



State of California, Commission on
Correctional Peace Officer Standards
and Training

Correctional Officer Training Gap Analysis

Phase II: Ongoing Training

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INTRODUCTION

Background and Purpose

In 2018, the Commission on Correctional Peace Officer Standards and Training, henceforth referred to as CPOST, entered into a contractual agreement with CPS HR Consulting (henceforth referred to as CPS HR) to conduct an occupational analysis of the Correctional Officer classification as used within the institutions of the California Department of Corrections and Rehabilitation (CDCR).¹ The goal of that study, which was conducted between December 2018 and September 2019, was to identify the important job tasks and the relative importance of those tasks, on average, for Correctional Officers in all institutions of the CDCR; and to identify the knowledge, skills, and abilities (KSAs) that are required for successful performance of those tasks, the relative importance of each KSA, on average, for Correctional Officers in all institutions of the CDCR, and if each important KSA must be first possessed upon entrance to the Basic Correctional Officer Academy (henceforth referred to as the Academy), or on the first day on the job as a Correctional Officer working in an institution.

The purpose of the current study is to assess the relationships between the important KSAs that were identified in the occupational analysis and current training for Correctional Officers, both in the Academy and in the mandated DAI In-Service Training (IST) and mandated On-the-Job (OJT) training for custody staff (henceforth referred to as ongoing training) based on course content as documented in course descriptions, lesson plans, and instructor guides provided to CPS HR by CPOST; and to identify any instances of KSAs not covered by current training that could be considered a training gap.² The first phase of this study was a review of the Basic Correctional Officer Academy curriculum; this report presents the results of the second phase of the study: the review and identification of potential gaps between the results of the occupational analysis and the content of ongoing training.

Method

The objectives for this phase of the study were achieved by the following steps, which are explained in detail below: 1) Ongoing training course topic documentation review, 2) KSA to training course preliminary linkages, and 3) subject matter expert focus group and linkage review.

¹ See the report titled: *State of California, Commission on Correctional Peace Officer Standards and Training, Correctional Officer Occupational Analysis Report (2019)*.

² It is important to note that the purpose of this study was to assess the relationships between the KSAs and training course topics/subject areas, rather than to assess the quality of the training, or any other factor that would affect the degree to which staff obtain the KSAs through ongoing training, including the length of the instruction, the opportunity for staff to participate in practical exercises, or the degree to which instructors adhere to the lesson plans.

1. Ongoing Training Course Topic Review

CPOST provided CPS HR with the course materials for the ongoing training used in 2020, which CPOST determined would be the focus of this phase of the study. The following is a list of the courses for which materials were provided:

- | | |
|--|--|
| 1. Assuming an Armed Post | 21. Injury and Illness Prevention Program |
| 2. Basic Security for Institution Staff | 22. Inmate Body Search |
| 3. CA Public Records Act | 23. Inmate Disabilities / Staff Responsibilities |
| 4. Chemical Agents | 24. Inmate Staff Interaction |
| 5. Communicable Disease Prevention | 25. Inmate/ Parolee Appeals -Form 602 |
| 6. Controlled Use of Force (Cell Extraction) | 26. Integrated Substance Abuse Disorder Treatment |
| 7. CPR | 27. Lethal Electrified Fence |
| 8. Diversity in the Workplace | 28. Partnership in the Correctional Environment |
| 9. Drug Identification and Control | 29. PREA |
| 10. Durable Medical Equipment | 30. Rehabilitation: Roles, Evolution and Perspective |
| 11. EEO & SHP | 31. Report Writing Review |
| 12. Emergency Operations | 32. Security Threat Group Management |
| 13. Escape Prevention | 33. Staff Suicide Awareness |
| 14. Ethics | 34. Stress Resiliency |
| 15. Expandable Baton | 35. Suicide Prevention |
| 16. Fire and Life Safety | 36. TB Training |
| 17. Firearms and Qualification | 37. Transgender, Intersex, and Non-Binary |
| 18. Heat Related Pathologies | 38. Transportation of Inmates |
| 19. Information Practices Act | 39. Use of Force |
| 20. Information Security Awareness | |

2. KSA to Course Linkages

KSAs are personal qualities that enable the successful performance of job tasks, which are also referred to as essential functions when they are performed by a majority of job incumbents, and considered important for successful performance of the job across the classification, as was demonstrated in the aforementioned Correctional Officer occupational analysis. The occupational analysis used knowledge and ability statements (and not skill statements) to describe these qualities in order to be consistent with the State of California classification specification statements. For that study, as well as this study, ability statements are used to describe any competence to perform a task, including those typically described as skills; and the knowledge and ability statements are referred to by the generic term “KSA” to be consistent with standard occupational analysis terminology.

Knowledge and abilities are defined as follows:

- Knowledge is a set of learned information applied directly in the performance of a task. Knowledge can be declarative (also known as descriptive), which is knowledge of ideas, concepts, principles, rules, policies, etc.; or procedural, which is knowledge regarding how to do something or achieve a particular outcome.
- An ability can be a competence to perform a specific task that has been developed over time, a competence to perform a set of more generalized work activities, or a competence that enables “contextual performance,” which is how work must be accomplished in a specific work context or environment.

Because KSAs enable successful job performance, establishing their importance, determining when they are needed, and assessing how individuals come to possess them, are key to understanding job preparedness. As personal qualities, KSAs cannot be taught directly, but must be formed within an individual through experience. The goal of this phase of the study, therefore, was to identify within each ongoing training course, opportunities for staff to develop, or to have reinforced, the KSAs that were determined to be necessary for performing the job of a Correctional Officer because they link to the important job tasks of a Correctional Officer. When such an opportunity exists within a course, the KSA and course can be considered “linked.”

To identify these KSA to course linkages, the CPS HR Consultants compared the content of each course, as specified primarily in the instructor guides, to the important KSAs linked to the job tasks in the occupational analysis. Linkages were determined based on the following:

- A knowledge was considered linked to a course if the course materials indicate that the information is conveyed to course participants directly through lecture, exercises, or demonstrations, or indirectly through written materials; and that the information would be of sufficient detail for a participant to develop at least a basic level of the knowledge needed for performing associated job tasks, or that it would substantially reinforce previous learning of that knowledge.
- An ability was considered linked to a course if course instruction involves a practical application of the ability (i.e., the participants are required to perform activities requiring the ability), and particularly if the learning activity is similar to the job task that was linked to the ability in the occupational analysis.

Because the ongoing training is designed predominantly to be a knowledge refresher, and most courses are one hour in duration and in lecture-only format, in most of the instances in which an ability was linked to a course it was because the course instruction included information that was considered specific enough and of sufficient detail that a participant would likely have a basic ability to perform an associated task (or an enhanced ability to perform an associated task if the participant already had some of the ability) by applying

the information imparted in the course. For example, the “ability to act professionally and tactfully to interact effectively with other staff, the public, and inmates” could be linked to a lecture-only course if instruction covered the specific actions a Correctional Officer should take in order to act professionally and tactfully.

4. Subject Matter Expert Focus Group

A two-day focus group was conducted with subject matter experts (SMEs) on March 30 and April 6, 2021 to review and discuss the preliminary KSA to course linkages. In this meeting, the SMEs first reviewed the information from Appendices D (Task Results) and I (Task to KSA Linkages) of the occupational analysis report to get a better understanding of the importance of the KSAs for performing the essential functions of a Correctional Officer. The SMEs then reviewed, as a group, the preliminary KSA to course linkages. The SMEs indicated their agreement with the preliminary linkages (there were no instances of the SMEs disagreeing with any of the preliminary linkages), and suggested additional KSAs that might link to certain courses. These additional linkages were discussed with the CPS HR Consultant, and if there was sufficient justification for the linkage, it was added to the preliminary linkages. Following the second day of the focus group, the SMEs were provided, via email, a copy of the linkages completed in the focus group for final review. After that review, the SMEs indicated that they believed the linkages were accurate and complete.

The SMEs that participated in the focus group are listed in the following table.

Table 1. Focus Group Participants

Participant	SME Classification/Location	Dates Attended	
		3/30/21	4/6/21
Chris Fackrell	Lieutenant/HDSP	X	
Harold Gee	Correctional Officer/CMC	X	X
Joseph Kohler	Lieutenant/KVSP	X	X
Jamie Moss	Staff Services Manager/Correctional Training Center		X

KSA TO ONGOING TRAINING LINKAGE RESULTS

This section of the report presents the results of the linkage process described above. All 170 KSAs resulting from the occupational analysis that were considered important and, therefore, retained in the study, were used in the linkage process for this current study, regardless of when they must first be possessed because all 170 were considered necessary for performing the job of a Correctional Officer, and therefore may be appropriate for ongoing training. However, the Correctional Officer occupational analysis identified three categories of these KSAs depending on when they must first be possessed: “Pre-Academy” KSAs, which are KSAs that should be possessed prior to the Academy (as these KSAs are likely needed for success in the Academy but cannot be taught in the Academy and/or it would not be practical to do so); “Post-Academy” KSAs, which are needed when starting on the job in an institution, and therefore should be possessed upon exit from the Academy; and “Indeterminate” KSAs, which are needed for performing the job of a Correctional Officer, but the results of the occupational analysis did not clearly indicate if they are first needed prior to, or after the Academy.³ All KSAs, regardless of their category, were assessed in this analysis because they were all determined to be needed for performing the job of a Correctional Officer, and therefore could be (and likely in some cases, should be) covered by ongoing training, however, the linkage results are presented separately for each KSA category to maintain consistency with the results of the occupational analysis as well as Phase I of this study.

Appendix A shows the overall number of KSAs that linked to each course by KSA category; the detailed linkage results for the individual KSAs are described below.

Pre-Academy KSAs

The occupational analysis identified a total of eight KSAs that were considered needed pre-Academy. That is, Correctional Officers would need to first possess these eight KSAs before attending the Academy, as they may be basic abilities that are more difficult to be taught in the Academy, ones that are needed to be successful in the Academy, or both. As shown in Appendix B, six of the eight (75%) Pre-Academy KSAs link to ongoing training courses. Appendix B also shows the number of courses that link to each of these Pre-Academy KSAs. (Note that in all results tables, the KSAs retain their original numbering from the occupational analysis.) Appendix C lists each of the courses by course title that link to each Pre-Academy KSA, which is helpful for

³ In the occupational analysis, for a KSA to be considered either first needed prior to the Academy or first needed when starting the job (post-Academy), a clear majority (>50%) of survey respondents (a large sample of the incumbent and supervisor population) must have indicated one category or the other. These Indeterminate KSAs did not meet the threshold of a clear majority for either category. In all cases, the percentage indicating each category was close to, but just under, 50%.

understanding the types of courses that generally cover certain types of KSAs, and how the KSAs are distributed across the ongoing training curriculum.

Post-Academy KSAs

The occupational analysis identified a total of 146 KSAs that were considered to be needed Post-Academy. Correctional Officers need to first possess these KSAs when starting on the job in their assigned institution, and since they are not considered needed prior to the Academy, they should be included in Academy curriculum, and may be important topics for ongoing training to reinforce the Academy learning and enhance job skills. One hundred five of the 146 (72%) Post-Academy KSAs link to ongoing training courses. Appendix D shows the number of courses that link to each KSA, and the KSAs in Appendix D are listed in descending order of the number of course linkages within each KSA category. Appendix E lists the courses that link to each Post-Academy KSA.

