

The Commission on Correctional Peace Officer Standards and Training

Correctional Officer Occupational Analysis – Executive Summary

OVERVIEW

The Commission on Correctional Peace Officer Standards and Training (CPOST), entered into a contractual agreement with CPS HR Consulting (CPS HR) to conduct an occupational analysis of the Correctional Officer (CO) 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 COs in all institutions of the 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 COs in all institutions of the CDCR;
3. Determine if each important KSA must be first possessed either
 - a. Upon entrance to the Basic Correctional Officer Academy, or
 - b. On the first day on the job as a CO working in an 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 Officer classification specifications, duty statements, post orders, 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	A large sample of current Correctional Officers and their supervisors completed an occupational analysis questionnaire 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 Officer Occupational Analysis – Executive Summary

Data collection included site visits and job observations at 18 CDCR institutions and one fire camp throughout the state; focus group sessions in Northern and Southern California with 15 incumbent and supervisor subject matter experts; and survey responses from a representative sample of 3,942 incumbents and 687 supervisors employed in 35 different CDCR institutions.

By establishing a common job performance domain across all positions in the CO classification, and identifying the point in time at which the KSAs needed for successful job performance must first be possessed by COs, the results of this study can be used for examining and updating the current CO 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 112 job tasks that are performed by the majority of COs and considered at least “important” to the job, meaning that an inability to perform the task would adversely affect overall job performance.

Twenty-five (22%) 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); 87 tasks (78%) 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. Controlling Inmates – Observation and Monitoring (14 tasks)
2. Responding to Emergencies (13 tasks)
3. Transporting (12 tasks)
4. Obtaining Information (11 tasks)
5. Searching and Securing (11 tasks)
6. Communication (10 tasks)
7. Receiving and Releasing (10 tasks)
8. Facility Monitoring and Controlling Access (8 tasks)
9. Controlling Inmates –Personal Interaction (8 tasks)
10. Inventory and Material Control (7 tasks)
11. Documentation (6 tasks)
12. Controlling Inmates – Inmate Movement (6 tasks)
13. Equipment Use (5 tasks)
14. Inmate Workers (5 tasks)
15. Guidance and Training (4 tasks)
16. Controlling Inmates – Use of Force (4 tasks)
17. Hearings and Court (3 tasks)

The Commission on Correctional Peace Officer Standards and Training

Correctional Officer Occupational Analysis – Executive Summary

Important KSAs

The study identified 170 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. Seventy-four (44%) 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); 96 KSAs (56%) 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:

1. Equipment Use (31 KSAs)
2. Job Knowledge (25 KSAs)
3. Physical (25 KSAs)
4. Dealing Effectively with Others (Interpersonal) (17 KSAs)
5. Other Personal Characteristics (16 KSAs)
6. Written Communication (12 KSAs)
7. Judgement and Decision Making (11 KSAs)
8. Oral Communication (8 KSAs)
9. Stress Tolerance (7 KSAs)
10. Understanding Written Information (6 KSAs)
11. Professional Demeanor (5 KSAs)
12. Observation and Memory (4 KSAs)
13. Numerical (3 KSAs)

Pre-Academy KSAs

An important aspect of this study was to determine when each of the KSAs needed for successful job performance must first be possessed by COs. Survey respondents were asked to indicate if each KSA must first be possessed prior to attending the academy, or on the first day on the job at an Officer’s assigned institution.

Eight KSAs in the following competencies were determined to be first needed prior to attending the academy:

- Dealing Effectively with Others (Interpersonal) (3 KSAs)
- Professional Demeanor (2 KSAs)
- Numerical (1 KSA)
- Oral Communication (1 KSA)
- Other Personal Characteristics (1 KSA)

The Commission on Correctional Peace Officer Standards and Training

Correctional Officer Occupational Analysis – Executive Summary

Post Academy KSAs

One hundred forty-six KSAs in the following competencies were determined to be first needed on the first day on the job in an institution:

- Equipment Use (30 KSAs)
- Job Knowledge (25 KSAs)
- Physical (18 KSAs)
- Other Personal Characteristics (15 KSAs)
- Judgement and Decision Making (11 KSAs)
- Written Communication (11 KSAs)
- Dealing Effectively with Others (Interpersonal) (10 KSAs)
- Stress Tolerance (6 KSAs)
- Understanding Written Information (6 KSAs)
- Oral Communication (5 KSAs)
- Observation and Memory (4 KSAs)
- Professional Demeanor (3 KSAs)
- Numerical (2 KSAs)

RECOMMENDATIONS ON UTILIZING REPORT RESULTS

Selection for the CO classification currently occurs prior to the academy; therefore, it is recommended that the Pre-Academy KSAs be used as the basis for reviewing and developing selection processes or tools for the classification, including establishing, validating, or revising the minimum qualifications, and developing and validating selection tests.

