

A Day in the Life of a Corrections Lieutenant



by Bobbie Ames and Bridget Bailey
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PA State Civil Service Commission

- PA merit system
- 60,000 state employees
- 35 agencies
- 9,000 local government employees
- 300 local agencies
- 350 different exams per year
- 800+ job titles

PA Department of Corrections

- 25 State Prisons + 1 Boot Camp
- 14,000 Employees
- 81% are Civil Service Employees
- 508 Lieutenant positions
- 1147 Sergeants potential candidates
- Typically test for Lieutenant every 2 years

Critical Job Requirements

- New Job Analysis – Representative Sample
 - ❖ All Shifts
 - ❖ All Lt. Positions - zone, security, training, emergency preparedness
 - ❖ 126 incumbents
 - ❖ 8 representative Job Sites

Examples of Work Behaviors

- Inspects staff posts, housing units, yard, fences, walls, gates, etc
- Reviews staff and inmate concerns, grievances, and requests
- Reviews roster to ensure adequate staff coverage

Examples of KSAs

- Ability to exercise proper judgment in various situations encountered on the job including those of an unusual or serious nature
- Knowledge of the departmental and institutional rules, regulations, policies, and procedures
- Knowledge of the Code of Ethics

Critical Entry-Level Factors

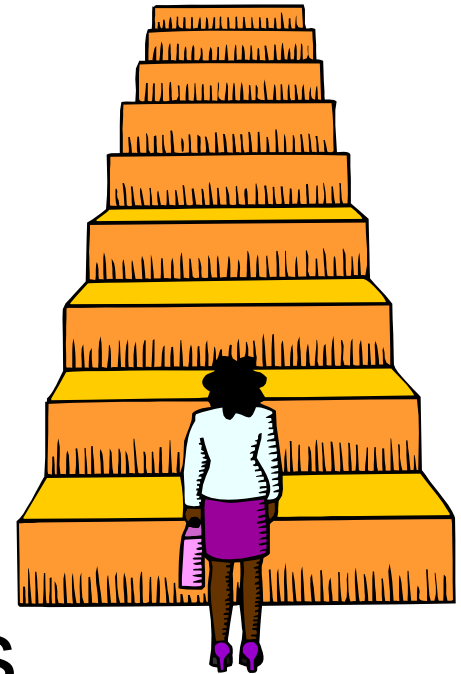
- Judgment and Decision Making
- Interpersonal Relations
- Corrections Policy and Procedures
- Written Reports
- Supervision
- Reading Comprehension – Indirect Measure
- Observation – Not Measured by Test
- Oral Communication – Not Measured
- Skills – Not measured

THE TEST DEVELOPMENT PROCESS



The Challenges

- 900+ candidates
- Test Security Issues
- Candidate Acceptance
- Cost
- Adverse Impact
- Differences in 26 Job Sites



More Challenges

- Branching or Linear? – NY State Latent Image Exam
- 25 SMEs – on the same page
- Technology Development impacted
 - How questions are asked
 - What candidate will see on screen
 - Scoring

Beginning Test Development

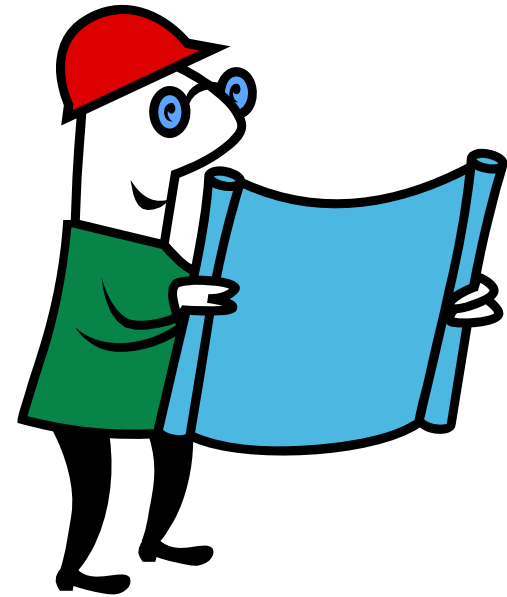
- Situational Judgment Exam
- A Day in the Life of the Lieutenant
- Multiple Situations
- Situations overlap



