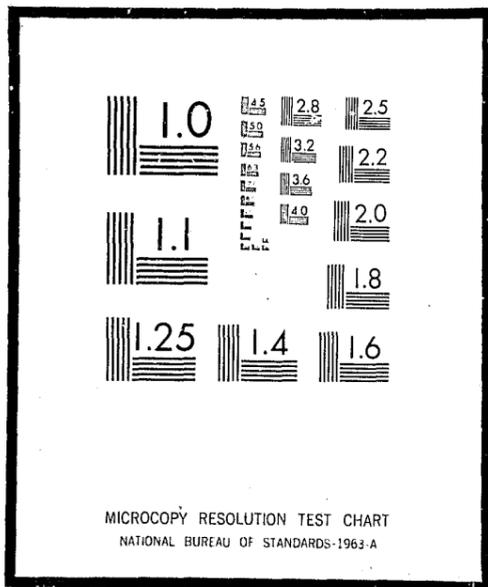


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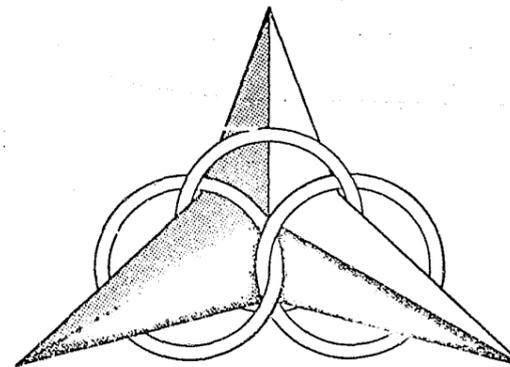
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## ROLE PERFORMANCE AND THE CRIMINAL JUSTICE SYSTEM, Volume III: DETAILED PERFORMANCE OBJECTIVES

by  
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### PROJECT STAR



DECEMBER, 1974

## FOREWORD

Project STAR has been a multimillion dollar, three-and-one-half year effort by four states and numerous local criminal justice agencies to identify appropriate roles for the criminal justice system and to develop means for achieving desired role performance. Although role identification is not a new concept, it is foreign to the criminal justice system.

In recognition of this need, working policemen from around the country began to seek funds to identify police roles approximately ten years ago. Subsequently, the effort was expanded to include other key criminal justice positions, and funds were provided by a combination of federal, state, and local agencies beginning in 1971.

Although the findings and end products of Project STAR do not directly involve everyone working in crime reduction and criminal justice, they do deal with those six key positions that are primarily responsible for rendering services to the public and the clients of the system. Thus, for the first time, those responsible for criminal justice operations have an empirical data base on role performance upon which to recruit, select, train, educate, assign, evaluate, and promote appropriate personnel within and among agencies. In addition, the Project has developed a useful basis for a public education program and for the analysis of the impact of social trends on the criminal justice system.

It is impossible to generate a commitment to a Project--and a concept--of such tremendous importance and scope in a few words. However, the response and interest of the 6,000 persons who have been involved in Project STAR have been overwhelming. Their dedication has avoided the ivory-tower approach and has provided a needed mix of theory and practical insight.

Of course, there is no value to Project findings and end products unless they are implemented. The Project STAR National Advisory Council urges all those involved in criminal justice to make themselves familiar with the Project and to implement the results. We talk a great deal about change, but are we afraid to change ourselves? It's time that we in the business develop and provide the most professionally competent person possible to maintain the order and justice needed in all of American society 24 hours a day.

Ben Clark, Chairman  
National Advisory Council  
Project STAR

## ACKNOWLEDGEMENTS

The Project STAR research and development effort was conducted by the American Justice Institute of Sacramento, California, under contract to the California Commission on Peace Officer Standards and Training.

This phase of Project STAR was supported in part by funds authorized under the Omnibus Crime Control and Safe Streets Act of 1968, as amended, through the Law Enforcement Assistance Administration, U.S. Department of Justice (Grants #71-DF-713, 72-DF-99-0019, and 73-DF-99-0009); the California Council on Criminal Justice (Grants #0176, A-67072 and A-1158-73); the Michigan Office of Criminal Justice Programs (Grants #0883-01 and 02); the New Jersey Law Enforcement Planning Agency (Grant #550-P-18-71); and the Texas Criminal Justice Council (Grant #1-A1-1229).

Matching funds have come from the California Commission on Peace Officer Standards and Training and in-kind contributions have been provided by some 1,500 state and local criminal justice agencies. Sponsorship of the Project by these organizations does not necessarily indicate their concurrence with the conclusions, recommendations, or end products of the Project.

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PREFACE

This volume contains the detailed performance objectives developed for key operational criminal justice personnel as part of Project STAR. These performance objectives were established on the basis of roles and tasks identified for each position through a comprehensive research effort that involved surveys, field observation, search of the literature, analysis of social trends and expert opinion. Appropriate roles, tasks, and performance objectives for the six major criminal justice positions were adopted by the Project National Advisory Council in July of 1973.

Each performance objective represents the desired behavior for a specific position during the performance of a specific role and task combination. In addition, general criteria for successful performance of each role and task combination are identified.

This volume is one in a series of three final reports containing the findings of Project STAR research on criminal justice role performance and associated education, training, selection and performance measurement requirements. The overall findings of the research effort are contained in *Role Performance and the Criminal Justice System; Volume I: Summary*. In addition, a report entitled *Role Performance and the Criminal Justice System; Volume III: Expectations of Operational Personnel* contains the frequency distribution of responses to a survey on what representative criminal justice personnel in four states expected of themselves and of persons in other criminal justice positions in specific situations.

Project STAR also produced a final report entitled *The Impact of Social Trends on Crime and Criminal Justice* which contains Project findings on the potential impact of social trends and which includes a proposed mechanism for a continuous assessment of social trends. Further, based upon all of this research, Project STAR developed a *Role Training Program for Police*, a *Role Training Program for Caseworkers and Correctional Workers*, and a *Role Training Program for Judges, Defense Attorneys, and Prosecuting Attorneys*.

The Project also produced two working documents. The first of these, entitled *Public Opinion of Criminal Justice in California*, contains the results of a public opinion poll conducted on criminal justice issues and situations. The second, entitled *Future Roles of Criminal Justice Personnel: Position Papers* contains papers prepared for the Project by three leading criminal justice scholars on potential future roles of key criminal justice positions.

Charles P. Smith  
Director  
Project STAR

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INTRODUCTION

PROJECT STAR DESCRIPTION

The data contained in this volume represent a part of the research effort conducted by Project STAR (System Training and Analysis of Requirements for Criminal Justice Participants). The Project conducted comprehensive research into the roles, tasks, and performance objectives of the major positions in the criminal justice system. Then, based on the findings of this research, the Project developed training programs and recommendations for education and selection of these personnel.

Initiated in May 1971 and completed in December 1974, the Project research and development effort has involved the U.S. Department of Justice, Law Enforcement Assistance Administration; criminal justice planning and operational agencies in four states (California, Michigan, New Jersey, and Texas); and the California Commission on Peace Officer Standards and Training. The American Justice Institute was responsible for conducting the research and development effort.

The Project focused on the six major positions in the criminal justice system: police officer, prosecuting attorney, defense attorney, judge, caseworker, and correctional worker. Roles for these positions were identified primarily through analysis of the data collected in role perception surveys of operational personnel in four states and the public in two states. These roles are then refined through analysis of other Project research results, including position papers on anticipated future roles; a paper on American social trends as they relate to the requirements placed on the criminal justice system; observations of these operational positions in a work environment; and on discussions with criminal justice system representatives and clients in participating States.

During the role identification process, tasks associated with each role for each position were identified. Then, performance objectives were developed for all positions, except judge, in each instance where research showed a direct relationship of a role to a task. The Project National Advisory Council deemed that performance objectives for judges should not be developed due to the Constitutional and statutory regulation of judicial proceedings and the requirement for value judgements that were not measurable.

ROLES IDENTIFIED

Roles were defined as "*the personal characteristics and behavior expected in a specific situation of an individual occupying a position.*" Of a total of 17 roles identified for the six positions, 13 were considered system roles in that they applied to multiple positions. Each role was comprised of elements identified through Project research and involved a role description, identifier, and

category. For example, the role of "Assisting Personal and Social Development" is described as:

*Contributing to the constructive personal and social development of adjudicated offenders and other persons. Notifying appropriate authorities or intervening when necessary. Reacting helpfully to problems and avoiding counterproductive actions. Informing individuals and groups of potential consequences of harmful, antisocial, and illegal behavior and conditions.*

All roles for all positions are described in the companion volume entitled *Role Performance and the Criminal Justice System; Volume I: Summary*.