This study identified a large body of knowledge, skills, and abilities that are important for performing the job of a CO but are not needed until beginning work in an institution. These KSAs are not likely to be learned in a short period of time on the job in an institution at a level needed for adequate job performance, and therefore must be initially acquired through academy training. These KSAs should serve as the basis for academy training standards, and be used to develop, review, and revise academy curriculum, and to develop tests to assess academy progress and successful completion.

Additionally, because these KSAs are required for COs ongoing successful job performance, they should serve as the basis for continued professional training standards, and help guide the review, development, and revisions (as needed) of ongoing training programs and professional development activities for COs.

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

Correctional Officer- OAQ Respondent Demographics

Total Respondents per Respondent Group

Respondent Group	Number of Respondents
Correctional Officer	3,942
Supervisor – Sergeant	676
Supervisor – Lieutenant	11
Not Specified	76
Total	4,705

Gender, Ethnicity, and Time in Rank by Respondent Group

Gender	CO	% of Group*	Sgt.	% of Group	Lt.	% of Group
Male	3793	83.62%	566	83.73%	9	81.82%
Female	594	13.10%	76	11.24%	2	18.18%
Selected "Prefer Not to Answer"	90	1.98%	24	3.55%	0	n/a
Did Not Answer	59	1.30%	10	1.48%	0	n/a
Ethnicity	CO	% of Group	Sgt.	% of Group	Lt.	% of Group
African American	290	7.36%	49	5.24%	0	
Asian/Pacific Islander	258	6.54%	25	2.67%	3	25.00%
Caucasian	1173	29.76%	518	55.40%	0	n/a
Hispanic	1707	43.30%	240	25.67%	7	58.33%
Native American	32	0.81%	8	0.86%	0	n/a
Other	152	3.86%	20	2.14%	1	8.33%
Selected "Prefer Not to Answer"	319	8.09%	71	7.59%	1	8.33%
Did Not Answer	11	0.28%	4	0.43%	0	n/a
Time in Rank	CO	% of Group	Sgt.	% of Group	Lt.	% of Group
Less than 6 months	9	0.23%	50	7.40%	9	81.82%
6 months to 1 year	24	0.61%	48	7.10%	1	9.09%
1 to 3 years	561	14.23%	140	20.71%	0	n/a
3 to 5 years	810	20.55%	117	17.31%	0	n/a
5 to 7 years	215	5.45%	65	9.62%	0	n/a
7 to 9 years	120	3.04%	22	3.25%	0	n/a
9 to 11 years	151	3.83%	62	9.17%	0	n/a
11 to 13 years	547	13.88%	58	8.58%	0	n/a
13 to 15 years	312	7.91%	35	5.18%	1	9.09%
More than 15 years	1192	30.24%	77	11.39%	0	n/a
Not specified	1	0.03%	2	0.30%	0	n/a

* Percentage of the group of respondents that specified their classification.

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

Number of Respondents by Institution and Respondent Group

Institution	CO	% of Group*	Sgt.	% of Group	Lt.	% of Group
Avenal State Prison (ASP)	127	3.22%	21	3.11%	0	n/a
California City Correctional Facility (CAC)	57	1.45%	11	1.63%	0	n/a
California Correctional Center (CCC)	90	2.28%	18	2.66%	1	9.09%
California Correctional Institution (CCI)	68	1.73%	22	3.25%	0	n/a
California Health Care Facility, Stockton	216	5.48%	18	2.66%	0	n/a
California Institution for Men (CIM)	222	5.63%	21	3.11%	1	9.09%
California Institution for Women (CIW)	72	1.83%	18	2.66%	0	n/a
California Men's Colony (CMC)	127	3.22%	27	3.99%	0	n/a
California Medical Facility (CMF)	156	3.96%	26	3.85%	0	n/a
California Rehabilitation Center (CRC)	77	1.95%	15	2.22%	1	9.09%
California State Prison, Corcoran (COR)	107	2.71%	25	3.70%	0	n/a
California State Prison, Los Angeles County (LAC)	136	3.45%	17	2.51%	0	n/a
California State Prison, Sacramento (SAC)	140	3.55%	23	3.40%	0	n/a
California State Prison, Solano (SOL)	91	2.31%	13	1.92%	0	n/a
California Substance Abuse Treatment Facility and State Prison, Corcoran (SATF-CSP, Corcoran)	96	2.44%	24	3.55%	0	n/a
Calipatria State Prison (CAL)	145	3.68%	21	3.11%	1	9.09%
California State Prison, Centinela (CEN)	134	3.40%	19	2.81%	2	18.18%
Central California Women's Facility (CCWF)	4	0.10%	11	1.63%	1	9.09%
Chuckawalla Valley State Prison (CVSP)	18	0.46%	1	0.15%	0	n/a
Correctional Training Facility (CTF)	149	3.78%	18	2.66%	0	n/a
Deuel Vocational Institution (DVI)	60	1.52%	14	2.07%	0	n/a
Folsom State Prison (FSP)	79	2.00%	17	2.51%	0	n/a
High Desert State Prison (HDSP)	93	2.36%	17	2.51%	0	n/a
Ironwood State Prison (ISP)	69	1.75%	18	2.66%	1	9.09%
Kern Valley State Prison (KVSP)	177	4.49%	19	2.81%	0	n/a
Mule Creek State Prison (MCSP)	103	2.61%	20	2.96%	0	n/a
North Kern State Prison (NKSP)	101	2.56%	19	2.81%	0	n/a
Pelican Bay State Prison (PBSP)	105	2.66%	21	3.11%	0	n/a
Pleasant Valley State Prison (PVSP)	179	4.54%	20	2.96%	0	n/a
Richard J. Donovan Correctional Facility (RJD)	76	1.93%	14	2.07%	0	n/a
Salinas Valley State Prison (SVSP)	111	2.82%	25	3.70%	1	9.09%
San Quentin State Prison (SQ)	193	4.90%	27	3.99%	0	n/a
Sierra Conservation Center (SCC)	75	1.90%	20	2.96%	0	n/a
Valley State Prison (VSP)	55	1.40%	15	2.22%	0	n/a
Wasco State Prison-Reception Center (WSP)	145	3.68%	20	2.96%	0	n/a
Other	23	0.58%	17	2.51%	0	n/a
Not Specified	6	0.15%	1	0.15%	1	9.09%

