.2%
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	3.74	3.79	3.35	60.3%	61.8%	66.2%	92.7%	92.4%	87.8%
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	3.58	3.54	3.23	62.5%	64.4%	69.4%	91.6%	89.4%	85.9%
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	3.70	3.67	3.37	62.5%	64.5%	70.6%	91.9%	89.9%	87.0%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁴ (Grayed out KSAs were retained for all three groups)		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	3.58	3.53	3.24	62.8%	65.3%	70.7%	91.2%	89.8%	86.0%
96	The capacity to match or discriminate between colors. This capacity included detecting differences in color and in brightness.	3.39	3.19	2.86	68.7%	67.7%	74.1%	86.4%	85.3%	80.3%
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	3.58	3.43	3.17	65.3%	65.8%	72.2%	88.4%	88.5%	83.6%
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	3.77	3.77	3.37	64.2%	63.1%	70.3%	90.0%	90.3%	85.1%
99	The ability to see objects in the presence of glare or bright ambient lighting.	3.43	3.41	3.11	64.0%	64.3%	70.6%	87.8%	88.8%	83.3%
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	3.52	3.53	3.03	60.3%	60.5%	69.4%	89.5%	90.0%	83.6%
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	3.68	3.64	3.22	58.0%	59.5%	66.8%	91.6%	92.1%	85.3%
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	3.73	3.70	3.27	62.6%	63.2%	69.8%	91.0%	90.8%	84.4%

Appendix UU

Common Important KSAs Across ACO, JCO, PO

Board of State and Community Corrections
Common Important KSAs Across ACO, JCO, and PO

KSA Statements ³⁵		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
1	Knowledge of department's/facility's rules, regulations, and procedures.	4.45	4.54	4.41	3.9%	9.6%	5.0%	97.2%	97.9%	97.2%
2	Knowledge of the criminal justice system (adult and/or juvenile) including its elements, history, and philosophy.	3.73	3.70	3.99	9.3%	19.0%	20.6%	96.5%	97.3%	97.0%
3	Knowledge of state and federal laws, legal codes, court procedures, precedents, government regulations, and executive orders.	3.81	3.59	4.02	5.3%	10.1%	7.1%	97.3%	96.8%	98.1%
4	Knowledge of court, legal, and other law enforcement agency documents/forms (e.g., warrants, court order forms).	3.81	3.60	4.13	3.2%	6.5%	2.8%	97.5%	96.6%	98.3%
5	Knowledge of the procedures for testifying in court as a witness, including courtroom demeanor.	3.82	3.48	4.03	3.1%	6.8%	2.5%	97.3%	96.3%	97.9%
6	Knowledge of California state laws and codes governing the custody, care, security, and detention of individuals in a facility or youth detention facility (e.g., minimum jail standards).	4.17	4.10	3.93	3.8%	6.7%	3.4%	97.7%	98.1%	96.8%

³⁵ Statistics in red font did not meet the initial retention criteria for the corresponding scale. However, those with a superscript "2" were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁵		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
7	Knowledge of the legal rights and civil liability of peace officers.	4.06	4.11	4.24	5.1%	9.7%	5.6%	96.7%	97.7%	97.6%
8	Knowledge of investigative techniques and procedures.	3.59	3.39	3.76	3.6%	6.7%	4.5%	96.7%	97.0%	97.9%
9	Knowledge of human physical and psychological development.	3.01	3.36	3.19	12.6%	21.2%	26.9%	95.0%	96.8%	96.2%
10	Knowledge of the basic principles of psychology and sociology as they relate to theories of personality, behavior patterns, crime, social adjustment, human motivation, group dynamics, and the symptoms and causes of mental illness.	3.18	3.48	3.41	10.3%	21.1%	29.2%	96.2%	97.2%	97.2%
11	Knowledge of crisis intervention techniques and procedures.	3.49	4.09	3.82	4.5%	9.2%	8.2%	97.1%	98.3%	98.4%
13	Skill in de-escalating volatile situations.	4.23	4.39	4.27	6.7%	12.7%	10.9%	98.4%	98.9%	98.6%
15	Knowledge of the needs, problems, attitudes, behavior patterns of individuals, and the factors underlying criminal behavior/juvenile delinquency.	3.38	3.93	3.84	7.3%	14.1%	14.4%	96.3%	98.6%	98.0%
16	Knowledge of the value systems of different groups or cultures.	3.30	3.72	3.58	10.2%	19.3%	22.1%	95.9%	98.3%	97.2%
17	Knowledge of the purpose and methods of discipline as applied to persons under criminal confinement.	3.54	3.97	3.49	4.3%	6.9%	6.6%	96.5%	98.3%	96.2%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁵		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
18	Knowledge of general personal hygiene and health practices.	3.38	3.72	3.14	37.9%	40.7%	50.0% ²	92.2%	95.3%	87.0%
19	Knowledge of universal safety precautions for preventing transmission of disease.	4.10	4.19	3.96	15.2%	19.3%	19.7%	96.9%	97.9%	95.3%
20	Knowledge of standard facility health and sanitation practices and procedures.	3.40	3.72	3.25	6.4%	9.7%	9.5%	95.3%	97.2%	91.9%
22	Knowledge of report writing procedures (e.g., for crime reports, incident reports, escape reports, behavior reports).	4.10	4.21	4.19	3.8%	8.2%	4.5%	97.9%	98.1%	98.7%
23	Knowledge of standard office practices, such as record keeping, filing, and the operation of office equipment.	3.11	3.32	3.46	15.9%	20.4%	17.2%	92.9%	93.9%	95.1%
26	Skill in safely, appropriately, and accurately using self-defense, physical restraints, weaponless defense, and riot control techniques and procedures.	4.41	4.40	4.36	4.5%	6.8%	2.2%	98.0%	98.4%	98.0%
27	Skill in identifying and applying the appropriate type of first aid procedure or technique (including CPR).	4.16	4.24	3.98	6.5%	12.3%	7.9%	97.3%	98.3%	97.1%
28	Knowledge of the symptoms and effects of drug and alcohol use and abuse.	3.77	3.75	3.85	5.5%	12.7%	7.9%	97.6%	97.8%	98.4%
29	Ability to identify illicit drugs.	3.71	3.62	3.83	3.6%	9.0%	3.7%	97.7%	97.5%	98.2%
30	Knowledge of drug and alcohol testing procedures.	3.43	3.41	3.88	3.8%	7.0%	2.1%	95.7%	95.0%	97.3%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁵		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
31	Knowledge of indicators of criminal affiliation and behavior (e.g., gangs, street terminology, monikers, symbols).	3.96	4.10	3.99	3.4%	8.4%	4.3%	98.1%	98.1%	98.4%
32	Knowledge of group leadership and supervision techniques.	3.45	3.98	3.50	10.8%	13.6%	11.0%	95.8%	97.7%	96.4%
34	Knowledge of standard radio broadcast procedures and rules.	3.62	3.37	3.16	6.7%	8.9%	7.5%	93.2%	92.2%	89.4%
35	Knowledge of criminal offender record information (C.O.R.I.).	3.16	3.05	3.57	3.7%	7.4%	2.8%	93.9%	92.3%	95.9%
37	The ability to recognize when something is wrong or is likely to go wrong; it does not involve solving the problem, only recognizing there is a problem.	4.09	4.16	4.13	25.2%	32.8%	37.1%	97.1%	97.3%	97.2%
38	The ability to proceed in a careful, cautious, and/or prudent manner.	4.05	4.05	4.09	24.1%	35.0%	36.7%	97.5%	97.3%	97.3%
39	Skill in knowing where and how to access written procedures/information when needed.	3.79	3.80	3.82	9.5%	12.8%	11.2%	97.7%	97.7%	97.3%
40	Skill in operating a computer, including using a keyboard, mouse, monitor, and basic software applications.	3.77	3.73	4.00	44.5%	50.2%	60.6%	96.5%	95.5%	96.5%
41	Skill in observing, interpreting, and accurately documenting verbal and non-verbal behavior.	4.08	4.13	4.07	13.3%	20.6%	19.4%	98.2%	97.5%	98.4%
42	Skill in searching persons.	4.35	4.23	4.21	3.7%	6.6%	2.9%	98.3%	98.0%	97.9%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁵		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
43	Skill in searching vehicles, residences, and/or facilities.	3.77	3.80	4.02	4.6%	8.8%	3.5%	94.7%	95.4%	97.4%
44	Skill in interviewing a range of individuals who may be cooperative or uncooperative and effectively gathering information.	3.90	3.86	4.12	5.3%	9.8%	5.6%	96.8%	97.4%	98.3%
45	Skill in interviewing abused or neglected individuals (e.g., children, elders).	3.11	3.76	3.77	10.1%	11.9%	5.7%	88.7%	96.2%	97.6%
46	The ability to know one's location in relation to the environment, or to know where other objects are in relation to one's self.	3.84	3.73	3.91	25.5%	35.9%	35.2%	95.5%	94.7%	95.8%
47	Skill in driving a car.	3.39	3.55	3.79	54.0%	70.9%	74.9%	87.6%	86.7%	88.4%
49	The ability to prioritize projects, tasks, and responsibilities effectively and in working efficiently to meet all deadlines.	3.93	3.89	4.12	37.1%	43.4%	45.3%	96.9%	96.5%	96.6%
50	Skill in giving full attention to what other people are saying, taking time to understand the points being made, asking questions or making comments as appropriate.	3.86	3.92	3.99	46.4%	54.0%	53.3%	96.9%	95.9%	96.3%
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	4.10	4.12	4.21	59.8%	65.9%	72.0%	95.4%	93.9%	94.6%
52	The ability to understand materials written in English.	4.24	4.22	4.34	67.9%	72.9%	79.4%	94.9%	93.3%	93.3%
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	4.15	4.14	4.28	63.2%	69.6%	73.8%	95.4%	94.7%	94.8%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁵		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	4.00	3.98	3.99	49.9% ²	56.2%	60.5%	95.8%	94.9%	95.0%
55	Skill in organizing one's work, files, and other materials.	3.51	3.50	3.80	46.3%	45.2%	44.8%	95.1%	94.1%	94.7%
56	The ability to analyze and evaluate information to arrive at a correct conclusion, including making judgments regarding the accuracy of information, applying rules and principles, and combining pieces of information to come up with logical answers.	3.88	3.93	4.10	38.8%	42.9%	41.9%	96.4%	95.7%	95.7%
57	Skill in adding and subtracting whole numbers.	3.22	3.23	2.99 ²	70.2%	71.5%	78.5%	87.9%	88.2%	83.5%
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	3.93	4.15	3.62	48.0% ²	54.6%	61.1%	94.0%	95.1%	91.4%
60	The ability to concentrate on a task and not be distracted.	3.89	3.95	3.75	51.5%	57.7%	64.6%	94.9%	95.2%	92.3%
61	The ability to quickly and accurately compare letters, numbers, objects, pictures, or words presented in written or visual form in order to identify inaccurate, inconsistent, or missing information.	3.43	3.46	3.30	44.3%	45.7%	53.2%	93.9%	93.1%	91.9%
62	The ability to quickly and accurately process multiple types of information and/or perform multiple tasks, shifting back and forth between tasks and/or sources of information.	3.81	3.80	3.73	39.8%	45.0%	49.8% ²	95.5%	95.3%	95.3%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁵		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
63	The ability to recall information such as procedures and rules, faces, identification marks, and the order in which events occurred.	4.00	4.05	3.87	36.1%	41.1%	44.1%	95.9%	95.9%	96.0%
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	3.78	3.83	3.47	58.9%	61.8%	69.0%	93.6%	93.7%	90.4%
65	The ability to exert oneself physically without becoming tired too quickly.	3.95	3.87	3.56	49.8% ²	54.3%	60.7%	94.7%	93.6%	92.5%
66	The ability to take charge of situations or groups, to assert ideas, to influence, persuade, or motivate others; to speak-up, be candid, and confront people when necessary, without hesitation in a professional manner.	4.06	4.17	3.92	34.0%	36.9%	40.6%	96.2%	96.4%	96.2%
67	The ability to remain calm and in control, and not overreact or express inappropriate emotions in adverse, stressful, life-threatening, or time-critical situations.	4.31	4.37	4.28	37.0%	46.9% ²	48.8% ²	96.6%	96.4%	96.2%
68	The ability to perform effectively under stressful conditions and to cope with prolonged exposure to job stressors (e.g., time pressure, emergencies, threats, physical altercations).	4.33	4.37	4.25	32.6%	42.1%	43.1%	96.7%	96.6%	96.9%
69	The ability to be thorough and to carry out tasks with a concern for the inclusion and accuracy of details.	4.12	4.16	4.14	37.4%	45.3%	45.4%	96.5%	95.9%	96.3%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁵		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
70	The ability to interact confidently with individuals or groups at all levels; to not be easily fooled or persuaded into changing course of action; and to have confidence in one's ability to be effective.	4.17	4.25	4.18	36.6%	43.8%	43.8%	96.3%	96.3%	96.6%
71	The ability to make well-reasoned decisions in a timely manner, sometimes in situations where there are no standard procedures.	4.20	4.24	4.21	37.5%	45.4%	45.7%	96.5%	96.1%	96.8%
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	3.95	4.12	4.08	56.1%	65.7%	71.1%	94.8%	94.5%	95.0%
73	The ability to adapt to unanticipated problems or conflicts, accept changes (e.g., assignments or procedures), and change roles based on one's assessment of the situation.	4.11	4.23	4.15	37.3%	46.2% ²	49.7% ²	96.4%	95.4%	96.6%
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	3.87	4.04	3.89	48.4% ²	55.6%	60.6%	94.9%	95.2%	94.8%
75	The ability to establish and maintain effective working relationships with team members.	4.10	4.21	4.11	46.3%	53.6%	54.9%	95.3%	95.2%	96.4%
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	3.98	4.19	4.10	49.2% ²	58.4%	60.6%	95.2%	95.2%	95.3%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁵		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	4.25	4.32	4.23	59.6%	64.4%	68.3%	95.2%	94.3%	95.4%
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.	4.32	4.40	4.39	62.6%	64.9%	70.1%	94.9%	94.6%	95.0%
79	The ability to perform work in compliance with laws, rules and regulations; to accept and conform to accepted standards of conduct and the authority structure of the organization.	4.30	4.35	4.35	40.4%	44.7%	45.3%	95.9%	96.4%	95.4%
80	The ability to tolerate physically unpleasant work environments or conditions (e.g., long shifts; confined work areas).	4.11	4.14	3.73	45.5%	53.5%	53.6%	95.0%	94.9%	93.8%
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	4.05	4.09	4.03	50.9%	55.1%	61.5%	95.6%	95.1%	95.7%
82	The ability to acquire new skills and knowledge, seek out and use feedback to improve performance, learn from one's own and others' experiences, and apply learning to new situations.	3.93	4.05	4.03	39.0%	40.6%	43.9%	96.5%	96.0%	95.9%
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	4.16	4.25	4.22	55.6%	61.7%	65.1%	95.6%	94.1%	95.5%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁵		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	3.79	3.77	3.18	52.5%	56.9%	61.5%	94.7%	93.0%	88.4%
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	3.74	3.70	3.10	50.4%	55.5%	59.4%	94.4%	92.9%	87.5%
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	3.86	3.79	3.23	49.7% ²	55.3%	58.5%	95.0%	93.2%	87.8%
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	3.65	3.55	2.99 ²	51.1%	55.6%	60.0%	94.1%	92.7%	86.5%
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	3.66	3.55	2.99 ²	52.1%	57.2%	61.3%	94.4%	92.0%	86.0%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁵		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	3.69	3.67	3.20	59.4%	63.0%	66.0%	93.0%	91.8%	87.6%
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	3.70	3.67	3.19	58.3%	61.6%	64.9%	92.7%	92.1%	87.7%
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	3.73	3.75	3.28	58.8%	63.5%	64.9%	92.7%	92.2%	88.2%
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	3.74	3.79	3.35	60.3%	61.8%	66.2%	92.7%	92.4%	87.8%
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	3.58	3.54	3.23	62.5%	64.4%	69.4%	91.6%	89.4%	85.9%
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	3.70	3.67	3.37	62.5%	64.5%	70.6%	91.9%	89.9%	87.0%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁵		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	3.58	3.53	3.24	62.8%	65.3%	70.7%	91.2%	89.8%	86.0%
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	3.58	3.43	3.17	65.3%	65.8%	72.2%	88.4%	88.5%	83.6%
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	3.77	3.77	3.37	64.2%	63.1%	70.3%	90.0%	90.3%	85.1%
99	The ability to see objects in the presence of glare or bright ambient lighting.	3.43	3.41	3.11	64.0%	64.3%	70.6%	87.8%	88.8%	83.3%
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	3.52	3.53	3.03	60.3%	60.5%	69.4%	89.5%	90.0%	83.6%
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	3.68	3.64	3.22	58.0%	59.5%	66.8%	91.6%	92.1%	85.3%
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	3.73	3.70	3.27	62.6%	63.2%	69.8%	91.0%	90.8%	84.4%

Appendix VV

Common KSAs Suitable for Selection-Related Purposes Across ACO, JCO, PO

Board of State and Community Corrections
Common KSAs Suitable for Selection-Related Purposes Across ACO, JCO, and PO

KSA Statements ³⁶		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
47	Skill in driving a car.	3.39	3.55	3.79	54.0%	70.9%	74.9%	87.6%	86.7%	88.4%
51	The ability to effectively convey information in spoken English in a manner that can be understood by the listener.	4.10	4.12	4.21	59.8%	65.9%	72.0%	95.4%	93.9%	94.6%
52	The ability to understand materials written in English.	4.24	4.22	4.34	67.9%	72.9%	79.4%	94.9%	93.3%	93.3%
53	The ability to communicate effectively in written English, using correct spelling, grammar, and punctuation.	4.15	4.14	4.28	63.2%	69.6%	73.8%	95.4%	94.7%	94.8%
54	The ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order.	4.00	3.98	3.99	49.9% ²	56.2%	60.5%	95.8%	94.9%	95.0%
57	Skill in adding and subtracting whole numbers.	3.22	3.23	2.99 ²	70.2%	71.5%	78.5%	87.9%	88.2%	83.5%
59	The ability to remain alert and not become restless during periods of slow or repetitive work activity (e.g., monitoring).	3.93	4.15	3.62	48.0% ²	54.6%	61.1%	94.0%	95.1%	91.4%
60	The ability to concentrate on a task and not be distracted.	3.89	3.95	3.75	51.5%	57.7%	64.6%	94.9%	95.2%	92.3%