#### TASKS IDENTIFIED

A task was defined as an "activity to be accomplished within a role and which usually involves a sequence of steps and which can be measured in relation to time." Of a total of 52 tasks identified for all six positions, 35 were considered system tasks in that they applied to multiple positions. Each task, including a title and a specific description, was associated with one or more positions. For example, all six positions were identified as being involved in one way or another in the task of "Reviewing Case Materials." This task was described as:

*Examines information contained in probation reports or in suspect's or offender's case file, such as psychiatric reports and recommendations from interested persons.*

All tasks for all positions are contained in the Project report entitled *Role Performance and the Criminal Justice System; Volume I: Summary*.

#### PERFORMANCE OBJECTIVES

Performance objectives were defined as "statements of operational behavior required for satisfactory performance of a task, the conditions under which the behavior is usually performed, and the criteria for satisfactory performance."

As stated earlier, wherever research showed that a role involved the performance of a task, a performance objective was prepared. Findings indicated that, for each position,:

- each role involved the performance of several tasks
- each task involved the performance of more than one role.

This resulted in the development of a total of 831 performance objectives for all positions except judge (where, as noted earlier,

none were prepared).

It is important to note that these performance objectives are associated with actual performance for appropriate positions in the operational setting. This differs from the "terminal performance objectives" in the education and training field which are typically associated with the desired achievement of a student in a training environment on the questionable assumption that operational performance will be consistent with training performance. Further, the detailed performance objectives for each position focus on the behavior required and the performance criteria. The Project developed general statements for each position that describe the context in which each position works (i.e., the location and persons involved), the persons who may evaluate their performance, and the possible measurement techniques to be employed.

An example of a performance objective developed for the position of police officer in relation to the role of "Building Respect for Law and the Criminal Justice System" and the task of "Controlling Crowds" indicates that the police officer should:

*be able to control verbal and physical actions with members of crowds in order to maintain disciplined performance and engender respect for the law. Performance evaluation may involve criteria such as the ability of the officer to maintain discipline, appropriateness of the officer's reaction to the crowd's activities, ability to avoid verbal and physical abuse of participants and observers, avoidance of unnecessary arrests, and ability to maintain peaceful conditions.*

Quantitative measures and criteria can be established at the local level on what is considered to be satisfactory (or unsatisfactory) individual or agency performance in relation to each objective.

During Project research, basic performance objectives for each position were identified where possible for all States involved in the research effort. Any variations among the States were also identified.

The remainder of this volume is organized by position with the following contents:

- role, task, and performance objective relationships
- performance context and measurement techniques
- basic performance objectives
- state variations from the basic performance objectives.

PERFORMANCE OBJECTIVES

POLICE OFFICER

PROJECT STAR  
MATRIX OF POLICE  
ROLES, TASKS, AND  
PERFORMANCE OBJECTIVES

Sheet 1 of 6

TASKS	PO NO.	ROLES																				
		1	2	3	4	5	6	7	8	9	10											
Advising	1																					
	2																					
	3																					
	4																					
	5																					
	6																					
	7																					
	8																					
	9																					
	10																					
	11																					
	12																					
Booking and Receiving Inmates	1																					
	2																					
	3																					
	4																					
	5																					
Collecting and Preserving Evidence	1																					
	2																					
	3																					
	4																					
	5																					
Communicating	1																					
	2																					
	3																					
	4																					
	5																					
	6																					
	7																					

PROJECT STAR  
MATRIX OF POLICE  
ROLES, TASKS, AND  
PERFORMANCE OBJECTIVES

Sheet 2 of 6

TASKS	PO NO.	ROLES																			
		1	2	3	4	5	6	7	8	9	10										
Conferring about Cases	1																				
	2																				
	3																				
	4																				
	5																				
	6																				
	7																				
Contacting Families of Suspects and Clients	1																				
	2																				
	3																				
	4																				
	5																				
	6																				
	7																				
	8																				
Controlling Crowds	1																				
	2																				
	3																				
	4																				
Defending Self and Others	1																				
	2																				
	3																				
	4																				
Deterring Crime	1																				
	2																				
	3																				
	4																				
Engaging in Legal Research	1																				
	2																				

PROJECT STAR  
 MATRIX OF POLICE  
 ROLES, TASKS, AND  
 PERFORMANCE OBJECTIVES

Sheet 3 of 6

TASKS	PO NO.	ROLES																		
		1	2	3	4	5	6	7	8	9	10									
Engaging in Professional Development	1																			
	2																			
Interacting with Other Agencies	1																			
	2																			
	3																			
Interviewing	1																			
	2																			
	3																			
	4																			
	5																			
	6																			
	7																			
	8																			
Investigating	1																			
	2																			
	3																			
	4																			
	5																			
Making Arrests	1																			
	2																			
	3																			
	4																			
	5																			
	6																			
	7																			
	8																			
	9																			

PROJECT STAR  
 MATRIX OF POLICE  
 ROLES, TASKS, AND  
 PERFORMANCE OBJECTIVES

Sheet 4 of 6

TASKS	PO NO.	ROLES																		
		1	2	3	4	5	6	7	8	9	10									
Managing Interpersonal Conflict	1																			
	2																			
	3																			
	4																			
	5																			
	6																			
	7																			
	8																			
	9																			
	10																			
	11																			
Moving Inmates	1																			
	2																			
	3																			
	4																			
Participating in Community Relations and Education Programs	1																			
	2																			
	3																			
	4																			
	5																			
Participating in Trial Preparation Conferences	1																			
	2																			
	3																			
	4																			
	5																			
	6																			
	7																			
Patrolling and Observing	1																			
	2																			
	3																			
	4																			
	5																			

PROJECT STAR  
MATRIX OF POLICE  
ROLES, TASKS, AND  
PERFORMANCE OBJECTIVES

Sheet 5 of 6

TASKS	PO NO.	ROLES												
		ASSISTS CRIMINAL JUSTICE SYSTEM AND OTHER APPROPRIATE AGENCY PERSONNEL	BUILDS RESPECT FOR LAW AND THE CRIMINAL JUSTICE SYSTEM	PROVIDES PUBLIC ASSISTANCE	SEEKS AND DISSEMINATES KNOWLEDGE AND UNDERSTANDING	ANALYZES AND COMMUNICATES INFORMATION	MANAGES CASES	ASSISTS PERSONAL AND SOCIAL DEVELOPMENT	DISPLAYS OBJECTIVITY AND PROFESSIONAL ETHICS	PROTECTS RIGHTS AND DIGNITY OF INDIVIDUALS	PROVIDES HUMANE TREATMENT	ENFORCES LAW IMPARTIALLY	ENFORCES LAW SITUATIONALLY	MAINTAINS ORDER
Preparing Reports	1													
	2	x												
	3													
	4													
Preparing Search Warrant Requests	1													
	2													
Recovering Property	1													
	2													
	3													
Referring	1													
	2													
	3													
Regulating Traffic	1													
	2													
	3													
	4													
	5													
	6													
	7													
Responding to Offender Requests	1													
	2													
	3													
	4													
Reviewing Case Materials	1													
Searching and Examining	1													
	2													
	3													
	4													
	5													

PROJECT STAR  
MATRIX OF POLICE  
ROLES, TASKS, AND  
PERFORMANCE OBJECTIVES

Sheet 6 of 6

TASKS	PO NO.	ROLES												
		ASSISTS CRIMINAL JUSTICE SYSTEM AND OTHER APPROPRIATE AGENCY PERSONNEL	BUILDS RESPECT FOR LAW AND THE CRIMINAL JUSTICE SYSTEM	PROVIDES PUBLIC ASSISTANCE	SEEKS AND DISSEMINATES KNOWLEDGE AND UNDERSTANDING	ANALYZES AND COMMUNICATES INFORMATION	MANAGES CASES	ASSISTS PERSONAL AND SOCIAL DEVELOPMENT	DISPLAYS OBJECTIVITY AND PROFESSIONAL ETHICS	PROTECTS RIGHTS AND DIGNITY OF INDIVIDUALS	PROVIDES HUMANE TREATMENT	ENFORCES LAW IMPARTIALLY	ENFORCES LAW SITUATIONALLY	MAINTAINS ORDER
Searching for Fugitives	1													
	2													
	3													
	4													
Testifying as a Witness	1													
	2													
	3													
	4													
Testing for Drug and Alcohol Use	1													
	2													
	3													
	4													
	5													
Training	1													
	2													
	3													
	4													
Using and Maintaining Equipment	1													
	2													

## Performance Context and Measurement Techniques

### 1. Performance Context

The police officer's tasks are performed in a broad range of locations and may involve a single person or many persons. For example, a policeman's on-the-job performance may be demonstrated in various community locations, in private homes, in the courtroom, in an attorney's office, in interview rooms at police and sheriff's stations and in jail, and in more informal locations such as courtroom corridors, restaurants, or public meeting places. More important than physical location is the interaction between the policeman and other persons (i.e., suspects, defendants, victims, witnesses, offenders, other members of the criminal justice system, and the public as individuals and in groups).