Groundwork

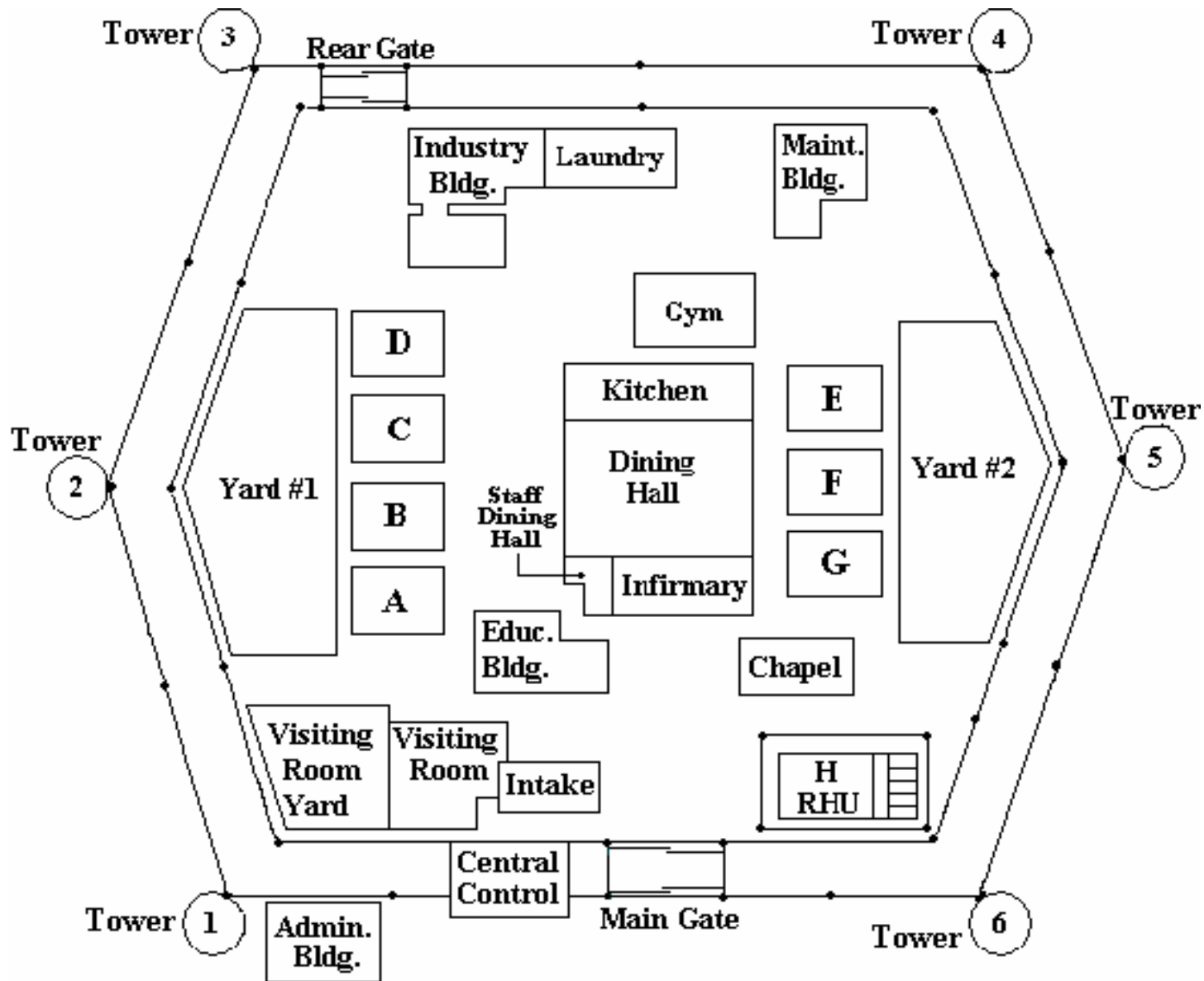
Candidates needed

- One Facility
- One Staff
- One Schedule
- One post assignment
- One Set of Policies and Procedures



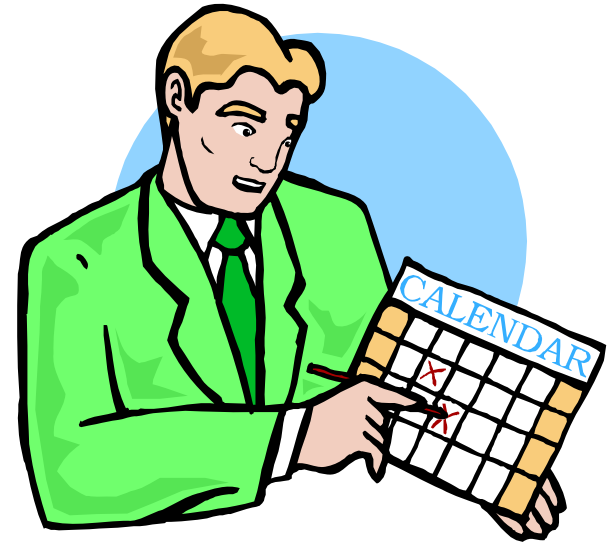
One Facility

- Candidates will be presented one facility as the setting for the day in the life
- Defined security level, size, inmate population, programs, age, physical plant, staffing, etc.
- We developed a staffing roster for all positions in the facility
- The physical plant was designed and developed as a layout for the test material



