

How to Prepare Guide

for the

Correctional Lieutenant - 60714
Selection Procedure

with the
State of Alabama



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I. Introduction

A new selection procedure has been developed for the job of Correctional Lieutenant. Your application indicates that you meet the qualifications for this job, and as such, you are invited to participate in the Correctional Lieutenant selection procedure. This guide is designed to acquaint you with the job of Correctional Lieutenant and the specific details of the selection procedure. **Please read this information carefully. ALL candidates should review the entire Guide thoroughly.** It is important that you know what to expect before taking the test.

Job Background Information

The job of Correctional Lieutenant is with the State of Alabama Department of Corrections and carries the rank of Lieutenant. Employees in this class supervise a shift, or in the larger institutions, assist the shift supervisor by being in charge of security in an assigned area of an institution. Work includes responsibility for enforcing institution security by inspecting posts, re-assigning officers to posts, and assuring performance. Work in this class usually involves supervising small to medium size shifts. Work is performed under supervision of a superior officer who checks performance through inspections, reports, and conferences.

Employees in this job classification work in correctional institutions throughout the state. Specific job openings are filled by the Alabama Department of Corrections from a list of eligible candidates provided by State Personnel. The job of Correctional Lieutenant has a salary range of \$43,346.40 - \$65,695.20.

II. Selection Procedure Development Process

Background Information

The first step in developing a selection procedure for a State Merit System job is to gather background information about the job. This is done to make sure that the test is job related and fair. We used individuals currently employed as Correctional Lieutenants with the State of Alabama and their supervisors to gather this information. This process is called a *job analysis*.

Through this process, the activities performed on the job were identified and separated into specific *work behavior and task statements*. After identifying these work behaviors and tasks, we identified the specific competencies that Correctional Lieutenants must have in order to effectively perform all of the work behaviors and corresponding tasks. These competencies were broken into three categories: *knowledge, skills, and abilities*.

To complete this job analysis process, we asked Correctional Lieutenants and their supervisors to rate each work behavior and task statement as well as each knowledge, skill, and ability statement. These ratings identified which work behaviors, tasks, and competencies are most important to effective job performance. The selection procedure developed by the State Personnel Department measures many of the important knowledges and abilities required for the job of Correctional Lieutenant.

Work Behavior & Task Statements

For the Correctional Lieutenant job, the job analysis process identified several work behaviors and tasks as being critical for effective job performance. New Correctional Lieutenants must be able to perform these work behaviors and their corresponding tasks upon entry to the position. These work behavior and task statements are listed below.

WORK BEHAVIOR I

Supervises uniform and non-uniform personnel using radios, standard office equipment, personal observation, and state vehicle following Alabama Department of Corrections (ADOC) administrative regulations, institutional SOPs, supervisor's directives, and own initiative in order to assign duties, evaluate and counsel performance, edit reports and determine training needs.

- Task 1.01 Schedules personnel and assigns tasks to include post, monitoring or escorting inmates, frisking duties, stewarding, visitation yard, tower, and shift by rotation, rank, experience, utilization plan/strategy or seniority in order to maintain control of facility, ensure adequate coverage, train officers and to expose them to different settings.
- Task 1.02 Evaluates personnel using a Performance Appraisal through reports, radio operations, and on-site monitoring in order to identify strengths, weaknesses and training needs.
- Task 1.04 Reviews records completed by subordinates and inmates to include incident reports, statements, disciplinary reports, logs, letters, schedules, leave requests, affidavits, complaints, and other forms in order to ensure completeness, legibility, grammar, sentence structure, syntax, and adherence to policy, determine response, monitor judgment, document actions, authorize action, and to remain current on institutional activities.
- Task 1.05 Coordinates and schedules advanced training for subordinate employees to include, but not limited to, firearms, CPR/First Aid, use of force, PREA, ADA, Mental Health, supervision, Strategic Self-Defense and Gunfighting Tactics(SSGT), harassment/discrimination, employment law, security devices such as shields, shock devices, and chemical agents; report writing, handling special management inmates, restraints, and AR changes in order to meet APOSTC and certification requirements, to ensure recency, facility security, orderly operations, to improve performance and for adherence administrative regulations.
- Task 1.06 Monitors subordinates in facility to include non-security personnel such as stewards, canteen workers, recreation, industry personnel, and administration services in order to evaluate performance, maintain normal facility operations and activities.
- Task 1.07 Monitors, approves/denies and schedules leave through E-Start to include advanced training, holiday, annual, sick FMLA, excessive leave, and military; shift bids by seniority, date of request, health, orders, and quarterly reports in order to maintain adequate coverage, meet APOSTC standards, and inform personnel.