³⁶ Statistics in red font did not meet the initial retention criteria for the corresponding scale. However, those with a superscript “2” were retained once the SEM with a 99% confidence interval was applied to account for potential measurement error inherent in surveys.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁶		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
64	The ability to bend, stretch, twist, or reach out with the body, arms, or legs.	3.78	3.83	3.47	58.9%	61.8%	69.0%	93.6%	93.7%	90.4%
65	The ability to exert oneself physically without becoming tired too quickly.	3.95	3.87	3.56	49.8% ²	54.3%	60.7%	94.7%	93.6%	92.5%
72	The ability to be courteous, cooperative, tactful, patient and friendly to others.	3.95	4.12	4.08	56.1%	65.7%	71.1%	94.8%	94.5%	95.0%
74	The ability to demonstrate an upbeat attitude when interacting with others and to display an interest in the job by putting energy into work and accepting constructive criticism.	3.87	4.04	3.89	48.4% ²	55.6%	60.6%	94.9%	95.2%	94.8%
76	Ability to display genuine concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives.	3.98	4.19	4.10	49.2% ²	58.4%	60.6%	95.2%	95.2%	95.3%
77	The ability to be reliable (e.g., punctual, consistent); to take ownership for work performed and ensure work is completed accurately and on time.	4.25	4.32	4.23	59.6%	64.4%	68.3%	95.2%	94.3%	95.4%
78	The ability to be fair, honest, impartial, straightforward in dealing with others, trustworthy, take responsibility for failures and share credit for successes, and demonstrate high ethical standards.	4.32	4.40	4.39	62.6%	64.9%	70.1%	94.9%	94.6%	95.0%
81	The ability to exert the effort needed to take initiative, attain goals, be determined and persistent, and do one's best.	4.05	4.09	4.03	50.9%	55.1%	61.5%	95.6%	95.1%	95.7%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁶		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
83	The ability to interact with people from a diverse population in an unbiased fashion, without letting personal prejudices affect interactions with others.	4.16	4.25	4.22	55.6%	61.7%	65.1%	95.6%	94.1%	95.5%
84	Strength. The ability to use muscle force in order to lift, push, pull, or carry objects.	3.79	3.77	3.18	52.5%	56.9%	61.5%	94.7%	93.0%	88.4%
85	The ability to use muscle force continuously in order to lift, push, pull, or carry objects for a short period of time. It is the maximum force that one can exert for a brief period of time using the hand, arm, back, shoulder or leg.	3.74	3.70	3.10	50.4%	55.5%	59.4%	94.4%	92.9%	87.5%
86	The ability to use sudden bursts of muscle force. It requires gathering energy for quick bursts of muscle effort over a very short period of time.	3.86	3.79	3.23	49.7% ²	55.3%	58.5%	95.0%	93.2%	87.8%
87	The ability of the muscles to work repeatedly or continuously over a long period without becoming tired. This ability is involved in supporting, holding up, or moving the body's own weight or objects, repeatedly over time. It represent the resistance of the muscles to fatigue. It does not involve cardiovascular fitness.	3.65	3.55	2.99 ²	51.1%	55.6%	60.0%	94.1%	92.7%	86.5%
88	The ability of the stomach and lower back muscles to support part of the body repeatedly or continuously over time. This ability involves the degree to which the muscles in the stomach or back area do not fatigue when they are put under repeated or continuous strain. It involves holding up part, rather than all, of the body, and the degree to which muscles do not give out, rather than the degree to which one does not get winded.	3.66	3.55	2.99 ²	52.1%	57.2%	61.3%	94.4%	92.0%	86.0%

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

KSA Statements ³⁶		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
89	The ability to bend, stretch, twist or reach out with the body, arms or legs. It involves the degree of bending (range of motion) rather than the speed of bending.	3.69	3.67	3.20	59.4%	63.0%	66.0%	93.0%	91.8%	87.6%
90	The ability to bend, stretch, twist or reach out with the body, arms, or legs, both quickly and repeatedly. It involves both speed and repeated bending or stretching as well as the degree to which muscles "bounce back" during these repeated activities.	3.70	3.67	3.19	58.3%	61.6%	64.9%	92.7%	92.1%	87.7%
91	The ability to coordinate the movement of the arms, legs, and torso in activities in which the whole body is in motion, It is not involved in coordinating arms and legs while the body is at rest.	3.73	3.75	3.28	58.8%	63.5%	64.9%	92.7%	92.2%	88.2%
92	The ability to keep or regain one's balance or to stay upright when in an unstable position. This ability includes maintaining one's balance when changing direction, either while moving or standing motionless. It does not include balancing objects.	3.74	3.79	3.35	60.3%	61.8%	66.2%	92.7%	92.4%	87.8%
93	The ability to tell which of several objects is closer to or further from the observer, or to judge the distance of an object from the observer.	3.58	3.54	3.23	62.5%	64.4%	69.4%	91.6%	89.4%	85.9%
94	The capacity to see close environmental surroundings. It is the ability to see details of objects, numbers, letters, designs, or pictures within a few feet of the observer. These details should be in sharp focus.	3.70	3.67	3.37	62.5%	64.5%	70.6%	91.9%	89.9%	87.0%
95	The capacity to see distant environmental surroundings. It is the ability to see details of objects at a distance.	3.58	3.53	3.24	62.8%	65.3%	70.7%	91.2%	89.8%	86.0%

KSA Statements ³⁶		Mean Importance Rating Rated from 0 (Not Important) to 5 (Critically Important)			Percentage of Responses Indicating KSA is Needed Before Hire Rated from 0 (Needed before hire) to 3 (Needed after completion of STC Core training)			Percentage of Responses Indicating Having More of KSA is Better Rated from 0 (Possessing more does not result in improved job performance) to 5 (Possessing more leads to Substantial improvement to job performance)		
		ACO	JCO	PO	ACO	JCO	PO	ACO	JCO	PO
97	The ability to see under low light conditions. This ability includes the capacity of the eyes to adjust to a reduction in illumination.	3.58	3.43	3.17	65.3%	65.8%	72.2%	88.4%	88.5%	83.6%
98	The ability to perceive objects or movement located in the edges of the visual field. This ability is what is commonly meant by "seeing out of the corner of your eye."	3.77	3.77	3.37	64.2%	63.1%	70.3%	90.0%	90.3%	85.1%
99	The ability to see objects in the presence of glare or bright ambient lighting.	3.43	3.41	3.11	64.0%	64.3%	70.6%	87.8%	88.8%	83.3%
100	The ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness. This ability includes the capacity to hear very faint sounds.	3.52	3.53	3.03	60.3%	60.5%	69.4%	89.5%	90.0%	83.6%
101	The ability to focus on a single source of auditory information in the presence of other distracting and irrelevant sounds or noises.	3.68	3.64	3.22	58.0%	59.5%	66.8%	91.6%	92.1%	85.3%
102	The ability to identify the direction from which a sound or noise originated relative to the observer.	3.73	3.70	3.27	62.6%	63.2%	69.8%	91.0%	90.8%	84.4%

Appendix WW

SME Job Change Work Group Participants

SME Job Change Work Group Participants

<i>PARTICIPANTS</i>	<i>AGENCY</i>
Greg Ulloa	Tehama County Probation
Jennifer H. Mynderup	Amador County Probation
Stacy L. Crawford	Kern County Probation Department
Mark Ferriera	Stanislaus County Probation Department
Kimberlee Drury	San Bernardino Probation
Frank Reyes	Imperial County Sheriff's Department
John Linke	Sacramento County Sheriff's Department
Elaine Rios	Los Angeles Police Department
Robert Goyeneche	Siskiyou County Sheriff's Department
Larry McNeil	Tuolumne County Sheriff's Department
Nichole L. Ortega	San Benito Probation
Mark Emmett	Butte County Probation
Patricia Trammel	Santa Clara County Probation
Gary Espinosa	San Mateo County Probation
Michelle Knight	Glenn County Probation
Laura Martinez	El Dorado County Probation

Appendix XX

ACO Job Change

Board of State and Community Corrections
ACO Job Change

Task Statements ¹		Frequency						Importance							
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)						Rated from 0 (Not Important) to 5 (Critically Important)							
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
Physical Tasks															
1	Lift, carry, and/or drag heavy objects.	746.67	3.04	1.90	1579.00	5.04	2.39	.89	374.33	3.24	1.15	313.00	3.13	1.09	-.10
2	Walk or run up or down one or more flights of stairs.	746.67	4.99	2.61	1547.00	6.70	2.70	.64	373.00	3.54	1.17	312.00	3.61	1.13	.06
3	Climb through openings.	532.00	1.63	1.22	1142.00	2.70	1.96	.61	302.00	2.59	1.29	257.00	2.66	1.17	.06
5	Crawl in confined areas.	551.00	1.73	1.27	1091.00	2.31	1.71	.37	302.00	2.59	1.25	250.00	2.62	1.19	.02
6	Climb up to and/or jump down from elevated surfaces.	625.00	2.16	1.58	1156.00	2.94	2.15	.40	33.50	2.80	1.27	262.00	2.75	1.19	-.04
7	Jump over obstacles.	659.00	2.01	1.31	1181.00	2.56	1.77	.34	348.00	2.93	1.24	273.00	2.80	1.18	-.11
8	Pull oneself up over obstacles.	649.00	2.06	1.46	1167.00	2.26	1.69	.12	353.00	3.09	1.23	268.00	2.84	1.18	-.21
9	Push and/or pull hard-to-move objects by hand.	709.00	3.21	2.11	1426.00	3.94	2.47	.31	363.00	2.83	1.16	298.00	3.09	1.12	.23
10	Pursue individuals on foot.	663.00	1.82	1.28	1302.00	2.11	1.65	.19	320.00	3.29	1.24	285.00	3.38	1.15	.08
12	Walk long periods of time.	784.00	7.90	2.03	1596.00	7.77	2.10	-.06	394.00	3.53	1.04	318.00	3.83	.99	.29
13	Stand long periods of time.	784.00	7.90	2.03	1584.00	7.30	2.17	-.28	394.00	3.53	1.04	317.00	3.38	1.14	-.14
16	Drive an automobile for work duties other than to transport individuals.	536.50	3.15	2.26	1337.00	3.99	2.39	.36	270.50	2.68	1.24	290.00	3.23	1.13	.46

¹ Task statements were rated using the two following scales based on how frequently each was performed and how important it was to the job:
Task Frequency: 0-Never, it is not a part of the job; 1-This task is part of the job, but I have never performed it at this agency; 2-I have performed this task in this agency, but not in the last year; 3-Several times or less in the past year; 4-About once a month; 5-Two or three times a month; 6-About once a week; 7-Several times a week; 8-About once a day; 9-More than once a day.
Task Importance: 0-Not important; 1-Of little importance; 2-Of some importance; 3-Important; 4-Very important; 5-Critically important.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
17	Watch for indications of illegal activity or disturbance while in various degrees of lighting.	753.00	6.70	2.75	1472.00	6.49	2.95	-.07	389.00	3.81	.97	309.00	4.01	1.02	.20
18	Listen for unusual sounds or sounds that may indicate illegal activity or disturbance.	770.00	7.12	2.57	1549.00	7.30	2.57	.07	396.00	3.92	.93	324.00	4.09	.96	.18
19	Operate lifting equipment.	234.00	1.53	1.25	607.00	2.85	2.37	.62	149.00	2.85	1.32	175.0	2.87	1.27	.02
20	Operate and control lights, power, and/or water in cells/rooms/dormitories.	765.00	7.72	2.12	1531.00	7.12	2.54	-.25	388.00	3.70	.97	309.00	3.77	1.10	.07
21	Operate gates, doors, locks, sally ports, or cells/rooms/dorms, electronically or manually.	768.50	7.62	2.01	1604.00	7.95	2.09	.16	386.50	4.29	.82	320.00	4.21	.92	-.09
Handcuffs and Restraints															
22	Handcuff a non-resisting individual.	782.00	5.99	2.49	1600.00	6.59	2.39	.25	395.00	3.57	1.06	329.00	4.28	.81	.74
23	Handcuff a resisting individual.	788.00	4.12	1.98	1601.00	4.75	2.18	.30	396.00	4.34	.80	329.00	4.47	.74	.17
24	Apply restraint devices other than handcuffs to a non-resisting individual	783.00	5.70	2.51	1510.00	4.80	2.85	-.33	387.00	3.70	1.03	319.00	4.18	.91	.49
25	Apply restraint devices other than handcuffs to a resisting individual.	777.00	3.72	1.97	1556.00	3.78	2.19	.03	391.00	4.30	.82	324.00	4.35	.83	.06
26	Physically subdue or restrain a resisting or fleeing individual by oneself.	764.00	2.54	1.56	1548.00	2.80	1.86	.15	375.00	4.18	1.08	324.00	4.34	.88	.16
27	Physically subdue or restrain a resisting or fleeing individual with the help of others.	788.00	3.46	1.64	1573.00	3.42	1.92	-.02	395.50	4.47	.78	326.00	4.38	.83	-.11

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency						Importance							
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)						Rated from 0 (Not Important) to 5 (Critically Important)							
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
Officer Safety															
29	Defend oneself or others using less than lethal force.	711.00	1.99	1.42	1591.00	3.26	1.89	.72	376.00	4.40	.90	331.00	4.54	.70	.17
30	Defend oneself or others using lethal force.	657.00	1.14	.65	1379.00	1.50	1.37	.30	337.00	4.36	1.09	314.00	4.53	.82	.18
32	Defend oneself or others against an armed individual.	738.50	1.32	.83	1445.00	1.58	1.34	.22	382.00	4.55	.94	323.00	4.56	.76	.01
33	Physically separate multiple combative individuals with the help of others.	780.00	2.86	1.42	1581.00	3.11	1.69	.16	386.00	4.15	.99	326.00	4.45	.71	.34
34	Physically separate two combative individuals by oneself.	681.00	2.15	1.28	1495.00	2.36	1.53	.14	309.00	3.28	1.40	319.00	4.30	.91	.89
36	Search individuals for weapons, contraband, and/or drugs.	764.00	7.12	2.35	1597.00	7.22	2.39	.04	389.33	4.49	.72	324.00	4.63	.62	.21
37	Strip-search an individual.	764.50	6.16	2.64	1563.00	5.66	2.76	-.18	380.50	4.15	.96	323.00	4.48	.71	.39
38	Perform cell/room extractions.	767.00	2.44	1.39	1563.00	2.86	1.64	.27	388.00	4.12	.97	324.00	4.36	.79	.27
40	Anticipate, monitor, and intervene in potentially violent interpersonal situations.	767.00	6.18	2.35	1572.00	4.57	2.45	-.67	396.00	4.27	.81	322.00	4.38	.74	.14
42	Use force to gain entrance through barriers.	654.00	1.75	1.32	1394.00	2.02	1.42	.19	344.00	2.83	1.24	315.00	4.11	.95	1.15
Initial Processing and Release															
46	Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	698.00	5.70	3.03	1478.00	5.96	3.15	.08	365.00	4.20	.90	315.00	4.32	.77	.14
47	Fingerprint individuals.	712.00	5.33	3.03	1517.00	5.78	3.11	.15	347.00	4.03	.89	310.00	4.25	.80	.26
48	Photograph individuals.	697.00	5.25	3.13	1497.00	5.60	3.11	.11	347.00	3.73	.91	316.00	4.16	.86	.49

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
49	Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	738.00	6.72	2.41	1535.00	6.31	2.82	-.15	380.00	3.08	.97	312.00	3.99	.90	.97
51	Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	624.00	5.58	3.09	1524.00	6.32	2.87	.25	348.00	4.27	.85	316.00	4.34	.81	.08
52	Ensure incoming individuals get to make any required phone calls.	725.00	5.70	3.05	1514.00	6.06	3.06	.12	361.00	3.52	.90	316.00	4.10	.89	.65
53	Classify individuals to assign proper housing.	601.00	3.65	3.22	1470.00	5.05	3.47	.41	356.00	4.25	.92	311.00	4.31	.83	.07
54	Prepare identification cards or identification wristbands and give/affix to individuals.	734.00	6.09	2.58	1525.00	6.22	2.81	.05	365.00	3.79	.98	308.00	4.11	.94	.33
55	Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	739.00	5.68	3.01	1443.00	5.39	3.12	-.09	364.00	4.21	.88	306.00	3.88	.97	-.36
57	Inventory and take custody of individuals' property, clothing, and/or money.	671.50	5.42	2.98	1529.00	5.93	3.03	.17	345.50	3.59	.94	317.00	4.09	.84	.56
58	Prepare forms, cards, or file jackets necessary to initiate individual's records.	647.00	5.62	3.03	1422.00	5.51	3.24	-.03	330.00	3.62	1.04	295.00	3.99	.88	.38
62	Run warrant checks, holds, and/or search clauses.	570.00	4.17	3.10	1345.00	5.10	3.21	.29	284.00	3.90	1.13	305.00	4.13	.87	.23
63	Complete documentation necessary for release.	528.50	4.33	3.11	1377.00	5.68	3.23	.42	295.00	3.96	.96	309.00	4.23	.85	.30