Groundwork Continues

- Lieutenant's Role
- Lieutenant's Schedule
- The Situations
 - Critical incidents
 - Lt makes decisions
 - Entry-level requirements
- Policies



Lieutenant's Role

- Assume the role of a recently promoted Lieutenant
- Recent transfer
- Assigned as the Zone 1 Lieutenant
- Working the 1400 – 2200 shift
- Today is your first day following orientation

Lieutenant's Schedule

Time Line/Institutional Routines, i.e.,

1330 – 1355 In Central Control

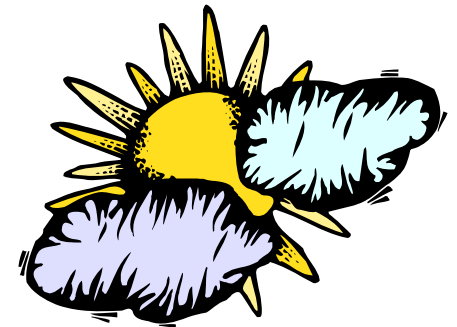
1355 – 1400 Roll call

1400 – 1500 In Yard 1 for Afternoon Yard Out

1500 – 1600 Make rounds of Zone1

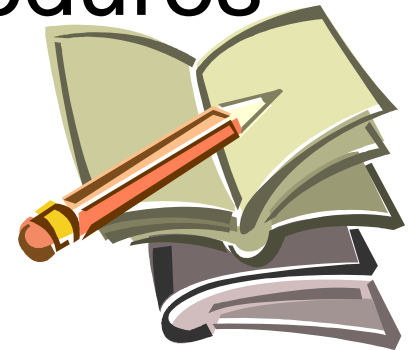
1600 – Early Count

1615 – 1645 Lieutenant's Meal Period



Reference Materials

- Candidate's Role
- Schedule
- Facility Description and Layout
- Roster
- Memos – Consistent procedures related to situations



The Test Begins

“You just finished reviewing the material in Reference Booklet A. It is now 1354 hours when you arrive in the roll call area. The Captain is preparing to conduct roll call.”

Incident continues to unfold

Transition

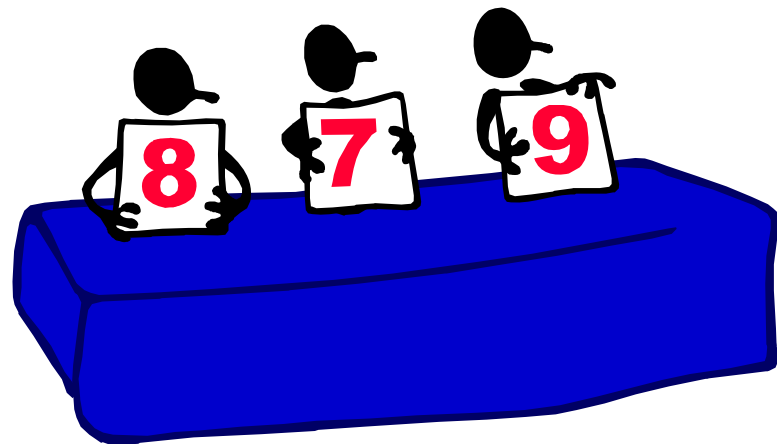
- **It is now 1401 hours**
- **Officer Smith confirms the threat**
- **Which one or more of the following actions would you take at this point?**
- **Answer choices listed**

Reviewing Reports

- Candidate must review
 - ◆ three reports about the same incident – with errors
 - ◆ facts about the incident
- List of changes that can be made
- Choose one or more from the list