Task 1.08 Trains subordinates on issues such as scheduling, paperwork, corrective action, addressing subordinate personnel issues, task assignment, and evaluating and training personnel in order to fill in your absence and to ensure facility compliance.

Task 1.09 Monitors subordinates on their posts in order to ensure compliance with duty station obligations such as patrolling the cell block, maintaining order, cleanliness of cell and inmates, preventing security violations, checking maintenance, looking for contraband, and relaying intelligence.

Task 1.10 Documents positive and negative actions taken by subordinates as required by ARs and SOPs as needed for future use such as disciplinary actions and performance appraisals.

WORK BEHAVIOR 2

Interacts with inmates using personal communication following institutional SOP's, supervisor's directives, and own initiative in order to provide security, assist in rehabilitation and monitor for contraband.

Task 2.01 Monitors/Escorts inmates to and from dinner, road/property squads, outside work, industries work, exercise yard, hearings, infirmary, restrictive housing, and other facilities in order to ensure order, safety, health, adherence to SOP's, and evacuation drills.

Task 2.02 Inspects/monitors/observe the watch on a post in order to ensure safety, order, and policy adherence.

Task 2.04 Escorts inmates by car, bus or on foot using proper restraints such as handcuffs, belts, and chains and following ADOC policies and procedures and institutional SOP's for disciplinary, investigations, reclassification, restrictive housing, Death Row, employment, emergency pass, medical or other emergencies, and public relations reasons.

Task 2.05 Monitors inmates at squad checkouts, work crews, and industries in order to maintain security and accountability.

WORK BEHAVIOR 3

Oversees/Monitors the security of the facility using security devices, personal observation, searches, and shake downs following ADOC administrative regulations, institutional SOPs, supervisor's directives, and own initiative in order to ensure the safety/security of inmates, staff, public, and facility.

Task 3.01 Monitors the operation and condition of security devices such as hand-cuffs, leg irons, waist chains, magnetic locking doors, chemical agents, and shock devices for use in transporting inmates or securing them during altercations.

- Task 3.02 Monitors/counts inmates in cells, dining room, industries, work squads, medical wards, and yard in order to detect escapes.
- Task 3.03 Searches inmate cells, bunks, chests, locker boxes, drawers, facilities, fences, and vehicles for contraband, safety to include fire code violations, security breaches, evidence of odd/unusual activity, dress codes, maintenance needs, cleanliness, adherence to policy, and order.
- Task 3.04 Searches inmates, employees, and visitors in order to ensure weapons and contraband do not enter the facility and to check for injuries.
- Task 3.05 Coordinates/Schedules security for special events such as holidays, church meetings, and sports activities in order to provide security and ensure control.
- Task 3.06 Responds to or assists in capturing and subduing inmates by operating security devices, manning post or giving verbal commands/negotiations, in order to restore order, safety, and protect society.
- Task 3.07 Determines appropriate responses to incidents such as fights, emergencies, contraband possession and escapes in accordance with ADOC regulations and SOP's in order to maintain order.
- Task 3.08 Monitors inmate movement to include visitation, feeding, exercise, check out, religious activities, schedules and counts in order to maintain order, feed, work, and exercise inmates in accordance with institutional SOP's and ADOC regulations, as needed to ensure proper security and prevent escapes.
- Task 3.09 Monitors visitor's movements in order to ensure safety and security.
- Task 3.11 Investigates incidents/allegations involving staff and inmates in order to determine what happened/establish accurate accounts, determine guilt, recommend disciplinary or corrective action, deter future occurrences, and to restore order and maintain moral.
- Task 3.12 Supervises institution in absence of Warden/Deputy Warden to include determining internal security status such as lockdown or normal operations in absence of Warden/Deputy Warden in accordance with institutional SOPs and behavior of inmates.
- Task 3.13 Monitors the bed roster count in order to recognize or prevent escapes.
- Task 3.14 Monitors the collection of evidence and/or contraband during searches in order to ensure all procedures and guidelines are followed, and evidence is preserved properly.

