

The Commission on Correctional Peace Officer Standards and Training

Correctional Counselor I Occupational Analysis – Executive Summary

OVERVIEW

The Commission on Correctional Peace Officer Standards and Training (CPOST) acquired the services of CPS HR Consulting (CPS HR) to conduct an occupational analysis of the Correctional Counselor I classification as used within the institutions of the California Department of Corrections and Rehabilitation (CDCR).

Occupational analysis is a systematic study of a group of similar jobs for the purpose of identifying the work behaviors common across all of the jobs, which may vary somewhat in their responsibilities, and exist at multiple locations or even different organizations.

The goal of this study was to:

1. Identify the important job tasks and the relative importance of each task, on average, for Correctional Counselor I's, in all institutions within CDCR;
2. Identify the knowledge, skills, and abilities (KSAs) that are required for successful performance of those job tasks and the relative importance of each KSA, on average, for Correctional Counselor I's in all institutions within CDCR;
3. Determine if each important KSA must be first possessed either
 - a. Upon entrance to the Correctional Counselor I's academy (if hired as a Correctional Counselor I without correctional peace officer status), or
 - b. On the first day on the job as a Correctional Counselor I working in an assigned institution, or
 - c. Sometime after day one on the job at the Correctional Counselor I's assigned institution.

Occupational Analysis Steps		Description of Activity
Data Collection Phase	Step One: Literature Review	The first step in an occupational analysis is to review existing literature regarding the job. The CPS HR staff reviewed the Correctional Counselor I classification specifications, duty statements, previous job analytic information, and descriptions of all CDCR institutions and their missions 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 Visits	Site visits allow analysts to obtain first-hand knowledge of a job and its requirements, as well as the work context and physical environment in which the work is performed. CPS HR staff conducted multiple site visits at CDCR institutions.
	Step Three: Develop Task and KSA Statements with SMEs	A key element of an occupational 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 CPS HR Consultant worked with current incumbents and supervisors to develop, review, and revise the task and KSA statements.
	Step Four: Obtain SME Task and KSA ratings	An occupational analysis questionnaire was sent to all current incumbents and their supervisors to rate the task and KSA statements.
Results Phase	Step Five: Data Analysis	The task and KSA ratings were analyzed to identify the frequently performed and important tasks, and the KSAs that are necessary for successful job performance, when they are first needed, and if they are positively related to job performance.
	Step Six: Assess the Task/KSA Relationships	A linkage process was conducted to obtain SME judgments regarding which important tasks require each of the retained KSAs, and to identify the relationships between the KSAs identified in this study, and the KSAPCs (knowledge, skills, abilities and personal characteristics) listed in the state classification specification.
	Step Seven: Prepare a Technical Report	An occupational analysis report provides a detailed record of the methodology and results of the analysis. Additionally, proper documentation is necessary for demonstrating the content validity of selection procedures developed using the occupational analysis results. This technical report was developed for the above purposes following all applicable professional standards.

The Commission on Correctional Peace Officer Standards and Training

Correctional Counselor I Occupational Analysis – Executive Summary

Data collection included site visits and job observations at nine CDCR institutions between August 6 and September 6, 2019; focus group sessions in Northern and Southern California totaling nine incumbent subject matter experts and two supervisor subject matter experts; and responses from a survey that was sent to all current Correctional Counselor I's and their supervisors.

By establishing a common job performance domain across all positions in the Correctional Counselor I classification, and identifying the point in time at which the KSAs needed for successful job performance must first be possessed by Correctional Counselor I's, the results of this study can be used for examining and updating the current Correctional Counselor I training standards, establishing criteria for selection into, and exit from, the academy, and developing hiring exams for the classification.

KEY FINDINGS

Job Tasks

The study identified 98 job tasks that are performed by the majority of Correctional Counselor I's and considered at least "important" to the job, meaning that an inability to perform the task would adversely affect overall job performance. Thirty-three (34%) of these tasks were rated between "important" and "very important" (inability to perform the task will likely result in failure on the job and may result in negative consequences); 65 tasks (66%) were rated between "very important" and "critical" (inability to perform the task will lead to significant failure on the job and serious negative consequences).