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
64	Verify identity of individuals prior to booking or releasing.	731.00	6.42	2.83	1522.00	6.31	2.98	-.04	372.00	4.72	.63	310.00	4.42	.76	-.43
65	Return personal property and/or money upon an inmate's release.	556.00	4.82	3.10	1430.00	5.79	3.16	.31	302.00	3.21	1.03	304.00	4.23	.83	1.09
67	Release individuals on Own Recognizance or Cite Release.	593.00	4.86	3.12	1304.00	5.27	3.27	.13	302.00	3.63	1.02	299.00	3.94	.92	.32
Medical															
74	Perform CPR.	762.00	1.22	.65	1590.00	1.31	.69	.13	392.00	4.01	1.04	321.00	4.43	.86	.44
76	Complete medical/mental health forms.	521.50	4.75	2.76	1261.00	5.23	3.14	.16	280.00	3.49	1.09	298.00	4.06	.92	.57
78	Oversee dispensing of medicine to individuals.	499.33	6.34	2.68	1020.00	6.19	2.90	-.05	250.67	3.71	.97	261.00	4.00	1.01	.29
Escorting and Transporting															
81	Plan transportation route and an alternate route.	481.00	3.69	2.74	1127.00	3.30	2.46	-.15	290.00	3.46	1.09	277.00	3.91	1.00	.43
82	Verify individuals' identity and/or classification prior to escorting or transporting.	748.00	6.69	2.58	1479.00	5.66	2.85	-.37	385.00	4.11	.89	309.00	4.24	.84	.15
83	Verify identity of person transporting an individual.	662.00	4.82	2.90	1358.00	4.93	2.92	.04	350.00	3.72	1.11	297.00	4.15	.88	.42
84	Process incoming and outgoing law enforcement/facility buses.	404.00	3.35	2.59	1085.00	3.80	3.00	.16	246.00	3.18	1.03	270.00	3.93	.92	.77
85	Conduct vehicle safety check/inspection prior to transporting individual(s).	574.00	3.77	2.42	1213.00	3.89	2.52	.05	323.00	3.53	1.10	283.00	3.92	.89	.39
86	Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	591.00	4.11	2.68	1170.00	3.62	2.54	-.19	321.00	4.13	1.02	281.00	4.01	.95	-.12

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
89	Transport individuals or groups of individuals including safety/location checks.	627.00	4.07	2.50	1194.00	3.80	2.82	-.10	323.00	3.96	.96	280.00	3.82	.99	-.14
90	Escort an individual or groups to and from locations within facility.	781.00	7.93	1.71	1483.00	6.47	2.84	-.58	386.00	3.65	.96	309.00	4.04	.89	.42
92	Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).	607.00	3.46	2.01	1116.00	3.21	2.47	-.11	321.00	4.03	.97	260.00	3.95	.96	-.08
93	Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior.	403.00	2.51	2.36	1044.00	2.47	2.30	-.02	277.00	3.37	1.05	248.00	3.75	1.04	.36
Supervising Personnel															
94	Schedule and/or plan the work of other personnel or volunteers.	673.00	5.10	2.71	857.00	2.86	2.52	-.86	234.00	3.05	1.11	290.00	3.73	1.03	.64
95	Observe the work of other personnel or volunteers and provide appropriate feedback.	551.00	2.58	2.14	1001.00	3.55	2.75	.38	367.00	3.37	1.02	297.00	3.83	1.02	.45
96	Train, mentor, and provide instruction to other personnel or volunteers.	552.00	3.86	2.72	1227.00	4.09	2.74	.08	340.67	3.40	1.06	303.00	3.97	.94	.57
97	Give assignments to other personnel, program providers, or volunteers.	536.00	5.32	3.06	985.00	3.46	2.78	-.65	349.00	3.11	1.14	293.00	3.76	1.01	.60
Record Keeping															
101	Log facility equipment in and out.	536.00	5.32	3.06	1320.00	5.62	2.99	.10	307.00	3.19	1.01	289.00	3.87	.95	.69
104	Maintain a record of all mail/packages for any individual to assure proper distribution.	354.00	3.66	2.91	912.00	3.31	2.83	-.12	197.00	2.68	1.04	233.00	3.45	.97	.77

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
105	Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	688.00	6.77	2.61	1328.00	5.67	3.17	-.37	358.00	3.57	.97	297.00	3.93	.98	.37
106	Record relevant activities and incidents occurring during shift in daily journal or log.	761.00	8.04	1.93	1511.00	7.22	2.61	-.34	388.00	3.85	.88	305.00	4.12	.88	.31
107	Complete forms and prepare correspondence (e.g., email, memos).	657.75	5.39	2.58	1449.00	6.43	2.76	.38	354.50	3.29	1.00	315.00	3.81	.94	.54
108	Prepare/Update court status and court lists.	541.00	4.30	3.05	1291.00	5.21	3.22	.29	289.00	3.64	.96	292.00	3.95	.94	.33
110	Conduct and document population counts to account for all individuals.	747.80	8.01	1.84	1491.00	7.32	2.65	-.29	375.80	4.41	.77	310.00	4.41	.79	.00
113	Log movement of all non-detainees entering and leaving the facility.	624.50	5.67	2.92	1195.00	5.07	3.29	-.19	332.50	3.33	.94	285.00	3.94	.97	.64
114	Maintain authorized visitor log.	480.00	4.26	3.03	1203.00	4.35	3.10	.03	281.00	3.23	.97	291.00	3.82	1.01	.59
115	Oversee and maintain logs on vehicle fleets.	332.00	3.20	2.73	817.00	2.61	2.52	-.23	248.00	2.57	1.04	250.00	3.44	1.06	.83
117	Compute and record time-served credits, conduct credits, and/or release dates.	438.00	3.55	2.95	902.00	3.33	2.98	-.07	267.00	3.73	1.12	260.00	3.79	1.06	.05
Meals															
118	Release individuals for meals at appropriate times.	603.00	6.62	2.99	1360.00	6.98	2.73	.13	264.00	3.39	.84	286.00	3.77	.90	.44

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
121	Supervise meals.	759.50	7.57	2.22	1482.00	7.02	2.59	-.22	378.00	3.75	.90	309.00	3.92	.84	.19
Activities															
126	Supervise and/or coach individuals playing sports or game activities.	719.00	6.66	2.65	515.00	3.75	2.88	-1.06	365.00	3.69	.90	153.00	2.87	1.20	-.82
129	Instruct/Train/Coach individuals in vocational activities and projects.	256.00	3.14	2.67	324.00	2.35	2.35	-.32	174.00	2.31	1.01	130.00	2.64	1.21	.30
Visiting															
131	Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	614.75	4.46	2.69	1413.00	5.07	2.97	.21	328.00	3.64	1.04	301.00	4.14	.90	.51
132	Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.	696.00	4.57	2.64	1412.00	4.75	2.86	.06	357.00	4.05	.93	299.00	4.18	.89	.14
134	Answer questions and provide information to visitors.	747.00	5.40	2.64	1471.00	4.95	2.78	-.16	384.00	2.91	.92	301.00	3.44	1.09	.53
Counseling															
139	Conduct formal or structured counseling sessions with individuals on a one-on-one basis.	473.00	5.03	2.91	336.00	2.52	2.35	-.93	268.00	3.04	1.11	153.00	2.84	1.17	-.18
140	Counsel individuals informally/formally including crisis intervention.	685.50	5.69	2.37	656.00	3.62	2.52	-.85	353.50	3.30	1.03	204.00	3.20	1.11	-.09
Mail															
147	Scan incoming and outgoing mail.	705.00	5.79	2.78	1356.00	5.44	2.95	-.12	351.00	3.58	1.00	290.00	3.95	.93	.38

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
148	Search articles, packages, property, and money left by visitors or individuals.	641.00	4.56	2.70	1311.00	4.61	2.91	.02	326.00	4.05	.94	280.00	3.98	.93	-.07
149	Distribute mail to individuals or collect individuals' outgoing mail.	735.00	6.94	2.38	1391.00	6.03	2.83	-.34	374.00	3.18	.92	292.00	3.76	.96	.62
150	Notify sender and receiver of seizure of unauthorized material.	606.00	3.82	2.55	1172.00	4.02	2.91	.07	323.00	2.84	1.10	271.00	3.56	.99	.68
Searching															
151	Conduct search of all areas accessible by individuals.	778.50	6.45	2.09	1568.00	6.97	2.28	.23	394.50	4.21	.77	320.00	4.32	.74	.15
153	Conduct security checks/patrols.	785.00	8.22	1.70	1510.00	7.59	2.39	-.29	396.00	4.44	.72	313.00	4.46	.75	.03
154	Conduct surveillance using closed circuit monitoring system.	637.00	5.97	3.02	1405.00	6.61	2.93	.22	329.00	3.34	1.01	304.00	4.25	.87	.96
Evidence and Contraband															
156	Identify, isolate, preserve, and secure crime scene.	741.00	2.74	1.70	1458.00	2.84	1.75	.06	388.00	4.23	.89	307.00	4.36	.79	.15
157	Identify, seize, secure, document, preserve, and/or dispose of evidence/contraband material.	767.00	5.28	2.32	1471.00	3.71	2.10	-.72	393.00	4.03	.91	306.00	4.26	.79	.27
Drug and Substance Testing															
159	Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	514.00	2.74	1.78	1201.00	2.81	1.89	.04	222.00	2.55	1.17	264.00	3.86	.94	1.25
160	Administer breath analyzer test to individuals.	277.00	2.61	2.30	912.00	2.74	2.54	.05	149.00	2.13	1.04	232.00	3.60	1.02	1.43

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
Restitution and Fines															
164	Review bail bonds to ensure accuracy.	483.00	3.91	2.88	911.00	4.68	3.02	.26	266.00	4.01	.95	272.00	3.99	1.01	-.02
165	Collect, accept, and process payments.	401.00	3.53	2.83	580.00	3.72	2.98	.07	244.00	3.71	1.00	201.00	3.59	1.17	-.11
Prepare Reports															
169	Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	784.00	5.72	1.88	1546.00	5.40	2.21	-.15	394.00	4.14	.78	319.00	4.11	.75	-.04
170	Prepare individual evaluation reports (e.g., progress, performance, updates).	307.00	2.87	2.52	1025.00	3.16	2.53	.11	152.00	2.41	1.03	297.00	3.85	.85	1.58
Searching															
174	Provide security to staff working in facility.	723.50	6.14	2.35	1491.00	7.80	2.17	.75	366.50	3.66	.96	304.00	4.47	.71	.95
177	Notify appropriate staff of movement of individuals.	715.00	7.76	2.03	1538.00	7.86	2.06	.05	346.00	3.58	.91	308.00	4.33	.76	.89
178	Check individuals' passes.	386.00	5.01	3.38	1179.00	6.09	3.00	.35	198.00	3.30	.97	259.00	4.03	.99	.74
179	Issue passes to individuals.	336.00	4.73	3.44	989.00	4.97	3.26	.07	177.00	2.92	1.01	241.00	3.88	1.07	.92
180	Log movement of individuals.	774.00	8.04	1.91	1498.00	7.68	2.29	-.17	388.00	4.14	.83	303.00	4.28	.80	.17
181	Conduct security round/visual check of individuals and facility.	785.00	8.61	1.35	1560.00	8.25	1.82	-.21	395.00	4.61	.63	309.00	4.58	.66	-.05
183	Call into control room, post, or switchboard at required intervals.	595.00	7.37	2.62	1210.00	6.99	2.85	-.14	245.00	3.28	1.04	268.00	4.01	1.02	.71
184	Report suspicious activity inside or outside facility.	781.00	5.02	2.40	1558.00	5.23	2.79	.08	398.00	4.06	.82	315.00	4.28	.77	.28

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
185	Secure and separate individuals who commit crimes.	775.00	3.75	1.94	1532.00	5.58	2.65	.75	394.00	4.14	.84	312.00	4.29	.77	.19
186	Make arrests or charge individuals or others who commit crimes.	643.00	2.41	1.35	1115.00	3.38	2.23	.50	326.00	3.74	.92	279.00	4.00	.97	.28
187	Investigate incidents or crimes that occur.	738.00	3.34	1.58	1348.00	4.21	2.32	.42	379.00	3.84	.90	302.00	4.14	.86	.34
188	Investigate disturbances or suspicious activities.	772.00	6.62	2.35	1429.00	5.02	2.48	-.66	391.00	4.29	.82	308.00	4.14	.81	-.18
189	Assist in search for missing/escaped individuals.	718.00	1.81	1.15	1348.00	2.44	2.07	.35	361.00	4.04	1.06	291.00	4.33	.87	.30
Supervising and Monitoring															
198	Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance.	675.00	5.31	2.47	1520.00	6.95	2.50	.66	338.00	2.88	1.00	296.00	3.80	.90	.96
199	Provide phone access and/or monitor individuals' calls.	486.00	4.24	2.87	1542.00	7.08	2.64	1.05	237.00	2.42	1.10	297.00	3.81	.89	1.41
200	Supervise individuals on work details in facility areas (e.g., laundry, kitchen, other rooms).	751.50	7.09	2.29	1397.00	6.07	2.89	-.38	383.00	3.28	.95	277.00	3.87	.90	.63
201	Supervise and evaluate individuals on-site in educational, vocational, recreational, and other rehabilitative programs.	554.00	4.35	2.89	1019.00	4.53	3.11	.06	298.00	2.81	.98	230.00	3.58	1.09	.75

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
202	Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.	759.00	7.19	2.38	1299.00	6.14	2.92	-.38	385.00	3.46	.93	264.00	3.70	.97	.25
203	Prevent unauthorized communication between individuals.	771.00	6.96	2.26	1547.00	7.16	2.37	.09	391.00	3.41	.87	300.00	3.96	.90	.62
204	Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	770.50	6.91	2.38	1551.00	7.64	2.22	.32	391.75	3.75	.91	303.00	4.20	.85	.52
205	Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	782.00	8.43	1.53	1567.00	7.89	2.05	-.29	397.00	4.22	.82	307.00	4.25	.85	.04
207	Read documents to individuals to ensure understanding.	497.00	3.78	2.41	1383.00	5.36	2.74	.60	237.00	2.19	1.02	278.00	3.57	.98	1.38
208	Respond to questions or requests from individuals (e.g., related to completing forms).	772.50	8.06	1.66	1504.00	6.75	2.55	-.57	393.00	3.41	.88	298.00	3.58	.99	.18
209	Video/Audio record and review critical or potentially critical incidents.	654.00	3.21	2.41	1365.00	4.01	2.68	.31	355.00	3.91	.93	290.00	3.96	.87	.06
210	Notify and prepare individuals for release, transfer, and/or transport.	766.00	7.49	1.98	1525.00	6.79	2.51	-.30	391.00	3.48	.91	304.00	3.99	.85	.58
211	Enforce and apply appropriate discipline to individuals.	701.00	5.77	2.58	1434.00	6.28	2.62	.20	362.00	3.70	.81	287.00	3.97	.93	.31

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
212	Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	767.00	5.67	2.50	1506.00	6.53	2.61	.33	380.00	4.07	.89	311.00	4.22	.84	.17
213	Monitor closed circuit video assignments.	357.00	2.18	2.20	1039.00	4.55	3.29	.78	190.00	3.00	1.07	234.00	3.47	1.19	.41
Court-Related Duties															
219	Act as court bailiff.	312.00	1.86	1.69	579.00	1.85	1.58	-.01	120.00	2.72	1.13	156.00	3.23	1.12	.45
222	Testify in court.	776.00	1.18	1.12	1489.00	1.81	.96	.62	394.00	3.34	1.06	300.00	3.81	.95	.46
Alternative Programs															
224	Determine an individual's eligibility for alternative sentencing programs.	295.00	1.95	1.93	603.00	1.93	2.08	-.01	174.33	2.43	1.02	192.00	3.13	1.10	.66
225	Process documents necessary for alternative sentencing programs.	292.00	1.84	1.85	633.00	2.05	2.20	.10	192.00	2.72	1.01	195.00	3.13	1.09	.39
227	Make field checks of individuals in alternative sentencing programs.	249.00	1.49	1.51	558.00	1.64	1.73	.09	130.00	2.84	1.11	176.00	3.11	1.13	.24
228	Monitor movement of individuals on home confinement and/or electronic monitoring.	165.00	1.98	2.34	568.00	1.82	2.10	-.07	87.00	3.28	1.00	177.00	3.13	1.20	-.13
Oral Communication															
232	Communicate verbally with other staff to share information regarding operations.	782.50	8.40	1.31	1587.00	8.22	1.67	-.12	396.50	3.99	.81	312.00	4.35	.78	.45
233	Communicate via intercom, radio, and/or telephone.	785.00	8.69	1.08	1597.00	8.71	1.10	.02	395.00	3.70	.94	314.00	4.34	.76	.74
234	Maintain and monitor communications/radio systems.	505.33	5.33	2.98	1478.00	8.16	2.11	1.20	264.33	3.05	1.15	304.00	4.27	.87	1.21

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
235	Make announcements/Give information over P.A. or paging system.	738.00	6.63	2.86	1459.00	7.18	2.68	.20	351.00	2.88	1.01	282.00	3.84	1.03	.94
236	Communicate with individuals in a language other than English or serve as an interpreter.	613.00	4.88	3.36	1249.00	4.44	3.38	-.13	369.00	2.71	1.04	276.00	3.61	1.03	.87
237	Answer questions/Provide information to various regulatory agencies and commissions.	626.00	3.27	2.53	1261.00	4.88	3.15	.54	365.00	3.31	.96	284.00	3.48	1.11	.17
238	Answer, respond to, and transfer phone calls requesting information.	752.00	7.00	2.53	1543.00	7.24	2.42	.10	379.00	3.18	.91	306.00	3.79	.95	.66
239	Conduct tours.	686.00	2.51	1.60	1352.00	2.46	1.53	-.03	362.00	2.23	.93	294.00	2.91	1.10	.67
240	Communicate with court personnel.	583.00	3.66	2.74	1418.00	4.26	2.76	.22	285.00	2.91	1.10	306.00	3.62	1.00	.68
241	Gather information from individuals about conflicts or personal problems.	735.00	5.77	2.45	1418.00	5.49	2.67	-.11	370.00	3.09	1.03	308.00	3.65	.95	.56
242	Give instructions/directions orally to groups of individuals.	784.50	8.34	1.46	1493.00	7.11	2.58	-.55	394.00	3.66	.90	307.00	3.87	.91	.23
Emergencies															
257	Evacuate individuals from an area or facility.	749.00	1.78	1.56	1494.00	1.91	1.24	.10	397.00	4.50	.83	309.00	4.08	.89	-.49
258	Dispatch help in emergencies or disturbances.	735.00	3.77	2.16	1459.00	2.98	1.88	-.40	381.00	4.45	.82	303.00	4.24	.84	-.25
261	Respond to emergency situations according to agency policies.	674.00	3.70	1.90	1554.00	3.66	2.13	-.02	344.00	4.25	.87	314.00	4.36	.84	.13
Current Knowledge															
263	Read internal memos, correspondence, reports, and emails.	776.00	7.41	1.91	1590.00	7.82	1.63	.24	396.00	3.51	.97	317.00	4.17	.81	.73