WORK BEHAVIOR 6

Maintains proficiency with equipment such as firearms and vehicles as required in order to retain certification as a correctional officer in the State of Alabama.

Task 6.01 Completes annual qualification process on the proper and accurate use of firearms in order to meet APOSTC certification requirements and protect fellow officers, inmates, and the public.

Task 6.02 Operates motor vehicles for patrol and the transportation of inmates, DOC personnel, and equipment when necessary.

Knowledges, Skills, and Abilities

In order to be an effective Correctional Lieutenant, employees must possess the following knowledges, skills, and abilities that are necessary to perform the critical work behaviors and tasks listed above.

K-02 Knowledge of Alabama Department of Corrections Administrative Regulations (DOC ARs) regarding personnel management and training (200 series) such as Harassment and Discrimination Policy (206), Employee Standards of Conduct and Discipline (208), Overtime (212), Departmental Leave Policy (220), Social Media (234), etc. to include proper affirmative action plans, sexual harassment complaint procedures, proper standards of conduct for DOC employees, positive progressive employee discipline procedures, procedure for reporting and resolving grievances as needed to recognize violations, provide guidance to employees and ensure compliance, respond to questions, approve/disapprove leave and recognize abuse of leave.

K-03 Knowledge of Alabama Department of Corrections Administrative Regulations (DOC ARs) regarding security (300 series) such as Law Enforcement Services (300), Visitation (303), Searches (336), Inmate Property (338), etc. as needed to determine appropriate course of action, ensure compliance and maintain the security of all parties involved.

K-04 Knowledge of Alabama Department of Corrections Administrative Regulations (DOC ARs) regarding inmate, institutional and treatment programs (400 series) such as Disciplinary Hearing/Action for Inmates (403), Work Release Organization and Function (AR 410), Disciplinary Segregation (434), PREA (454), Inmate Drug Screening (440), etc. to include behavior citations, and disciplinary hearing procedures for inmate rule violations, selection of inmates, transportation, job employers and disbursement of earnings as needed to govern the day to day operations of work centers, determine if a charge is appropriate and ensure programs are in compliance with policy and procedure.

K-05 Knowledge of Alabama Department of Corrections Administrative Regulations (DOC ARs) regarding Mental Health (600 series) as needed to remain in compliance with policies and procedures.

- K-06 Knowledge of Alabama Department of Corrections Administrative Regulations (DOC ARs) regarding Inmate Health Services (700 series) as needed to remain in compliance with policies and procedures.**
- K-07 Knowledge of the structure of the ADOC to include general administration and maintenance administrative regulations (00(x) series), chain of command, and institutional organization, as needed to communicate with appropriate persons and ensure compliance with regard to public information and unusual incidents.
- K-08 Knowledge of effective supervision to include employee empowerment, and participatory management, as needed to supervise employees and maximize productivity.
- K-09 Knowledge of security measures such as restrictive housing, protective custody, physical restraint, and customary security measures to include appropriate use of security measures, documentation of use, and justification for use as needed to ensure that facilities are using current, legal, and effective measures.
- K-13 Knowledge of the laws and policies regarding use of force to include use of deadly force; minimal physical force; and review committee for use of force incidents/reports as needed to ensure compliance, determine appropriate level of force that was necessary in a situation, and review case findings or investigative reports.
- K-14 Knowledge of rules of evidence to include confidentiality of information, hearsay, and compulsory testimony, securing the scene, handling evidence, and maintaining chain-of-custody as needed to ensure compliance and ensure evidence is admissible in a court of law.
- K-15 Knowledge of basic procedures for hostage and barricaded subjects negotiations to include negotiation procedures and techniques, techniques for “buying time/stalling”, understanding the purpose of the negotiation process is to save lives, unsafe distances/locations, available and required resources, and criteria for a correct negotiation as needed to oversee negotiations and provide guidance.
- K-16 Knowledge of the signs and symptoms that may result from substance abuse as needed to recognize employee problems, take appropriate disciplinary action, recommend for EAP, and ensure the safety of the institution.
- K-18 Knowledge of facility layout as needed to schedule posts and inmate movement and determine security blind-spots (hiding areas)
- K-19 Knowledge of investigative procedures to include remaining impartial, collecting all the facts, and chain of evidence as needed to perform/monitor investigations ensure compliance with regulations.
- K-20 Knowledge of American with Disabilities Act (ADA) to include reasonable accommodations as needed to monitor an inmate’s working conditions, assign tasks and determine the appropriate employment of an inmate.