### 2. Performance Evaluators

A police officer's performance may be evaluated by other individuals or groups with whom he interacts as well as by those who may be affected by his performance. Performance can be most directly evaluated by an officer's supervisors or peers. This would include other members of the criminal justice system, (i.e., judges, prosecuting and defense attorneys, caseworkers, correctional workers), suspects, offenders, victims, witnesses, jurors, the press, and the general public individually and in groups.

### 3. Performance Measurement

Techniques for measuring the performance of a police officer may be considered under two basic headings: on the job, and during training.

On the job, performance evaluation may involve:

- a. Observer ratings;
- b. Review and analysis of reports;
- c. Review of case materials prepared by the police officer;
- d. Frequency with which a police officer is consulted by peers, other criminal justice system personnel, and the public;
- e. Frequency and content of positive and negative comments (oral and written) from any source;
- f. Frequency with which conflict situations are resolved without increasing the problem;
- g. Frequency of loss, damage, and injury to persons and property;
- h. Frequency of complaints being rejected by supervisors, prosecutors, and the court;
- i. Apprehension rate.

During training, performance evaluation may consist of:

- a. Observation of simulated or role-playing performance;
- b. Self evaluation;
- c. Written and oral examination.

As each of the following performance objectives is reviewed, it should be examined with reference to the content of the three preceding paragraphs which describe the context in which the performance occurs, the evaluators, and the appropriate measurement techniques to be employed.

Basic Performance Objectives

TASK: Advising

TASK DESCRIPTION: Provides information in the form of constructive guidance or recommendations.

In the performance of this task, the Police Officer:

PO#

1. Is able to provide helpful, up-to-date information and constructive advice to persons in other criminal justice positions and to the public regarding police work, law enforcement, and related activities. Performance evaluation may involve criteria such as the correctness, completeness, and appropriateness of the information provided. (Role: Seeks and Disseminates Knowledge and Understanding)
2. Is able to provide accurate, complete, and factual information to persons, including advising them of their rights, duties, and privileges as specified by laws, ordinances, and conditions of probation or parole, together with suggestions and recommendations for constructive action when requested or when deemed necessary. Performance evaluation may involve criteria such as the number of commendations and complaints received and the results of examinations on knowledge of laws and available services. (Role: Analyzes and Communicates Information)
3. Is able to provide appropriate advice to persons who are temporarily emotionally distraught, have long-term adjustment problems, or who may be mentally ill. Performance evaluation may involve criteria such as the ability to judge the emotional state of the person, assessment of the person's ability to benefit from alternative suggestions, and skill in presenting the advice. (Role: Analyzes and Communicates Information)
4. Is able to develop a working relationship with caseworkers, probationers, and parolees and use knowledge of community resources, individual cases, rehabilitation methods, and philosophy to facilitate the rehabilitative process. Performance evaluation may involve criteria such as impact on the client stemming from the advice and the degree of cooperation elicited. (Role: Assists Personal and Social Development)

TASK: Advising (Continued)

TASK DESCRIPTION: Provides information in the form of constructive guidance or recommendations.

In the performance of this task, the Police Officer:

PO#

5. Is able to provide probationers and parolees with opportunities to discuss their circumstances and make appropriate suggestions and recommendations for constructive activity while minimizing inappropriate, coercive influence. Performance evaluation may involve criteria such as the number of requests for assistance received, the frequency of complaints and favorable or unfavorable comments from parolees, probationers, and caseworkers, the frequency of acceptance of suggestions and recommendations offered, and the usefulness of the recommendations and suggestions provided. (Role: Assists Personal and Social Development)
6. Is able to recognize and respect a person's right to accept or reject advice. Performance evaluation may involve criteria such as frequency with which the officer rejects the right of the person to reject advice. (Role: Displays Objectivity and Professional Ethics)
7. Is able to confine advice and suggestions to areas of professional competence and factual content. Performance evaluation may involve criteria such as the frequency with which advice is sought and used and its reliability. (Role: Displays Objectivity and Professional Ethics)
8. Is able to provide appropriate and constructive advice and recommendations in an objective manner with full adherence to both codified police ethics and generally accepted ethical standards to all persons requesting or in need of advice regardless of their race, age, sex, social condition, attitude, offense, prior record, and position. Performance evaluation may involve criteria such as the frequency with which lack of objectivity is displayed in giving advice and deviations from generally accepted or codified standards of professional ethics. (Role: Displays Objectivity and Professional Ethics)

TASK: Advising (Continued)

TASK DESCRIPTION: Provides information in the form of constructive guidance or recommendations.

In the performance of this task, the Police Officer:

PO#

9. Is able to converse with persons or groups so that they develop a greater insight into the reasons for their actions and to enable them to evaluate alternative solutions, while using discretion in taking formal police action. Performance evaluation may involve criteria such as number of complaints and commendations received by supervisory personnel and number of unsatisfactory field performance ratings. (Role: Enforces Law Situationally)
10. Is able to advise persons of the alternatives to arrest and be sensitive to the need for exercising discretion in individual situations rather than rigidly enforcing the law and probation and parole conditions. Performance evaluation may involve criteria such as the frequency with which other officers or supervisors need to recontact persons to further clarify or explain the officer's actions and the number of commendations and complaints received by the agency. (Role: Enforces Law Situationally)
11. Is able to provide helpful information and recommend appropriate alternatives to persons regarding their current or future behavior and its possible consequences, and to do this in a cooperative manner without regard to race, sex, age, appearance, attitude, or subject of concern. Performance evaluation may involve criteria such as the frequency with which the advice conforms to legal codes and department policies and procedures and the frequency with which recipients are willing to accept the advice. (Role: Enforces Law Situationally)
12. Is able to offer positive, alternative courses of action to persons involved in actual and potential interpersonal conflict. Performance evaluation may involve criteria such as degree of the officer's creativeness and skill in developing and presenting alternative courses of action, effectiveness in diminishing potential disturbances, and the longevity of deterrent actions. (Role: Maintains Order)

TASK: Booking and Receiving Inmates

TASK DESCRIPTION: Transfers and accepts custody of suspects or offenders and completes required intake procedures.

In the performance of this task, the Police Officer:

PO#

1. Is able to provide opportunity for suspects to make contact with appropriate persons as required and to provide explanations concerning the bail process, nature of charges, criminal procedures, legal rights, possible time in detention, jail resources, and procedures to the inmate, family members, and defense attorney. Performance evaluation may involve criteria such as understanding by inmates of their position and circumstances, consistency of officers providing such information to all suspects, and satisfaction by suspects and their attorneys with inmates' treatment. (Role: Protects Rights and Dignity of Individuals)
2. Is able to treat all suspects or offenders objectively, avoiding verbal and physical abuse, regardless of their race, social class, appearance, age, attitude, and type of offense. Performance evaluation may involve criteria such as the number and frequency of complaints by inmates and their attorneys and frequency of injury to self and others. (Role: Protects Rights and Dignity of Individuals)
3. Is able to identify and place evidence and personal belongings of the suspect or offender in a secure location as required by the rules of evidence and agency procedures to prevent the "chain of possession" from being broken and to protect the property from loss, damage, and compromise. Performance evaluation may involve criteria such as security of evidence, frequency of loss and damage, and admissibility of evidence after extended periods of storage. (Role: Protects Rights and Dignity of Individuals)
4. Is able to question uncooperative suspects and offenders in a manner that elicits the information required without duress. Performance evaluation may involve criteria such as the frequency with which the court accepts the information obtained and the frequency and validity of reports by inmates and their attorneys regarding rights violations. (Role: Protects Rights and Dignity of Individuals)

TASK: Booking and Receiving Inmates (Continued)

TASK DESCRIPTION: Transfers and accepts custody of suspects or offenders and completes required intake procedures.