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency						Importance							
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)						Rated from 0 (Not Important) to 5 (Critically Important)							
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
265	Attend staff meetings.	700.00	4.10	2.46	1437.00	4.37	2.52	.11	386.00	3.40	1.00	307.00	3.72	.96	.33
268	Participate in training/workgroups/seminars.	784.00	3.34	1.07	1560.00	4.13	2.02	.45	399.00	3.76	.87	314.00	3.78	.92	.02
269	Read court documents and other legal documents (e.g., penal code).	769.00	5.60	2.24	1452.00	5.64	2.69	.03	383.00	3.37	1.02	306.00	3.91	.94	.61
Finances															
273	Distribute/Supervise distribution of commissary.	654.00	4.66	2.27	1099.00	4.27	2.24	-.17	325.00	2.99	.91	249.00	3.02	1.06	.03
274	Supervise and record individuals' financial interactions.	379.50	4.30	2.88	536.00	3.00	2.53	-.48	224.00	2.93	1.00	181.00	3.04	1.15	.10
Work Details															
276	Recommend/Make work assignments for individuals.	654.50	4.65	2.73	1097.00	3.92	2.76	-.27	344.00	3.11	.96	271.00	3.43	.94	.34
277	Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.	511.00	3.65	2.80	1133.00	3.58	2.60	-.03	305.00	3.21	1.07	282.00	3.79	.93	.58
279	Inspect work equipment and work area for safety.	644.00	5.91	3.01	1319.00	6.21	2.91	.10	247.00	3.33	1.02	291.00	3.85	.97	.52
280	Complete an individual's work time card.	254.00	3.06	2.92	631.00	3.56	2.82	.18	133.00	2.35	.99	236.00	3.49	1.05	1.11
Investigations															
297	Collect, review, and interpret appropriate criminal records and documents pertaining to an individual.	594.00	4.00	2.95	837.00	4.09	3.12	.03	323.00	3.11	1.09	235.00	3.51	1.19	.35

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
Miscellaneous															
326	Obtain and process court documents and take necessary action.	474.00	3.87	2.95	1185.00	4.42	3.01	.18	275.00	3.73	1.00	296.00	3.84	.96	.11
329	Read daily journal/log.	769.00	7.81	1.68	1325.00	7.33	2.47	-.22	397.00	3.55	.96	293.00	3.85	.94	.31
333	Establish informants.	653.00	3.46	2.14	1186.00	3.23	2.23	-.10	363.00	2.97	1.02	262.00	3.13	1.03	.16
335	Maintain and/or periodically update handbooks.	457.00	2.28	1.97	849.00	2.39	2.24	.05	305.00	2.82	1.06	261.00	2.96	1.14	.13
338	Serve on disciplinary review board.	497.00	2.44	1.84	727.00	2.27	2.04	-.09	257.00	3.12	1.03	245.00	3.02	1.02	-.10
340	Request equipment/facility repairs verbally or in writing.	755.00	5.58	1.96	1429.00	4.28	2.18	-.36	385.00	3.15	.89	308.00	3.54	.94	.43
341	Clean up and dispose of contaminated or hazardous material.	587.00	2.76	1.44	1243.00	3.74	2.14	.50	327.00	3.58	1.18	287.00	3.76	1.03	.16
342	Inventory, order, and stock supplies.	580.00	3.98	2.29	1280.00	4.14	2.42	.07	318.50	2.62	1.00	296.00	3.32	.99	.70
343	Inspect areas for cleanliness.	779.00	7.54	2.06	1499.00	7.23	2.20	-.14	396.00	3.32	.89	312.00	3.69	.89	.41

Appendix YY

JCO Job Change

Board of State and Community Corrections
JCO Job Change

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
Physical Tasks															
1	Lift, carry, and/or drag heavy objects.	344.00	2.56	2.06	822.00	4.70	2.44	.92	164.00	3.09	1.30	168.00	2.95	1.20	-.11
4	Climb up and down a ladder.	179.50	1.83	1.41	441.00	2.49	1.82	.39	98.00	2.25	1.26	122.00	2.48	1.24	.18
7	Jump over obstacles.	165.00	1.79	1.57	540.00	2.56	1.81	.44	88.00	2.44	1.38	135.00	2.64	1.24	.15
8	Pull oneself up over obstacles.	274.00	2.25	1.85	444.00	2.02	1.61	-.13	158.00	2.60	1.29	126.00	2.72	1.29	.09
9	Push and/or pull hard-to-move objects by hand.	311.00	3.36	2.26	669.00	3.68	2.36	.14	161.00	2.48	1.22	157.00	2.92	1.16	.37
10	Pursue individuals on foot.	323.00	1.88	1.47	706.00	2.39	1.67	.32	170.00	3.46	1.26	154.00	3.50	1.19	.03
11	Run for a short distance.	360.00	4.64	2.25	815.00	4.09	2.07	-.26	190.00	4.27	.87	172.00	3.80	1.02	-.50
13	Sit for long periods of time.	315.00	6.46	2.48	791.00	6.88	2.36	.18	190.00	2.62	1.28	166.00	3.21	1.12	.49
15	Balance oneself on uneven or narrow surfaces.	172.00	1.87	1.79	490.00	3.70	2.76	.72	109.00	2.32	1.33	125.00	2.86	1.35	.40
16	Drive an automobile for work duties other than to transport individuals.	244.00	4.02	2.89	667.00	3.56	2.30	-.19	133.00	2.62	1.27	149.00	3.22	1.21	.48
17	Watch for indications of illegal activity or disturbance while in various degrees of lighting.	349.00	7.29	2.60	701.00	6.44	3.11	-.29	188.00	4.00	1.01	163.00	4.04	1.04	.04

¹ Task statements were rated using the two following scales based on how frequently each was performed and how important it was to the job:
Task Frequency: 0-Never, it is not a part of the job; 1-This task is part of the job, but I have never performed it at this agency; 2-I have performed this task in this agency, but not in the last year; 3-Several times or less in the past year; 4-About once a month; 5-Two or three times a month; 6-About once a week; 7-Several times a week; 8-About once a day; 9-More than once a day.
Task Importance: 0-Not important; 1-Of little importance; 2-Of some importance; 3-Important; 4-Very important; 5-Critically important.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
20	Operate and control lights, power, and/or water in cells/rooms/dormitories.	330.00	7.52	2.36	793.00	7.25	2.58	-.11	174.00	3.60	1.12	166.00	3.86	1.14	.23
21	Operate gates, doors, locks, sally ports, or cells/rooms/dorms, electronically or manually.	316.00	6.09	2.45	822.00	7.63	2.42	.63	172.00	3.88	1.07	170.00	4.22	.94	.34
Handcuffs and Restraints															
22	Handcuff a non-resisting individual.	343.00	4.52	2.29	853.00	5.03	2.33	.22	180.00	3.44	1.12	177.00	4.13	.91	.68
23	Handcuff a resisting individual.	356.00	3.36	1.84	845.00	3.95	1.86	.32	186.00	4.10	.93	178.00	4.34	.85	.27
24	Apply restraint devices other than handcuffs to a non-resisting individual	341.00	3.63	2.36	774.00	3.69	2.36	.03	170.00	3.54	1.15	165.00	4.15	.95	.58
25	Apply restraint devices other than handcuffs to a resisting individual.	344.00	3.06	1.95	794.00	2.99	1.91	-.04	176.00	3.90	1.02	167.00	4.26	.92	.37
26	Physically subdue or restrain a resisting or fleeing individual by oneself.	310.50	2.44	1.50	794.00	2.71	1.65	.17	147.50	3.60	1.29	171.00	4.24	.91	.59
27	Physically subdue or restrain a resisting or fleeing individual with the help of others.	360.50	3.14	1.61	835.00	3.16	1.72	.01	192.50	4.22	.92	174.00	4.30	.84	.09
Officer Safety															
29	Defend oneself or others using less than lethal force.	322.00	2.62	1.64	829.00	3.02	1.71	.24	173.00	3.96	1.12	176.00	4.41	.89	.45
32	Defend oneself against an armed individual.	317.50	1.28	1.00	611.00	1.53	1.32	.20	173.00	4.22	1.22	147.00	4.41	.99	.17
33	Physically separate multiple combative individuals with the help of others.	356.00	2.91	1.56	850.00	3.24	1.64	.20	193.00	4.25	.86	176.00	4.47	.83	.26

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
34	Physically separate two combative individuals by oneself.	338.50	3.38	1.80	798.00	2.78	1.51	-.37	171.00	4.03	.97	174.00	4.41	.87	.41
36	Search individuals for weapons, contraband, and/or drugs.	343.00	6.31	2.64	855.00	6.48	2.43	.07	188.50	4.25	.89	176.00	4.58	.76	.40
37	Strip-search an individual.	332.00	6.18	2.64	729.00	3.57	2.43	-1.04	179.00	4.06	.90	164.00	4.30	.92	.26
38	Perform cell/room extractions.	300.00	2.77	1.98	813.00	2.75	1.64	-.01	152.00	3.59	1.26	168.00	4.29	.90	.64
39	Place and secure individual in safety room.	317.00	3.39	2.31	785.00	2.97	1.95	-.20	151.00	3.65	1.03	164.00	4.17	.96	.52
40	Anticipate, monitor, and intervene in potentially violent interpersonal situations.	364.00	6.88	2.28	834.00	4.54	2.45	-.98	195.00	4.51	.64	175.00	4.33	.83	-.24
Initial Processing and Release															
46	Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	237.00	5.45	2.87	763.00	4.88	2.70	-.21	154.00	3.62	1.29	163.00	4.19	.91	.51
47	Fingerprint individuals.	172.00	3.03	2.86	715.00	3.59	2.50	.22	126.00	3.82	1.14	149.00	4.21	.84	.39
48	Photograph individuals.	212.00	3.78	2.93	735.00	3.80	2.52	.01	144.00	3.56	1.06	163.00	4.04	.97	.47
49	Provide orientation to individuals regarding rules and procedures, services, sources of information, schedules, and expected behavior.	339.00	6.34	2.37	835.00	5.73	2.42	-.25	186.67	3.68	.98	170.00	4.21	.85	.58
51	Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	214.00	4.05	2.95	790.00	4.88	2.63	.31	137.00	4.18	1.06	168.00	4.30	.82	.13
53	Classify individuals to assign proper housing.	261.00	4.66	2.95	772.00	4.60	2.73	.00	160.50	3.72	1.05	162.00	4.19	.92	.48

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
55	Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	165.00	4.15	2.85	685.00	3.74	2.56	-.16	119.00	2.83	1.27	156.00	4.01	.93	1.08
56	Observe/monitor behavior of individual in receiving room/holding unit while he/she awaits move to assigned housing.	276.00	4.97	2.83	804.00	4.66	2.69	-.11	160.00	3.56	1.09	166.00	4.04	.94	.47
57	Inventory and take custody of individuals' property, clothing, and/or money.	321.00	6.70	2.59	817.00	4.44	2.54	-.89	187.00	3.74	1.00	172.00	4.03	.88	.31
58	Prepare forms, cards, or file jackets necessary to initiate individual's records.	256.00	4.31	2.85	745.00	4.34	2.70	.01	171.00	3.54	1.09	164.00	3.93	.94	.38
59	Provide food or other necessities to incoming individuals.	315.00	6.08	2.79	819.00	5.42	2.69	-.24	181.00	3.84	1.06	172.00	3.94	.94	.10
62	Run warrant checks, holds, and/or search clauses.	153.00	3.48	2.93	515.00	3.48	2.73	.00	121.00	3.69	1.18	128.00	3.84	1.15	.13
63	Complete documentation necessary for release.	234.00	4.22	2.82	724.00	4.11	2.58	-.04	160.00	4.00	1.09	163.00	4.05	.99	.05
64	Verify identity of individuals prior to booking or releasing.	272.00	5.11	2.87	729.00	4.17	2.67	-.34	168.00	4.44	.94	160.00	4.21	.91	-.25
65	Return personal property and/or money upon an inmate's release.	290.00	4.27	2.60	782.00	4.10	2.54	-.07	168.00	3.98	.96	167.00	4.11	.85	.14
69	Decide whether to hold an individual in detention.	149.00	3.51	2.36	383.00	2.83	2.33	-.29	104.00	3.69	1.25	115.00	4.02	1.11	.28
Medical															
74	Perform CPR.	348.00	1.26	1.08	841.00	1.12	.67	-.17	192.00	4.51	.78	171.00	4.42	.89	-.11
75	Render first aid other than CPR.	348.00	2.13	1.79	836.00	2.15	1.44	.01	191.00	4.41	.84	170.00	4.31	.86	-.12

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
77	Review medical log and make note of medical restrictions.	295.00	6.57	2.46	731.00	5.64	2.67	-.36	173.00	4.10	.97	164.00	4.15	.90	.05
78	Oversee dispensing of medicine to individuals.	275.00	6.53	2.63	658.00	5.86	2.94	-.24	142.00	4.19	1.02	160.00	4.28	.95	.09
79	Arrange for medical treatment or psychiatric care.	352.50	6.28	2.28	548.00	4.00	2.66	-.91	190.50	4.11	.90	153.00	4.11	.93	.01
80	Obtain signed medical consent form from parent(s) or legal guardian(s).	233.00	4.06	2.57	626.00	3.10	2.17	-.42	169.00	3.76	1.13	161.00	4.11	.97	.33
Escorting and Transporting															
82	Verify individuals' identity and/or classification prior to escorting or transporting.	326.00	6.04	2.72	753.00	3.74	2.47	-.90	184.00	4.29	.89	164.00	4.10	1.02	-.20
85	Conduct vehicle safety check/inspection prior to transporting individual(s).	286.00	3.65	2.35	737.00	3.30	2.15	-.16	180.00	3.81	1.08	159.00	4.19	.89	.38
86	Search vehicles, including transportation vehicles, prior to entering and leaving the facility.	109.00	2.38	2.28	713.00	3.38	2.22	.45	52.00	3.60	1.36	157.00	4.15	.93	.52
87	Monitor movement of vehicles within the facility or in the immediate area.	201.00	3.69	2.92	625.00	3.77	2.72	.03	127.00	3.29	1.28	149.00	4.00	.97	.63
88	Transport equipment and/or evidence.	207.00	2.78	2.26	518.00	2.37	2.01	-.20	135.00	3.23	1.26	141.00	3.73	1.06	.43
89	Transport individuals or groups of individuals including safety/location checks.	329.00	4.34	2.41	694.00	3.42	2.54	-.37	182.00	4.03	1.03	160.00	4.00	.95	-.03
90	Escort an individual or groups to and from locations within facility.	357.00	7.71	2.10	809.00	6.36	2.93	-.50	188.00	3.98	.96	170.00	4.17	.84	.21

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
92	Supervise individual(s) transported outside a facility (e.g., funerals, medical appointments, courts).	331.00	3.65	2.12	752.00	3.09	2.03	-.27	177.00	3.83	1.16	163.00	4.06	.88	.22
93	Supervise outside/off-compound work details (e.g., landscaping, maintenance) and monitor behavior.	231.00	4.02	3.01	628.00	2.77	2.20	-.51	131.00	3.88	1.11	147.00	3.83	.96	-.05
Supervising Personnel															
94	Schedule and/or plan the work of other personnel or volunteers.	213.00	4.03	2.95	474.00	3.29	2.73	-.26	143.00	3.64	1.22	150.00	3.78	1.06	.12
95	Observe the work of other personnel or volunteers and provide appropriate feedback.	230.00	4.19	2.91	615.00	4.00	2.68	-.07	156.00	3.61	1.21	164.00	3.86	.97	.23
96	Train, mentor, and provide instruction to other personnel or volunteers.	301.00	4.59	2.54	670.00	4.11	2.51	-.19	175.50	3.91	1.02	167.00	3.92	.96	.02
97	Give assignments to other personnel, program providers, or volunteers.	301.00	5.97	2.90	565.00	3.82	2.75	-.77	170.00	3.71	1.15	159.00	3.72	1.06	.01
98	Assist in interviewing applicants for work in the department.	115.00	1.99	1.97	324.00	1.70	1.49	-.18	122.00	3.66	1.20	139.00	3.80	1.09	.12
Record Keeping															
101	Log facility equipment in and out.	305.00	5.78	3.10	703.00	5.94	3.01	.05	167.00	3.89	1.06	163.00	4.01	.96	.12
102	Log vehicles entering and leaving the facility.	180.00	3.76	2.87	593.00	4.08	2.82	.11	100.00	3.33	1.26	149.00	3.88	1.07	.48
103	Log weapons/firearms in and out.	53.00	2.49	2.78	240.00	3.04	3.03	.18	54.00	4.22	1.30	94.00	4.02	1.13	-.17
104	Maintain a record of all mail/packages for any individual to assure proper distribution.	223.00	5.09	3.05	502.00	4.22	2.95	-.29	138.00	3.07	1.15	130.00	3.62	1.13	.48