Indeterminate KSAs

There were 16 Indeterminate KSAs identified in the occupational analysis. Which, if determined by additional SME review to be needed Post-Academy, they should be included in Academy course curriculum, and may also be important topics for ongoing training to reinforce the Academy learning. Ten of the 16 (63%) Indeterminate KSAs link to ongoing training courses. Appendix F shows the number of courses that link to each of the KSAs, and the KSAs in Appendix F are listed in descending order of the number of course linkages within each KSA category. Appendix G lists the specific courses that link to each Indeterminate KSA.

TRAINING GAP ANALYSIS

The results of the linkage process were examined to identify potential training gaps, which can be used to guide ongoing training course development or revisions. Not all important KSAs need to be taught in ongoing training, as the purpose of the Academy is to ensure that cadets acquire these KSAs at least at a level that will allow minimally acceptable job performance once on the job in an institution. Whereas the purpose of ongoing training is to teach topics that cannot be taught in the Academy or are otherwise best learned on the job at an institution; to reinforce academy learning; and to teach new or revised policies, procedures, and work methods. Although SMEs should ultimately decide the content of ongoing training, a clear training gap exists when a KSA that a Correctional Officer must possess in order to perform the job is not taught in the Academy, and is also not covered in ongoing training, unless one or more of the following conditions apply:

- The KSA is a basic cognitive, physical, or sensory ability that is not trainable.
- The KSA is a basic knowledge or ability that individuals who are eligible to attend the Academy generally already possess.
- The KSA would be difficult or impossible to train in the Academy as well as in ongoing training due to time or resource constraints (e.g., basic reading, writing, and math).
- The KSA could be developed in a relatively short period of time once on the job, prior to attending ongoing training, provided there is not a high degree of consequence of error if the KSA were not possessed upon starting work at an institution.
- The tasks requiring the KSA are institution specific (e.g., related to institution-specific equipment, certain inmate populations, etc.) or generally needed only for certain posts, and therefore not appropriate for either Academy training or ongoing training designed for custody staff at all institutions.

The KSAs that did not link to any ongoing training courses are listed in Tables 2, 3, and 4, below. The tables show if each KSA is already covered in the Academy curriculum, as determined in Phase I of this study, and if any of the above exemption conditions apply, as determined by reviewing SME feedback related to these KSAs from Phase I and as outlined in Appendix H.⁴ If one of these KSAs is already covered in the Academy, no training gap is indicated; if a KSA is not covered in the Academy, but one or more exemption conditions apply, no training gap is also indicated. Conversely, when a KSA is not covered in the Academy, and no exemption conditions apply, a training gap is indicated since this identifies a KSA that is not addressed in either the

⁴ Detailed information regarding the SME feedback is outlined within the Phase I report of this study titled *State of California, Commission on Correctional Peace Officer Standards and Training, Correctional Officer Training Gap Analysis, Phase I: Basic Correctional Officer Academy*.

Academy or the ongoing training courses, nor does it meet any of the above bulleted exemption criteria.

Non-Linked Pre-Academy KSAs

As Table 2 shows, one of the Pre-Academy KSAs that does not link to ongoing training (#1) is not covered in the Academy curriculum. However, based on feedback from the SMEs, it was determined that this KSA meets one of the exemption conditions listed above, specifically, it is a basic ability that would be difficult to train (see Appendix H for the SME comments related to this KSA), and therefore could not be expected to be covered in either the Academy or ongoing training. The other Pre-Academy KSA that does not link to ongoing training (#96) is covered in the Academy. Therefore, no training gaps exist related to the Pre-Academy KSAs since this KSA is already covered within the Academy curriculum.

Table 2. Pre-Academy KSAs not linked to ongoing training courses.

#*	KSAs	Academy Coverage	Exemption Condition(s)**
1	Ability to accept constructive criticism as needed to effectively evaluate feedback from superiors or coworkers, to improve job performance.	None	Basic ability or personality trait; difficult to train.
96	Ability to speak English using clear sentence structure and proper vocabulary to communicate effectively.	6 courses	N/A

*The KSAs in all tables retain their original numbering from the occupational analysis.

**See the SME comments in Appendix H for more detail.

Non-Linked Post-Academy KSAs

As Table 3 shows, 26 of the Post-Academy KSAs that do not link to ongoing training are not covered in the Academy. Two KSAs that are not covered in the Academy are also not covered in ongoing training (#63 and #69). The SMEs in Phase I indicated that a course is currently being developed to cover KSA #63, and that KSA #69 is an important KSA that should be taught in the Academy. Because KSA #69 is not currently taught in either the Academy or in ongoing training, and there are no plans to teach this KSA as of the time of this study, a training gap is indicated.

The remaining Post-Academy KSAs that do not link to ongoing training meet one or more of the exemption conditions based on Phase I SME feedback. It is important to note, however, that the SMEs indicated that it would not be feasible to teach KSAs #164 and #169 in the Academy, but not that these KSAs are not trainable. Therefore, these KSAs may be appropriate for ongoing training, particularly if the training is related to report writing tasks that would be applicable to all Correctional Officers.

Table 3. Post-Academy KSAs not linked to ongoing training courses.

#*	KSAs	Academy Coverage	Exemption Condition(s)**
11	Ability to provide crisis intervention techniques (e.g., counseling, suicide prevention, risk assessment) to minimize the escalation of crises.	None	Not applicable to all COs.
21	Ability to operate emergency lighting equipment (e.g., spotlight, search lights, flashlights) in the event of an emergency to maintain safety and security.	None	Can be learned on the job as necessary.
24	Ability to operate processing equipment (fingerprinting, photo equipment) to ensure inmates are accurately received into the institution.	None	Can be learned on the job as necessary.
27	Ability to operate system control panel to ensure inmates are secure when necessary and free to move when necessary.	1 course	N/A
36	Ability to utilize electronic counting devices (e.g., Guard 1) to count and track inmates, equipment, etc.	1 course	N/A
38	Ability to utilize forcible entry equipment (e.g., crowbars, pry equipment) as necessary and following all protocol to maintain safety and security.	None	Associated tasks rarely performed by COs.
44	Ability to utilize basic work tools (e.g., tool kits, gardening tools, housekeeping tools) to observe inmate work crews for safe operation and to identify usage that may indicate potential safety violations/risks.	None	Not applicable to all COs.
63	Knowledge of legal proceedings and court rules and procedures needed to conduct oneself with professionalism when called on to attend court.	None	None
64	Knowledge of Mental Health Services Delivery System (MHSDS) to ensure proper housing, care, treatment, and discipline of inmates.	1 course	N/A
65	Knowledge of methods and systems to file documents including alphabetical, numeric, and/or alphanumeric filing systems to allow for easy retrieval of records in the future.	None	Can be learned on the job as necessary.
67	Knowledge of procedures to lawfully manage any juveniles that may be housed in the institution.	None	Not applicable to all COs.
69	Knowledge of Indecent Exposure Policy (IEX) including reporting immediately to supervisor and completing an incident report and other required documentation, to ensure policy is followed.	None	None
72	Knowledge of the geographic area of the work assignment/institution (e.g., streets, addresses, landmarks, important buildings) to effectively navigate during transportation tasks.	None	Not applicable to all COs; institution specific.
85	Ability to count accurately (e.g., names, inmates, utensils, trays) to ensure inmates are accurately accounted for, inmate counts are documented accurately, and all items distributed are collected according to policy and procedure.	2 Courses	N/A
94	Ability to interview individuals to obtain accurate and complete information.	None	Not applicable to all COs.

#*	KSAs	Academy Coverage	Exemption Condition(s)**
103	Ability to work under direct supervision and chain-of-command to accomplish the tasks and goals of the Department/institution.	2 Courses	N/A
105	Ability to continue learning (i.e., update or acquire knowledge) in order to remain up-to-date on all new policies, procedures, and trends as well as to learn new post assignments, as required.	None	Basic cognitive ability; difficult to train.
107	Ability to perform undesirable, routine, or monotonous duties to ensure the effective operations of the institution/camp are maintained.	None	Not trainable; must be developed over time on the job.
109	Ability to work in unpleasant conditions to complete assigned tasks.	None	Not trainable; must be developed over time on the job.
110	Ability to work day, evening, or night shifts, weekends, and holidays, and to report for duty at any time emergencies arise to complete work tasks.	None	Not trainable; more of a willingness.
111	Ability to learn and perform duties that may vary dependent upon assignment of institution, designated posts within the institution, geographical location, watch assignment, and the number of inmates within the assigned institution or post to complete assigned tasks.	1 course	N/A
112	Ability to adhere to the Grooming and Uniform standards to comply with policy and procedures.	None	Not trainable; more of a willingness.
114	Ability to work independently to complete work tasks with minimal supervision.	6 courses	N/A
117	Ability to distinguish differences or similarities among odors in order to detect smoke, marijuana, body odors, gas leaks, and other substances.	None	Developed on the job through experience.
118	Ability to exert maximum muscular force (e.g., lifting, pulling, pushing, or dragging hard-to-move objects, physically restraining individuals) to move non-compliant inmates or equipment.	8 courses	N/A
119	Ability to identify the origin and direction of sounds to properly direct one's attention.	1 course	N/A
120	Ability to maintain sufficient physical activity for prolonged periods of time to conduct observations, "rounds," and/or respond to alarms.	2 courses	N/A
122	Ability to climb stairs on a routine and emergency basis to access elevated work areas, conduct routine patrols and searches, and respond to emergencies.	None	COs meeting the physical job requirements would be able to perform associated tasks.
123	Ability to climb ladders to access elevated work areas such as booths or guard towers, or to conduct searches, investigations, or surveillance.	None	COs meeting the physical job requirements would be able to perform associated tasks.
124	Ability to operate a vehicle safely in a variety of driving situations and weather conditions to transport inmates and equipment within and outside the institution/camp.	None	Not feasible to train.

#*	KSAs	Academy Coverage	Exemption Condition(s)**
134	Ability to separate multiple combative individuals, with the help of others, to break up a fight and maintain safety and security.	1 course	N/A
136	Ability to be exposed to chemical agents in the course of performing job duties.	2 course	N/A
139	Ability to type on a keyboard to complete forms, prepare reports, and enter data into a computer system.	1 course	N/A
148	Ability to handle unexpected changes on the job, such as new schedules, new priorities, new routines, or transfers to different jobs in order to contribute to the effective operation of the institution.	None	Developed on the job through experience.
149	Ability to work in the presence of loud noise to effectively perform job duties.	None	Developed on the job through experience.
155	Ability to read and comprehend charts and tables to understand the content represented in visual form rather than simple written format.	None	Related to basic reading ability; not practical to teach.
158	Ability to read and interpret maps and blueprints to utilize the information in decision making procedures as they relate to daily tasks.	None	Not applicable to all COs.
159	Ability to accurately portray an object, event, or setting in a drawing or in schematic form to express information visually.	1 course	N/A
164	Ability to organize written information to ensure thoughts are conveyed in a reasonable and logical manner.	None	This would be part of a basic writing class; may not be feasible for training.
167	Ability to understand and accurately complete forms to ensure that proper documentation is accomplished for all necessary events and situations.	3 courses	N/A
169	Ability to write reports that are complete and provide an accurate account of a situation that was observed firsthand or described by another person or persons to ensure proper documentation is accomplished.	None	This would be part of a basic writing class; may not be feasible for training.