The tasks were grouped into the following job dimensions based on the similarity of the tasks or the overall purpose of the work activity:

1. Assigning and Classifying Inmates (20 KSAs)
2. Initial, Annual, and Program Reviews (7 KSAs)
3. Reception/Intake (3 KSAs)
4. Pre-Release (4 KSAs)
5. Internal Communication and Collaboration (6 KSAs)
6. External Communication (2 KSAs)
7. Working with Inmates (18 KSAs)
8. Miscellaneous Casework (18 KSAs)
9. Planning and Organizing Work (4 KSAs)
10. Professional Development (3 KSAs)
11. Responding to Emergencies (7 KSAs)
12. Safety and Security (6 KSAs)

Important KSAs

The study identified 108 KSAs that are necessary for performing the job tasks, and are considered "important" to job performance, meaning that a lack of the KSA is likely to have a noticeable effect on overall job performance. Fourteen (13%) of these KSAs were rated between "important" and "very important" (lack of the KSA will likely result in failure on the job and may result in negative consequences); 94 KSAs (87%) were rated between "very important" and "critical" (lack of the KSA will lead to significant failure on the job and serious negative consequences).

The KSAs were grouped into the following competencies based on their similarity to other KSAs, similarity of the tasks requiring the KSAs, and similarities in the work context in which the KSAs are applied on the job:

The Commission on Correctional Peace Officer Standards and Training

Correctional Counselor I Occupational Analysis – Executive Summary

1. Programs, Policies, and Laws (26 KSAs)
2. Caseload/Counseling (16 KSAs)
3. Custody and Security Knowledge (6 KSAs)
4. Analytical Thinking and Reasoning (9 KSAs)
5. Oral Communication (7 KSAs)
6. Written Communication (14 KSAs)
7. Physical (4 KSAs)
8. Equipment (4 KSAs)
9. Dealing Effectively with Others (Interpersonal) (11 KSAs)
10. Other Personal Characteristics (11 KSAs)

Pre-Academy KSAs (if academy attendance is necessary)

An important aspect of this study was to determine when each of the KSAs needed for successful job performance must first be possessed by Correctional Counselor I's. Survey respondents were asked to indicate if each KSA must first be possessed prior to attending the academy (if the Correctional Counselor I was required to attend the academy prior to being placed in the job of a Correctional Counselor I), or on the first day on the job at a Correctional Counselor I assigned institution, or sometime after being on the job.

One KSA in the following competency was determined to be first needed prior to attending the academy:

- Written Communication (1 KSA)

First Day on the Job KSAs

Ninety-nine KSAs in the following competencies were determined to be first needed on the first day on the job in an assigned institution:

- Programs, Policies, and Laws (23 KSAs)
- Caseload/Counseling (13 KSAs)
- Custody and Security Knowledge (6 KSAs)
- Analytical Thinking and Reasoning (8 KSAs)
- Oral Communication (7 KSAs)
- Written Communication (12 KSAs)
- Physical (4 KSAs)
- Equipment (4 KSAs)
- Dealing Effectively with Others (Interpersonal) (11 KSAs)
- Other Personal Characteristics (11 KSAs)

After Hire KSAs

Two KSAs in the following competencies were determined to be first needed sometime after day one on the job:

- Programs, Policies, and Laws (1 KSA)
- Caseload/Counseling (1 KSA)