- K-21 Knowledge of employment law to include FLSA, ADA, FMLA, and harassment/discrimination guidelines to include knowing policies and regulations as needed to assign tasks, approve leave, compile a schedule, determine fair, compliant job characteristics and working conditions and monitor treatment of subordinates.**
- K-22 Knowledge of Institution SOP's as needed to pre-determine appropriate actions in possible circumstances and for uniformity of response within facility.
- K-23 Knowledge of State Merit System to include Performance Appraisal and Positive Progressive Discipline as needed to supervise and counsel subordinates.
- K-24 Knowledge of the Risk Management Packet to include completing a "First Report of Injury" as needed to report injuries and ensure compliance with guidelines.
- K-27 Knowledge of the Prison Rape Elimination Act (PREA) to include notifications and training, inmate/inmate affairs and inmate/officer affairs as needed to ensure the proper procedures are followed regarding potential sexual acts.
- K-28 Knowledge of the signs and symptoms that may result from substance abuse such as bloodshot eyes, etc. to include recognizing the signs as needed to take appropriate disciplinary action, recommend the inmate for the SAP, and ensure the safety and security of the facility.
- K-29 Knowledge of risk group/gang behavior to include language, symbols and dress as needed to make appropriate employments, security and classification assignments, and determine appropriate course of action to ensure the safety of the facility and public.
- K-33 Knowledge of the 4th amendment to the U.S. Constitution and a person's rights against illegal search and seizure as needed to investigate inmate's beds, trunks, and clothing, search visitors and employees, their cars, and possessions.
- K-34 Knowledge of the 5th amendment to the U.S. Constitution and a person's rights against self-incrimination as needed to conduct investigations of allegations and incidents.
- K-35 Knowledge of general policies of Work Release Centers as needed to educate inmates and subordinates.
- K-36 Knowledge of fire codes and emergency procedures for the institution as needed to maintain safety and to evacuate personnel.
- K-37 Knowledge of laws related to inmate rights and treatment as needed to ensure that these rights are not violated.**
- K-38 Knowledge of environmental and health regulations as needed to protect facility personnel to include inmates, comply with laws, and for inspection.
- K-39 Knowledge of techniques used to calm inmates and to encourage them to behave as needed to maintain order.

K-40 Knowledge of Inmate Handbook as needed to know their rights, privileges, and duties.

K-41 Knowledge of DOC radio procedures to include “10” codes as needed for radio communication and to alert coworkers to your status.

SKILLS

S-01 Skill to operate firearms in a safe and accurate manner as needed for continued APOSTC certification, stopping fleeing or unruly personnel and to protect facility personnel and society.

S-02 Skill to obtain and maintain a valid Alabama Driver License as needed for continued APOSTC certification, to transport inmates, personnel, and equipment, pursue escapees, and to patrol facility grounds.

ABILITIES

A-01 Ability to effectively and tactfully communicate orally with peers, subordinates, supervisors, inmates, facility staff, other facilities, other agencies, businesses, families and the public one-on-one or in a group, in person, on the telephone, or over the radio as needed to give/receive information/instructions and solicit potential employers.

A-02 Ability to communicate in writing using proper grammar and sentence structure as needed to complete forms and writes reports, policies, and correspondence.

A-03 Ability to read and understand documents written at various technical and legal levels such as departmental regulations, operating instructions, correspondence, administrative rules/procedures, and forms as needed to receive information/instructions.