In the performance of this task, the Police Officer:

PO#

5. Is able to charge suspects or offenders with a specific crime infraction or sentence in which they are involved. Performance evaluation may involve criteria such as the frequency and validity of reports by inmates and their attorneys regarding the violation of a person's rights and the frequency with which the prosecuting attorney is unable to initiate proceedings because of incorrect charges. (Role: Protects Rights and Dignity of Individuals)
6. Is able to prevent the occurrence of physical violence among persons being booked by maintaining close surveillance of inmates' actions and activities and, when necessary, taking appropriate action. Performance evaluation may involve criteria such as frequency of injury to self and others and complaints of persons being booked and their attorneys. (Role: Protects Rights and Dignity of Individuals)
7. Is able to view each contact with persons as a unique situation without inappropriate prejudicial carry-over from any previous contact with that person. Performance evaluation may involve criteria such as the frequency and validity of suspect and attorney complaints of bias and prejudice and number of complaints received from custodial personnel. (Role: Protects Rights and Dignity of Individuals)
8. Is able to complete the booking process of a suspect or offender expeditiously while explaining the processing and procedural requirements in a factual manner that the person will be able to understand. Performance evaluation may involve criteria such as suspect responses, frequency of complaints, correctness of explanations provided and the skill used in helping suspects to understand requirements. (Role: Protects Rights and Dignity of Individuals)

TASK: Booking and Receiving Inmates (Continued)

TASK DESCRIPTION: Transfers and accepts custody of suspects or offenders and completes required intake procedures.

In the performance of this task, the Police Officer:

PO#

9. Is able to provide for the appropriate physical and mental welfare of suspects. Performance evaluation may involve criteria such as adequacy of recognition and subsequent treatment for the ill, injured, and disabled and recognition of limitation in making such judgements. (Role: Protects Rights and Dignity of Individuals)
10. Is able to treat persons being incarcerated in a humane manner. Performance evaluation may involve criteria such as frequency, severity, and validity of complaints received concerning an officer. (Role: Provides Humane Treatment)
11. Is able to conduct thorough searches to detect and remove contraband and weapons from persons prior to their incarceration. Performance evaluation may involve criteria such as the frequency of escapes and assaults, damage to personal and public property, injury to self and others, and subsequent discovery of weapons or contraband in jail or prison traceable to persons previously searched. (Role: Maintains Order)

TASK: Collecting and Preserving Evidence

TASK DESCRIPTION: Acquires and protects all evidence, including recording observed and verbally reported data, in relation to possible crimes or infractions of rules and regulations.

In the performance of this task, the Police Officer:

PO#

1. Is able to obtain necessary evidence while interacting with suspects, victims, complainants, and witnesses concerning crimes and violations of probation and parole conditions in ways which enhance cooperation and produce respect for legal procedures and agency practices. Performance evaluation may involve criteria such as the extent and validity of the evidence collected, cooperation of participants, numbers of complaints, and the frequency of inadmissibility of evidence. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to recognize, locate, collect, label, and safeguard evidence both favorable and unfavorable to the suspect and, when necessary, to verify the authenticity of physical evidence or verbal data obtained. Performance evaluation may involve criteria such as the extent and accuracy of evidence obtained, technical legality, and the effectiveness of procedures including the protection of all legal rights of clients. (Role: Analyzes and Communicates Information)
3. Is able to locate, collect, handle, and preserve physical evidence in accordance with search and seizure law and procedures and rules of evidence. Performance evaluation may involve criteria such as the effectiveness of the procedures used and their legality with specific reference to the provision of due process. (Role: Analyzes and Communicates Information)
4. Is able to collect evidence in a manner that shows respect for the persons involved by minimizing intrusion into a person's privacy. Performance evaluation may involve criteria such as degree of conformity of evidence collection effort to legal statutes and agency procedures and generally accepted standards of courtesy and respect. (Role: Protects Rights and Dignity of Individuals)

TASK: Collecting and Preserving Evidence (Continued)

TASK DESCRIPTION: Acquires and protects all evidence, including recording observed and verbally reported data, in relation to possible crimes or infractions of rules and regulations.

In the performance of this task, the Police Officer:

PO#

5. Is able to physically assist or give directions to persons seeking the return of personal property that has been taken as evidence in a criminal investigation. Performance evaluation may involve criteria such as the cooperativeness displayed in response to the request, the timeliness of actions taken, and the condition of the evidence when returned. (Role: Protects Rights and Dignity of Individuals)

TASK: Communicating

TASK DESCRIPTION: Transmits and receives information in the form of written reports, oral messages, gestures and appearance.

In the performance of this task, the Police Officer:

PO#

1. Is able to create an atmosphere wherein persons are encouraged to provide factual information. Performance evaluation may involve criteria such as number and frequency of commendations and complaints received and responsiveness of individuals to requests for information. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to respond courteously and expeditiously to all requests for assistance, to make appropriate referrals to non-police resources if necessary, and to provide persons with appropriate explanations as to why referrals are necessary. Performance evaluation may involve criteria such as the value and appropriateness of assistance provided and the manner and skill used in providing the desired assistance to the requester. (Role: Provides Public Assistance)
3. Is able to differentiate between opinion and fact in exchanges of information. Performance evaluation may involve criteria such as the extent to which facts and opinions are correctly and clearly identified in speech and writing, and the reactions of persons who have participated in the interchange of information. (Role: Analyzes and Communicates Information)
4. Is able to communicate with persons under stress. Performance evaluation may involve criteria such as the completeness and accuracy of information provided, the ability to adjust communication to the level of stress in the situation, knowledge of communications theory and individual and group dynamics, the extent of emotional control exhibited, and the frequency of the need to resort to physical confrontation with persons and groups under these conditions. (Role: Analyzes and Communicates Information)

TASK: Communicating (Continued)

TASK DESCRIPTION: Transmits and receives information in the form of written reports, oral messages, gestures and appearance.

In the performance of this task, the Police Officer:

PO#

5. Is able to present information clearly, concisely, and factually in written reports and in oral communication with individuals and groups. Performance evaluation may involve criteria such as the frequency with which reports are returned for rewriting and number and frequency of commendations and complaints received. (Role: Analyzes and Communicates Information)
6. Is able to recognize and interpret nonverbal expressions of attitudes and emotions. Performance evaluation may involve criteria such as the frequency and accuracy with which nonverbal expressions are identified and interpreted. (Role: Analyzes and Communicates Information)
7. Is able to use communications skills to provide guidance and counsel to potential juvenile and adult offenders in helping resolve problems and assisting them toward socially acceptable behavior which averts future criminality. Performance evaluation may involve criteria such as the frequency with which potential problems are resolved, the clarity of communication, receptiveness of a person to guidance and counsel and the number of comments received from persons who have benefited from advice. (Role: Assists Personal and Social Development)

TASK: Conferring about Cases

TASK DESCRIPTION: Meets with peers or other criminal justice system personnel regarding specific suspect or offender cases.

In the performance of this task, the Police Officer:

PO#

1. Is able to provide advice and assistance to other officers and other criminal justice system personnel with regard to specific cases with which there is personal contact or knowledge. Performance evaluation may involve criteria such as completeness and accuracy of information and assistance afforded by the officer, willingness to provide information, and frequency with which the officer's advice and assistance are sought. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to provide and communicate complete and accurate information that impacts on decisions concerning the disposition of persons with whom the officer has contact or knowledge. Performance evaluation may involve criteria such as accuracy and appropriateness of information provided, quality of written material and oral presentation submitted by the officer, and number of commendations and complaints received. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
3. Is able to provide appropriate information regarding cases and make positive contributions in discussions about rehabilitation plans and problems with other criminal justice personnel. Performance evaluation may involve criteria such as the relevance of the contribution provided and the extent the officer is called upon to contribute to case conferences. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
4. Is able to schedule sufficient time for individual case discussions, where appropriate, to discuss legal issues or other related case problems with peers and other criminal justice personnel. Performance evaluation may involve criteria such as the frequency with which inadequate time is allotted to case discussions and ability to discuss the legal merits of each case. (Role: Manages Cases)

TASK: Conferring about Cases (Continued)

TASK DESCRIPTION: Meets with peers or other criminal justice system personnel regarding specific suspect or offender cases.