The Commission on Correctional Peace Officer Standards and Training

Correctional Counselor I Occupational Analysis – Executive Summary

RECOMMENDATIONS ON UTILIZING REPORT RESULTS

The results of this occupational analysis can be used for a variety of purposes related to training and employment practices. The important KSAs outlined as first needed pre-academy, as well as needed first day on the job assigned to one's institution can all be used for developing and validating selection examinations for the Correctional Counselor I classification. However, the examination developers and subject matter experts will need to take into account the point in the selection process at which each of these KSAs can be assessed. The KSAs considered first needed pre-academy should be the focus of selection tool(s) for new hires that are required to attend the Correctional Counselor I academy (academy) in order to be placed in a Correctional Counselor I assignment since these KSAs are not necessarily taught within the academy. It is noted that not all candidates are required to attend this academy since many candidates have already completed an academy within CDCR/CPOST or obtained correctional peace officer status requirements of Penal Code Section 832. Therefore, for the KSAs that are first needed before being assigned to one's institution, but post academy, these KSAs can be assessed during promotional processes since those promoting from within CDCR would have already attended the academy and been exposed to the content of the KSAs during the academy or utilized at the point in a selection process where all candidates have graduated from the academy or have otherwise obtained correctional peace officer status. Likewise, these KSAs can also be the focus of what should be taught in and assessed upon graduation from the academy since these KSAs are needed before the first day at one's assigned institution.

Additionally, all tasks and KSAs can be used for reviewing training standards, however, particular focus should be placed on the KSAs that were determined to be needed at some point in time after the first day on the job, as these KSAs are necessary to be acquired in either a formal or informal manner after hire and while on the job. The remaining tasks and KSAs can all be used, however, to guide the process of reviewing, developing, or revising the training standards for Correctional Counselor I's to ensure that the standards are based on the most up to date information regarding the requirements for successful job performance.

The Commission on Correctional Peace Officer Standards and Training

Correctional Counselor I Occupational Analysis – Executive Summary

Correctional Counselor I– OAQ RESPONDENT GROUP

Total Respondents per Respondent Group

Respondent Group	Number of Respondents
Correctional Counselor I	584
First-Line Supervisor	141
Other*	18
Total	743

*Other: Acting Supervisor; Classification & Parole Representative (Acting); Correctional Counselor II (A) Specialist (2); Correctional Counselor II Specialist (3); Correctional Counselor II Specialist (out of class) (3); Correctional Counselor II Supervisor; Correctional Counselor II Supervisor (out of class) (2); Correctional Counselor II Supervisor-Appeals Coordinator; Correctional Counselor III; Correctional Counselor III (A); Not currently supervising CCI's; Supervisor to CCII Specialist

Gender, Ethnicity, Age, Time in Rank and Education by Respondent Group

Gender	CC I	% of Group*	Supv	% of Group	Other	% of Group
Male	352	60.5%	89	63.1%	8	44.4%
Female	210	36.1%	49	34.8%	10	55.6%
Selected "Prefer Not to Answer"	20	3.4%	3	2.1%	0	n/a
Ethnicity	CC I	% of Group	Supv	% of Group	Other	% of Group
African American	54	9.3%	6	4.3%	2	11.1%
Asian/Pacific Islander	26	4.5%	6	4.3%	3	16.7%
Caucasian	185	31.7%	55	39.0%	5	27.8%
Hispanic	233	40.0%	51	36.2%	5	27.8%
Native American	5	.9%	2	1.4%	1	5.6%
Other	20	3.4%	7	5.0%	1	5.6%
Selected "Prefer Not to Answer"	60	10.3%	14	9.9%	1	5.6%
Age	CC I	% of Group	Supv	% of Group	Other	% of Group
18-19	0	n/a	0	n/a	0	n/a
20-24	0	n/a	0	n/a	0	n/a
25-29	12	2.1%	0	n/a	0	n/a
30-34	58	9.9%	8	5.7%	3	16.7%
35-39	134	23.0%	22	15.6%	3	16.7%
40-44	118	20.2%	41	29.1%	8	44.4%
45-49	136	23.3%	37	26.2%	2	11.1%
50-54	65	11.1%	21	14.9%	0	n/a

The Commission on Correctional Peace Officer Standards and Training Correctional Counselor I Occupational Analysis – Executive Summary