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
105	Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	297.33	6.06	2.68	718.00	6.00	2.70	-.02	174.67	3.77	1.04	165.00	3.99	.95	.22
106	Record relevant activities and incidents occurring during shift in daily journal or log.	352.00	7.62	2.13	803.00	7.78	2.08	.08	190.00	4.08	.92	172.00	4.29	.79	.24
107	Complete forms and prepare correspondence (e.g., email, memos).	210.00	3.86	2.72	761.00	6.70	2.55	1.10	144.00	3.35	1.21	170.00	4.01	.88	.63
108	Prepare/Update court status and court lists.	274.00	5.12	3.03	575.00	4.11	3.05	-.33	177.00	3.60	1.12	141.00	3.92	1.07	.29
110	Conduct and document population counts to account for all individuals.	346.00	7.99	2.06	792.00	7.69	2.37	-.13	186.50	4.46	.08	170.00	4.45	.82	-.02
113	Log movement of all non-detainees entering and leaving the facility.	309.00	6.00	2.98	687.00	5.67	3.19	-.11	183.00	3.81	1.08	155.00	4.05	.98	.23
114	Maintain authorized visitor log.	242.00	4.38	2.90	696.00	4.61	3.02	.08	169.00	3.56	1.09	157.00	3.99	.95	.42
115	Oversee and maintain logs on vehicle fleets.	152.00	3.63	2.90	461.00	2.93	2.63	-.26	113.00	3.14	1.03	133.00	3.54	1.06	.38
117	Compute and record time-served credits, conduct credits, and/or release dates.	195.00	4.54	3.13	491.00	3.92	2.90	-.21	126.00	3.57	1.14	140.00	3.77	1.15	.17
Meals															
118	Release individuals for meals at appropriate times.	342.00	7.63	2.30	812.00	7.70	2.31	.03	171.00	3.44	1.05	165.00	4.08	.86	.67
119	Inspect food for possible contamination prior to serving.	243.00	6.80	2.86	624.00	6.67	3.01	-.04	138.00	3.12	1.29	146.00	4.07	.91	.86

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
120	Report food shortages to shift supervisor or kitchen.	295.00	5.78	2.84	726.00	5.41	2.93	-.13	173.00	3.42	1.07	155.00	3.97	.90	.55
121	Supervise meals.	350.00	7.63	2.30	838.00	7.81	2.19	.08	184.50	3.85	.97	169.00	4.25	.79	.45
122	Verify tray and utensil counts.	323.00	7.37	2.57	797.00	7.51	2.51	.06	177.00	4.01	1.05	164.00	4.39	.79	.41
123	Prepare meals/snacks for individuals.	227.00	6.56	2.68	633.00	6.35	2.98	-.07	126.00	3.02	1.26	138.00	4.00	.94	.89
124	Serve and monitor special diets.	307.00	5.93	2.75	771.00	6.66	2.91	.26	170.00	3.46	1.18	162.00	4.16	.93	.66
Activities															
125	Monitor electronic device usage and reading material for inappropriate content.	346.00	7.01	2.32	593.00	5.47	3.00	-.56	190.00	3.60	.94	131.00	3.67	1.03	.07
126	Supervise and/or coach individuals playing sports or game activities.	342.25	6.78	2.41	806.00	6.72	2.47	-.02	185.50	3.63	1.01	169.00	3.78	.95	.15
127	Plan and schedule recreational activities.	312.50	5.68	2.68	778.00	6.49	2.66	.30	178.50	3.37	.99	169.00	3.69	.95	.33
128	Participate in sports or game activities with individuals.	178.00	5.18	2.65	517.00	5.00	2.83	-.06	82.00	2.39	1.29	132.00	3.28	1.19	.73
129	Instruct/Train/Coach individuals in vocational activities and projects.	198.00	3.23	2.55	669.00	5.26	2.87	.73	110.00	2.79	1.31	153.00	3.50	1.02	.62
130	Assist individuals with schoolwork.	306.00	5.02	2.53	712.00	5.37	2.65	.13	178.00	2.72	1.24	160.00	3.36	1.05	.56
Visiting															
131	Screen, verify identity, and if warranted, search everyone entering facility and their belongings for contraband.	308.00	4.25	2.78	769.00	4.56	2.64	.12	178.67	3.82	1.10	167.00	4.22	.91	.40

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
132	Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.	327.00	4.69	2.43	808.00	4.72	2.45	.01	191.00	4.02	1.04	169.00	4.34	.87	.33
133	Arrange for special visits.	248.00	2.67	2.05	629.00	3.02	2.20	.16	161.00	3.58	1.15	156.00	3.60	.98	.02
134	Answer questions and provide information to visitors.	331.00	4.34	2.34	799.00	4.81	2.32	.20	185.00	2.98	1.01	166.00	3.73	.92	.77
Counseling															
137	Conduct or co-facilitate family counseling sessions.	176.00	3.52	2.48	367.00	2.65	2.31	-.37	102.00	3.22	1.23	122.00	3.62	.98	.36
138	Conduct or co-facilitate formal or structured group counseling sessions with individuals.	324.50	5.80	2.52	605.00	4.49	2.75	-.49	182.00	3.54	1.04	147.00	3.74	.98	.20
139	Conduct formal or structured counseling sessions with individuals on a one-on-one basis.	357.00	7.70	1.66	632.00	5.04	2.75	-1.10	191.00	3.82	.88	150.00	3.76	1.04	-.06
140	Counsel individuals informally/formally including crisis intervention.	359.50	7.78	1.84	747.00	5.64	2.59	-.90	174.50	4.03	.79	166.00	4.13	.88	.12
142	Make recommendations for program advancement/graduation.	296.00	5.39	2.71	547.00	3.90	2.70	-.55	148.00	3.42	1.13	147.00	3.60	.96	.17
143	Provide positive feedback and encouragement to individual(s).	355.00	8.30	1.27	807.00	7.52	2.20	-.40	194.00	3.99	.90	173.00	4.04	.87	.06
Mail															
147	Scan incoming and outgoing mail.	349.00	6.74	2.35	799.00	6.20	2.49	-.22	182.00	3.94	.97	169.00	4.07	.93	.14
148	Search articles, packages, property, and money left by visitors or individuals.	312.00	4.53	2.57	734.00	4.67	2.75	.05	184.00	4.10	1.00	161.00	4.04	.92	-.06

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
149	Distribute mail to individuals or collect individuals' outgoing mail.	352.00	6.92	2.18	817.00	6.57	2.28	-.16	190.00	3.48	1.02	168.00	3.93	.94	.46
150	Notify sender and receiver of seizure of unauthorized material.	295.00	4.33	2.57	663.00	3.74	2.61	-.23	170.00	3.23	1.21	150.00	3.79	1.00	.50
Searching															
151	Conduct search of all areas accessible by individuals.	356.00	7.21	2.13	840.00	7.03	2.16	-.08	194.50	4.24	.86	171.00	4.33	.75	.11
152	Conduct search of all areas not readily accessible by individuals.	358.00	5.93	2.52	810.00	6.28	2.43	.14	192.00	4.05	.97	166.00	4.09	.93	.04
153	Conduct security checks/patrols.	341.67	6.91	2.52	765.00	7.15	2.53	.09	181.00	3.91	1.03	162.00	4.38	.77	.51
Evidence and Contraband															
156	Identify, isolate, preserve, and secure crime scene.	267.00	2.13	2.09	618.00	2.30	1.74	.09	172.00	4.03	1.21	156.00	4.15	.99	.13
157	Identify, seize, secure, document, preserve, and/or dispose of evidence/contraband material.	348.00	5.29	2.55	736.00	3.29	2.04	-.90	191.00	4.13	.94	164.00	4.26	.88	.14
Restitution and Fines															
166	Calculate individuals' wages.	50.00	2.08	2.40	102.00	2.01	2.34	-.03	32.00	3.31	.93	60.00	3.10	1.07	-.21
Prepare Reports															
169	Write department reports (e.g., incident, medical, disciplinary, arrest, use of force).	255.67	3.80	2.12	797.00	5.67	2.03	.91	151.83	3.92	1.07	169.00	4.28	.79	.39
170	Prepare individual evaluation reports (e.g., progress, performance, updates).	240.00	4.07	2.59	636.00	4.69	2.55	.24	157.00	3.64	1.03	157.00	3.99	.92	.36
172	Interview relevant individuals in order to prepare reports.	360.00	6.18	2.18	541.00	4.00	2.40	-.94	195.00	4.12	.84	131.00	3.76	.92	-.41

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
Searching															
174	Provide security to staff working in facility.	248.00	6.37	2.73	735.00	7.57	2.48	.47	142.00	3.10	1.26	166.00	4.50	.77	1.37
175	Provide security to staff working in facility.	283.00	4.57	2.93	793.00	7.75	2.21	1.31	173.5	4.03	1.08	172.00	4.46	.74	.46
176	Report count discrepancies.	349.00	5.33	3.09	755.00	5.43	3.09	.03	190.00	4.62	.74	162.00	4.38	.86	-.30
177	Notify appropriate staff of movement of individuals.	354.00	7.92	2.06	803.00	7.90	2.09	-.01	186.00	4.10	.87	169.00	4.42	.75	.39
178	Check individuals' passes.	148.00	4.26	3.12	529.00	4.96	3.16	.22	79.00	3.41	1.23	127.00	4.03	1.03	.56
179	Issue passes to individuals.	129.00	3.96	3.15	422.00	4.21	3.23	.08	71.00	3.11	1.20	114.00	3.91	1.08	.71
180	Log movement of individuals.	345.00	7.55	2.34	778.00	7.51	2.49	-.02	189.00	4.19	.90	160.00	4.41	.79	.26
181	Conduct security round/visual check of individuals and facility.	358.00	8.28	1.82	818.00	8.00	2.07	-.14	191.00	4.51	.75	169.00	4.57	.66	.08
182	Maintain visual observation of individuals when required.	361.00	8.55	1.44	820.00	8.22	1.80	-.19	192.00	4.41	.79	171.00	4.58	.62	.24
183	Call into control room, post, or switchboard at required intervals.	294.00	6.58	3.01	694.00	7.29	2.72	.25	125.00	3.60	1.14	153.00	4.25	.93	.63
184	Report suspicious activity inside or outside facility.	352.00	3.66	2.51	817.00	4.71	2.88	.38	189.00	4.14	.88	173.00	4.29	.83	.17
185	Secure and separate individuals who commit crimes.	315.00	3.94	2.71	757.00	5.04	2.82	.39	180.00	4.18	.98	167.00	4.16	.87	-.02
186	Make arrests or charge individuals or others who commit crimes.	192.00	1.93	1.58	403.00	2.71	2.35	.37	81.00	3.14	1.31	122.00	3.86	1.09	.61
187	Investigate incidents or crimes that occur.	311.00	2.96	2.07	621.00	4.07	2.54	.46	182.00	3.92	1.10	156.00	4.08	.90	.16
189	Assist in search for missing/escaped individuals.	334.00	2.39	1.92	627.00	2.35	2.16	-.02	179.00	4.33	1.00	145.00	4.11	1.04	-.22

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
190	Check to see that all equipment is functioning properly.	344.00	6.78	2.29	782.00	6.84	2.58	.02	192.00	3.73	.95	173.00	4.12	.93	.41
191	Keep inventory of all dangerous tools/weapons/utensils.	327.00	7.10	2.75	744.00	7.06	2.74	-.01	182.00	4.31	1.00	166.00	4.41	.78	.11
Referrals															
193	Assign individual to program, counselor, or case manager.	253.00	5.09	2.96	461.00	3.47	2.58	-.60	164.00	3.27	1.08	136.00	3.66	1.03	.37
Supervising and Monitoring															
198	Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance.	340.17	6.99	2.33	838.00	7.90	2.05	.43	185.33	3.69	1.00	171.00	.20	.79	.56
199	Provide phone access and/or monitor individuals' calls.	316.00	6.21	2.28	828.00	7.17	2.17	.44	172.00	3.30	1.19	169.00	3.95	.96	.60
200	Supervise individuals on work details in facility areas (e.g., laundry, kitchen, other rooms).	328.00	6.77	2.54	806.00	7.10	2.54	.13	177.20	3.51	1.03	166.00	4.17	.84	.70
201	Supervise and evaluate individuals on-site in educational, vocational, recreational, and other rehabilitative programs.	272.50	5.72	2.76	746.00	6.95	2.70	.45	149.50	3.54	1.04	159.00	4.18	.86	.67
202	Assure that individuals are prepared for various activities such as work details, work furloughs, court, or medical appointments.	357.00	7.04	2.36	775.00	6.81	2.63	-.09	186.00	3.65	.88	163.00	3.96	.95	.34
203	Prevent unauthorized communication between individuals.	357.00	7.56	2.17	823.00	7.43	2.25	-.06	188.00	3.36	1.07	168.00	4.12	.89	.77

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
204	Monitor behavior, notice changes, and control behavior of individuals and groups to ensure compliance with rules and facility security.	360.67	7.36	2.07	832.00	8.17	1.80	.43	193.83	4.03	.82	171.00	4.42	.76	.49
205	Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	361.00	8.34	1.57	830.00	8.04	1.94	-.16	194.00	4.29	.82	169.00	4.47	.68	.24
206	Maintain and clean individuals' clothing, bedding and living quarters.	197.00	5.38	2.73	751.00	7.11	2.42	.69	132.67	3.15	1.16	161.00	4.05	.90	.88
207	Read documents to individuals to ensure understanding.	315.00	5.30	2.46	816.00	6.29	2.39	.41	183.00	2.85	1.16	169.00	3.89	.96	.98
208	Respond to questions or requests from individuals (e.g., related to completing forms).	362.50	7.88	1.72	800.00	6.78	2.34	-.51	195.00	3.91	.87	170.00	3.91	.88	.00
210	Notify and prepare individuals for release, transfer, and/or transport.	341.00	6.28	1.72	783.00	5.60	2.47	-.30	190.00	3.65	.92	164.00	3.99	.82	.42
211	Enforce and apply appropriate discipline to individuals.	365.50	7.20	2.08	819.00	7.45	2.12	.12	195.00	4.03	.84	171.00	4.33	.72	.38
212	Monitor individuals at high risk (e.g., mental health issues, substance abuse) and refer as necessary.	344.00	5.73	2.69	807.00	6.58	2.63	.32	191.00	4.61	.82	170.00	4.30	.78	-.39
214	Gather information necessary to effect administrative and disciplinary transfers.	281.00	4.26	2.47	565.00	4.13	2.83	-.05	181.00	3.46	1.03	145.00	3.81	1.01	.34

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
Oral Communication															
232	Communicate verbally with other staff to share information regarding operations.	355.50	7.82	1.84	845.00	8.47	1.32	.43	193.00	4.09	.84	172.00	4.38	.78	.36
233	Communicate via intercom, radio, and/or telephone.	349.00	8.05	1.96	846.00	8.63	1.19	.40	180.00	3.96	.91	173.00	4.40	.78	.58
237	Answer questions/Provide information to various regulatory agencies and commissions.	272.00	2.61	2.20	629.00	4.33	3.04	.61	178.00	3.58	1.13	152.00	3.69	.99	.10
238	Answer, respond to, and transfer phone calls requesting information.	337.00	6.53	2.83	819.00	6.64	2.60	.04	183.00	3.46	.99	168.00	3.81	1.00	.35
239	Conduct tours.	258.00	2.47	1.83	572.00	2.25	1.61	-.13	163.00	2.32	1.09	154.00	3.17	1.17	.75
242	Give instructions/directions orally to groups of individuals.	363.00	8.40	1.46	819.00	7.73	2.28	-.32	195.00	4.01	.77	174.00	4.14	.89	.16
Developing Case Plans															
251	Gather information and prepare, develop and review individualized case plan.	293.00	5.44	2.52	558.00	4.33	2.51	-.44	166.00	3.61	1.06	143.00	3.64	1.05	.03
Emergencies															
256	Conduct fire, earthquake, or evacuation drills.	352.00	3.27	1.57	808.00	3.72	1.54	.29	191.00	4.21	.85	174.00	4.16	.92	-.06
257	Evacuate individuals from an area or facility.	349.00	1.72	1.51	803.00	2.68	1.64	.60	193.00	4.70	.64	172.00	4.17	.92	-.68
258	Dispatch help in emergencies or disturbances.	343.00	3.02	2.05	764.00	2.63	1.77	-.21	190.00	4.48	.85	159.00	4.23	.88	-.29
259	Extinguish or help extinguish fire.	318.00	1.38	1.28	750.00	1.34	1.12	-.03	186.00	4.25	1.04	165.00	4.12	1.07	-.12

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
260	Activate alarm system to alert all staff in case of emergency.	330.00	2.84	2.16	776.00	2.31	1.82	-.28	187.00	4.52	.81	169.00	4.26	.92	-.30
261	Respond to emergency situations according to agency policies.	356.00	3.70	2.21	822.00	3.70	2.14	.00	189.50	4.61	.73	176.00	4.41	.82	-.26
Current Knowledge															
262	Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.	360.00	6.03	2.05	830.00	6.19	2.38	.07	190.00	4.08	.85	172.00	4.23	.84	.18
263	Read internal memos, correspondence, reports, and emails.	350.00	6.79	1.98	839.00	7.81	1.54	.61	192.00	3.72	.87	174.00	4.18	.82	.55
264	Make suggestions regarding changes in policies, procedures, or rules.	330.00	3.55	1.94	755.00	3.61	2.38	.03	189.00	3.54	.94	168.00	3.80	1.03	.26
265	Attend staff meetings.	344.00	4.39	1.83	829.00	4.00	1.76	-.22	194.00	3.92	.86	171.00	3.82	.94	-.11
266	Follow instructions from supervisor including designated lead staff.	359.00	8.27	1.28	837.00	8.00	1.71	-.17	192.00	4.18	.83	173.00	4.26	.81	.10
267	Follow all departmental policies and procedures.	361.00	8.76	.81	844.00	8.74	.95	-.02	191.00	4.39	.79	173.00	4.57	.68	.24
269	Read court documents and other legal documents (e.g., penal code).	327.00	5.88	2.41	788.00	5.92	2.44	.02	186.00	3.70	1.10	168.00	3.85	1.02	.14
Finances															
272	Make special purchases for individuals.	141.00	3.45	2.41	235.00	2.42	1.90	-.49	95.00	2.24	1.19	96.00	2.84	1.14	.52
273	Distribute/Supervise distribution of commissary.	189.00	3.79	2.75	343.00	4.00	2.44	.08	113.00	2.96	1.20	101.00	2.89	1.22	-.06
275	Process work furlough funds received, re-issue funds, and distribute accordingly.	105.00	2.84	2.69	120.00	2.02	2.22	-.33	53.00	3.51	1.27	61.00	2.98	1.26	-.42