In the performance of this task, the Police Officer:

PO#

5. Is able to maintain objectivity in discussing suspect's and offender's attitudes and behavior with colleagues and other criminal justice personnel. Performance evaluation may involve criteria such as objectivity and appropriateness of information provided, number of favorable comments or complaints received from colleagues or from suspects and offenders. (Role: Displays Objectivity and Professional Ethics)
6. Is able to remain alert to and communicate necessity for following due process requirements when conferring about cases with suspects and offenders, fellow officers, supervisors, and other members of the criminal justice system. Performance evaluation may involve criteria such as alertness of the officer to due process requirements and restrictions, attitudes toward the officer held by other parties to such conferences, and frequency with which the officer is invited or required to participate in such conferences. (Role: Protects Rights and Dignity of Individuals)
7. Is able to discuss suspect and offender circumstances and activities with other criminal justice personnel in ways which contribute to constructive decision-making regarding the person and yet safeguard the person's privacy in those areas non-essential to criminal justice purposes. Performance evaluation may involve criteria such as revelation of personal information regarding the subject which is not essential to case discussions, infringements of privacy, and number of complaints received from clients. (Role: Protects Rights and Dignity of Individuals)

TASK: Contacting Families of Suspects and Clients.

TASK DESCRIPTION: Interacts with families of suspects and clients to obtain and provide information and to make plans.

In the performance of this task, the Police Officer:

PO#

1. Is able to build respect in the minds of family members of suspects and offenders when interacting with them to obtain or provide information. Performance evaluation may involve criteria such as the clarity with which information requirements are stated, and the manner in which the officer interacts with persons contacted. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to communicate with families to enable the officer to obtain complete, accurate, and relevant information and to assess the internal consistency and value of the information obtained. Performance evaluation may involve criteria such as the clarity with which information requirements are stated and the completeness, accuracy, relevance, and internal consistency of the obtained information. (Role: Analyzes and Communicates Information)
3. Is able to encourage participation and support of the rehabilitation program from families of suspects and offenders. Performance evaluation may involve criteria such as the ability to involve family members in the suspect's or offender's rehabilitation program. (Role: Assists Personal and Social Development)
4. Is able to counsel families of suspects or offenders in regard to specific problems the person may have or problems that the family is creating for the person, and work with the family to solve these problems in a constructive manner. Performance evaluation may involve criteria such as the ability to relate to and counsel people with problems, and the ability to motivate families toward constructive interaction with one another. (Role: Assists Personal and Social Development)
5. Is able to help members of suspects' or offenders' families whenever possible during routine interaction regarding law enforcement matters. Performance evaluation may involve criteria such as the value and appropriateness of assistance provided and the manner and skill used in providing the desired assistance. (Role: Assists Personal and Social Development)

TASK: Contacting Families of Suspects and Clients  
(Continued)

TASK DESCRIPTION: Interacts with families of suspects and clients to obtain and provide information and to make plans.

In the performance of this task, the Police Officer:

PO#

6. Is able to establish a professional and objective image, regardless of race, social class, appearance, or type of offense involved when interacting with the families of suspects or offenders. Performance evaluation may involve criteria such as the ability to project a professional image, the ability to maintain objectivity, and the ability to relate to persons of varied backgrounds and social conditions. (Role: Displays Objectivity and Professional Ethics)
7. Is able to interact with families of suspects and offenders without infringing on their rights or abusing their dignity in a manner that shows concern and consideration without coercion. Performance evaluation may involve criteria such as the extent to which the rights and dignity of suspects and offenders and their families are respected and the extent to which a working knowledge of a person's rights is applied. (Role: Protects Rights and Dignity of Individuals)
8. Is able to interact with the families of suspects and offenders in law enforcement matters in ways which may tend to reduce possible criminal inclinations and activities. Performance evaluation may involve criteria such as reduction of criminal activity among families contacted, favorable reactions to officer's contact, and any expressed willingness to cooperate with officer's requests and suggestions. (Role: Maintains Order)

TASK: Controlling Crowds

TASK DESCRIPTION: Handles small or large groups of people involved in potential or actual disturbance situations.

In the performance of this task, the Police Officer:

PO#

1. Is able to control verbal and physical actions with members of crowds in order to maintain disciplined performance and engender respect for the law. Performance evaluation may involve criteria such as the ability of officer to maintain discipline, appropriateness of officer's reactions to the crowd's activities, ability to avoid verbal and physical abuse of participants and observers, avoidance of unnecessary arrests, and ability to maintain peaceful conditions. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to humanely treat persons and groups encountered during crowd control duty at gatherings ranging from sporting events to civil disturbances. Performance evaluation may involve criteria such as the frequency of hostile reactions of injuries to involved persons and ability of officer in managing crowds. (Role: Provides Humane Treatment)
3. Is able to use discretion involving competing enforcement demands between observed infractions of the law and crowd control requirements. Performance evaluation may involve criteria such as the speed with which control is established and order restored, extent of damage to and loss of property, and frequency of injury to involved persons participating in or witness to the situation. (Role: Enforces Law Situationally)
4. Is able, by the officer's presence and demeanor, to maintain discipline and control crowds with minimal or no physical force. Performance evaluation may involve criteria such as the frequency of injury to the officer, peers, and crowd members, the number and type of reports from the public regarding the officer's behavior, and the quickness of the officer's responses. (Role: Maintains Order)

TASK: Controlling Crowds (Continued)

TASK DESCRIPTION: Handles small or large groups of people involved in potential or actual disturbance situations.

In the performance of this task, the Police Officer:

PO#

5. Is able to employ knowledge of crowd and individual behavior, to use a variety of communication and action skills to control individuals or groups operating within a crowd to deter violent outcomes when confronted with emotionally tense conditions or potential riots involving persons or groups with whom the officer may or may not be familiar from previous contact. Performance evaluation may involve criteria such as complaints from citizens, frequency of use of diversionary suggestions, crowd acceptance of suggestions offered, and frequency of injuries and property damage. (Role: Maintains Order)

TASK: Defending Self and Others

TASK DESCRIPTION: Engages in the necessary verbal and physical actions to protect himself and others in the present of physical threat from persons or circumstances.

In the performance of this task, the Police Officer:

PO#

1. Is able to make an accurate assessment of dangerous situations, evaluate alternative courses of action, and act decisively to protect persons from harm. Performance evaluation may involve criteria such as number of persons injured or killed, damage to property, and time required to resolve incidents. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to avert violent outcomes when physical threat situations arise involving mentally disturbed and hostile persons. Performance evaluation may involve criteria such as an assessment of the probability that injury or damage was prevented by actions taken, quickness of response, frequency and number of complaints from witnesses, bystanders, and involved parties, and the type of and extent to which physical and psychological techniques were employed to avert violence. (Role: Builds Respect for Law and Criminal Justice System)
3. Is able to defend self and others from physical assault by other persons while making minimal use of physical force, verbal coercion, and weapons. Performance evaluation may involve criteria such as the frequency of injury and death to involved persons and bystanders and ability to employ physical defense tactics. (Role: Maintains Order)
4. Is able to employ, when the situation demands, the preventative tactics of position deployment, show of force, and support with close surveillance prior to actual engagement in physical combat. Performance evaluation may involve criteria such as the frequency of violent behavior in assigned areas, extent of violence in terms of numbers of persons involved, extent of injuries and deaths and amount of property damage, and officer's competence in planning and organizing preventive measures for potential problem events. (Role: Maintains Order)

TASK: Detering Crime

TASK DESCRIPTION: Attempts to foresee and prevent the occurrence of crime-related activities and rule infractions.