*The KSAs in all tables retain their original numbering from the occupational analysis.

**See the SME comments in Appendix H for more detail.

Non-Linked Indeterminate KSAs

As Table 4 shows, only one of the Indeterminate KSAs that do not link to ongoing training is not covered in the Academy (#19). However, based on feedback from the SMEs, it was determined that this KSA meets one of the exemption conditions, specifically, Correctional Officers who are assigned to transport inmates could develop this ability on the job in a short time. Therefore, no training gaps exist related to the Indeterminate KSAs.

Table 4. Indeterminate KSAs not linked to ongoing training courses.

#*	KSAs	Academy Coverage	Exemption Condition(s)**
10	Ability to maintain composure when receiving verbal abuse from a person or a group of people to ensure the appropriate response to the situation, and that job duties are carried out according to procedures.	2 courses	N/A
19	Ability to operate vehicle emergency equipment (e.g., jumper cables, tire chains, flares) on transportation vehicles.	None	Can be learned on the job as necessary.
126	Ability to stand upright for long periods of time (i.e., an entire shift/assignment) to perform work duties.	1 course	N/A
129	Ability to walk for long periods of time (i.e., entire work assignment) to perform work duties.	1 course	N/A
131	Ability to run in short bursts and for longer distances to pursue inmates on foot as necessary.	1 course	N/A
132	Ability to pull self up over obstacles (e.g., chairs, tables) to restrain or subdue an inmate as necessary.	1 course	N/A

*The KSAs in all tables retain their original numbering from the occupational analysis.

**See the SME comments in Appendix H for more detail.

Courses Not Linked to KSAs

To help ensure that ongoing course content is sufficiently related to the results of the occupational analysis, following the KSA to course linkage process described herein, the CPS HR Consultants reviewed all ongoing training courses to identify any gaps between course content and the KSAs needed by a Correctional Officer. That is, rather than identifying which KSAs do and do not link to the training courses, this analysis sought to identify courses that do not have a direct link to any of the KSAs. It was noted that only one course, Stress Resiliency, was not linked to any KSA.

If a large number of ongoing training courses did not link to any KSAs, this might have been an indication that either the training is not sufficiently focused on the important KSAs, or the occupational analysis failed to identify a large number of KSAs that have been identified as important topics of ongoing training, or both. However, because only one course did not link to any KSAs, this is clearly not the case. The absence of a linkage between the KSAs and this course is due to the course topic being related to individual coping and well-being rather than the performance of specific job duties, and therefore no KSAs associated with this topic were identified in the occupational analysis.

SUMMARY

This report describes the process of assessing the relationships between the KSAs identified in the 2019 Correctional Officer Occupational Analysis as required for performing the important job tasks of a Correctional Officer, and current ongoing training for Correctional Officers; and identifying any training gaps that may exist. This was achieved by comparing the KSAs to the course content as specified in course documentation provided by CPOST, identifying the KSAs that are covered by the training, and reviewing the KSAs not covered by current ongoing training to identify any for consideration in developing and revising ongoing training.

The results of this analysis show good overall coverage of the KSAs by the ongoing training. Of the 39 2020 ongoing training courses (as listed on Page 2), all but one link to at least one KSA, meaning that all but one of the courses are teaching KSAs that were identified by the occupational analysis as important for performing the job of a Correctional Officer. Given the content of this one course that does not link to any KSAs, as described in the previous section, the lack of a KSA linkage with this course does not necessarily represent a gap between the ongoing training and the results of the occupational analysis. Thirty-three of the ongoing training courses link to three or more of the Post-Academy KSAs (KSAs that are needed for performing the job of a Correctional Officer on the first day of work at an assigned institution, and therefore expected to be covered in the Academy); 25 courses link to five or more Post-Academy KSAs; and 12 courses link to more than 10 Post-Academy KSAs.

When the individual KSA linkages were assessed, 121 of the total 170 KSAs (71%) that are important for performing the job of a Correctional Officer regardless of when they must first be possessed, link to at least one ongoing training course. Out of the total 146 Post-Academy KSAs, 105 are linked to at least one ongoing training course, and many of these KSAs are linked to several different courses. Of the remaining 41 Post-Academy KSAs that are not covered by any ongoing training courses, 26 KSAs are also not currently taught in the Academy, as determined in Phase I of this study. However, when SME feedback from Phase I was reviewed, it was determined that only one KSA (#69) represents an actual training gap. For all other Post-Academy KSAs, there are sufficient reasons (based on the SME feedback) that it would be infeasible, impractical, or unnecessary to train those KSAs, either in the Academy or in ongoing training for all custody staff (although it may be appropriate to train certain staff on some of these KSAs depending on staff assignments). There were two additional Post-Academy KSAs noted (#164 and #169) that are not covered in the Academy and not linked to any ongoing training courses; however, they are not considered training gaps based upon the noted SME feedback. Nevertheless, these KSAs may be appropriate for ongoing training, particularly if the training is related to report writing tasks that would be applicable to all Correctional Officers.

Additionally, of the six Indeterminate KSAs (which may be needed by a Correctional Officer when starting the job at an assigned institution) that did not link to at least one ongoing training course, only one is not covered in Academy curriculum, and based upon SME feedback, this does not represent a training gap. Finally, one of the two Pre-Academy KSAs that did not link to any of the ongoing training courses is also not covered in Academy curriculum, but based on SME feedback, this does not represent a training gap.

Uses and Applications

In addition to addressing the single training gap noted above, as well as recommended further review by course curriculum developers of the two additional Post-Academy KSAs noted, another important recommended use of these results would be to identify ways to increase opportunities for further developing or reinforcing the most important KSAs by assessing the relative degree to which the KSAs are covered in the ongoing training (as shown by the linkage results in Appendices B, D, and F). This is an important consideration, especially for KSAs that are needed for performing multiple job tasks, or for contextual performance across large areas of the job, for example, *“Ability to make sound decisions in compliance with laws, regulations, and Departmental policies and procedures,”* and *“Ability to recognize types of human behavior to determine appropriate actions to take when dealing with inmates.”* Because these KSAs link to so many different job tasks (as shown in Appendix I of the corresponding Occupational Analysis report), they should be taught in multiple contexts and reinforced through repeated exposure to the information to the extent possible in ongoing training.

Appendices C, G, and E, which list the courses linked to each KSA, can be used to assess where a KSA currently fits into the overall ongoing training curriculum, and help identify ways to reinforce the KSAs through additional training, or even different training formats, such as combined lecture and practical exercises, when possible. It is recommended that curriculum developers consider the Correctional Officer job tasks linked to the KSAs when developing or revising course content with the goal of making course content sufficiently detailed that Correctional Officers acquire and maintain the level of knowledge needed to perform the job, and to enhance job performance on an ongoing basis.

When considering the adequacy of KSA coverage by assessing the number of courses linked to each KSA, it is important to be aware that more linkages are not necessarily better, as many KSAs do not need to be taught in multiple courses. For example, a knowledge of a particular program or policy, or instructions for using a particular piece of equipment, can likely be taught sufficiently in a single course, or section of a course. Determinations regarding the frequency and duration of the training for particular topics, as well as the overall number of courses covering certain topics, should be based on a consideration of the importance of the KSAs and the job tasks requiring the KSAs, as well as the number of tasks that link to the KSAs.

Finally, it is recommended that the non-linking KSAs listed in Tables 2, 3, and 4 herein be reviewed by curriculum developers for possible inclusion in ongoing training course curriculum, regardless of whether or not they met this study's training gap criteria. These KSAs, particularly the KSAs that are already covered in the Academy, may warrant further emphasis in an ongoing manner based upon their importance for performing the job of a Correctional Officer.

It is important to note that the purpose of this study was to assess the relationships between the results of the occupational analysis and ongoing training course content, thus identifying potential gaps between the ongoing training and the KSAs, rather than to evaluate the quality of the training. Therefore, a linkage between a KSA and a course indicates the intent of the course developers to teach particular topics, but does not tell us the degree to which participants actually learn the material, or ultimately, how the training enhances job performance. This study does, however, provide a good foundational understanding of the ongoing training curriculum and its overall relationship to the KSAs, which can be used to enhance the curriculum, as well as serve as the basis for future studies related to assessing the thoroughness of instruction, assessing job preparedness, and identifying needs for additional, ongoing training for Correctional Officers.

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Appendices

Appendix A

Number of KSAs Linked to Each Ongoing Training Course by KSA When-Needed Category

Course	Number of KSAs Linked			
	ALL KSAs	Pre-Academy	Post-Academy	Indeterminate
1. Assuming an Armed Post	20	2	18	0
2. Basic Security for Institution Staff	5	0	5	0
3. CA Public Records Act	4	0	4	0
4. Chemical Agents	14	0	14	0
5. Communicable Disease Prevention	5	0	5	0
6. Controlled Use of Force (Cell Extraction)	31	1	29	1
7. CPR	31	0	27	4
8. Diversity in the Workplace	9	3	3	3
9. Drug Identification and Control	13	0	13	0
10. Durable Medical Equipment	9	1	8	0
11. EEO & SHP	9	1	8	0
12. Emergency Operations	9	0	8	1
13. Escape Prevention	17	1	16	0
14. Ethics	11	3	7	1
15. Expandable Baton	21	0	19	2
16. Fire and Life Safety	4	0	4	0
17. Firearms and Qualification	31	0	27	4
18. Heat Related Pathologies	4	0	4	0
19. Information Practices Act	4	0	4	0
20. Information Security Awareness	7	0	7	0
21. Injury and Illness Prevention Program	2	0	2	0
22. Inmate Body Search	10	2	7	1
23. Inmate Disabilities / Staff Responsibilities	20	1	18	1
24. Inmate Staff Interaction	21	4	16	1
25. Inmate/ Parolee Appeals -Form 602	20	0	20	0
26. Integrated Substance Abuse Disorder Treatment	1	0	1	0
27. Lethal Electrified Fence	11	0	9	2
28. Partnership in the Correctional Environment	8	4	4	0
29. PREA	2	0	2	0
30. Rehabilitation: Roles, Evolution and Perspective	1	0	1	0

Course	Number of KSAs Linked			
	ALL KSAs	Pre-Academy	Post-Academy	Indeterminate
31. Report Writing Review	7	0	6	1
32. Security Threat Group Management	6	0	6	0
33. Staff Suicide Awareness	1	0	1	0
34. Stress Resiliency	0	0	0	0
35. Suicide Prevention	4	0	4	0
36. TB Training	5	0	5	0
37. Transgender, Intersex, and Non-Binary	8	3	4	1
38. Transportation of Inmates	9	0	9	0
39. Use of Force	12	0	12	0

Appendix B Number of Ongoing Training Courses Linked to Each Pre-Academy KSA

KSA #*	KSAs	Number of Linked Courses
	Dealing Effectively with Others (Interpersonal)	
4	Ability act professionally and tactfully to interact effectively with other staff, the public, and inmates.	9
17	Ability to be reliable (e.g., punctual, consistent) to ensure work is completed accurately and on time.	2
	Numerical	
87	Ability to perform basic mathematical calculations such as add, subtract, multiply, and divide with accuracy to conduct counts, count money, manage time, etc.	1
	Other Personal Characteristics	
101	Ability to remain honest and impartial by refraining from accepting bribes, "favors", or using one's position for personal gain to ensure the integrity of the Department is maintained and the safety and security of the institution is not compromised.	2
	Professional Demeanor	
141	Ability to demonstrate responsible and ethical behavior in all work tasks and responsibilities to ensure the integrity of the Department is not compromised.	8
142	Ability to be approachable and non-judgmental to ensure open communication with others.	4

* KSAs retain their original numbering from the occupational analysis.