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
Work Details															
276	Recommend/Make work assignments for individuals.	348.00	6.98	2.42	606.00	5.53	2.77	-.55	193.00	3.49	.94	152.00	3.62	.96	.14
277	Instruct and/or train and supervise individuals in safety procedures and safe use of tools or equipment.	323.00	6.15	2.79	650.00	4.66	2.75	-.54	176.00	3.80	1.06	162.00	3.79	.97	-.01
278	Issue and log in/out equipment, tools, cleaning supplies, and other inventory.	341.00	7.02	2.47	662.00	5.79	2.95	-.44	186.00	3.51	1.01	161.00	3.80	.93	.30
Investigations															
290	Evaluate residence for appropriateness of home environment.	105.00	2.90	2.57	204.00	2.06	1.97	-.38	50.00	3.36	1.26	83.00	3.49	1.24	.10
292	Contact agencies and collect information on an individual.	344.00	6.58	2.13	391.00	2.58	1.97	-.196	189.00	3.65	1.03	122.00	3.39	1.09	-.25
294	Obtain and review police report of charges against individuals taken into custody.	318.00	6.31	2.28	504.00	4.01	2.56	-.94	175.00	3.84	1.10	131.00	3.73	1.13	-.10
Monitor Compliance															
307	Gather information and interview appropriate parties and individual to determine level of probation compliance.	310.00	6.14	2.32	226.00	2.76	2.58	-1.39	178.00	3.54	.98	82.00	3.49	1.15	-.05

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
Establish Relationships															
312	Coordinate/Contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship.	223.00	3.40	2.35	241.00	2.46	2.02	-.43	145.00	3.10	1.22	99.00	3.25	1.22	.12
Notifying															
317	Notify parent(s)/legal guardian(s) and/or probation officer of any change in an individual's status.	318.00	4.45	2.37	590.00	3.25	2.21	-.53	182.00	3.95	1.03	147.00	3.86	1.05	-.09
Miscellaneous															
324	Maintain confidentiality of information.	344.00	6.63	2.84	828.00	7.94	2.04	.57	192.00	4.23	.89	168.00	4.51	.72	.34
327	Read individual's records to ensure compliance with special directives regarding care and custody of individual.	337.50	6.27	2.30	737.00	5.82	2.69	-.17	190.00	4.06	.99	156.00	3.85	.95	-.22
329	Read daily journal/log.	361.00	7.87	1.60	767.00	7.77	2.09	-.05	193.00	4.02	.88	159.00	4.19	.85	.20
331	Interpret common street terminology.	349.00	6.96	2.39	775.00	6.66	2.65	-.12	192.00	3.43	.91	166.00	3.52	1.03	.09
332	Assist individuals in writing grievances.	327.00	3.81	2.24	766.00	3.70	2.08	-.05	185.00	3.09	1.11	167.00	3.46	.96	.36
337	Participate in an individual's grievance proceedings.	312.00	3.59	2.29	610.00	2.84	2.00	-.32	184.00	3.67	1.02	150.00	3.56	.97	-.11
338	Serve on disciplinary review board.	190.00	2.66	2.12	314.00	2.14	1.97	-.26	117.00	3.14	1.15	122.00	3.35	1.11	.19
340	Request equipment/facility repairs verbally or in writing.	341.50	5.30	2.29	750.00	4.22	1.99	-.52	186.50	3.46	.97	165.00	3.67	.97	.22
342	Inventory, order, and stock supplies.	320.50	4.65	2.33	725.00	4.56	2.35	-.03	175.50	3.02	1.07	160.00	3.54	.94	.51

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
343	Inspect areas for cleanliness.	359.00	7.74	2.03	802.00	7.57	2.00	-.08	192.00	3.76	.93	164.00	3.85	.96	.10

Appendix ZZ

PO Job Change

Board of State and Community Corrections
PO Job Change

Task Statements ¹		Frequency						Importance							
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)						Rated from 0 (Not Important) to 5 (Critically Important)							
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
Physical Tasks															
1	Lift, carry, and/or drag heavy objects.	432.00	4.31	2.23	1186.00	3.49	2.09	-.39	207.00	2.86	1.18	197.00	2.67	1.12	-.17
2	Walk or run up or down one or more flights of stairs.	459.00	6.42	2.73	1214.00	5.12	2.86	-.46	221.00	3.18	1.24	206.00	3.16	1.18	-.02
11	Run for a short distance.	383.00	1.72	1.18	1155.00	2.49	1.38	.58	181.00	3.62	1.27	199.00	3.23	1.17	-.32
14	Bend, extend, and/or twist body.	441.00	3.44	2.17	1233.00	5.89	2.77	.93	197.00	3.70	1.19	212.00	3.33	1.15	-.32
16	Drive an automobile for work duties other than to transport individuals.	447.00	4.92	2.32	1281.00	5.89	2.37	.41	218.00	3.37	1.11	213.00	3.74	1.03	.35
Handcuffs and Restraints															
22	Handcuff a non-resisting individual.	450.00	3.09	1.63	1336.00	3.93	1.91	.46	207.00	3.46	1.21	223.00	4.21	.92	.70
23	Handcuff a resisting individual.	446.00	2.05	1.02	1330.00	2.63	1.40	.44	194.00	3.69	1.26	224.00	4.28	.89	.55
26	Physically subdue or restrain a resisting or fleeing individual by oneself.	404.50	1.86	.90	1198.00	1.75	1.00	-.11	166.50	3.19	1.30	212.00	3.99	1.05	.69
27	Physically subdue or restrain a resisting or fleeing individual with the help of others.	426.00	2.01	1.00	1286.00	2.06	1.06	.05	187.00	3.47	1.20	219.00	4.08	1.03	.55

¹ Task statements were rated using the two following scales based on how frequently each was performed and how important it was to the job:
Task Frequency: 0-Never, it is not a part of the job; 1-This task is part of the job, but I have never performed it at this agency; 2-I have performed this task in this agency, but not in the last year; 3-Several times or less in the past year; 4-About once a month; 5-Two or three times a month; 6-About once a week; 7-Several times a week; 8-About once a day; 9-More than once a day.
Task Importance: 0-Not important; 1-Of little importance; 2-Of some importance; 3-Important; 4-Very important; 5-Critically important.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
28	Place an actively resisting individual in the seat of a car.	411.00	1.70	.88	1256.00	1.80	1.02	.10	158.00	3.44	1.24	213.00	3.97	1.04	.47
Officer Safety															
29	Defend oneself or others using less than lethal force.	409.00	1.38	.70	1303.00	1.92	1.17	.50	179.00	4.06	1.17	222.00	4.36	.95	.29
31	Defend oneself or others using lethal force.	435.00	1.48	.71	1315.00	1.88	1.00	.43	202.00	3.96	1.24	218.00	4.37	.92	.38
35	Assist an uncooperative/incapacitated individual from a prone position on the ground to his/her feet.	420.00	1.80	.90	1292.00	1.91	1.04	.11	185.00	3.42	1.30	219.00	4.00	1.00	.51
36	Search individuals for weapons, contraband, and/or drugs.	342.00	3.71	2.32	1326.00	4.61	2.43	.37	160.00	3.95	1.21	221.00	4.39	.87	.43
40	Anticipate, monitor, and intervene in potentially violent interpersonal situations.	421.00	2.91	1.48	1122.00	2.59	1.81	-.19	204.00	3.41	1.22	201.00	3.94	1.09	.46
41	Determine officer safety issues and develop plan for contact, search, arrest, seizure of evidence, etc.	388.00	4.46	2.47	1235.00	3.51	2.20	-.42	204.00	4.29	.99	213.00	4.20	1.03	-.09
Initial Processing and Release															
46	Review intake/booking forms and/or court documents for accuracy, completeness, and time limits.	320.00	3.80	2.55	1091.00	5.39	2.80	.58	160.00	3.21	1.14	195.00	4.08	.97	.83
47	Fingerprint individuals.	327.00	2.39	1.60	741.00	2.02	1.31	-.26	140.00	3.12	1.35	159.00	3.41	1.22	.23
48	Photograph individuals.	413.00	4.35	2.39	1040.00	3.23	1.96	-.54	204.00	3.12	1.35	186.00	3.49	1.12	.30
50	Advise individual of constitutional rights.	312.67	3.33	2.34	1152.00	3.84	2.23	.23	150.00	3.93	1.15	203.00	3.93	1.03	.00

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency						Importance							
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)						Rated from 0 (Not Important) to 5 (Critically Important)							
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
51	Screen individual for signs of injury, intoxication, and/or communicable disease exposure; determine if medical/mental health attention is needed.	325.00	3.12	2.11	1018.00	3.72	2.40	.26	150.00	3.93	1.15	182.00	3.78	1.07	-.14
55	Discuss circumstances of the arrest/charges with arresting officer/transporting officer.	347.00	3.54	1.97	974.00	3.35	1.99	-.10	172.00	2.27	1.16	174.00	3.53	1.04	1.14
60	Identify filing deadlines and court appearance deadlines.	302.00	4.00	2.81	1107.00	5.51	2.53	.58	148.00	4.23	1.04	188.00	4.14	.96	-.09
61	Inform all relevant parties of date of detention.	321.00	3.43	2.27	991.00	4.00	2.32	.25	154.00	4.08	1.04	171.00	3.87	1.11	-.20
66	Schedule detention hearing.	299.00	3.15	2.31	896.00	3.02	2.05	-.06	146.00	4.10	1.10	163.00	3.92	1.06	-.17
68	Initiate search to locate parent(s) or legal guardian(s) if needed.	263.00	2.34	1.44	915.00	2.50	1.67	.10	153.00	3.11	1.27	170.00	3.60	1.12	.45
69	Decide whether to hold an individual in detention.	307.00	3.10	2.28	961.00	3.17	2.13	.03	155.00	3.97	1.06	174.00	3.93	1.02	-.04
70	Evaluate fitness of legal guardian(s) or parent(s) to take custody of individual.	329.00	3.69	2.46	870.00	2.48	1.74	-.62	165.00	3.78	1.07	163.00	3.84	1.02	.06
71	Contact appropriate parties to notify them that an individual is in custody.	324.67	3.20	2.09	1040.00	3.09	1.82	-.06	160.67	3.53	1.23	183.00	3.79	1.05	.23
Medical															
75	Render first aid other than CPR.	424.00	1.38	.69	1281.00	1.42	.76	.05	200.00	3.33	1.33	220.00	3.98	1.06	.54
79	Arrange for medical treatment or psychiatric care.	347.00	2.59	1.43	93.00	2.50	1.52	-.06	174.00	2.78	1.26	184.00	3.72	1.08	.80

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
80	Obtain signed medical consent form from parent(s) or legal guardian(s).	458.00	4.20	1.91	1005.00	2.57	1.58	-0.96	229.00	3.78	.99	180.00	3.76	1.09	-.02
Escorting and Transporting															
89	Transport individuals or groups of individuals including safety/location checks.	364.00	2.94	1.58	880.00	2.58	1.65	-.22	157.00	2.97	1.17	156.00	3.47	1.09	.44
91	Arrange for transportation of individual(s).	383.00	2.82	1.78	1010.00	2.80	1.55	-.01	170.00	2.91	1.17	178.00	3.48	1.05	.51
Supervising Personnel															
94	Schedule and/or plan the work of other personnel or volunteers.	262.00	2.78	2.05	706.00	2.59	1.93	-.10	197.00	3.17	1.18	192.00	3.53	1.03	.32
95	Observe the work of other personnel or volunteers and provide appropriate feedback.	268.00	2.72	2.01	813.00	3.25	2.25	.24	193.00	3.46	1.26	196.00	3.71	.96	.22
96	Train, mentor, and provide instruction to other personnel or volunteers.	372.00	2.96	1.65	1027.00	3.74	2.27	.37	123.00	3.34	1.10	208.00	3.85	.93	.51
97	Give assignments to other personnel, program providers, or volunteers.	373.00	4.33	2.55	857.00	3.15	2.11	-.52	223.00	3.65	1.16	198.00	3.67	1.01	.02
98	Assist in interviewing applicants for work in the department.	235.00	1.57	.86	631.00	1.61	1.05	.04	173.00	3.17	1.19	185.00	3.50	.99	.30
99	Recruit applicants for work in the department including volunteers.	253.00	1.87	1.22	577.00	1.57	.83	-.31	154.00	2.81	1.15	169.00	3.24	1.03	.39
100	Write or update job descriptions.	220.00	1.84	1.35	534.00	1.53	.88	-.30	149.00	2.87	1.14	167.00	3.28	1.02	.38

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
Record Keeping															
105	Update or file individuals' information and activities (e.g., personal data records, roster, housing cards, security risks, activities, high risk/special transportation, court status, field notebook).	433.67	6.39	2.56	870.00	5.12	3.02	-.44	213.67	4.02	.95	161.00	3.78	1.04	-.24
107	Complete forms and prepare correspondence (e.g., email, memos).	485.50	7.59	1.88	1073.0	6.78	2.62	-.34	246.00	3.64	.96	194.00	3.80	.98	.16
109	Create new forms.	347.00	2.58	1.59	803.00	2.78	2.01	.11	197.00	2.23	1.10	186.00	3.09	1.01	.81
111	Gather data for statistical reports.	448.00	4.68	2.03	950.00	4.02	2.42	-.29	232.00	3.29	1.08	197.00	3.56	.89	.27
112	Manage files and documents.	461.00	6.03	2.31	1189.00	7.30	2.37	.54	239.00	3.13	1.13	210.00	3.98	.91	.82
117	Compute and record time-served credits, conduct credits, and/or release dates.	408.00	4.96	2.48	1038.00	4.70	2.55	-.10	205.00	3.89	1.12	190.00	3.83	1.08	-.05
Visiting															
132	Supervise contact and/or non-contact visits in order to prevent smuggling of contraband or other unauthorized or illegal activities.	329.00	3.26	2.53	615.00	2.50	1.68	-.38	169.00	3.02	1.33	124.00	3.75	1.14	.58
Counseling															
137	Conduct or co-facilitate family counseling sessions.	260.00	2.73	1.67	677.00	2.45	1.65	-.17	114.00	2.29	1.04	135.00	3.19	1.00	.89

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
138	Conduct or co-facilitate formal or structured group counseling sessions with individuals.	252.00	2.37	1.69	779.00	2.72	1.94	.19	95.00	2.20	1.16	153.00	3.31	1.00	1.04
139	Conduct formal or structured counseling sessions with individuals on a one-on-one basis.	442.00	5.89	2.38	732.00	3.47	2.50	-.99	222.00	3.15	1.12	152.0	3.41	.92	.25
140	Counsel individuals informally/formally including crisis intervention.	453.00	4.86	2.23	1067.00	4.40	2.44	-.19	235.00	3.22	1.06	193.00	3.71	.91	.49
141	Observe individuals in group and individual activities and provide advice and counseling to foster behavioral modification.	313.00	3.12	2.25	857.00	3.44	2.45	.13	144.00	2.90	1.15	166.00	3.39	1.05	.45
144	Conduct vocational or job counseling sessions with individual(s).	347.00	3.42	2.04	859.00	3.56	2.29	.06	162.00	2.43	1.07	171.00	3.23	1.00	.77
145	Counsel individual who will be released without further action.	311.00	3.06	2.09	958.00	3.31	2.07	.12	155.00	3.27	1.03	176.00	3.32	1.03	.05
Evidence and Contraband															
157	Identify, seize, secure, document, preserve, and/or dispose of evidence/contraband material.	403.00	3.20	1.85	1168.00	3.01	1.71	-.11	190.00	3.86	1.21	201.00	4.03	.92	.16
Drug and Substance Testing															
158	Conduct presumptive drug tests on seized items suspected to be controlled substances.	280.00	2.53	1.90	1062.00	3.59	2.45	.45	120.00	3.38	1.19	189.00	3.65	1.02	.25

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
159	Conduct or observe the collection of samples for drug/alcohol testing; submit samples while maintaining chain of evidence.	426.00	5.11	2.49	1277.00	5.10	2.50	.00	204.50	3.14	.98	216.00	3.96	.95	.86
Restitution and Fines															
161	Advise individual and/or victim of their right to a restitution hearing.	436.00	4.01	2.10	1228.00	3.43	1.91	-.30	221.00	3.53	1.13	204.00	3.74	.97	.20
162	Determine and recommend the amount of restitution due to victim(s).	420.00	4.18	2.17	1147.00	3.31	1.95	-.43	206.67	3.97	.95	202.00	3.87	.88	-.11
163	Interview probationer and/or family to determine ability to pay restitution, fines, probation fees, other payments, set up payment schedule and monitor payments.	382.25	4.49	2.41	1129.00	3.57	2.15	-.41	198.00	3.51	1.06	193.00	3.63	.98	.12
165	Collect, accept and process payments.	282.00	3.85	2.45	530.00	2.86	2.10	-.44	146.00	3.37	1.11	125.00	3.22	1.11	-.14
Prepare Reports															
167	Proofread and/or edit reports.	484.00	7.10	1.93	1314.00	6.17	2.33	-.42	245.00	4.13	.89	225.00	4.30	.74	.21
168	Prepare court documents/reports.	374.50	3.75	2.02	1344.00	6.47	2.06	1.33	185.13	4.05	.96	227.00	4.34	.73	.34
170	Prepare individual evaluation reports (e.g., progress, performance, updates).	469.00	4.72	2.09	1056.00	4.25	2.59	-.19	170.00	3.19	1.21	205.00	3.97	.87	.75
171	Prepare reports regarding detention or release.	310.50	3.13	2.28	1167.00	4.30	2.46	.48	154.00	4.05	1.03	192.00	3.97	.93	-.08
173	Process requests for sealing of records.	217.00	1.59	1.06	858.00	1.96	1.55	.25	117.00	2.58	1.15	153.00	3.31	1.18	.62