Watch/Assignment Representation (Total Respondent Group)

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

Watch/Assignment	Number of Respondents	% of Total Group
Camp Officer	77	1.63%
Camp Officer (Relief/Vacation Relief)	18	0.38%
Entrance/Gate/Sallyport (parking lot/main entrance)	41	0.87%
Entrance/Gate/Sallyport (secured perimeter - pedestrian & vehicle)	29	0.62%
Gate/Sallyport (patio/inside facility)	16	0.34%
Central Control	98	2.08%
Tower (perimeter/LEF)	39	0.83%
Tower (yard observation)	40	0.85%
Gun Rail	9	0.19%
Dedicated Fence Patrol/Outside Patrol	21	0.45%
Watch Office (hiring)	61	1.29%
Watch Office (facility/yard/inside)	47	1.00%
Receiving & Release	85	1.80%
Transportation (institution)	120	2.55%
Transportation (statewide - DVI/NKSP/CIM)	35	0.74%
Armory	21	0.45%
Construction Escort	19	0.40%
Tool & Key Control	16	0.34%
Facility Control	46	0.98%
Housing Unit Control (hospice)	10	0.21%
Housing Unit Control (restricted housing)	59	1.25%
Housing Unit Control (other)	172	3.65%
Housing Unit Floor (CAL Fire/camp programs at prison)	3	0.06%
Housing Unit Floor (Correctional Treatment Center/all MHDS programs)	69	1.46%
Housing Unit Floor (hospice)	7	0.15%
Housing Unit Floor (minimum building/dormitory/camp)	237	5.03%
Housing Unit Floor (restricted housing)	137	2.91%
Housing Unit Floor (other)	609	12.92%
Security & Escort/Security Patrol (housing unit - Correctional Treatment Center/all MHDS programs)	56	1.19%
Security & Escort/Security Patrol (housing unit - minimum building)	53	1.12%
Security & Escort/Security Patrol (housing unit - restricted)	56	1.19%
Security & Escort/Security Patrol (housing unit - other)	203	4.31%
Security & Escort/Security Patrol (dental clinic)	2	0.04%
Security & Escort/Security Patrol (medical clinic)	33	0.70%
Escort (Health Care Access - all MHDS programs)	46	0.98%
Escort (Health Care Access - restricted housing)	31	0.66%
Escort (Health Care Access - other)	64	1.36%
Escort (TTA/Treatment & Triage Area)	48	1.02%
Escort (Treatment Center - PSU)	3	0.06%
Escort (Treatment Center - EOP)	11	0.23%
Escort (dental clinic)	3	0.06%
Escort (medical clinic)	49	1.04%

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

Watch/Assignment	Number of Respondents	% of Total Group
Clinic/Clinic Door (control)	26	0.55%
Clinic (other)	96	2.04%
Kitchen/Culinary	119	2.52%
Yard/Recreation	295	6.26%
Gym/Recreation	23	0.49%
BPH/Board of Parole Hearings	16	0.34%
DDP/Developmental Disability Program	18	0.38%
DRP/Division of Rehabilitative Programs	15	0.32%
Library/Law Library	2	0.04%
Education area	30	0.64%
Vocational Trades/Training area	23	0.49%
Prison Industry Authority/PIA	11	0.23%
Work Crew	11	0.23%
Work Change (all)	28	0.59%
Disciplinary/"Dispo"	43	0.91%
Investigative Services Unit (all, including K9)	87	1.85%
Visiting (Room/Area)	18	0.38%
Visiting (Processing)	21	0.45%
Visiting (Family)	14	0.30%
Coverage Relief	214	4.54%
Daily Relief	145	3.08%
Training Relief	40	0.85%
Vacation Relief	95	2.02%
PIE/PICO (Part-time Intermittent)	15	0.32%
Other	411	8.72%
Not Specified	99	2.10%