Appendix C

Ongoing Training Courses Linked to Each Pre-Academy KSA

KSA #	KSAs
4	<p>Ability act professionally and tactfully to interact effectively with other staff, the public, and inmates.</p> <ul style="list-style-type: none"> • Assuming an Armed Post • Controlled Use of Force (Cell Extraction) • Diversity in the Workplace • Durable Medical Equipment • Ethics • Inmate Body Search • Inmate Staff Interaction • Partnership in the Correctional Environment • Transgender, Intersex, and Non-Binary
17	<p>Ability to be reliable (e.g., punctual, consistent) to ensure work is completed accurately and on time.</p> <ul style="list-style-type: none"> • Assuming an Armed Post • Ethics
87	<p>Ability to perform basic mathematical calculations such as add, subtract, multiply, and divide with accuracy to conduct counts, count money, manage time, etc.</p> <ul style="list-style-type: none"> • Escape Prevention
101	<p>Ability to remain honest and impartial by refraining from accepting bribes, "favors", or using one's position for personal gain to ensure the integrity of the Department is maintained and the safety and security of the institution is not compromised.</p> <ul style="list-style-type: none"> • Inmate Staff Interaction • Partnership in the Correctional Environment
141	<p>Ability to demonstrate responsible and ethical behavior in all work tasks and responsibilities to ensure the integrity of the Department is not compromised.</p> <ul style="list-style-type: none"> • Diversity in the Workplace • EEO & SHP • Ethics • Inmate Body Search • Inmate Disabilities / Staff Responsibilities • Inmate Staff Interaction • Partnership in the Correctional Environment • Transgender, Intersex, and Non-Binary
142	<p>Ability to be approachable and non-judgmental to ensure open communication with others.</p> <ul style="list-style-type: none"> • Diversity in the Workplace • Inmate Staff Interaction • Partnership in the Correctional Environment • Transgender, Intersex, and Non-Binary

Appendix D

Number of Ongoing Training Courses Linked to Each Post-Academy KSA

KSA #*	KSAs (In descending order of the number of linked courses within each KSA category.)	Number of Linked Courses
	Dealing Effectively with Others (Interpersonal)	
12	Ability to recognize types of human behavior (signs of hostility, depression, anxiety, psychotic behavior, deception, and distinguishing normal from abnormal behavior) to determine appropriate actions to take when dealing with inmates.	9
16	Ability to display concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives to ensure that inmates are treated fairly while keeping professional boundaries.	4
3	Ability to utilize effective communication in a way that will deescalate or not further escalate a situation using verbal persuasion to attempt to resolve conflicts effectively.	3
8	Ability to establish a rapport with inmates while maintaining professional boundaries to obtain trust and respect of the inmates.	3
5	Ability to maintain professionalism when dealing with confused, distraught, or mentally unstable inmates to ensure communication is effectively received.	2
7	Ability to empathize with inmates with developmental disabilities, physical impairments or illnesses, and/or mental illnesses to ensure inmates are treated fairly and equitably.	2
13	Ability to take the lead or take charge when working or dealing with others to ensure that tasks are managed in an effective manner.	2
9	Ability to exhibit the appropriate level of authority when dealing with inmates to establish respect and to maintain compliance.	1
14	Ability to use verbal persuasion to deescalate heightened emotions and resolve interpersonal conflicts.	1
	Equipment Use	
34	Ability to operate less lethal equipment (e.g., 40mm single or multi-launcher, chemical agents, stinger rounds, direct impact sponge round) according to policy and procedure.	4
25	Ability to operate communications equipment (telephone/cell phone, two-way radio, stationary radio, PA system) to convey messages effectively.	3
26	Ability to operate security equipment (automatic and manual doors and locks, key cards, keys) to ensure inmates are secure and to maintain the security of the institution/camp.	3
31	Ability to use inmate restraint equipment (e.g., handcuffs, martin chains, escort chains, leg irons, flex cuffs, waist restraints, leather restraints, hand isolation device, spit hood) on compliant and non-compliant inmates as necessary and following all protocol to ensure inmates are properly restrained.	3
32	Ability to utilize a firearm (e.g., rifle, handgun, shotgun) as necessary and as assigned, following all protocol to maintain security and safety.	3

KSA #*	KSAs (In descending order of the number of linked courses within each KSA category.)	Number of Linked Courses
47	Ability to operate computers (e.g., desktop computers, laptops) and computer software (e.g., databases, SOMs) to input and obtain information, write reports, etc.	3
20	Ability to operate wheelchair equipment (e.g., ramps, lifts) on transportation vehicles to transport mobility-impaired inmates.	2
22	Ability to operate video equipment (e.g., video cameras, video monitors, video recording devices, television) to perform work duties.	2
28	Ability to operate metal detectors and hand held wands to prevent the introduction of contraband into the institution.	2
29	Ability to operate body scanners to detect potential contraband and prevent the introduction of contraband into the institution/camp.	2
39	Ability to utilize gas masks and self-contained breathing apparatus as necessary to protect oneself from exposure to chemical agents or smoke according to policy and procedure.	2
42	Ability to utilize basic medical equipment (e.g., first aid kits, PPE, AED, cut down toolkit) to perform emergency operations as necessary according to policy and procedure.	2
18	Ability to operate a transportation or patrol vehicle (e.g., truck, bus, van, electric vehicle, patrol car) including in inclement weather (rain, snow, fog, dust) to transport inmates as assigned.	1
23	Ability to operate audio equipment (e.g., tape recorder, TTY) as assigned to complete work assignments (e.g., conducting and recording an interview, investigation).	1
30	Ability to operate x-ray equipment to detect potential contraband and prevent the introduction of contraband into the institution/camp.	1
33	Ability to utilize a gun safe/locker to properly store firearms, ammunition, firearm training equipment and/or other weapons according to policy and procedure.	1
35	Ability to operate expandable batons to defend staff and inmates according to policy and procedure.	1
37	Ability to utilize alarm response gear (e.g., shield, helmet, load bearing vest, force options) to maintain safety and security.	1
40	Ability to utilize alarm devices (e.g., personal alarm systems, facility alarms, smoke alarms) to maintain safety and security according to policy and procedure.	1
41	Ability to utilize controlled substance detection equipment (e.g., urinalysis equipment, field test kit, NIK test) to conduct drug tests according to policy and procedure.	1
43	Ability to utilize basic firefighting equipment (e.g., extinguishers, fire hoses) to perform emergency operations according to policy and procedure.	1
45	Ability to utilize a whistle to alert officers and staff in the event of an emergency.	1
46	Ability to utilize visual observation equipment (e.g., binoculars) to observe inmates and activities at a distance to maintain security of the institution/camp.	1
48	Ability to operate equipment for printing and copying documents (printers, copiers, fax machines, scanners) to create and maintain documents according to policy and procedure.	1

KSA #*	KSAs (In descending order of the number of linked courses within each KSA category.)	Number of Linked Courses
Job Knowledge		
56	Knowledge of Departmental rules, regulations, policies, and procedures (e.g., Universal Precautions, Emergency Evacuations, Heat Plan, Inclement Weather Practices, EEO/Sexual Harassment Prevention Policy, Prison Rape Elimination Act, Use of Force Policy) to guide actions taken in the line of duty.	36
49	Knowledge of aspects of Constitutional Law and legal decisions/interpretations related to law enforcement and institutions (e.g., civil rights) to ensure one's own behavior is in compliance with such laws.	16
70	Knowledge of safety, accident and injury prevention procedures to ensure injuries are handled rapidly and appropriately.	10
66	Knowledge of the use of force in deadly and non-deadly situations according to departmental policy.	7
58	Knowledge of emergency protocols (e.g., setting up incident command post, obtaining outside assistance) to ensure rapid and effective response in emergency situations according to policy and procedures.	6
51	Knowledge of universal precautions for preventing transmission of disease (e.g., PPE, safety goggles, wearing gloves, washing hands) to minimize germ exposure to self and others.	5
52	Knowledge of basic medical terms and concepts to communicate with institutional medical personnel (e.g., LVNs, MDs) and to follow medical instructions given.	4
55	Knowledge of criminal law and procedures relating to detention, arrest, and custody, including rules of evidence pertaining to search and seizure, and the gathering, preservation, and presentation of evidence in criminal cases necessary to answer questions from inmates or the public.	4
59	Knowledge of the departmental computer systems [i.e., Strategic Offender Management System (SOMS), ERMS] to review information regarding inmates and input information/data regarding inmates, according to policy and procedure.	3
62	Knowledge of investigation principles and techniques including scene management procedures (e.g., accident investigation, criminal investigation, general/noncriminal investigation) to preserve the integrity of a crime scene and ensure all evidence can be obtained according to policy and procedure.	3
54	Knowledge of criminal identification techniques to conduct effective investigations into criminal activity.	2
71	Knowledge of the behavior of criminals and the causes underlying criminality to help predict and/or prevent criminal activity inside the institution/camp.	2
50	Knowledge of basic first aid and CPR to assist others as needed until medical staff or other assistance arrives.	1
53	Knowledge of Health Insurance Portability and Accountability Act (HIPAA) to ensure compliance with inmate medical confidentiality protocol.	1

KSA #*	KSAs (In descending order of the number of linked courses within each KSA category.)	Number of Linked Courses
57	Knowledge of daily institutional operational assignments and schedules to ensure activities are conducted according to schedule.	1
60	Knowledge of gang behavior, signs/symbols, and terminology to aid in prevention of violence between inmate groups.	1
61	Knowledge of interviewing techniques to obtain necessary information from inmates.	1
68	Knowledge of suicide prevention policy including reporting suicide attempts, identifying signs of attempt, following policy and medical orders to observe inmates on suicide watch, and completing all log books/documentation.	1
73	Knowledge of types of evidence (e.g., testimony, writings, material objects) and preparation and admissibility of evidence to ensure evidence is properly collected and handled when necessary.	1
Judgment and Decision Making		
81	Ability to make sound decisions in compliance with laws, regulations, and Departmental policies and procedures to effectively carry-out duties and avoid legal ramifications.	18
84	Ability to use good judgment and common sense in making decisions while considering potential ramifications to ensure effective actions are taken in accordance with policy and procedure.	14
74	Ability to assess a situation to obtain an overall understanding of the situation to allow for effective decision making.	10
76	Ability to evaluate different potential courses of action and their consequences in situations where all the information is not available to provide the most effective recommendation given the details that are present.	8
75	Ability to determine when a decision will require supervisory approval to ensure that high impact decisions are properly sent up the chain of command.	6
79	Ability to assess inmates' verbal and nonverbal cues that might indicate a possible threat in order to take action to maintain the safety of oneself and others.	5
80	Ability to make independent decisions under high stress situations when information is incomplete or conflicting to ensure the safety and security of the institution/camp is not compromised.	4
82	Ability to observe relevant visual information (e.g., physical characteristics of assigned area, location of inmates, incidents) to ensure key elements are identified during emergency situations.	4
83	Ability to recognize one's personal strengths and limitations to ensure assistance is called to handle a situation as necessary.	3
77	Ability to identify inconsistencies in information to recommend further investigation and verification before making decisions or taking action.	1
78	Ability to identify and distinguish between inmates under assigned watch to ensure their movement and activities are properly tracked, logged, and ensure the inmates are in correct areas.	1