A-04 Ability to perform simple mathematical calculations involving addition, subtraction, multiplication and division of whole numbers, decimals, fractions, and percentages for Performance Appraisal, duty logs, overtime and staffing needs.

A-05 Ability necessary to pursue or subdue an inmate as needed to protect self or others and to regain/maintain order.

A-06 Ability to keep legal and personal information confidential as needed to not violate civil rights, exacerbate potential problems or impede investigations.

A-07 Ability to supervise officers as needed to ensure required duties are performed and to provide guidance and decision-making authority.

A-08 Ability to lead meetings on disciplinary actions as needed to ensure due process and uniformity of punishment.

- A-09 Ability to compose a schedule for workers to include 40-hr schedule, overtime, facility coverage, and leave as needed to ensure security and orderly operations of facility.**
- A-10 Ability to compose policies on issues such as leave and scheduling requests as needed for documented fairness.
- A-11 Ability to compose a schedule of inmate movement and shakedowns as needed for security, exercise, work, and dining needs in accordance with DOC regulations and SOP's.
- A-12 Ability to remain calm and clear-headed in a crisis as needed to make decisions and maintain/regain order.
- A-13 Ability to solve problems as needed to supervise and counsel subordinates, maintain order and safety, and ensure unity of command.
- A-14 Ability to handle inmate or employee harassment complaints such as race, gender, religion, age, gang, and seniority as needed to conform to law, DOC ARs and SOPs, and ensure pleasant and fair working/living conditions.**
- A-15 Ability to make decisions such as normal operation or lockdown as needed to restore order and motivate inmates.
- A-16 Ability to supervise support divisions such as food, maintenance, health care, recreation, religious and psychological/counseling care as needed to ensure their continued service to the institution, to help inmates and disperse possible trouble.
- A-17 Ability to be assertive as needed to calm inmates, assign tasks, and correct subordinate performance.
- A-18 Ability to delegate as needed to staff the needs of the institution, train replacement, and for time management.**
- A-19 Ability to lead training of subordinate officers as needed to ensure adherence to the rules and policies, and safe operation of equipment.
- A-20 Ability to de-escalate hostile inmates as needed to maintain order, minimize the need for use of force and calm inmates.
- A-21 Ability to counsel subordinates on their Performance Appraisal and during a Progressive Discipline session as needed to educate, and correct improper behavior.
- A-22 Ability to operate restraint devices such as hand cuffs, leg irons, waist chains, shock devices, chemical agents and magnetic doors in accordance with DOC regulations, SOP's, and manufacturer operating instructions as needed to transport and control inmates and to protect self, staff, other inmates, and society.

- A-23 Ability to testify in court as needed to provide an accurate account of events and actions, and to explain procedures.
- A-24 Ability to stand and walk for long periods of time as needed to monitor all areas of operation within the facility.
- A-25 Ability to determine appropriate response to emergency situations such as riots, fires, escapes, or natural disasters.**
- A-27 Ability to analyze information and reach logical conclusions as needed to assign tasks, assess guilt and discipline and analyze current policy.**
- A-28 Ability to work under deadlines to include multiple projects as needed to adhere to policy, maintain security and order, complete reports, occupy posts, and document actions.
- A-29 Ability to work alone in an area of the facility as needed to cover required posts for observing, controlling, or separating inmates.
- A-30 Ability to remain objective as needed for investigations, disciplinary determinations, grievances, and responses.
- A-31 Ability to perceive mood and actions of inmates as needed to predict potential problems.
- A-32 Ability to handle staff management as needed to determine necessary posts to cover in the event of shortages or emergencies.
- A-33 Ability to prioritize various responsibilities as needed to efficiently manage one's time.
- A-35 Ability to organize information from a variety of sources as needed to justify a decision or request.

The knowledges and abilities listed above that appear in **BOLD** print are being measured with the selection procedure. The knowledges and abilities in plain text are not being measured due to measurement constraints, or will be measured by other means (e.g., annual firearms training and certification). New Correctional Lieutenants will be observed on the job to ensure that they possess these critical competencies.