In the performance of this task, the Police Officer:

PO#

1. Is able to obtain and communicate information and advice to persons regarding security measures for residential and commercial establishments. Performance evaluation may involve criteria such as percentage decrease in successful illegal entries and property loss, accuracy and appropriateness of information presented, and demonstration of knowledge of security techniques and measures. (Role: Provides Public Assistance)
2. Is able to identify probationer and parolee behavior that may become troublesome and notify caseworkers that intervention may be required to forestall future law violations. Performance evaluation may involve criteria such as the frequency with which caseworkers are contacted, relative utility of the information provided, and a significant decrease in the troublesome behavior. (Role: Assists Personal and Social Development)
3. Is able to identify high crime areas of patrol sector and be present at critical times as a visible deterrent to illegal behavior. Performance evaluation may involve criteria such as the frequency of effective field interrogations, ability to anticipate the times and places where trouble may occur, and reduction in frequency of illegal acts. (Role: Maintains Order)
4. Is able to use opportunities while on patrol to advise or warn adults and juveniles of the potential consequences of their presence and behavior. Performance evaluation may involve criteria such as the degree of influence exerted in such situations, decrease in crime in the area or shift, and the frequency of citizen complaints of harassment. (Role: Maintains Order)

TASK: Engaging in Legal Research

TASK DESCRIPTION: Reviews legal authorities to assist in case preparation.

In the performance of this task, the Police Officer:

PO#

1. Is able to seek and obtain information regarding legal procedures, legal technicalities and criminal law, and communicate this information to other officers, suspects, offenders, and citizens. Performance evaluation may involve criteria such as the number of complaints due to misinformation or lack of information regarding legal procedures and technicalities and criminal law, and the reliability attached to the officer's information by other officers. (Role: Seeks and Disseminates Knowledge and Understanding)
2. Is able to obtain, analyze, and comprehend current information regarding legal procedures, enforcement technicalities, and criminal law for the officer's personal use and to communicate such information to peers in a manner that facilitates their understanding. Performance evaluation may involve criteria such as the officer's ability to understand and communicate the information, the number of times an arrest is not prosecuted or charges are dismissed due to the officer's misunderstanding of the law, and the amount of reliability other officers place in information provided by the officer. (Role: Analyzes and Communicates Information)

TASK: Engaging in Professional Development

TASK DESCRIPTION: Increases professional knowledge and skill through academic and self-improvement activities.

In the performance of this task, the Police Officer:

PO#

1. Is able to use formal and informal learning and teaching experiences to increase own and others' knowledge, skill, and understanding of law enforcement procedures and the criminal justice system in general. Performance evaluation may involve criteria such as the depth of understanding achieved, and application of knowledge and skills to demands of the job and personal satisfaction obtained in its performance. (Role: Seeks and Disseminates Knowledge and Understanding)
2. Is able to analyze critically the information received in the pursuit of professional development and to communicate these findings to peers and other members of the criminal justice system. Performance evaluation may involve criteria such as demonstration of depth of knowledge, understanding, and analytical ability in dealings with peers and other criminal justice personnel, suspects, offenders and the public; frequency of involvement in professional meetings and conferences; frequency with which police officer's advice is sought by co-workers; and the degree of confidence displayed in advice presented. (Role: Analyzes and Communicates Information)

TASK: Interacting with Other Agencies

TASK DESCRIPTION: Maintains communication with criminal justice and private agencies to exchange information, request assistance, and make referrals.

In the performance of this task, the Police Officer:

PO#

1. Is able to interact with personnel in other components of the criminal justice system and with other public and private agencies in a professional manner with appropriate advice and assistance. Performance evaluation may involve criteria such as the kind and amount of assistance provided and number of complaints or commendations received. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to act as a resource for criminal justice caseworkers using knowledge of the community regarding availability of housing, educational opportunities, employment possibilities, and other necessary services for probationers and parolees. Performance evaluation may involve criteria such as frequency of commendations and complaints from caseworkers, utility of information provided, and knowledge of community resources. (Role: Assists Personal and Social Development)
3. Is able to evaluate the circumstances related to possible or actual probation or parole violation and other offenses and to exercise judgment based on consultation with caseworkers to determine whether or not to take formal police action. Performance evaluation may involve criteria such as the percentage of recidivism, an increase in informal action regarding probationer and parolee contacts, and the existence of constructive client-caseworker-police relationships as evaluated by participants. (Role: Assists Personal and Social Development)

TASK: Interviewing

TASK DESCRIPTION: Talks with witnesses, victims, suspects, offenders, and members of the general public to obtain information.

In the performance of this task, the Police Officer:

PO#

1. Is able to obtain needed information from persons representing public and private community resources for possible use in providing assistance to clients and the general public. Performance evaluation may involve criteria such as the accuracy and completeness of agency program information obtained, manner of conducting the interviews, and extent to which information is used during job performance. (Role: Provides Public Assistance)
2. Is able to obtain complete and accurate information while conducting verbal inquiries with persons in a manner that demonstrates concern, consideration, and impartiality. Performance evaluation may involve criteria such as completeness and accuracy of the reported information and the manner in which interviews were conducted. (Role: Analyzes and Communicates Information)
3. Is able to clearly state information requirements to obtain and record complete, accurate, and relevant information in conversations with persons and to assess the internal consistency and value of the information provided. Performance evaluation may involve criteria such as the clarity with which information requirements are stated and with the completeness, accuracy, relevance, and internal consistency of the obtained information. (Role: Analyzes and Communicates Information)
4. Is able to use interviewing skills to obtain information from persons presently or potentially involved in criminal behavior in a manner which will reduce tension. Performance evaluation may involve criteria such as the variety of techniques used to reduce tension, the degree to which the officer is successful in obtaining sensitive information, and the completeness and accuracy of the information obtained. (Role: Analyzes and Communicates Information)

TASK: Interviewing (Continued)

TASK DESCRIPTION: Talks with witnesses, victims, suspects, offenders, and members of the general public to obtain information.

In the performance of this task, the Police Officer:

PO#

5. Is able to obtain information from probationers and parolees without coercion and with minimum interference with ongoing rehabilitation programs. Performance evaluation may involve criteria such as the completeness and accuracy of the information obtained and the techniques used to eliminate coercion and to minimize interference with the rehabilitation program. (Role: Assists Personal and Social Development)
6. Is able to provide guidance and counsel concerning socially acceptable behavior when involved in informal conversation with adults and juveniles. Performance evaluation may involve criteria such as the ability to relate to persons in an informal but constructive manner. (Role: Assists Personal and Social Development)
7. Is able to provide relevant information to persons being questioned to provide necessary understanding of police procedures required in a given situation. Performance evaluation may involve criteria such as the completeness and relevance of information presented, the manner of presentation, and procedures used to ensure understanding by the interviewees. (Role: Protects Rights and Dignity of Individuals)
8. Is able to obtain desired information from witnesses, suspects, victims, and other persons without infringing on their rights, denying them due process, or abusing their dignity. Performance evaluation may involve criteria such as infringement of rights, denial of due process, abuses to personal dignity, and indications of concern and consideration. (Role: Protects Rights and Dignity of Individuals)

TASK: Investigating

TASK DESCRIPTION: Conducts inquiries to obtain and verify information regarding possible violations and analyzes obtained verbal and physical evidence.

In the performance of this task, the Police Officer:

PO#

1. Is able to collect, analyze, and verify information obtained from persons in the course of investigating possible or actual criminal activity so as to distinguish factual information from opinion and to obtain essential information at an adequate level of detail. Performance evaluation may involve criteria such as the number of commendations and complaints about reported information and analysis of outcome of cases in which information was utilized. (Role: Analyzes and Communicates Information)
2. Is able to initiate and conduct all aspects of any investigation in an objective, fair, and considerate manner obtaining and verifying all necessary information and evidence without infringing on individual rights and performing at all times in accordance with codified and generally accepted ethical standards. Performance evaluation may involve criteria such as evidence of lack of objectivity and unprofessional behavior as compared with codified and generally accepted standards. (Role: Displays Objectivity and Professional Ethics)
3. Is able to maintain respect for the rights and dignity of all persons contacted during an investigation. Performance evaluation may involve criteria such as objectivity and evidence of respect for personal rights and dignity. (Role: Protects Rights and Dignity of Individuals)
4. Is able to consider situational factors involved in an observed or suspected violation of law to determine whether to initiate an investigation or to continue an ongoing investigation. Performance evaluation may involve criteria such as general reduction in violations and an increase in compliance with laws while an acceptable level of enforcement activity is maintained. (Role: Enforces Law Situationally)

TASK: Investigating (Continued)

TASK DESCRIPTION: Conducts inquiries to obtain and verify information regarding possible violations and analyzes obtained verbal and physical evidence.