KSA #*	KSAs (In descending order of the number of linked courses within each KSA category.)	Number of Linked Courses
Numerical		
86	Ability to estimate how many people are in a certain space to maintain compliance with various standards for occupancy outlined in policy.	2
Observation and Memory		
89	Ability to obtain facts and information through observation to provide a detailed description of the situation being observed and later recorded.	4
90	Ability to recall factual information from memory in order to determine the correct course of action or recount actions or events in reports.	2
88	Ability to identify the proper location of a name or number within an alphabetical or numerical sequence in order to file records accurately and retrieve records quickly.	1
91	Ability to record observations accurately to ensure appropriate action can be taken in response to the information being documented.	1
Oral Communication		
99	Ability to give oral instructions and commands in a clear voice loud enough to make instructions to inmates or other staff easily heard and understood.	4
98	Ability to alter communication style, language, and terminology utilized in each communication interaction (e.g., communicating with visitors/public, new inmates, types of inmates, medical staff) to ensure terminology and information relayed is clear and at the appropriate level.	3
92	Ability to articulate recommendations by supporting with facts to communicate the recommendation effectively and allow proper consideration.	1
95	Ability to listen to others attentively and with comprehension to collect all necessary information from staff and inmates.	1
Other Personal Characteristics		
102	Ability to work safely according to established policies and procedures in all situations to ensure personal safety and the safety of others.	10
104	Ability to learn departmental and institution-specific terminology and acronyms to accomplish the tasks and goals of the organization.	5
108	Ability to work in hazardous situations and accept risks of physical injury or illness to complete assigned tasks.	2
100	Ability to frequently switch between multiple tasks, with safety as the first priority (i.e., multitasking) to manage multiple situations requiring attention simultaneously.	1
106	Ability to remain up-to-date on all changes to departmental and institutional rules, policies, laws, programs to ensure work activities are conducted accurately and in compliance.	1

KSA #*	KSAs (In descending order of the number of linked courses within each KSA category.)	Number of Linked Courses
113	Ability to carry and possess all required equipment (e.g., handcuffs, baton, chemical agents, radio, keys, gas mask, whistle, CPR barrier, and protective vest) and ensuring the equipment is in good operating order per institutional and departmental policy and procedure.	1
115	Ability to work effectively with others, including non-custodial staff, as a team to perform group activities and achieve common goals.	1
Physical		
138	Ability to react quickly to visual signals and unexpected situations or emergencies to take action to ensure personal safety and the safety and security of the institution is not compromised.	5
137	Ability to perform physical actions and movements quickly and smoothly to ensure personal safety and the safety and security of the institution/camp is not compromised.	4
116	Ability to use physical force in dealing with hostile situations to confront and exert control over people who are behaving inappropriately or unpredictably and to handle emergency situations.	1
121	Ability to make precise, accurate movements of the hands and arms to direct force necessary for personal protection and inmate control.	1
128	Ability to know one's location in relation to the environment, or to know where other objects are in relation to one's self, to perform work duties.	1
133	Ability to physically defend self or others (i.e., with hands, arms or feet) against an attacking inmate as necessary.	1
135	Ability to work in adverse environmental conditions including heat, cold, rain, snow, wind, dust, etc., to effectively perform job duties.	1
140	Ability to understand oral communication at normal speaking volume via voice, radio, and telephone to ensure directives and messages are effectively received.	1
Professional Demeanor		
143	Ability to exercise discretion in dealing with sensitive information to ensure that confidential information is not misused or inappropriately distributed.	7
145	Ability to work in an environment that requires strict adherence to instructions, standards, and/or procedures to ensure that actions are taken in compliance with policy and appropriately given the direction of the chain of command.	7
144	Ability to implement a plan of action under mental, and sometimes physical and emotional stress (duress) to ensure the operations of the institution/camp are not interrupted.	2
Stress Tolerance		
147	Ability to function effectively under difficult, unexpected or emergency conditions by maintaining one's composure professional demeanor (e.g., exercising restraint, using force only when necessary) to ensure decisions are objectively made and logical.	6

KSA #*	KSAs (In descending order of the number of linked courses within each KSA category.)	Number of Linked Courses
151	Ability to remain calm and composed in highly stressful, frustrating, or difficult situations to ensure work is conducted in a professional manner.	4
152	Ability to work quickly and accurately in situations where there is time pressure or emotional strain to ensure the operations of the institution/camp are not interrupted.	2
150	Ability to perform a task in the presence of distracting activities or noise to ensure the operations of the institution/camp are not interrupted.	1
Understanding Written Information		
156	Ability to read and comprehend written information (e.g., court orders, memos, reports, forms, policies, procedures, and rules) to complete forms for submission and conduct operations according to policy.	4
157	Ability to understand and apply statutory and judicial limitations on prisoner confinement, and the rights of all persons under the United States Constitution to effectively comply with necessary standards for inmates.	2
153	Ability to analyze written information as needed to conduct investigations and resolve discrepancies and inmate problems.	1
154	Ability to detect errors in facts and information that do not appear consistent in written documents and logs to prompt revisions of such documents to reflect only accurate information.	1
Written Communication		
170	Knowledge of report writing methods and techniques to properly document incidents and investigations.	5
160	Ability to choose appropriate terminology (i.e., vocabulary, word usage) when preparing written documents.	3
163	Ability to maintain accurate and detailed records/notes/logs to document work-related activities.	3
165	Ability to summarize a set of facts or ideas about an event or situation to provide an overall summary that can be quickly and easily understood by the reader.	2
161	Ability to effectively utilize computers and software (e.g., word processing, spreadsheet, scheduling, and reporting programs) to access information and create documents.	1
162	Ability to express ideas in a clear, concise, factual/accurate, and sequential manner to ensure ideas are easy to understand.	1
166	Ability to transcribe the important elements of oral communication in written form (i.e., taking notes) to effectively document information being communicated.	1

* KSAs retain their original numbering from the occupational analysis.

Appendix E

Ongoing Training Courses Linked to Each Post-Academy KSA

KSA #	KSAs
3	<p>Ability to utilize effective communication in a way that will deescalate or not further escalate a situation using verbal persuasion to attempt to resolve conflicts effectively.</p> <ul style="list-style-type: none"> • Controlled Use of Force (Cell Extraction) • Inmate Disabilities / Staff Responsibilities • Inmate Staff Interaction
5	<p>Ability to maintain professionalism when dealing with confused, distraught, or mentally unstable inmates to ensure communication is effectively received.</p> <ul style="list-style-type: none"> • Inmate Disabilities / Staff Responsibilities • Partnership in the Correctional Environment
7	<p>Ability to empathize with inmates with developmental disabilities, physical impairments or illnesses, and/or mental illnesses to ensure inmates are treated fairly and equitably.</p> <ul style="list-style-type: none"> • Durable Medical Equipment • Inmate Disabilities / Staff Responsibilities
8	<p>Ability to establish a rapport with inmates while maintaining professional boundaries to obtain trust and respect of the inmates.</p> <ul style="list-style-type: none"> • Controlled Use of Force (Cell Extraction) • Inmate Disabilities / Staff Responsibilities • Inmate Staff Interaction
9	<p>Ability to exhibit the appropriate level of authority when dealing with inmates to establish respect and to maintain compliance.</p> <ul style="list-style-type: none"> • Inmate Staff Interaction
12	<p>Ability to recognize types of human behavior (signs of hostility, depression, anxiety, psychotic behavior, deception, and distinguishing normal from abnormal behavior) to determine appropriate actions to take when dealing with inmates.</p> <ul style="list-style-type: none"> • Assuming an Armed Post • Communicable Disease Prevention • Controlled Use of Force (Cell Extraction) • CPR • Drug Identification and Control • Escape Prevention • Inmate Body Search • Security Threat Group Management • Suicide Prevention
13	<p>Ability to take the lead or take charge when working or dealing with others to ensure that tasks are managed in an effective manner.</p> <ul style="list-style-type: none"> • Suicide Prevention • CPR

14	<p>Ability to use verbal persuasion to deescalate heightened emotions and resolve interpersonal conflicts.</p> <ul style="list-style-type: none"> • Inmate Staff Interaction
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16	<p>Ability to display concern about the safety and welfare of others, and attempt to understand and consider others' needs, motives, concerns, feelings, and perspectives to ensure that inmates are treated fairly while keeping professional boundaries.</p> <ul style="list-style-type: none"> • Inmate Disabilities / Staff Responsibilities • Inmate Staff Interaction • Staff Suicide Awareness • Suicide Prevention
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18	<p>Ability to operate a transportation or patrol vehicle (e.g., truck, bus, van, electric vehicle, patrol car) including in inclement weather (rain, snow, fog, dust) to transport inmates as assigned.</p> <ul style="list-style-type: none"> • Transportation of Inmates
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20	<p>Ability to operate wheelchair equipment (e.g., ramps, lifts) on transportation vehicles to transport mobility-impaired inmates.</p> <ul style="list-style-type: none"> • Durable Medical Equipment • Transportation of Inmates
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22	<p>Ability to operate video equipment (e.g., video cameras, video monitors, video recording devices, television) to perform work duties.</p> <ul style="list-style-type: none"> • Controlled Use of Force (Cell Extraction) • Inmate/ Parolee Appeals -Form 602
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23	<p>Ability to operate audio equipment (e.g., tape recorder, TTY) as assigned to complete work assignments (e.g., conducting and recording an interview, investigation).</p> <ul style="list-style-type: none"> • Inmate/ Parolee Appeals -Form 602
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25	<p>Ability to operate communications equipment (telephone/cell phone, two-way radio, stationary radio, PA system) to convey messages effectively.</p> <ul style="list-style-type: none"> • Assuming an Armed Post • Basic Security for Institution Staff • CPR
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26	<p>Ability to operate security equipment (automatic and manual doors and locks, key cards, keys) to ensure inmates are secure and to maintain the security of the institution/camp.</p> <ul style="list-style-type: none"> • Controlled Use of Force (Cell Extraction) • Escape Prevention • Lethal Electrified Fence
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28	<p>Ability to operate metal detectors and hand held wands to prevent the introduction of contraband into the institution.</p> <ul style="list-style-type: none"> • Drug Identification and Control • Inmate Body Search
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<p>29</p>	<p>Ability to operate body scanners to detect potential contraband and prevent the introduction of contraband into the institution/camp.</p> <ul style="list-style-type: none"> • Drug Identification and Control • Inmate Body Search
<p>30</p>	<p>Ability to operate x-ray equipment to detect potential contraband and prevent the introduction of contraband into the institution/camp.</p> <ul style="list-style-type: none"> • Drug Identification and Control
<p>31</p>	<p>Ability to use inmate restraint equipment (e.g., handcuffs, martin chains, escort chains, leg irons, flex cuffs, waist restraints, leather restraints, hand isolation device, spit hood) on compliant and non-compliant inmates as necessary and following all protocol to ensure inmates are properly restrained.</p> <ul style="list-style-type: none"> • Chemical Agents • Controlled Use of Force (Cell Extraction) • Inmate Disabilities / Staff Responsibilities
<p>32</p>	<p>Ability to utilize a firearm (e.g., rifle, handgun, shotgun) as necessary and as assigned, following all protocol to maintain security and safety.</p> <ul style="list-style-type: none"> • Assuming an Armed Post • Escape Prevention • Firearms and Qualification
<p>33</p>	<p>Ability to utilize a gun safe/locker to properly store firearms, ammunition, firearm training equipment and/or other weapons according to policy and procedure.</p> <ul style="list-style-type: none"> • Firearms and Qualification
<p>34</p>	<p>Ability to operate less lethal equipment (e.g., 40mm single or multi-launcher, chemical agents, stinger rounds, direct impact sponge round) according to policy and procedure.</p> <ul style="list-style-type: none"> • Assuming an Armed Post • Controlled Use of Force (Cell Extraction) • Escape Prevention • Firearms and Qualification
<p>35</p>	<p>Ability to operate expandable batons to defend staff and inmates according to policy and procedure.</p> <ul style="list-style-type: none"> • Expandable Baton
<p>37</p>	<p>Ability to utilize alarm response gear (e.g., shield, helmet, load bearing vest, force options) to maintain safety and security.</p> <ul style="list-style-type: none"> • Controlled Use of Force (Cell Extraction)
<p>39</p>	<p>Ability to utilize gas masks and self-contained breathing apparatus as necessary to protect oneself from exposure to chemical agents or smoke according to policy and procedure.</p> <ul style="list-style-type: none"> • Chemical Agents • Controlled Use of Force (Cell Extraction)