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
Searching															
186	Make arrests or charge individuals or others who commit crimes.	428.00	3.44	1.70	1051.00	3.12	1.67	-.19	208.00	3.90	1.07	192.00	3.86	.97	-.04
Referrals															
192	Refer individual for professional evaluation or to appropriate services.	470.00	5.00	2.04	1299.00	5.04	2.06	.02	237.50	3.66	.92	217.00	3.91	.86	.28
194	Refer members of individual's family, victim(s) or others to counseling and/or other appropriate services.	457.00	4.32	2.11	1211.00	3.84	2.08	-.23	228.50	3.42	1.06	218.00	3.61	.97	.19
195	Identify treatment, educational, employment, financial, or other service which will meet the needs of an individual, his/her family, or others and refer appropriately.	436.50	4.64	2.17	1287.00	4.93	2.12	.14	217.00	3.12	.99	220.00	3.85	.90	.77
196	Contact appropriate service provider; describe individual's needs, and get their commitment to work with the individual.	449.00	4.37	2.02	1258.00	4.53	2.14	.08	221.00	3.25	1.07	210.00	3.78	.91	.53
197	Follow up to verify that an individual received services(s) and to evaluate success of referral.	454.00	4.79	2.12	1279.00	4.72	2.10	-.03	222.00	3.50	1.01	214.00	3.83	.87	.35

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
Supervising and Monitoring															
198	Monitor daily hygiene activities of individuals (e.g., distribute supplies and clothing; monitor showers, bathrooms, sleeping) to ensure compliance.	288.00	2.08	1.37	578.00	3.20	2.63	.49	135.00	2.50	1.12	122.00	3.32	1.20	.71
205	Monitor behavior of individuals, watching for signs of potential disturbance, medical or psychiatric needs, or signs of drug or alcohol use.	440.00	4.96	2.49	962.00	4.77	2.83	-.07	226.00	3.58	.98	167.00	3.88	1.03	.30
208	Respond to questions or requests from individuals (e.g., related to completing forms).	493.00	7.82	1.83	1067.00	4.80	2.41	-1.35	246.00	3.87	.84	189.00	3.50	1.01	-.40
Court-Related Duties															
218	Serve as traffic hearing officer.	106.00	1.22	.84	233.00	1.46	1.27	.21	45.00	2.09	1.20	75.00	2.83	1.32	.58
220	Record court proceedings.	349.00	4.42	2.69	418.00	3.53	2.48	-.35	186.00	3.46	1.16	109.00	3.60	1.25	.12
221	Prepare for court appearance by reviewing case file.	475.00	4.47	2.19	1167.00	3.68	2.03	-.38	239.00	4.00	.99	205.00	4.09	.84	.10
222	Testify in court.	477.00	2.79	1.33	1317.00	2.40	1.15	-.32	242.00	4.04	1.01	220.00	4.10	.88	.06
223	Consult with judiciary on cases for sentencing/disposition.	293.67	2.81	2.00	1118.00	3.02	1.88	.11	145.33	3.39	1.24	193.00	3.94	.97	.50
Alternative Programs															
224	Determine an individual's eligibility for alternative sentencing programs.	376.00	3.90	2.55	1014.00	3.07	2.19	-.36	187.00	3.16	1.00	166.00	3.48	1.00	.32
225	Process documents necessary for alternative sentencing programs.	326.00	3.03	2.25	973.00	2.83	2.09	-.09	147.00	3.01	1.24	158.00	3.37	1.07	.31

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
226	Notify applicant of approval status for alternative sentencing programs.	319.00	2.92	2.13	916.00	2.48	1.82	-.23	155.00	2.85	1.16	154.00	3.36	1.10	.45
Oral Communication															
232	Communicate verbally with other staff to share information regarding operations.	378.00	3.91	1.89	1294.00	6.84	2.44	1.26	189.60	3.67	1.04	220.00	4.18	.83	.55
236	Communicate with individuals in a language other than English or serve as an interpreter.	331.50	3.36	2.49	895.00	3.74	2.95	.13	202.00	3.03	1.12	197.00	3.59	1.14	.50
238	Answer, respond to, and transfer phone calls requesting information.	488.00	7.09	1.99	1278.00	6.13	2.50	-.40	241.00	3.49	.95	216.00	3.66	.97	.18
239	Conduct tours.	474.00	3.78	1.71	654.00	1.90	1.16	-1.33	149.00	2.04	.99	157.00	2.62	1.15	.54
240	Communicate with court personnel.	460.67	3.26	1.77	1317.00	5.28	2.07	1.01	232.00	3.81	1.04	227.00	3.94	.88	.14
Service to Community															
245	Represent department with other agencies.	418.00	3.20	1.97	1267.00	4.32	2.46	.48	223.00	3.33	1.06	220.00	3.80	.89	.48
246	Serve on non-departmental boards.	221.67	1.91	1.35	784.00	2.13	1.49	.15	142.00	2.84	1.12	183.00	3.18	1.07	.31
247	Give presentations.	364.00	2.13	1.08	1141.00	2.42	1.23	.24	219.00	2.86	1.04	213.00	3.16	.97	.30
248	Respond to questions from the public.	461.00	5.16	2.43	1014.00	3.73	2.40	-.59	230.00	3.34	1.06	210.00	3.40	.93	.06
249	Participate in joint operations with other agencies.	389.00	2.84	1.93	1233.00	3.23	1.86	.21	207.00	3.62	1.01	215.00	3.69	.91	.07
250	Speak with at-risk members of the community about their concerns or problems.	367.00	2.93	1.90	1093.00	3.22	2.32	.13	181.00	2.98	1.00	198.00	3.38	.99	.40

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
Developing Case Plans															
251	Gather information and prepare, develop and review individualized case plan.	427.33	5.14	2.29	1304.00	5.15	2.34	.00	213.50	4.07	.95	216.00	3.94	.95	-.14
252	Determine the frequency of contact needed during supervision utilizing risk assessment.	434.00	5.37	2.37	1288.00	5.13	2.37	-.10	214.50	4.13	.89	212.00	4.00	.83	-.15
253	Review individual's file.	476.00	6.59	2.12	1340.00	6.65	2.18	.03	237.00	4.34	.77	224.00	4.03	.80	-.40
254	Assess, monitor and update individual's progress with case plan.	341.67	3.45	2.00	1310.00	5.11	2.47	.70	166.67	3.19	1.07	215.00	3.92	.94	.73
Emergencies															
257	Evacuate individuals from an area or facility.	323.00	1.71	.96	928.00	1.79	.93	.09	197.00	3.39	1.33	200.00	3.65	1.08	.21
Current Knowledge															
262	Maintain current knowledge of departmental policies and procedures, case law and statutes, and ordinances.	477.33	4.28	1.74	1349.00	5.56	2.27	.60	246.00	4.24	.80	228.00	4.28	.80	.05
263	Read internal memos, correspondence, reports, and emails.	484.00	6.53	1.94	1347.00	7.67	1.82	.62	244.00	3.64	1.01	227.00	4.17	.77	.59
265	Attend staff meetings.	490.00	4.41	1.22	1355.00	4.48	1.33	.05	248.00	3.73	.93	227.00	3.62	.84	-.12
268	Participate in training/workshops/seminars.	484.00	3.30	.75	1357.00	4.03	1.39	.58	247.00	3.81	.89	230.00	3.72	.86	-.10
Work Details															
276	Recommend/Make work assignments for individuals.	197.00	1.88	1.48	680.00	2.98	2.23	.53	86.00	2.90	1.10	159.00	3.38	1.01	.46

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
Family Court Duties															
281	Conduct investigation to determine whether conservator(s)/legal guardian(s) is properly administering an estate.	99.00	1.17	.41	344.00	1.53	1.05	.38	27.00	2.70	1.20	97.00	2.90	1.18	.17
282	Make recommendations about placement, visitation, and custody of minors during custody proceedings.	144.00	1.54	1.10	796.00	2.51	1.79	.57	45.00	2.76	1.21	129.00	3.47	1.14	.61
283	Make recommendations regarding emancipation.	153.00	1.28	.70	614.00	1.61	1.11	.32	53.00	2.55	1.14	119.00	2.97	1.17	.36
284	Make recommendations regarding underage couples' marriage requests.	113.00	1.23	.46	331.00	1.24	.61	.02	46.00	2.07	1.12	93.00	2.60	1.23	.44
285	Make recommendations regarding adoption.	132.00	1.43	1.05	405.00	1.49	1.00	.06	41.00	2.83	1.20	99.00	2.97	1.16	.12
Investigations															
286	Obtain verification of employment, education, and/or other pertinent background information.	478.00	5.59	2.16	1239.00	4.81	2.27	-.35	234.00	3.40	1.04	206.00	3.68	.90	.29
287	Conduct intake or pre-plea/pre-sentence interview with individual.	419.00	4.93	2.65	1186.00	3.67	2.48	-.50	214.00	4.29	.92	198.00	3.96	.97	-.35
288	Photograph any injuries or bruises in cases of suspected abuse.	288.00	1.69	1.20	1046.00	1.81	1.09	.11	146.00	3.64	1.23	188.00	3.66	1.11	.02
289	Investigate and report complaints of abuse.	436.00	1.90	1.08	1186.00	2.26	1.18	.31	215.67	3.98	1.15	199.00	3.94	1.03	-.04

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
290	Evaluate residence for appropriateness of home environment.	338.00	2.86	1.73	1161.00	3.05	1.82	.11	170.00	3.19	1.21	192.00	3.85	.93	.62
291	Collect, review and interpret appropriate criminal records and documents pertaining to an individual.	441.33	5.82	2.49	1281.00	5.40	2.40	-.17	216.67	4.21	.85	212.00	4.00	.85	-.25
292	Contact agencies and collect information on an individual.	439.00	4.42	2.10	1297.00	4.96	2.16	.25	213.00	3.26	1.09	221.00	3.79	.87	.54
293	Interview individuals and involved parties to obtain background information and information about the offense.	404.83	4.68	2.36	1249.00	4.30	2.35	-.16	221.50	3.71	1.07	207.00	3.85	.91	.14
294	Obtain and review police report of charges against individuals taken into custody.	378.00	4.54	2.44	1299.00	5.33	2.22	.35	180.50	3.73	1.15	220.00	3.94	.85	.21
Monitor Compliance															
298	Request court action or garnishment where individual falls behind in child support or other payments.	254.00	2.77	2.11	423.00	2.01	1.64	-.41	137.00	3.09	1.14	120.00	3.18	1.22	.08
299	Review request for and issue travel permits.	401.50	3.32	1.57	1135.00	3.19	1.55	-.08	201.00	3.29	1.08	197.00	3.26	1.01	-.03
300	Review requests for permission and initiate procedures to transfer a case to a new jurisdiction.	422.00	2.79	1.22	1202.00	3.01	1.50	.15	213.50	3.49	1.06	202.00	3.54	.97	.05
301	Investigate incoming transfer requests from other jurisdictions.	387.67	2.80	1.45	1130.00	2.69	1.59	-.07	195.00	3.36	1.09	200.00	3.55	.98	.18

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
302	Initiate procedures to request Interstate Compact Supervision.	439.00	2.68	1.13	1200.00	2.38	1.22	-.25	217.00	3.65	1.00	202.00	3.58	.93	-.07
303	File petition for modification, termination or revocation of probation and/or request warrant.	450.33	4.63	1.93	1263.00	4.35	1.99	-.14	223.67	4.19	.88	209.00	4.09	.90	-.11
304	Execute warrants.	345.00	2.77	1.52	1085.00	3.04	1.73	.16	166.00	3.33	1.20	197.00	3.86	.99	.49
305	Search individual's person, personal property or residence, per Court Order.	420.00	4.13	2.30	1259.00	4.45	2.38	.14	205.00	3.96	1.02	212.00	4.07	.93	.11
306	Review and determine appropriate supervision level.	409.00	4.51	2.34	1259.00	4.84	2.36	.14	202.50	3.57	.93	213.00	4.05	.91	.52
307	Gather information and interview appropriate parties and individual to determine level of probation compliance.	423.56	4.98	2.40	1272.00	5.48	2.49	.20	210.89	3.77	1.02	215.00	4.11	.87	.36
Establish Relationships															
310	Recruit foster parents.	109.00	1.43	.77	290.00	1.58	.99	.16	52.00	2.29	1.23	102.00	3.04	1.23	.61
311	Visit community-based organization/placement facilities to learn about their services and evaluate the care and/or treatment they provide.	363.50	2.26	1.27	1000.00	2.37	1.35	.08	173.00	3.15	1.16	186.00	3.47	.99	.30
312	Coordinate/Contact outside resources (e.g., employers, volunteers, community agencies) for the benefit of individuals and to maintain a continuing working relationship.	364.50	3.26	1.76	1081.00	3.24	1.96	-.01	187.00	2.84	1.12	201.00	3.50	.94	.64

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
313	Monitor and audit vendors teaching classes and programs and update program information in writing.	305.00	2.19	1.40	674.00	1.84	1.41	-.25	170.00	2.79	1.11	169.00	3.34	1.01	.52
Notifying															
314	Notify/inform law enforcement agencies and other agencies of law violations/information of interest.	426.50	3.56	1.81	1264.00	3.92	1.95	.19	201.00	3.02	1.17	221.00	3.72	.93	.67
315	Notify victim(s) as required by law.	462.00	4.17	2.34	1263.00	3.68	2.08	-.23	190.00	4.03	1.13	216.00	4.13	.94	.10
316	Notify anyone who is the specific object of threats by an individual as required by law.	460.00	2.45	1.44	1232.00	2.40	1.62	-.03	238.00	4.49	.93	219.00	4.21	.95	-.30
Making Recommendations															
318	Evaluate information to determine aggravating or mitigating circumstances of the crime.	400.00	4.40	2.69	1224.00	4.05	2.51	-.14	198.50	4.10	1.03	209.00	3.94	.98	-.16
319	Investigate, determine, make recommendations and refer individuals to appropriate placement.	297.29	2.40	1.47	1258.00	4.28	2.41	.83	147.86	3.26	1.18	206.00	4.01	1.00	.70
320	Evaluate information to decide on recommend disposition, sentence and/or terms of conditions of supervision.	393.67	4.05	2.06	1277.00	4.90	2.39	.37	207.00	4.15	.87	215.00	4.15	.86	.00
321	Discuss offense with external entities to determine whether new charges/violation of probation should be filed.	369.00	3.99	2.09	1241.00	4.04	2.10	.02	186.00	3.76	1.03	213.00	3.78	.94	.02

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Task Statements ¹		Frequency							Importance						
		Rated from 0 (Not Part of the Job) to 9 (Performed More than Once a Day)							Rated from 0 (Not Important) to 5 (Critically Important)						
		2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size	2002 N	2002 Mean	2002 SD	2014 N	2014 Mean	2014 SD	Effect Size
Release Decisions															
322	Review and prepare appropriate documents for recommended release of an individual.	294.00	3.18	2.30	1128.00	3.97	2.38	.33	141.33	3.94	1.10	201.00	3.94	1.04	.00
323	Conduct an interview and/or gather information to determine if an individual is to be released or detained.	222.00	2.44	2.07	1152.00	4.21	2.44	.74	103.00	3.43	1.22	203.00	3.96	1.02	.49
Miscellaneous															
325	Assist with special projects, studies, and investigations.	425.00	2.83	1.65	1284.00	4.29	2.24	.69	233.00	3.62	1.10	224.00	3.52	.93	-.10
326	Obtain and process court documents and take necessary action.	421.00	4.73	2.50	1313.00	6.34	2.28	.69	220.00	3.52	1.10	222.00	4.16	.88	.64
328	Teach classes to individuals.	259.00	1.61	1.02	998.00	2.73	1.84	.66	128.00	2.74	1.15	200.00	3.16	1.03	.39
330	Refer calls from media to agency Public Information Officer (PIO) or designated contact person and/or alert PIO to any issues.	400.00	1.63	1.00	863.00	1.60	1.28	-.03	231.00	3.79	1.09	193.00	3.19	1.13	-.54
334	Design and/or implement programs.	271.00	1.94	1.43	923.00	2.27	1.57	.21	143.00	2.72	1.13	201.00	3.28	1.02	.53
336	Present cases to a committee that reviews recommendations.	358.00	2.83	1.85	916.00	2.81	1.87	-.01	157.00	3.28	1.15	182.00	3.35	1.06	.06
340	Request equipment/facility repairs verbally or in writing.	429.00	2.64	1.02	906.00	2.43	1.27	-.18	240.00	2.84	1.16	198.00	3.15	1.00	.28

Appendix AAA

ACO Equipment Rating Comparison

Adult Corrections Officer - Equipment Rating Comparison

Equipment Statements ¹ Rated from 0 (Never) to 3 (Very Often)		2002 Mean	2014 Mean	Effect Size
1	Transportation or Patrol Vehicle	.93	1.45	.52
2	Caged transport vehicle		1.35	
3	Two-Way Radio	2.20	2.64	.47
4	Stationary radio (e.g., dispatch radio)	1.19	1.43	.21
5	Audio Recording Equipment	.48	.93	.49
6	Audiovisual Equipment	.89	1.23	.33
7	Firearm(s)	.14	1.07	.98
8	Gun safe/locker		1.46	
9	Ammunition/Rounds for Firearm(s)		1.15	
10	Speed loader or magazine	.68	.92	.23
11	Weapons repair or cleaning kit	.81	1.01	.21
12	Firearm training equipment (e.g., ear and eye protection, targets, plastic training pistol)		1.09	
13	Chemical Agent	.76	.98	.26
14	Impact weapon	.45	.69	.31
15	Less than lethal weapons (e.g., riot control system, gas gun, Pepperball gun, rubber bullets, bean bags)	.14	.78	.89
16	Less than lethal hand thrown projectiles (e.g., Sting balls, Flashbang)	.16	.48	.49
17	Handcuffs	2.47	2.38	-.11
18	Riot Gear (e.g., assault shield, helmet)	.65	.73	.10
19	Body armor (e.g., protective or ballistic vests)	.77	1.18	.40
20	Tactical Vest		.72	