In the performance of this task, the Police Officer:

PO#

5. Is able to determine the need for further police action by gathering and analyzing information pertaining to a case. Performance evaluation may involve criteria such as the percentage of correct assessments made for the need for further police action. (Role: Maintains Order)

TASK: Making Arrests

TASK DESCRIPTION: Determines existence of probable cause, identifies and takes suspects and offenders into custody.

In the performance of this task, the Police Officer:

PO#

1. Is able to make arrests in a manner which does not produce unnecessary fear in the mind of the person arrested and others who may be involved and gains respect for the officer, law enforcement procedures, and the criminal justice system. Performance evaluation may involve criteria such as the extent of unnecessary fear generated; the type and degree of respect developed for the officer, for law enforcement procedures, and the criminal justice system; and frequency of injury to or death of the suspect, officers, and bystanders. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to obtain, verify, analyze, and report information necessary to provide the basis for making an arrest, including determination of whether a crime was committed, existence of probable cause, and the identity of possible suspects. Performance evaluation may involve criteria such as the completeness and accuracy of the information obtained and correctness of the analysis and report. (Role: Analyzes and Communicates Information)
3. Is able to explain reasons for law enforcement actions in appropriate detail to suspects and other concerned persons at the arrest scene. Performance evaluation may involve criteria such as the adequacy, detail, and reasonableness of the explanations given. (Role: Analyzes and Communicates Information)
4. Is able to objectively express facts in writing and verbally to court personnel when providing relevant information concerning circumstances of an arrest in accordance with due process procedures. Performance evaluation may involve criteria such as the accuracy, completeness, and relevance of the facts presented. (Role: Displays Objectivity and Professional Ethics)

TASK: Making Arrests (Continued)

TASK DESCRIPTION: Determines existence of probable cause, identifies and takes suspects and offenders into custody.

In the performance of this task, the Police Officer:

PO#

5. Is able to recognize that observation of an offense or existence of probable cause may provide the basis for arrest but that determination of guilt or innocence is a function of the court and that those persons arrested must be treated accordingly. Performance evaluation may involve criteria such as assessment of procedures used in relation to the suspect's right to due process. (Role: Protects Rights and Dignity of Individuals)
6. Is able to treat all persons being placed under arrest in a humane manner even though reasonable force may be necessary. Performance evaluation may involve criteria such as the number of complaints received, frequency of violation of person's rights, and ability to use physical and psychological measures to avoid violence or inhumane treatment. (Role: Provides Humane Treatment)
7. Is able to demonstrate impartiality toward persons and groups in a fair-minded and equitable manner when making an arrest, regardless of race, sex, age, economic class, appearance, attitude, and type of offense. Performance evaluation may involve criteria such as the relative impartiality demonstrated in arrests of the different types of offenders and groups, the degree of compliance with legal codes and department procedures, and the number of arrests on which the prosecuting attorney files complaints. (Role: Enforces Law Impartially)
8. Is able to make arrests without prejudicial carryover from previous contact with the suspect, regardless of location, physical circumstances, type of crime, and characteristics of the suspect. Performance evaluation may involve criteria such as number of complaints from arrestees and the degree of compliance with legal codes and department regulations. (Role: Enforces Law Impartially)

TASK: Making Arrests (Continued)

TASK DESCRIPTION: Determines existence of probable cause, identifies and takes suspects and offenders into custody.

In the performance of this task, the Police Officer:

PO#

9. Is able to consider physical and social environment, type of violation, and probable outcome of attempted enforcement in determining the type and level of force required to take suspects and offenders into custody. Performance evaluation may involve criteria such as the type and level of force used in relation to the situation. (Role: Enforces Law Situationally)

TASK: Managing Interpersonal Conflict

TASK DESCRIPTION: Attempts to resolve disputes between two or more persons.

In the performance of this task, the Police Officer:

PO#

1. Is able to obtain, verify, evaluate, and record information from persons involved in a conflict situation. Performance evaluation may involve criteria such as the skill and manner of conducting the inquiry and by the frequency of complaints from persons involved in conflict situations and their attorneys. (Role: Analyzes and Communicates Information)
2. Is able to provide assistance in resolving or reducing conflict by mediating the dispute or by referring one or more of the participants to an appropriate service agency while preventing physical harm to participants and property. Performance evaluation may involve criteria such as reactions of the conflict participants to mediation procedures used, relative effectiveness of techniques for mediating or resolving the conflict, the appropriateness of referrals or assistance provided, and absence of physical harm to all involved parties. (Role: Assists Personal and Social Development)
3. Is able to demonstrate neutrality and objectivity in conflict situations regardless of the nature of the conflict and the race, sex, age, appearance, economic class, and attitude of the participants. Performance evaluation may involve criteria such as successful resolution of conflict without arrests and violence, the permanency of such resolutions, and the officer's ability to effect such resolution within the constraints of the legal code and department policies and procedures. (Role: Displays Objectivity and Professional Ethics)
4. Is able to treat participants in interpersonal conflicts in a humane fashion. Performance evaluation may involve criteria such as the subsequent behavior and attitudes of those subject to treatment in the conflict situation. (Role: Provides Humane Treatment)

TASK: Managing Interpersonal Conflict (Continued)

TASK DESCRIPTION: Attempts to resolve disputes between two or more persons.

In the performance of this task, the Police Officer:

PO#

5. Is able to resolve conflicts so that all sides and witnesses feel that each person was properly heard and justly treated even though arrests were required. Performance evaluation may involve criteria such as the degree of compliance with legal codes and department policies and procedures, the degree to which all viewpoints are reflected in the incident and arrest reports, and frequency of complaints by participants and the public. (Role: Enforces Law Impartially)
6. Is able to appreciate how social class and ethnic differences affect the extent and frequency with which physical actions are used by participants to settle disputes and tempers response actions accordingly. Performance evaluation may involve criteria such as speed with which persons and groups are brought to order or dispersed and related situations controlled; reduction in the incidence of crimes involving assaults, property damage, and other disturbances within particular localities and among certain persons and groups; and the extent to which the safety of involved participants is maintained during the incident. (Role: Enforces Law Situationally)
7. Is able to be flexible in exercising judgment regarding the circumstances surrounding a conflict situation without allowing personal feelings and biases to impair effectiveness. Performance evaluation may involve criteria such as complaints received from involved persons and citizen groups and frequency of complaint rejections by the prosecuting attorney. (Role: Enforces Law Situationally)
8. Is able to use knowledge of human behavior under emotional stress and to listen to all sides in order to assess the situation and avert conflict. Performance evaluation may involve criteria such as the number of disputes effectively arbitrated compared to those resulting in injury to the officer, participants, and bystanders, and property damage. (Role: Maintains Order)

TASK: Managing Interpersonal Conflict (Continued)

TASK DESCRIPTION: Attempts to resolve disputes between two or more persons.

In the performance of this task, the Police Officer:

PO#

9. Is able to select from and use a variety of conflict resolution techniques to reduce interpersonal tension and facilitate the resolution of disputes. Performance may be evaluated by supervisors, peers, participants, and bystanders and may involve criteria such as the number of disputes effectively arbitrated compared to those resulting in property damage and injury to the officer, participants, and bystanders. (Role: Maintains Order)
10. Is able to intercede in an ongoing situations in a manner that does not increase existing tensions but enables persons involved to settle their conflicts in an appropriate manner. Performance evaluation may involve criteria such as complaints from participants and citizens, the extent to which the incident became worse because of inappropriate actions, lack of impartiality, lack of concern for the involved participants' problems and needs, inability to make the necessary decisions to attempt to resolve the conflict; and obvious overreaction to the conflict. (Role: Maintains Order)
11. Is able to provide guidance and counsel to participants in interpersonal conflicts to reduce tension and provide direction for conflict resolution. Performance evaluation may involve criteria such as the extent and longevity of the response to the guidance suggested as reported by them and their associates and by the officer's peers and superiors. (Role: Maintains Order)

TASK: Moving Inmates

TASK DESCRIPTION: Maintains security and safety of inmates being moved.