55-59	33	5.7%	8	5.7%	1	5.6%
60-64	15	2.6%	1	.7%	0	n/a
65+	3	.5%	0	n/a	0	n/a
Selected "Prefer Not to Answer"	9	1.5%	3	2.1%	1	5.6%
Time in Rank	CC I	% of Group	Supv	% of Group	Other	% of Group
Less than 6 months	7	1.2%	6	4.3%	9	50.0%
6 months to 1 year	50	8.6%	17	12.1%	2	11.1%
1 to 3 years	200	34.3%	50	35.5%	5	27.8%
3 to 5 years	126	21.6%	33	23.4%	1	5.6%
5 to 7 years	65	11.1%	15	10.6%	1	5.6%
7 to 9 years	19	3.3%	5	3.5%	0	n/a
9 to 11 years	41	7.0%	6	4.3%	0	n/a
11 to 13 years	27	4.6%	3	2.1%	0	n/a
13 to 15 years	25	4.3%	2	1.4%	0	n/a
More than 15 years	23	3.9%	4	2.8%	0	n/a
Not specified	0	n/a	0	n/a	0	n/a
Education	CC I	% of Group	Supv	% of Group	Other	% of Group
High School	1	.2%	1	.7%	0	n/a
Some college but no degree	114	19.6%	35	24.8%	6	33.3%
Associate's Degree or equivalent (vocational program, etc.)	201	34.5%	37	26.2%	3	16.7%
Bachelor's Degree	212	36.4%	58	41.1%	6	33.3%
Graduate Degree	37	6.3%	7	5.0%	3	16.7%
Selected "Prefer Not to Answer"	18	3.1%	3	2.1%	0	n/a

Number of Respondents by Facility and Respondent Group

Institution	CC I	% of Group	Supv	% of Group	Other	% of Group
Avenal State Prison (ASP)	20	3.4%	4	2.8%	0	n/a
California City Correctional Facility (CAC)	10	1.7%	3	2.1%	0	n/a
California Correctional Center (CCC)	19	3.3%	3	2.1%	0	n/a
California Correctional Institution (CCI)	22	3.8%	4	2.8%	0	n/a
California Health Care Facility, Stockton	16	2.7%	0	n/a	1	5.6%
California Institution for Men (CIM)	21	3.6%	5	3.5%	0	n/a
California Institution for Women (CIW)	14	2.4%	5	3.5%	0	n/a
California Men's Colony (CMC)	26	4.5%	5	3.5%	2	11.1%
California Medical Facility (CMF)	18	3.1%	4	2.8%	0	n/a
California Rehabilitation Center (CRC)	10	1.7%	3	2.1%	0	n/a
California State Prison, Corcoran (COR)	12	2.1%	3	2.1%	0	n/a

The Commission on Correctional Peace Officer Standards and Training Correctional Counselor I Occupational Analysis – Executive Summary

California State Prison, Los Angeles County (LAC)	17	2.9%	5	3.5%	1	5.6%
California State Prison, Sacramento (SAC)	8	1.4%	4	2.8%	2	11.1%
California State Prison, Solano (SOL)	19	3.3%	5	3.5%	1	5.6%
California Substance Abuse Treatment Facility and State Prison, Corcoran (SATF-CSP, Corcoran)	28	4.8%	4	2.8%	1	5.6%
Calipatria State Prison (CAL)	19	3.3%	4	2.8%	1	5.6%
California State Prison, Centinela (CEN)	14	2.4%	3	2.1%	0	n/a
Central California Women's Facility (CCWF)	12	2.1%	4	2.8%	1	5.6%
Chuckawalla Valley State Prison (CVSP)	12	2.1%	3	2.1%	1	5.6%
Correctional Training Facility (CTF)	17	2.9%	6	4.3%	0	n/a
Deuel Vocational Institution (DVI)	13	2.2%	4	2.8%	0	n/a
Folsom State Prison (FSP)	16	2.7%	3	2.1%	3	16.7%
High Desert State Prison (HDSP)	15	2.6%	4	2.8%	0	n/a
Ironwood State Prison (ISP)	14	2.4%	3	2.1%	0	n/a
Kern Valley State Prison (KVSP)	12	2.1%	6	4.3%	0	n/a
Mule Creek State Prison (MCSP)	24	4.1%	6	4.3%	0	n/a
North Kern State Prison (NKSP)	21	3.6%	4	2.8%	0	n/a
Pelican Bay State Prison (PBSP)	7	1.2%	4	2.8%	1	5.6%
Pleasant Valley State Prison (PVSP)	13	2.2%	5	3.5%	0	n/a
Richard J. Donovan Correctional Facility (RJD)	15	2.6%	3	2.1%	0	n/a
Salinas Valley State Prison (SVSP)	14	2.4%	1	.7%	0	n/a
San Quentin State Prison (SQ)	19	3.3%	6	4.3%	2	11.1%
Sierra Conservation Center (SCC)	13	2.2%	3	2.1%	0	n/a
Valley State Prison (VSP)	13	2.2%	3	2.1%	1	5.6%
Wasco State Prison-Reception Center (WSP)	29	5.0%	4	2.8%	0	n/a
Other*	11	1.9%	5	3.5%	0	n/a