¹ Equipment statements were rated on the following scale based on how frequently they were used: 0-Never; 1-Occasionally; 2-Often; 3-Very Often.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements¹ Rated from 0 (Never) to 3 (Very Often)		2002 Mean	2014 Mean	Effect Size
21	Forcible entry/cell extraction equipment	.12	.73	.96
22	Gas mask or self-contained breathing apparatus	.69	.60	-.13
23	Oxygen supply/resuscitator	.21	.40	.33
24	Mechanical/soft restraints other than handcuffs (e.g., wrist, leg, ankle, waist)	1.84	1.14	-.69
25	Restraint chair	.59	.79	.27
26	Full body restraint(s) (e.g., canvas restraint, bed restraints)	.22	.38	.26
27	Electronic restraint		.19	
28	Electronic stun device other than electronic restraints	.08	.52	.70
29	Personal alarm system	.30	.31	.01
30	Alarm system or monitor	.92	.49	-.47
31	Electronic Safety Check Device (e.g., metal detector, wand/pipe)	1.12	1.14	.02
32	Electronic time keeper system		.85	
33	System control board	.84	1.30	.38
34	Electronic monitoring device(s)		.72	
35	Controlled substance detection equipment (e.g., urine bottles, drug test cups, breathalyzer)	.31	.70	.48
36	Intercom device (public address system, call box)	1.89	1.71	-.16
37	Tool Kit	.08	.78	.96
38	First Aid Kit	.75	.98	.31
39	Trauma Kit	.12	.35	.41
40	Universal precautions equipment (e.g. blood borne pathogens kit)	2.53	1.05	-1.46
41	Automatic external defibrillator (AED)	.08	.33	.49
42	Hydraulic rescue tools (e.g., Jaws of Life)	.03	.08	.15
43	Hooked cutting/rescue device (e.g., 911 swirl cutting tool)	.26	.40	.22

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements¹ Rated from 0 (Never) to 3 (Very Often)		2002 Mean	2014 Mean	Effect Size
44	Fire fighting equipment (e.g., extinguisher, hoses)	.51	.36	-.24
45	Flashlight	2.13	2.08	-.05
46	Bolt cutters		.62	
47	Badge		2.33	
48	Duty belt		2.59	
49	Holster		2.07	
50	Field book		.96	
51	Business cards		.37	
52	Surveillance gear	.22	.36	.19
53	Binoculars	.27	.21	-.11
54	Body/mic camera		.23	
55	Bullhorn or hailer	.13	.14	.02
56	Cash register	.17	.14	-.06
57	Computer search software		1.47	
58	Computer software, other than computer search software		1.71	
59	Computer terminal	2.86	2.31	-.60
60	Desktop computer		2.65	
61	Laptop computer or mobile data terminal		.65	
62	Tablet computer		.42	
63	Flash drive(s)		1.16	
64	GPS navigation device		.49	
65	Telephone/cell phone	2.73	2.28	-.49
66	Palm pilot		.12	
67	Pager		.14	

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements ¹ Rated from 0 (Never) to 3 (Very Often)		2002 Mean	2014 Mean	Effect Size
68	Facsimile (Fax) machine		1.35	
69	Teletype	.55	.85	.29
70	Disposable hazardous material suits/spill kits (e.g., eye wash stations, decontamination supplies)		.61	
71	Electronic control panel or "breaker box"		.62	
72	Emergency lighting equipment (e.g., spotlight, search lights, flares)	.36	.51	.21
73	Fingerprint equipment	1.79	1.82	.03
74	Food preparation equipment (e.g., stove, broilers, microwave ovens, etc.)	.90	1.27	.32
75	Housekeeping equipment (e.g., mop, broom, etc.)	1.14	1.48	.33
76	Illuminated needle-marks scope		.16	
77	Keys		2.82	
78	Ladder	.34	.59	.35
79	Maps		.62	
80	Paint sprayer		.13	
81	PBX switchboard or multi-line phone system	.07	.71	.69
82	Adding machine or calculator	1.04	.90	-.15
83	Typewriter	.79	.25	-.68
84	Photocopier	2.24	2.12	-.13
85	Microfilm/microfiche machine	.06	.14	.18
86	Projection equipment (movie, slide, overhead)	.34	.34	.00
87	Photographic equipment (cameras or processing)	1.54	1.26	-.26
88	Power supply generators	.22	.27	.09
89	Evidence processing kit (e.g., latent print)		.40	
90	Property/evidence bag sealer	1.30	1.19	-.10

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements¹ Rated from 0 (Never) to 3 (Very Often)		2002 Mean	2014 Mean	Effect Size
91	Property/evidence storage locker(s)	1.14	1.16	.02
92	Padded training gear (e.g., Redman suit)		.54	
93	Spit mask	.77	1.01	.34
94	Survival gear (rural areas)		.17	
95	Tire chains		.10	
96	Whistle	.13	.12	-.02
97	X-ray equipment (examining mail and packages)	.13	.25	.20
99	Full body scanner		.31	
99	Jumper cables		.31	

Appendix BBB

JCO Equipment Rating Comparison

Juvenile Corrections Officer - Equipment Rating Comparison

Equipment Statements ¹ Rated from 0 (Never) to 3 (Very Often)		2002 Mean	2014 Mean	Effect Size
1	Transportation or Patrol Vehicle	1.35	1.29	-.06
2	Caged transport vehicle	.82	1.26	.46
3	Two-Way Radio	2.17	2.57	.44
4	Stationary radio (e.g., dispatch radio)	1.03	1.21	.15
5	Audio Recording Equipment	.21	.41	.27
6	Audiovisual Equipment	.32	.93	.60
7	Firearm(s)		.10	
8	Gun safe/locker		.15	
9	Ammunition/Rounds for Firearm(s)		.09	
10	Speed loader or magazine		.08	
11	Weapons repair or cleaning kit	.06	.10	.10
12	Firearm training equipment (e.g., ear and eye protection, targets, plastic training pistol)		.10	
13	Chemical Agent	.92	1.17	.25
14	Impact weapon	.01	.10	.25
15	Less than lethal weapons (e.g., riot control system, gas gun, Pepperball gun, rubber bullets, bean bags)		.14	
16	Less than lethal hand thrown projectiles (e.g., Sting balls, Flashbang)		.04	
17	Handcuffs	2.05	2.03	-.02
18	Riot Gear (e.g., assault shield, helmet)	.06	.26	.41
19	Body armor (e.g., protective or ballistic vests)	.08	.27	.32
20	Tactical Vest	.08	.27	.32
21	Forcible entry/cell extraction equipment		.18	

¹ Equipment statements were rated on the following scale based on how frequently they were used: 0-Never; 1-Occasionally; 2-Often; 3-Very Often.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements¹ Rated from 0 (Never) to 3 (Very Often)		2002 Mean	2014 Mean	Effect Size
22	Gas mask or self-contained breathing apparatus	.03	.45	.78
23	Oxygen supply/resuscitator	.15	.10	-.13
24	Mechanical/soft restraints other than handcuffs (e.g., wrist, leg, ankle, waist)	1.15	1.09	-.06
25	Restraint chair	.19	.15	-.09
26	Full body restraint(s) (e.g., canvas restraint, bed restraints)	.09	.15	.14
27	Electronic restraint		.03	
28	Electronic stun device other than electronic restraints		.03	
29	Personal alarm system	.47	.40	-.08
30	Alarm system or monitor	.74	.51	-.25
31	Electronic Safety Check Device (e.g., metal detector, wand/pipe)	.99	1.34	.32
32	Electronic time keeper system		.76	
33	System control board	.33	1.12	.70
34	Electronic monitoring device(s)		.54	
35	Controlled substance detection equipment (e.g., urine bottles, drug test cups, breathalyzer)	.12	.75	.75
36	Intercom device (public address system, call box)	1.25	1.17	-.07
37	Tool Kit	.11	.70	.79
38	First Aid Kit	.99	1.19	.24
39	Trauma Kit	.08	.24	.31
40	Universal precautions equipment (e.g. blood borne pathogens kit)	1.71	1.08	-.57
41	Automatic external defibrillator (AED)	.04	.15	.26
42	Hydraulic rescue tools (e.g., Jaws of Life)	.30	.27	-.05
43	Hooked cutting/rescue device (e.g., 911 swirl cutting tool)	.20	.17	-.06

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements¹ Rated from 0 (Never) to 3 (Very Often)		2002 Mean	2014 Mean	Effect Size
44	Fire fighting equipment (e.g., extinguisher, hoses)	1.54	1.39	-.16
45	Flashlight		.29	
46	Bolt cutters		1.63	
47	Badge	1.64	2.48	.74
48	Duty belt		1.41	
49	Holster		.43	
50	Field book		.23	
51	Business cards	.38	.24	-.18
52	Surveillance gear	.38	.24	-.18
53	Binoculars	.08	.06	-.06
54	Body/mic camera		.11	
55	Bullhorn or hailer	.11	.05	-.18
56	Cash register		.04	
57	Computer search software		1.04	
58	Computer software, other than computer search software		1.36	
59	Computer terminal	1.92	1.62	-.23
60	Desktop computer		2.40	
61	Laptop computer or mobile data terminal		.57	
62	Tablet computer		.29	
63	Flash drive(s)		.64	
64	GPS navigation device		.30	
65	Telephone/cell phone	2.34	1.99	-.32
66	Palm pilot		.06	
67	Pager	.32	.06	-.49

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements ¹ Rated from 0 (Never) to 3 (Very Often)		2002 Mean	2014 Mean	Effect Size
68	Facsimile (Fax) machine		.89	
69	Teletype		.08	
70	Disposable hazardous material suits/spill kits (e.g., eye wash stations, decontamination supplies)	.38	.51	.19
71	Electronic control panel or "breaker box"	.79	.40	-.45
72	Emergency lighting equipment (e.g., spotlight, search lights, flares)	.33	.28	-.08
73	Fingerprint equipment	.47	.99	.51
74	Food preparation equipment (e.g., stove, broilers, microwave ovens, etc.)	1.17	1.19	.02
75	Housekeeping equipment (e.g., mop, broom, etc.)	1.75	1.97	.21
76	Illuminated needle-marks scope		.09	
77	Keys		2.79	
78	Ladder	.41	.46	.08
79	Maps		.40	
80	Paint sprayer	.06	.07	.03
81	PBX switchboard or multi-line phone system		.58	
82	Adding machine or calculator	.84	.76	-.09
83	Typewriter	.42	.13	-.49
84	Photocopier	2.28	1.78	-.51
85	Microfilm/microfiche machine		.07	
86	Projection equipment (movie, slide, overhead)	.52	.45	-.09
87	Photographic equipment (cameras or processing)	.87	.88	.01
88	Power supply generators	.23	.21	-.03
89	Evidence processing kit (e.g., latent print)	.07	.13	.14
90	Property/evidence bag sealer	.72	.66	-.06

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements¹ Rated from 0 (Never) to 3 (Very Often)		2002 Mean	2014 Mean	Effect Size
91	Property/evidence storage locker(s)	1.11	.87	-.23
92	Padded training gear (e.g., Redman suit)		.26	
93	Spit mask	.22	.46	.39
94	Survival gear (rural areas)		.09	
95	Tire chains		.10	
96	Whistle	.58	.23	-.48
97	X-ray equipment (examining mail and packages)	.03	.06	.10
99	Full body scanner		.17	
99	Jumper cables		.19	

Appendix CCC

PO Equipment Rating Comparison

Probation Officer - Equipment Rating Comparison

Equipment Statements ¹ Rated from 0 (Never) to 3 (Very Often)		2002 Mean	2014 Mean	Effect Size
1	Transportation or Patrol Vehicle	2.30	1.93	-.34
2	Caged transport vehicle		1.74	
3	Two-Way Radio	.92	1.62	.58
4	Stationary radio (e.g., dispatch radio)	.52	.91	.35
5	Audio Recording Equipment		.85	
6	Audiovisual Equipment	.41	.49	.10
7	Firearm(s)		.95	
8	Gun safe/locker		1.00	
9	Ammunition/Rounds for Firearm(s)		.98	
10	Speed loader or magazine		.75	
11	Weapons repair or cleaning kit		.82	
12	Firearm training equipment (e.g., ear and eye protection, targets, plastic training pistol)		.90	
13	Chemical Agent	.39	.85	.49
14	Impact weapon	.02	.35	.48
15	Less than lethal weapons (e.g., riot control system, gas gun, Pepperball gun, rubber bullets, bean bags)		.17	
16	Less than lethal hand thrown projectiles (e.g., Sting balls, Flashbang)		.07	
17	Handcuffs	1.27	1.76	.46
18	Riot Gear (e.g., assault shield, helmet)		.06	
19	Body armor (e.g., protective or ballistic vests)	.84	1.45	.48
20	Tactical Vest		1.18	
21	Forcible entry/cell extraction equipment		.13	
22	Gas mask or self-contained breathing apparatus	.02	.03	.06

¹ Equipment statements were rated on the following scale based on how frequently they were used:
0-Never; 1-Occasionally; 2-Often; 3-Very Often.

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements¹ Rated from 0 (Never) to 3 (Very Often)		2002 Mean	2014 Mean	Effect Size
23	Oxygen supply/resuscitator		.02	
24	Mechanical/soft restraints other than handcuffs (e.g., wrist, leg, ankle, waist)		.46	
25	Restraint chair		.04	
26	Full body restraint(s) (e.g., canvas restraint, bed restraints)		.05	
27	Electronic restraint		.01	
28	Electronic stun device other than electronic restraints		.08	
29	Personal alarm system		.12	
30	Alarm system or monitor		.15	
31	Electronic Safety Check Device (e.g., metal detector, wand/pipe)	.52	.55	.03
32	Electronic time keeper system		.14	
33	System control board		.12	
34	Electronic monitoring device(s)		.52	
35	Controlled substance detection equipment (e.g., urine bottles, drug test cups, breathalyzer)	.36	1.56	1.08
36	Intercom device (public address system, call box)	.31	.31	.00
37	Tool Kit		.37	
38	First Aid Kit	.44	.68	.36
39	Trauma Kit		.18	
40	Universal precautions equipment (e.g. blood borne pathogens kit)	1.40	.65	-.73
41	Automatic external defibrillator (AED)		.09	
42	Hydraulic rescue tools (e.g., Jaws of Life)		.01	
43	Hooked cutting/rescue device (e.g., 911 swirl cutting tool)		.07	
44	Fire fighting equipment (e.g., extinguisher, hoses)	.05	.07	.07
45	Flashlight	1.02	1.44	.37

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements¹ Rated from 0 (Never) to 3 (Very Often)		2002 Mean	2014 Mean	Effect Size
46	Bolt cutters	.09	.18	.20
47	Badge	2.24	2.22	-.02
48	Duty belt		1.77	
49	Holster		1.35	
50	Field book	1.51	1.42	-.07
51	Business cards		2.21	
52	Surveillance gear		.24	
53	Binoculars	.15	.22	.13
54	Body/mic camera		.13	
55	Bullhorn or hailer		.03	
56	Cash register		.01	
57	Computer search software		1.30	
58	Computer software, other than computer search software		1.63	
59	Computer terminal		2.02	
60	Desktop computer	2.85	2.73	-.18
61	Laptop computer or mobile data terminal		1.28	
62	Tablet computer		.42	
63	Flash drive(s)		.90	
64	GPS navigation device		1.13	
65	Telephone/cell phone	2.61	2.56	-.06
66	Palm pilot	.16	.08	-.18
67	Pager	1.49	.06	-2.08
68	Facsimile (Fax) machine	2.08	1.98	-.10
69	Teletype	.33	.31	-.03

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements ¹ Rated from 0 (Never) to 3 (Very Often)		2002 Mean	2014 Mean	Effect Size
70	Disposable hazardous material suits/spill kits (e.g., eye wash stations, decontamination supplies)		.18	
71	Electronic control panel or "breaker box"		.08	
72	Emergency lighting equipment (e.g., spotlight, search lights, flares)		.20	
73	Fingerprint equipment	.48	.33	-.23
74	Food preparation equipment (e.g., stove, broilers, microwave ovens, etc.)		.42	
75	Housekeeping equipment (e.g., mop, broom, etc.)		.46	
76	Illuminated needle-marks scope	.07	.02	-.21
77	Keys		2.33	
78	Ladder		.16	
79	Maps		1.11	
80	Paint sprayer		.02	
81	PBX switchboard or multi-line phone system		.28	
82	Adding machine or calculator	1.42	1.01	-.42
83	Typewriter	.66	.13	-.95
84	Photocopier	2.85	2.35	-.57
85	Microfilm/microfiche machine	.21	.07	-.37
86	Projection equipment (movie, slide, overhead)		.35	
87	Photographic equipment (cameras or processing)	1.34	.94	-.38
88	Power supply generators		.07	
89	Evidence processing kit (e.g., latent print)		.17	
90	Property/evidence bag sealer		.78	
91	Property/evidence storage locker(s)		.80	
92	Padded training gear (e.g., Redman suit)		.22	
93	Spit mask	.07	.18	.28

Job Analysis: Adult Corrections Officer, Juvenile Corrections Officer, and Probation Officer

Equipment Statements¹ Rated from 0 (Never) to 3 (Very Often)		2002 Mean	2014 Mean	Effect Size
94	Survival gear (rural areas)		.03	
95	Tire chains	.03	.06	.13
96	Whistle		.11	
97	X-ray equipment (examining mail and packages)		.01	
99	Full body scanner		.07	
99	Jumper cables		.20	

Appendix DDD

Acknowledgement of Second Administrator Meeting Attendees

Board of State and Community Corrections
Second Administrator Meeting Participants

Participant	County
Chief of Police Mark Matsuda	Torrance
Undersheriff Steve Kea	Orange
Commander Rich Miller	San Diego
Captain (Jail Commander) Michael Jones	Sacramento
Captain (Jail Commander) Andy Duch	Butte
Chief Probation Officer Bill Fenton	Colusa
Chief Probation Officer Mary Butler	Napa
Chief Probation Officer Marshall Hopper	Placer
Chief Probation Officer Rick Chavez	Fresno
Chief Probation Officer Steve Sentman	Orange