III. Selection Procedure Description

The selection procedure for Correctional Lieutenant contains two (2) components: a Written Test and an Evaluation of Education and Experience. Each of the components is designed to measure several of the knowledges and abilities, either individually or as clustered performance dimensions, that were described in the previous section. Each component of the exam will be described below. **Please review this material carefully.**

Written Test

The Written Test is a multiple-choice exam containing approximately 100 test questions measuring 17 knowledge areas and abilities. Test questions will follow a standard format with four response options from which to choose. The knowledge areas and abilities being measured by the written exam are in **BOLD** print in the previous section.

The KSAs in the previous section that are in plain text are not measured by the Correctional Lieutenant examination procedure. Some of the KSAs are not easily measurable or cannot be measured with an exam, such as “A01. Ability to effectively and tactfully communicate orally with peers...” and “A23. Ability to operate restraint devices...” Many of the KSAs were not measured because Correctional Lieutenant is promotional and the KSAs have been measured at lower levels, such as “K39. Knowledge of techniques used to calm inmates...”

A list of specific reference materials can be found on pages 15 and 16 of this guide. You should have access to all of these materials. If not, contact Bill Lawley, ADOC Personnel Director.

The Written Test will be a closed book examination. You will **NOT** be allowed to use the reference materials provided in this Guide or any other study materials to answer the test questions. Any materials that you need to answer the questions that are not provided in this Guide will be provided to you at the test administration. Candidates will be given approximately three hours to complete the Written Test.

Questions found in the Written Test may be written in one of two formats. You may be required to demonstrate your knowledge of the content of a particular document, or you may be required to demonstrate your knowledge through the application of that knowledge to a specific situation. Examples of both types of questions are included on the following page.

Written Test Sample Question 1

Officer Jones is a new employee at your facility. Although he has been there for only a short time, he feels that Sergeant Williams has not treated him fairly. He asks you about the grievance procedure. As a part of your response to him, you tell him that there are _____ steps in the employee grievance procedure.

- A. two
- B. three
- C. four
- D. five

The correct answer is B.

Written Test Sample Question 2

Inmate Adams has just arrived at the institution. He asks you about access to the law library. Which of the following should you tell him?

- A. It is open at least 20 hours per week.
- B. You will be provided reasonable access to the law library
- C. A person will be on duty to help you find material you need.
- D. All of the above is true

The correct answer is D.

Education and Experience

The Evaluation of Education and Experience will be based on the information furnished on your Application for Examination as well as personnel records from the State Personnel department.

IV. Studying for the Selection Procedure

Strategies for Studying

The following suggestions may help you in preparing for the Correctional Lieutenant selection procedure. These are merely suggestions, and do not guarantee success on any component of the procedure. You may have additional strategies that you have used successfully in the past. Preparing for the selection procedure is your responsibility, and you may adopt whatever approach you feel is helpful and appropriate.

- Read, review, and study the documents which are listed below. Try to think of realistic work situations in which you might be required to apply the information contained in those documents. Review the list of Work Behaviors and Tasks found in Section II of this Guide to consider the context in which you might be required to use your knowledge of these documents.
- Practice working out simple mathematical problems.
- Practice using a calculator and working out answers without a calculator.
- Practice reading and reviewing short passages. You may want to practice underlining or highlighting important information.
- In your regular work activities of the next few weeks, monitor your written work for clarity and for grammatical errors. Have someone review your written work and provide feedback.

Resource Materials

The following is a list of resource materials that were used to develop questions for the Written Test.

ADOC AR 205 Seniority-Correctional Officers
ADOC AR 206 Harassment and Discrimination Policy
ADOC AR 208 Employee Standards of Conduct and Discipline
ADOC AR 212 Overtime Work (Change 1)
ADOC AR 213 Employee Grievance Procedures
ADOC AR 217 Dress Code
ADOC AR 220 Departmental Leave Policy (Change 1)
ADOC AR 222 Individuals with Disabilities
ADOC AR 227 Controlled Substance Testing for Employees
ADOC AR 228 Employee Sexual Misconduct and Sexual Harassment
ADOC AR 302 Incident Reporting
ADOC AR 303 Visitation (Change 1)
ADOC AR 306 Disposal of Contraband (Change 1 and 2)
ADOC AR 307 Firearms
**ADOC AR 311 Homicide, Suicide, Execution, Accidental and Natural Death
Reporting: Investigations, Autopsies, and Disposition of Dead Bodies
(Change 1 and 2)**
ADOC AR 312 Chemical Agents
ADOC AR 320 Inmate Work Squad Safety Near Roadways
ADOC AR 327 Use of Force