40	<p>Ability to utilize alarm devices (e.g., personal alarm systems, facility alarms, smoke alarms) to maintain safety and security according to policy and procedure.</p> <ul style="list-style-type: none"> • Lethal Electrified Fence
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41	<p>Ability to utilize controlled substance detection equipment (e.g., urinalysis equipment, field test kit, NIK test) to conduct drug tests according to policy and procedure.</p> <ul style="list-style-type: none"> • Drug Identification and Control
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42	<p>Ability to utilize basic medical equipment (e.g., first aid kits, PPE, AED, cut down toolkit) to perform emergency operations as necessary according to policy and procedure.</p> <ul style="list-style-type: none"> • CPR • Emergency Operations
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43	<p>Ability to utilize basic firefighting equipment (e.g., extinguishers, fire hoses) to perform emergency operations according to policy and procedure.</p> <ul style="list-style-type: none"> • Fire and Life Safety
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45	<p>Ability to utilize a whistle to alert officers and staff in the event of an emergency.</p> <ul style="list-style-type: none"> • Emergency Operations
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46	<p>Ability to utilize visual observation equipment (e.g., binoculars) to observe inmates and activities at a distance to maintain security of the institution/camp.</p> <ul style="list-style-type: none"> • Assuming an Armed Post
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47	<p>Ability to operate computers (e.g., desktop computers, laptops) and computer software (e.g., databases, SOMs) to input and obtain information, write reports, etc.</p> <ul style="list-style-type: none"> • Information Security Awareness • Inmate Disabilities / Staff Responsibilities • Inmate/ Parolee Appeals -Form 602
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48	<p>Ability to operate equipment for printing and copying documents (printers, copiers, fax machines, scanners) to create and maintain documents according to policy and procedure.</p> <ul style="list-style-type: none"> • Inmate/ Parolee Appeals -Form 602
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49	<p>Knowledge of aspects of Constitutional Law and legal decisions/interpretations related to law enforcement and institutions (e.g., civil rights) to ensure one's own behavior is in compliance with such laws.</p>
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- Basic Security for Institution Staff
- CA Public Records Act
- Chemical Agents
- Drug Identification and Control
- Durable Medical Equipment
- EEO & SHP
- Ethics
- Expandable Baton
- Firearms and Qualification
- Information Practices Act
- Information Security Awareness
- Inmate Disabilities / Staff Responsibilities
- Inmate Staff Interaction
- Partnership in the Correctional Environment
- Transgender, Intersex, and Non-Binary
- Use of Force

50 Knowledge of basic first aid and CPR to assist others as needed until medical staff or other assistance arrives.

- CPR

51 Knowledge of universal precautions for preventing transmission of disease (e.g., PPE, safety goggles, wearing gloves, washing hands) to minimize germ exposure to self and others.

- Communicable Disease Prevention
- Controlled Use of Force (Cell Extraction)
- CPR
- Heat Related Pathologies
- TB Training

52 Knowledge of basic medical terms and concepts to communicate with institutional medical personnel (e.g., LVNs, MDs) and to follow medical instructions given.

- Chemical Agents
- Communicable Disease Prevention
- CPR
- Durable Medical Equipment

53 Knowledge of Health Insurance Portability and Accountability Act (HIPAA) to ensure compliance with inmate medical confidentiality protocol.

- Information Security Awareness

54 Knowledge of criminal identification techniques to conduct effective investigations into criminal activity.

- Drug Identification and Control
- Security Threat Group Management

55 Knowledge of criminal law and procedures relating to detention, arrest, and custody, including rules of evidence pertaining to search and seizure, and the gathering, preservation, and

presentation of evidence in criminal cases necessary to answer questions from inmates or the public.

- Drug Identification and Control
- Inmate Body Search
- Inmate/ Parolee Appeals -Form 602
- Use of Force

56

Knowledge of Departmental rules, regulations, policies, and procedures (e.g., Universal Precautions, Emergency Evacuations, Heat Plan, Inclement Weather Practices, EEO/Sexual Harassment Prevention Policy, Prison Rape Elimination Act, Use of Force Policy) to guide actions taken in the line of duty.

- Assuming an Armed Post
 - Basic Security for Institution Staff
 - CA Public Records Act
 - Chemical Agents
 - Communicable Disease Prevention
 - Controlled Use of Force (Cell Extraction)
 - CPR
 - Diversity in the Workplace
 - Drug Identification and Control
 - Durable Medical Equipment
 - EEO & SHP
 - Emergency Operations
 - Escape Prevention
 - Ethics
 - Expandable Baton
 - Firearms and Qualification
 - Heat Related Pathologies
 - Information Practices Act
 - Information Security Awareness
 - Injury and Illness Prevention Program
 - Inmate Body Search
 - Inmate Disabilities / Staff Responsibilities
 - Inmate Staff Interaction
 - Inmate/ Parolee Appeals -Form 602
 - Integrated Substance Abuse Disorder Treatment
 - Lethal Electrified Fence
 - Partnership in the Correctional Environment
 - PREA
 - Rehabilitation: Roles, Evolution and Perspective
 - Report Writing Review
 - Security Threat Group Management
 - Suicide Prevention
 - TB Training
 - Transgender, Intersex, and Non-Binary
 - Transportation of Inmates
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	<ul style="list-style-type: none"> • Use of Force
57	<p>Knowledge of daily institutional operational assignments and schedules to ensure activities are conducted according to schedule.</p> <ul style="list-style-type: none"> • Escape Prevention
58	<p>Knowledge of emergency protocols (e.g., setting up incident command post, obtaining outside assistance) to ensure rapid and effective response in emergency situations according to policy and procedures.</p> <ul style="list-style-type: none"> • Assuming an Armed Post • Chemical Agents • Controlled Use of Force (Cell Extraction) • CPR • Emergency Operations • Escape Prevention
59	<p>Knowledge of the departmental computer systems [i.e., Strategic Offender Management System (SOMS), ERMS] to review information regarding inmates and input information/data regarding inmates, according to policy and procedure.</p> <ul style="list-style-type: none"> • Durable Medical Equipment • Information Security Awareness • Inmate/ Parolee Appeals -Form 602
60	<p>Knowledge of gang behavior, signs/symbols, and terminology to aid in prevention of violence between inmate groups.</p> <ul style="list-style-type: none"> • Security Threat Group Management
61	<p>Knowledge of interviewing techniques to obtain necessary information from inmates.</p> <ul style="list-style-type: none"> • Inmate/ Parolee Appeals -Form 602
62	<p>Knowledge of investigation principles and techniques including scene management procedures (e.g., accident investigation, criminal investigation, general/noncriminal investigation) to preserve the integrity of a crime scene and ensure all evidence can be obtained according to policy and procedure.</p> <ul style="list-style-type: none"> • Drug Identification and Control • Escape Prevention • PREA
66	<p>Knowledge of the use of force in deadly and non-deadly situations according to departmental policy.</p> <ul style="list-style-type: none"> • Assuming an Armed Post • Chemical Agents • Controlled Use of Force (Cell Extraction) • Escape Prevention • Expandable Baton • Firearms and Qualification • Use of Force