Scoring

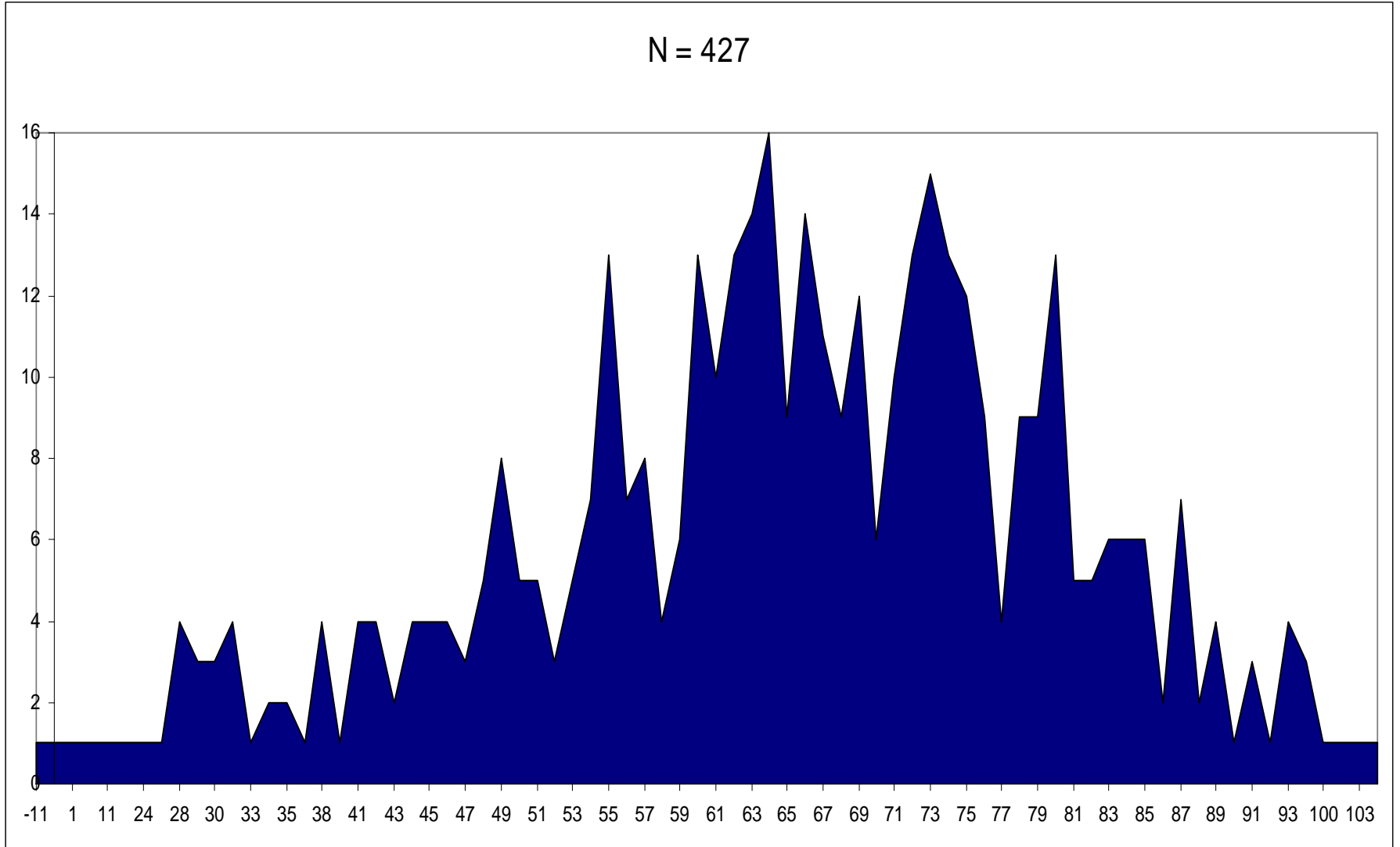
- Correct choices = +1
- Incorrect choices = -1
- Different total weights for each item
- Passing Point of +1 for the test



Scores

- 330 total + and – choices for 57 decision points (questions)
- Possible highest score of + 132
- Possible lowest score of -198
- Actual Range of Scores = -11 to +108
- Mean Score = 64.4
- Standard Deviation = 16.7
- Reliability = .767

Frequency Distribution



Item Analysis

Difficulty level for multiple-select/multiple choice items – two approaches

- ❖ First, for one correct choice per question
 - ❖ Ranged from .18 to .99
 - ❖ Average = .69
- ❖ Second, for all correct choices per question
 - ❖ Ranged from .06 to .83
 - ❖ Average = .24

Subtest Analysis

- Grouped questions according to situation
- For all correct choices in a situation difficulty levels ranged from .19 to .34
- Scores ranged from negative numbers to highest possible per subtest
- Means were positive scores

Example - Subtest 2

- Possible Range -31 to + 14
- Actual Range -10 to +14
- Average subtest score = 5.48
- SD = 1.07
- Average Difficulty Level for the Subtest/Situation = 39%

Findings

- Met the Challenges
- Easy to Administer and Score
- Difficulties with Data Output
- Challenges Data Interpretation
- Top 20% of candidates likely to make the best decisions and fewer bad decisions
- High Candidate Acceptance

Remaining Issues

- Some questions/decision points have negative average scores – why?
- What is the best method to analyze the items?
- Are we measuring the critical entry-level requirements the best way?
- Should we plan to incorporate audio/video to reduce reading?

Contact Information

Bobbie Ames: rames@state.pa.us

Bridget Bailey: bridbailey@state.pa.us