ADOC AR 328 Control and Use of Flammable, Toxic, and Caustic Materials
ADOC AR 329 Fire and Emergency Evacuation Plan
ADOC AR 333 Religious Program Services (Change 1)
ADOC AR 336 Searches
ADOC AR 403 Disciplinary Hearing Procedures for Major Rule Violations (Change 1)
ADOC AR 405 Inmate Emergency Visit, Pass, and Leave Program
ADOC AR 409 Escape Reporting and Processing (Change 1, 2, and 3)
ADOC AR 414 Behavior Citation Procedures for Informal Disciplinary Actions
ADOC AR 454 Inmate Sexual Assault and Harassment Awareness (PREA)
ADOC AR 609 Referral to Mental Health Services
ADOC AR 613 Mental Health Coding and Tracking of Inmates
ADOC AR 619 Psychotropic Medication and Heat
ADOC AR 629 Inmate Suicide Prevention
ADOC AR 631 Use of Physical Restraints for Mental Health Purposes
ADOC AR 638 Mental Health Observation
ADOC AR 701 Food Service Administration
ADOC AR 705 Hearing Impaired Inmates
ADOC AR 708 Medical Furlough Program

ADOC Inmate Handbook (Male and Female)

V. Selection Procedure Administration

You will receive a card in the mail from the State Personnel Department approximately three weeks prior to the examination informing you of the time and location for the written examination.

Restroom breaks will be permitted during the exam, and instructions regarding such breaks will be given at the test site. Food and beverages are permitted in the test room, but must be kept off of the testing tables and must **NOT** cause distraction to other test takers. In other words, do not bring food items in wrappers that will distract other candidates when opened.

You may bring a calculator to use for the Correctional Lieutenant written test. Small solar powered or battery-operated calculators that perform basic functions such as addition, subtraction, multiplication, division, square roots, or percentages are allowed. Calculators that plug-in, utilize tape, have word processing, spelling, thesauruses, or other storage and retrieval capabilities (except basic memory functions) are not allowed. **Calculators that are a feature on a cell phone are not permitted.** Calculators are subject to inspection by exam monitors. Applicants may not borrow or share calculators at the exam site.

Cell phones and pagers are strictly prohibited from use during the exam. Please ensure your cell phones and/or pagers are placed in your vehicle before you enter the examination room. Candidates who fail to follow these instructions may be disqualified from the exam.

Additional Guidelines:

- Bring your Admission Card and your Photo ID with you to the test site.
- Get a good night's sleep and report to the administration site well rested.
- Eat a healthy meal prior to reporting to the test site. You want to have energy for the exam.
- **DO NOT** bring your How to Prepare Guide or any other study materials with you to the test. You will not have access to these materials during the test.
- While at the test site, be attentive to signs placed around the building and to test monitors who may give you important information about testing procedures.

VI. Scoring Information

Scores from the selection procedure will come from the written test and an evaluation of your education and experience as well as an average of your service ratings for the last three years. The written test and evaluation of education and experience will comprise 95% of your score, while an average of your service ratings for the last three years will comprise 5% of your score. These scores will be banded. The score that you receive from State Personnel at the conclusion of the process will be a band score. The following information describes banded scoring.

Banded Scores

When the test for Correctional Lieutenant is graded, the scores will be grouped into bands. When you receive notification of how you did on the exam, you will not be given a numerical score (e.g., you will not receive a score of 95 out of 100.). Rather, you will be informed into which band your score fell. The following information is provided to help you understand the banding procedure.

What is banding?

Banding is one way to reduce the impact of fluctuations in test scores that do not provide meaningful information about differences in the ability to do the job. One important purpose of testing is to identify the differences in test scores that reflect real differences among candidates. Banded scoring is a statistical procedure for grouping raw test scores that statistically are not meaningfully different from one another. In banded scoring, bands are set objectively and mathematically. They are not manipulated arbitrarily.