68	<p>Knowledge of suicide prevention policy including reporting suicide attempts, identifying signs of attempt, following policy and medical orders to observe inmates on suicide watch, and completing all log books/documentation.</p> <ul style="list-style-type: none"> • Suicide Prevention
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70	<p>Knowledge of safety, accident and injury prevention procedures to ensure injuries are handled rapidly and appropriately.</p> <ul style="list-style-type: none"> • Basic Security for Institution Staff • Chemical Agents • Communicable Disease Prevention • Controlled Use of Force (Cell Extraction) • Firearms and Qualification • Heat Related Pathologies • Injury and Illness Prevention Program • Lethal Electrified Fence • TB Training • Transportation of Inmates
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71	<p>Knowledge of the behavior of criminals and the causes underlying criminality to help predict and/or prevent criminal activity inside the institution/camp.</p> <ul style="list-style-type: none"> • Escape Prevention • Inmate Staff Interaction
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73	<p>Knowledge of types of evidence (e.g., testimony, writings, material objects) and preparation and admissibility of evidence to ensure evidence is properly collected and handled when necessary.</p> <ul style="list-style-type: none"> • Inmate/ Parolee Appeals -Form 602
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74	<p>Ability to assess a situation to obtain an overall understanding of the situation to allow for effective decision making.</p> <ul style="list-style-type: none"> • Assuming an Armed Post • Chemical Agents • Controlled Use of Force (Cell Extraction) • CPR • EEO & SHP • Escape Prevention • Ethics • Inmate Disabilities / Staff Responsibilities • Inmate/ Parolee Appeals -Form 602 • Lethal Electrified Fence
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75	<p>Ability to determine when a decision will require supervisory approval to ensure that high impact decisions are properly sent up the chain of command.</p> <ul style="list-style-type: none"> • Assuming an Armed Post • Durable Medical Equipment • EEO & SHP • Emergency Operations • Escape Prevention • Inmate Staff Interaction
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76	<p>Ability to evaluate different potential courses of action and their consequences in situations where all the information is not available to provide the most effective recommendation given the details that are present.</p> <ul style="list-style-type: none"> • Chemical Agents • Controlled Use of Force (Cell Extraction) • CPR • Ethics • Firearms and Qualification • Inmate Staff Interaction • Transportation of Inmates • Use of Force
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77	<p>Ability to identify inconsistencies in information to recommend further investigation and verification before making decisions or taking action.</p> <ul style="list-style-type: none"> • Inmate/ Parolee Appeals -Form 602
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78	<p>Ability to identify and distinguish between inmates under assigned watch to ensure their movement and activities are properly tracked, logged, and ensure the inmates are in correct areas.</p> <ul style="list-style-type: none"> • Escape Prevention
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79	<p>Ability to assess inmates' verbal and nonverbal cues that might indicate a possible threat in order to take action to maintain the safety of oneself and others.</p> <ul style="list-style-type: none"> • Controlled Use of Force (Cell Extraction) • Escape Prevention • Firearms and Qualification • Inmate Staff Interaction • Security Threat Group Management
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80	<p>Ability to make independent decisions under high stress situations when information is incomplete or conflicting to ensure the safety and security of the institution/camp is not compromised.</p> <ul style="list-style-type: none"> • Assuming an Armed Post • Controlled Use of Force (Cell Extraction) • Expandable Baton • Firearms and Qualification
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81	<p>Ability to make sound decisions in compliance with laws, regulations, and Departmental policies and procedures to effectively carry-out duties and avoid legal ramifications.</p> <ul style="list-style-type: none"> • Assuming an Armed Post • CA Public Records Act • Controlled Use of Force (Cell Extraction) • CPR • Durable Medical Equipment • EEO & SHP • Ethics • Expandable Baton • Firearms and Qualification • Information Practices Act • Information Security Awareness
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- Inmate Body Search
- Inmate Disabilities / Staff Responsibilities
- Inmate Staff Interaction
- Inmate/ Parolee Appeals -Form 602
- Lethal Electrified Fence
- Transportation of Inmates
- Use of Force

82 Ability to observe relevant visual information (e.g., physical characteristics of assigned area, location of inmates, incidents) to ensure key elements are identified during emergency situations.

- Chemical Agents
- Controlled Use of Force (Cell Extraction)
- CPR
- Firearms and Qualification

83 Ability to recognize one's personal strengths and limitations to ensure assistance is called to handle a situation as necessary.

- CPR
- Emergency Operations
- Expandable Baton

84 Ability to use good judgment and common sense in making decisions while considering potential ramifications to ensure effective actions are taken in accordance with policy and procedure.

- Assuming an Armed Post
- Chemical Agents
- Controlled Use of Force (Cell Extraction)
- CPR
- Diversity in the Workplace
- EEO & SHP
- Emergency Operations
- Ethics
- Expandable Baton
- Firearms and Qualification
- Inmate Disabilities / Staff Responsibilities
- Inmate Staff Interaction
- Transportation of Inmates
- Use of Force

86 Ability to estimate how many people are in a certain space to maintain compliance with various standards for occupancy outlined in policy.

- Assuming an Armed Post
- Escape Prevention

88 Ability to identify the proper location of a name or number within an alphabetical or numerical sequence in order to file records accurately and retrieve records quickly.

- Inmate/ Parolee Appeals -Form 602

89	<p>Ability to obtain facts and information through observation to provide a detailed description of the situation being observed and later recorded.</p>
	<ul style="list-style-type: none"> • CPR • Drug Identification and Control • Inmate/ Parolee Appeals -Form 602 • Security Threat Group Management
90	<p>Ability to recall factual information from memory in order to determine the correct course of action or recount actions or events in reports.</p>
	<ul style="list-style-type: none"> • Controlled Use of Force (Cell Extraction) • CPR
91	<p>Ability to record observations accurately to ensure appropriate action can be taken in response to the information being documented.</p>
	<ul style="list-style-type: none"> • Controlled Use of Force (Cell Extraction)
92	<p>Ability to articulate recommendations by supporting with facts to communicate the recommendation effectively and allow proper consideration.</p>
	<ul style="list-style-type: none"> • CPR
95	<p>Ability to listen to others attentively and with comprehension to collect all necessary information from staff and inmates.</p>
	<ul style="list-style-type: none"> • CPR
98	<p>Ability to alter communication style, language, and terminology utilized in each communication interaction (e.g., communicating with visitors/public, new inmates, types of inmates, medical staff) to ensure terminology and information relayed is clear and at the appropriate level.</p>
	<ul style="list-style-type: none"> • Diversity in the Workplace • Inmate Staff Interaction • Transgender, Intersex, and Non-Binary
99	<p>Ability to give oral instructions and commands in a clear voice loud enough to make instructions to inmates or other staff easily heard and understood.</p>
	<ul style="list-style-type: none"> • Controlled Use of Force (Cell Extraction) • CPR • Firearms and Qualification • Transportation of Inmates
100	<p>Ability to frequently switch between multiple tasks, with safety as the first priority (i.e., multitasking) to manage multiple situations requiring attention simultaneously.</p>
	<ul style="list-style-type: none"> • CPR
102	<p>Ability to work safely according to established policies and procedures in all situations to ensure personal safety and the safety of others.</p>
	<ul style="list-style-type: none"> • Basic Security for Institution Staff • Chemical Agents • Controlled Use of Force (Cell Extraction) • Fire and Life Safety • Firearms and Qualification

	<ul style="list-style-type: none"> • TB Training • Transportation of Inmates • Use of Force
104	<p>Ability to learn departmental and institution-specific terminology and acronyms to accomplish the tasks and goals of the organization.</p> <ul style="list-style-type: none"> • Chemical Agents • Controlled Use of Force (Cell Extraction) • EEO & SHP • Escape Prevention • Firearms and Qualification
106	<p>Ability to remain up-to-date on all changes to departmental and institutional rules, policies, laws, programs to ensure work activities are conducted accurately and in compliance.</p> <ul style="list-style-type: none"> • Firearms and Qualification
108	<p>Ability to work in hazardous situations and accept risks of physical injury or illness to complete assigned tasks.</p> <ul style="list-style-type: none"> • Expandable Baton • Firearms and Qualification
113	<p>Ability to carry and possess all required equipment (e.g., handcuffs, baton, chemical agents, radio, keys, gas mask, whistle, CPR barrier, and protective vest) and ensuring the equipment is in good operating order per institutional and departmental policy and procedure.</p> <ul style="list-style-type: none"> • Expandable Baton
115	<p>Ability to work effectively with others, including non-custodial staff, as a team to perform group activities and achieve common goals.</p> <ul style="list-style-type: none"> • Partnership in the Correctional Environment
116	<p>Ability to use physical force in dealing with hostile situations to confront and exert control over people who are behaving inappropriately or unpredictably and to handle emergency situations.</p> <ul style="list-style-type: none"> • Expandable Baton
121	<p>Ability to make precise, accurate movements of the hands and arms to direct force necessary for personal protection and inmate control.</p> <ul style="list-style-type: none"> • Expandable Baton
128	<p>Ability to know one's location in relation to the environment, or to know where other objects are in relation to one's self, to perform work duties.</p> <ul style="list-style-type: none"> • Firearms and Qualification
133	<p>Ability to physically defend self or others (i.e., with hands, arms or feet) against an attacking inmate as necessary.</p> <ul style="list-style-type: none"> • Expandable Baton
135	<p>Ability to work in adverse environmental conditions including heat, cold, rain, snow, wind, dust, etc., to effectively perform job duties.</p> <ul style="list-style-type: none"> • Fire and Life Safety

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- 137** Ability to perform physical actions and movements quickly and smoothly to ensure personal safety and the safety and security of the institution/camp is not compromised.
- CPR
 - Expandable Baton
 - Fire and Life Safety
 - Firearms and Qualification
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- 138** Ability to react quickly to visual signals and unexpected situations or emergencies to take action to ensure personal safety and the safety and security of the institution is not compromised.
- Assuming an Armed Post
 - CPR
 - Expandable Baton
 - Firearms and Qualification
 - Inmate/ Parolee Appeals -Form 602
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- 140** Ability to understand oral communication at normal speaking volume via voice, radio, and telephone to ensure directives and messages are effectively received.
- CPR
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- 143** Ability to exercise discretion in dealing with sensitive information to ensure that confidential information is not misused or inappropriately distributed.
- CA Public Records Act
 - CPR
 - EEO & SHP
 - Information Practices Act
 - Information Security Awareness
 - Inmate Disabilities / Staff Responsibilities
 - Transgender, Intersex, and Non-Binary
-
- 144** Ability to implement a plan of action under mental, and sometimes physical and emotional stress (duress) to ensure the operations of the institution/camp are not interrupted.
- Expandable Baton
 - Firearms and Qualification
-
- 145** Ability to work in an environment that requires strict adherence to instructions, standards, and/or procedures to ensure that actions are taken in compliance with policy and appropriately given the direction of the chain of command.
- Ethics
 - Expandable Baton
 - Firearms and Qualification
 - Inmate Staff Interaction
 - Lethal Electrified Fence
 - TB Training
 - Use of Force
-
- 147** Ability to function effectively under difficult, unexpected or emergency conditions by maintaining one's composure professional demeanor (e.g., exercising restraint, using force only when necessary) to ensure decisions are objectively made and logical.

	<ul style="list-style-type: none"> • Assuming an Armed Post • Controlled Use of Force (Cell Extraction) • CPR • Expandable Baton • Firearms and Qualification • Inmate Staff Interaction
150	<p>Ability to perform a task in the presence of distracting activities or noise to ensure the operations of the institution/camp are not interrupted.</p> <ul style="list-style-type: none"> • Firearms and Qualification
151	<p>Ability to remain calm and composed in highly stressful, frustrating, or difficult situations to ensure work is conducted in a professional manner.</p> <ul style="list-style-type: none"> • Assuming an Armed Post • Controlled Use of Force (Cell Extraction) • CPR • Firearms and Qualification
152	<p>Ability to work quickly and accurately in situations where there is time pressure or emotional strain to ensure the operations of the institution/camp are not interrupted.</p> <ul style="list-style-type: none"> • Expandable Baton • Firearms and Qualification
153	<p>Ability to analyze written information as needed to conduct investigations and resolve discrepancies and inmate problems.</p> <ul style="list-style-type: none"> • Inmate Disabilities / Staff Responsibilities
154	<p>Ability to detect errors in facts and information that do not appear consistent in written documents and logs to prompt revisions of such documents to reflect only accurate information.</p> <ul style="list-style-type: none"> • Inmate Disabilities / Staff Responsibilities
156	<p>Ability to read and comprehend written information (e.g., court orders, memos, reports, forms, policies, procedures, and rules) to complete forms for submission and conduct operations according to policy.</p> <ul style="list-style-type: none"> • Assuming an Armed Post • Emergency Operations • Inmate Disabilities / Staff Responsibilities • Lethal Electrified Fence
157	<p>Ability to understand and apply statutory and judicial limitations on prisoner confinement, and the rights of all persons under the United States Constitution to effectively comply with necessary standards for inmates.</p> <ul style="list-style-type: none"> • Inmate/ Parolee Appeals -Form 602 • Use of Force
160	<p>Ability to choose appropriate terminology (i.e., vocabulary, word usage) when preparing written documents.</p>

- Drug Identification and Control
- Inmate/ Parolee Appeals -Form 602
- Report Writing Review

161 Ability to effectively utilize computers and software (e.g., word processing, spreadsheet, scheduling, and reporting programs) to access information and create documents.