*Other responses: CBU - Desert View MCCF; CBU FCRF; CBU-GSMCCF; CBU-PUMCCF SHAFTER; CSP-SOL; DAI/BPH; DELANO MCCF; DV-MCCF; FEMALE COMMUNITY REENTRY FACILITY (2); Golden State MCCF; Headquarters; PUMCCF Delano (2); PUMCCF-Shafter (2); Shafter MCCF (2); TAFT MCCF

Assignment Representation (Total Respondent Group)

Assignment	Number of Respondents	% of Total Group
Condemned	5	.7%
Youthful Offender Program (YOP)	6	.8%
Mentally Disordered Offender (MDO)	13	1.8%
General Population (GP)	400	53.9%
Long-Term Restricted Housing (LTRH)	1	.1%
Short-Term Restricted Housing (STRH)	6	.8%
Administrative Segregation Unit (ASU/AdSeg)	44	5.9%
Enhanced Outpatient Program (EOP)	34	4.6%

The Commission on Correctional Peace Officer Standards and Training Correctional Counselor I Occupational Analysis – Executive Summary

Intermediate Care Facility (ICF)	1	.1%
Department of State Hospitals (DSH)	3	.4%
Psychiatric Inpatient Program (PIP)	9	1.2%
Mental Health Crisis Bed (MHCB)	6	.8%
Developmental Disability Program (DDP)	13	1.8%
Minimum Support Facility (MSF)	30	4.0%
Camp Pipeline	22	3.0%
C&PR's office (assist C&PR)	5	.7%
Classification & Parole Representative (C&PR/CC III)	6	.8%
Other*	138	18.6%

*Other responses: ADA (2); ADA CCI (2); ADA/MDO CCI; ADA-ARMSTRONG CCI; Appeals Coordinator (18); appeals supervisor; Armstrong; BPH Satellite CCI; Bravo Facility; Camp 22&40 CCI; Camp Office CCI; CAMU Field Agent; CCCMS, EOP, GP, SNY, PF; CCI/WSP-RC; CCII Supervisor (2); CCII-Reception Center; CCI-Non designated PF; CIM-II/NDPF; Classification RC; Coleman counselor I; Community Beds; Correctional Counselor I (7); Correctional Counselor I (GP/SNY/NDPF/LEVEL III); Correctional Counselor II Supervisor (3); Correctional Counselor II(A)-Records; CCI ASU/SCU; CSU Healthcare Section; CTC; C-YARD CORRECTIONAL COUNSELOR; D Facility EOP LOC; DDP/EOP; Disability Placement Program (DPP); EOP/DDP/CCCMS/GP; Facility A Building 3 Counselor; Facility D (2); Folsom Women's Facility; I work GP, DDP, & MHCB; Inmate Appeals; Level II NDPF; Level II Non-Designated; Level II, SNY; level IV (270) HU CCI; LEVEL IV 180 SNY; Level-IV(270/sny); Litigation Coordinator; MCCF; Medication Court Administrator; MSF Pipeline and PPF (General Population); MSF, Level I PIPELINE, III SNY, NDPF; MSF/EOP/GP/YOP; NDPF (4); NDPF- Facility "D"; Non-Designated Programing Facility; PIP, MHCB & Unit III; R/C CCI; RC; RC CC II Supervisor; RC Counselor; Reception Center (42); Regular Case Load; Sensitive Needs Yard (SNY) (4); SNY 180 TRANSGENDER HUB; SNY FACILITY; SNY GP NDPF EOP; SNY Progressive Program Facility; SNY/EOP; SNY-General Population; Special Assignment w/ DAI HQ; Supervisor for EOP and GP