Misconceptions about banding

There are many misconceptions about banding and the use of banded scores. Some of the most common misconceptions are listed below. Each misconception is followed by a clarification.

- **Misconception: Each band should have the same number of people.**

The people in a band are similar to each other in that statistically there is no meaningful difference in their scores. Sometimes Band 1 may be very large and at other times it may be small. We do not force bands to be a certain size. The size of the bands is based on the scores people obtain.

- **Misconception: Band numbers have no meaning. I don't have a score.**

Think of a band as a group of tied scores. Think of a band as a group of scores that statistically are not meaningfully different. In school, two students with average grades of 94.5 and 94.3 would both be grouped into a band called "A" because the teacher cannot be sure that .2 of a point is a real difference in achievement. Think of scores on achievement tests children take in school. The fine print on the tests always cautions you not to focus on the numerical score but rather on the comparative score which uses some grouping technique such as percentiles, standard deviations, grade levels, etc. These grouping techniques are considered forms of banding.

- **Misconception: Band numbers are the same as letter grades.**

Band 1 does not equate to an “A,” Band 2 to a “B,” etc. In school a predetermined numerical score (e.g., 92-100) equals an A. In banding, scores are banded only in relation to one another. Unlike grade school bands, the width of the bands is not set in advance. You compete only against your peers. Your scores are set in relation to your peers only.

- **Misconception: A band score on one test has the same value as a band score on another test.**

Banded scores are test specific and cannot be compared to banded scores on other tests.

- **Misconception: People who have been on the job longest should be in the top bands.**

Time spent in a job may not be the same as skill in doing the job. The people with the strongest skills (or who did best on the exam) should be in the top bands. Some of these people will have been in the job longer than others. Years of service do not always equal proficiency.

- **Misconception: A standing in Band 4 or below automatically indicates failure or ineligibility for jobs.**

This statement is false. A band score of 4 or lower is not automatically equated with failure. The true test of your employment opportunities is whether or not you can be certified and considered for a job vacancy.

- **Misconception: Banding replaced the “Rule of 10.”**

Banding did not replace the “Rule of 10.” The “Rule of 10” determines the number of bands to be certified. In the past, tied scores referred to an actual numerical score (e.g., two candidates with a score of 98.98 were considered tied) while now all of the scores within a band are considered tied.

- **Misconception: People in a band do not differ.**

When several people are placed in the same band, it does not mean that those people do not differ. Instead, it means that their scores on the exam do not differ enough to be separate scores or reflect meaningful differences in performance.

VII. State Personnel Information

Terminology

The following are terms that are used by State Personnel regarding test scores and employment that results from those scores. This section is provided to help you understand State Personnel terminology and procedures.

Register: A register is a list of all individuals who have successfully completed the selection procedure for a State Merit System job. The register is a complete list of individuals who are eligible for employment in a certain job classification.

Certification: A certification is a list of the top ten individuals on an employment register. These are the individuals who are immediately appointable to positions. A register that uses Banded Scoring may produce a certification with more than ten names. If Band 1 contains 15 names, then all 15 individuals will be on the Certification. Likewise, if Band 1 contains 3 people and Band 2 contains 25 people, then all individuals in both Bands 1 and 2 would be on the certification. Since individuals within a Band are considered to be tied, the certification cannot split up a Band. Certifications may be state-wide or specific to a county within the state.

Time Frame

It typically takes from 4 to 6 weeks to calculate final grades following a test administration. Your patience is appreciated. Your scoring information will be mailed out as soon as possible.

Score Cards

When final grades have been calculated, all candidates are sent a score card in the mail containing their grade (i.e., the band into which their score fell) from the test. If you determine that all other candidates have received their score cards and you have not, please call the State Personnel Department. We will check your mailing address and, if necessary, send you a new score card or a letter with your grade enclosed.

Contact Person

The contact person for the Correctional Lieutenant test is Kelly Heath, State Personnel Analyst with the State Personnel Department. If you have questions about the contents of this document, please call her at (334) 242-3389.