- Inmate/ Parolee Appeals -Form 602

162 Ability to express ideas in a clear, concise, factual/accurate, and sequential manner to ensure ideas are easy to understand.

- Report Writing Review

163 Ability to maintain accurate and detailed records/notes/logs to document work-related activities.

- Heat Related Pathologies
- Inmate Disabilities / Staff Responsibilities
- Report Writing Review

165 Ability to summarize a set of facts or ideas about an event or situation to provide an overall summary that can be quickly and easily understood by the reader.

- Inmate/ Parolee Appeals -Form 602
- Report Writing Review

166 Ability to transcribe the important elements of oral communication in written form (i.e., taking notes) to effectively document information being communicated.

- Inmate/ Parolee Appeals -Form 602

170 Knowledge of report writing methods and techniques to properly document incidents and investigations.

- Controlled Use of Force (Cell Extraction)
- Drug Identification and Control
- Inmate Disabilities / Staff Responsibilities
- Report Writing Review
- Use of Force

Appendix F Number of Ongoing Training Courses Linked to Each Indeterminate KSA

KSA #*	KSAs	Number of Linked Courses
	Dealing Effectively with Others (Interpersonal)	
2	Ability to assess verbal and nonverbal cues to determine whether information has been communicated clearly and is understood by recipients.	5
6	Ability to empathize and communicate with individuals from diverse ethnic, socioeconomic, gender identity, and cultural backgrounds to ensure inmates are treated in a fair and equitable manner.	4
15	Ability to work safely and effectively as part of a team with coworkers, supervisors, and other law enforcement personnel to ensure that tasks are managed in an effective manner.	4
	Oral Communication	
93	Ability to follow oral directions related to work assignments to comply with supervisory directives.	1
97	Ability to summarize complex information to make it easier for others to understand.	1
	Physical	
125	Ability to perform duties requiring close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus to capture all the necessary details of observations in both bright and dim light.	4
127	Ability to maintain one's balance when changing direction or walking on narrow walkways to perform work duties.	1
130	Ability to bend, extend, and/or twist body to perform work duties (e.g., when searching vehicles and/or placing physical restraints on individuals).	1
	Stress Tolerance	
146	Ability to cope with stressful situations professionally and tactfully to ensure decisions can be made effectively without being impacted by negative emotions.	1
168	Ability to use appropriate grammar, spelling, punctuation, sentence structure, and tone in informal and formal communications to ensure information is easy to understand.	1

* KSAs retain their original numbering from the occupational analysis.

Appendix G

Ongoing Training Courses Linked to Each Indeterminate KSA

KSA #	KSAs
2	<p>Ability to assess verbal and nonverbal cues to determine whether information has been communicated clearly and is understood by recipients.</p> <ul style="list-style-type: none"> • Controlled Use of Force (Cell Extraction) • CPR • Diversity in the Workplace • Inmate Body Search • Inmate Disabilities / Staff Responsibilities
6	<p>Ability to empathize and communicate with individuals from diverse ethnic, socioeconomic, gender identity, and cultural backgrounds to ensure inmates are treated in a fair and equitable manner.</p> <ul style="list-style-type: none"> • Diversity in the Workplace • Ethics • Inmate Staff Interaction • Transgender, Intersex, and Non-Binary
15	<p>Ability to work safely and effectively as part of a team with coworkers, supervisors, and other law enforcement personnel to ensure that tasks are managed in an effective manner.</p> <ul style="list-style-type: none"> • CPR • Diversity in the Workplace • Emergency Operations • Lethal Electrified Fence
93	<p>Ability to follow oral directions related to work assignments to comply with supervisory directives.</p> <ul style="list-style-type: none"> • Firearms and Qualification
97	<p>Ability to summarize complex information to make it easier for others to understand.</p> <ul style="list-style-type: none"> • Firearms and Qualification
125	<p>Ability to perform duties requiring close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus to capture all the necessary details of observations in both bright and dim light.</p> <ul style="list-style-type: none"> • CPR • Expandable Baton • Firearms and Qualification • Lethal Electrified Fence
127	<p>Ability to maintain one's balance when changing direction or walking on narrow walkways to perform work duties.</p> <ul style="list-style-type: none"> • Expandable Baton
130	<p>Ability to bend, extend, and/or twist body to perform work duties (e.g., when searching vehicles and/or placing physical restraints on individuals).</p> <ul style="list-style-type: none"> • CPR

146 Ability to cope with stressful situations professionally and tactfully to ensure decisions can be made effectively without being impacted by negative emotions.

- Firearms and Qualification

168 Ability to use appropriate grammar, spelling, punctuation, sentence structure, and tone in informal and formal communications to ensure information is easy to understand.

- Report Writing Review
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Appendix H

SME Comments Related to Non-Linked KSAs

(These are the SME comments from the Phase I review of the KSAs that did not link to Academy courses. Only the comments for KSAs that did not link to ongoing training are listed here.)

KSA #*	KSAs	SME Comments
1	Ability to accept constructive criticism as needed to effectively evaluate feedback from superiors or coworkers, to improve job performance.	SMEs agree that this is an important ability for cadets entering the Academy as cadets must have this ability to be successful in Academy training. Cadets would continue to develop this naturally throughout the academy based on the constant performance feedback provided.
11	Ability to provide crisis intervention techniques (e.g., counseling, suicide prevention, risk assessment) to minimize the escalation of crises.	This ability would be required only for COs in certain posts, and not likely when first starting on the job. Most related tasks would be performed by Correctional Counselors.
19	Ability to operate vehicle emergency equipment (e.g., jumper cables, tire chains, flares) on transportation vehicles.	The Transporting Inmates course includes information regarding performing vehicle inspections to verify that emergency equipment is in place, but there is no training regarding using the equipment. The SMEs indicated that this ability could be trained in a short time on the job, and is only applicable to COs transporting inmates outside of the institutions.
21	Ability to operate emergency lighting equipment (e.g., spotlight, search lights, flashlights) in the event of an emergency to maintain safety and security.	This can be learned in a short period of time on the job.
24	Ability to operate processing equipment (fingerprinting, photo equipment) to ensure inmates are accurately received into the institution.	This would be learned on the job if needed for the particular post.
38	Ability to utilize forcible entry equipment (e.g., crowbars, pry equipment) as necessary and following all protocol to maintain safety and security.	Any forcible entry would not be performed by new COs (and would likely be performed only by supervisors).
44	Ability to utilize basic work tools (e.g., tool kits, gardening tools, housekeeping tools) to observe inmate work crews for safe operation and to identify usage that may indicate potential safety violations/risks.	This ability is necessary only for supervising inmate work crews, which a new CO would not be doing alone, and most people possess the ability to use basic tools.

KSA #*	KSAs	SME Comments
63	Knowledge of legal proceedings and court rules and procedures needed to conduct oneself with professionalism when called on to attend court.	SMEs agreed that this is not currently covered in the Academy but indicated that a course titled <i>CDCR Miranda and Testimony Preparation</i> is currently being developed to cover this information.
65	Knowledge of methods and systems to file documents including alphabetical, numeric, and/or alphanumeric filing systems to allow for easy retrieval of records in the future.	This can be learned in a short period of time on the job as needed for specific posts.
67	Knowledge of procedures to lawfully manage any juveniles that may be housed in the institution.	This knowledge is needed by too few COs to be practical to teach in the Academy.
69	Knowledge of Indecent Exposure Policy (IEX) including reporting immediately to supervisor and completing an incident report and other required documentation, to ensure policy is followed.	SMEs agree that this is important knowledge, but is not currently covered in the Academy.
72	Knowledge of the geographic area of the work assignment/institution (e.g., streets, addresses, landmarks, important buildings) to effectively navigate during transportation tasks.	Not widely applicable. Not feasible to teach in the Academy.
94	Ability to interview individuals to obtain accurate and complete information.	Not widely applicable. Likely applicable only to COs involved in investigations, and they would learn the specific techniques on the job.
105	Ability to continue learning (i.e., update or acquire knowledge) in order to remain up-to-date on all new policies, procedures, and trends as well as to learn new post assignments, as required.	This is a basic cognitive ability, and would be difficult to train.
107	Ability to perform undesirable, routine, or monotonous duties to ensure the effective operations of the institution/camp are maintained.	This is not trainable and must be developed over time on the job.
109	Ability to work in unpleasant conditions to complete assigned tasks.	This is not trainable and must be developed over time on the job. Additionally, the term "unpleasant" is too subjective to identify how to train.
110	Ability to work day, evening, or night shifts, weekends, and holidays, and to report for duty at any time emergencies arise to complete work tasks.	This is not trainable, and would need to be developed on the job.

KSA #*	KSAs	SME Comments
112	Ability to adhere to the Grooming and Uniform standards to comply with policy and procedures.	This is not trainable, as it is more of a willingness. Cadets who do not have this ability would not be successful in the Academy.
117	Ability to distinguish differences or similarities among odors in order to detect smoke, marijuana, body odors, gas leaks, and other substances.	This would be developed on the job though experience.
122	Ability to climb stairs on a routine and emergency basis to access elevated work areas, conduct routine patrols and searches, and respond to emergencies.	Not necessary to train. Any cadet who can meet the physical performance requirements of the Academy could perform associated tasks.
123	Ability to climb ladders to access elevated work areas such as booths or guard towers, or to conduct searches, investigations, or surveillance.	Not necessary to train. Any cadet who can meet the physical performance requirements of the Academy could perform associated tasks.
124	Ability to operate a vehicle safely in a variety of driving situations and weather conditions to transport inmates and equipment within and outside the institution/camp.	Not feasible to train in the Academy.
148	Ability to handle unexpected changes on the job, such as new schedules, new priorities, new routines, or transfers to different jobs in order to contribute to the effective operation of the institution.	This ability would have to be developed on the job in order to be successful over time.
149	Ability to work in the presence of loud noise to effectively perform job duties.	This would be difficult to train in the Academy, but could be developed on the job with experience in certain posts.
155	Ability to read and comprehend charts and tables to understand the content represented in visual form rather than simple written format.	This is related to basic reading comprehension and analytical ability, and would not be feasible or practical to teach in the Academy.
158	Ability to read and interpret maps and blueprints to utilize the information in decision making procedures as they relate to daily tasks.	Map reading is not widely applicable, and with the use of GPS, maps do not require "interpretation." COs would not likely have access to blueprints.
164	Ability to organize written information to ensure thoughts are conveyed in a reasonable and logical manner.	This ability goes beyond what is taught in the Report Writing classes. More thorough writing training would not be feasible at the Academy.

KSA #*	KSAs	SME Comments
169	Ability to write reports that are complete and provide an accurate account of a situation that was observed firsthand or described by another person or persons to ensure proper documentation is accomplished.	This ability goes beyond what is taught in the Report Writing classes. More thorough writing training would not be feasible at the Academy.

* KSAs retain their original numbering from the occupational analysis.