In the performance of this task, the Police Officer:

PO#

1. Is able to treat all persons in custody in a fair, humane, and dignified way while protecting their legal rights, regardless of their race, social class, sex, appearance, attitude, and type of offense. Performance evaluation may involve criteria such as the extent to which standard procedures were followed for all offenders and whether valid complaints exist that the dignity and rights of individuals were not protected. (Role: Protects Rights and Dignity of Individuals)
2. Is able to treat humanely any person in custody. Performance evaluation may involve criteria such as the validity, severity, and frequency of reports concerning inhumane treatment. (Role: Provides Humane Treatment)
3. Is able to reduce tension and possible violence among persons being held in facilities or transported in vehicles. Performance evaluation may involve criteria such as the extent of physical damage and injuries, actions of personnel in inciting initial or further violence, and success of procedures used in reducing tension and restraining participants. (Role: Maintains Order)
4. Is able to minimize opportunities for persons in custody to possess weapons, to cause a physical threat, or to escape. Performance evaluation may involve criteria such as an assessment of preventative procedures that were followed such as how searches were conducted, whether and how physical restraint equipment was used, whether weapons of personnel were protected, quality of surveillance, and by the frequency of successful and attempted assaults and escapes by persons in custody. (Role: Maintains Order)

TASK: Participating in Community Relations and Education Programs

TASK DESCRIPTION: Meets with citizen groups in programs directed toward understanding law, crime prevention, and the criminal justice system.

In the performance of this task, the Police Officer:

PO#

1. Is able to demonstrate agency concern for community activities and problems when interacting with various citizen groups by providing information, instruction, and consultation. Performance evaluation may involve criteria such as the range and depth of information at hand, the quality of instruction and consultation, evidence of concern for citizen interests, and by frequency of responses, complaints, and compliments of persons in attendance. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to use written and other communication skills to interact formally and informally with various community groups in educational programs. Performance evaluation may involve criteria such as the range and depth of information at hand and the skill exhibited in presenting information and listening, and by frequency of response, complaint, and compliment of individuals in attendance. (Role: Analyzes and Communicates Information)
3. Is able to use information obtained from participants in community relations and education programs to keep informed of public opinion on crime and law enforcement issues and to encourage citizens to share responsibility for crime prevention and maintenance of order in the community. Performance evaluation may involve criteria such as the pertinence and coverage of the information obtained by the officer in relation to crime and law enforcement; the efficiency, range, and quality of assistance in crime prevention and order maintenance provided to the citizens; the number of opportunities offered to participate in citizen group activities; the level of support actually given the department by the citizenry; and the support given by the department. (Role: Analyzes and Communicates Information)
4. Is able to communicate, by example, that law enforcement personnel are equally subject to the law and the penalties for their violation. Performance evaluation may involve criteria such as the quality and persuasiveness of direct public relations activities and evidence of the willingness of law enforcement personnel to abide by the laws in their daily on-the-job activities. (Role: Enforces Law Impartially)

TASK: Participating in Community Relations and Education Programs  
(Continued)

TASK DESCRIPTION: Meets with citizen groups in programs directed toward understanding law, crime prevention, and the criminal justice system.

In the performance of this task, the Police Officer:

PO#

5. Is able to use the information obtained by participating in community relations and education programs to enhance judgment and ability to exercise effective situational enforcement of law. Performance evaluation may involve criteria such as the range, quality, and usefulness of the information obtained in relation to enhancing the officer's judgment and ability to exercise situational enforcement; success of community relations and education programs in the area as well as the confidence displayed by citizens toward the officer; the influence of these activities in reducing the incidence of crime; and the evaluation expressed by supervisors, peers, civic groups, schools, and legislative bodies. (Role: Enforces Law Situationally)

TASK: Participating in Trial Preparation Conferences

TASK DESCRIPTION: Meets with suspects, victims, witnesses, or criminal justice personnel to prepare for court proceedings.

In the performance of this task, the Police Officer:

PO#

1. Is able to provide advice to court and law enforcement personnel based on unique knowledge of the suspect or offender. Performance evaluation may involve criteria such as the value and validity of the officer's contributions and the extent to which such advice is requested. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to obtain and use information regarding recent court decisions and changes in criminal law while interacting with court personnel. Performance evaluation may involve criteria such as review of arrest reports, frequency of arrest rejection rate by prosecutor's office, quality of testimony concerning arrest circumstances, relevance of questions asked court personnel, and value of the information provided by the officer. (Role: Seeks and Disseminates Knowledge and Understanding)
3. Is able to utilize opportunities during pretrial conferences with court personnel to inform them about law enforcement procedures, practices, and problems. Performance evaluation may involve criteria such as the relevance, correctness, and ultimate utility of the information provided. (Role: Seeks and Disseminates Knowledge and Understanding)
4. Is able to organize and present information based on criminal investigations to prosecuting attorneys and discuss objectively the adequacy of the information, the evidence obtained, and the merits of the case. Performance evaluation may involve criteria such as frequency of critical comments from the prosecuting attorney regarding the officer's conference participation. (Role: Analyzes and Communicates Information)

TASK: Participating in Trial Preparation Conferences (Continued)

TASK DESCRIPTION: Meets with suspects, victims, witnesses, or criminal justice personnel to prepare for court proceedings.

In the performance of this task, the Police Officer:

PO#

5. Is able to cooperate with the defense attorney, prosecuting attorney, and other criminal justice personnel in developing a rehabilitation program for offenders by providing factual information and constructive suggestions regarding potential courses of action. Performance evaluation may involve criteria such as the value of the contribution as assessed by other participants in the conference and the extent to which a successful rehabilitation program design may be attributed to the officer's participation. (Role: Assists Personal and Social Development)
6. Is able to discuss cases with other criminal justice personnel in an objective, fair-minded, and unemotional manner while adhering to codified police ethics and generally accepted standards of honesty and truthfulness. Performance evaluation may involve criteria such as the ability of the officer to evaluate all aspects of the case fairly, to maintain objectivity in spite of pressure, and to avoid compromising ethics in favor of easy or quick solutions and any personal feelings about the defendant and other participants. (Role: Displays Objectivity and Professional Ethics)
7. Is able to present all relevant, factual information obtained in an investigation in a fair and impartial manner. Performance evaluation may involve criteria such as the value of the information to other criminal justice participants and the extent to which the officer is requested to present information. (Role: Protects Rights and Dignity of Individuals)

TASK: Patrolling and Observing

TASK DESCRIPTION: Carries out routine surveillance in vehicle or on foot and determines the existence of actual or potential crime-related situations.

In the performance of this task, the Police Officer:

PO#

1. Is able to build public respect by using knowledge of the community, crime patterns, human needs, and available resources to resolve problems identified while on patrol. Performance evaluation may involve criteria such as the speed, frequency, and effectiveness of responses; fluctuations in crime rates; and problems in a patrol area. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to combine patrol activities and observation skills with knowledge of those probationers and parolees in the area who may require caseworker intervention. Performance evaluation may involve criteria such as the number of problems or incidents observed and communicated to caseworkers, recommendations made to caseworkers, and a reduction in the recidivism rate in the officer's area. (Role: Assists Personal and Social Development)
3. Is able to identify locations and times when trouble is most likely to occur in a particular patrol area. Performance evaluation may involve criteria such as the time required to arrive at a scene when incidents are developing or have occurred, the comprehensiveness and thoroughness of advance analysis and planning, and the reduction of crime. (Role: Maintains Order)
4. Is able to exploit each opportunity to provide constructive guidance and counsel to juveniles and adults to divert them from becoming involved with the criminal justice system as offenders. Performance evaluation may involve criteria such as evidence by a person of more socially acceptable behavior patterns and skill in providing guidance on the part of the officer. (Role: Maintains Order)
5. Is able to employ conspicuous patrol techniques as a deterrent to crime and disorder. Performance evaluation may involve criteria such as ability to determine when and where such techniques are appropriate and changes in incident rate in areas where these procedures are frequently employed. (Role: Maintains Order)

TASK: Preparing Reports

TASK DESCRIPTION: Completes all reports in accordance with agency procedures and maintains required records.

In the performance of this task, the Police Officer:

PO#

1. Is able to use informal reports to keep other shift officers on the same beat alert to potential disturbances and unstable conditions. Performance evaluation may involve criteria such as objectivity, accuracy, and relevance of information presented. (Role: Analyzes and Communicates Information)
2. Is able to gather and analyze relevant information and report it in a clear and concise manner that meets the needs of criminal justice agencies and personnel using the information. Performance evaluation may involve criteria such as the frequency and number of reports rejected for lack of clarity, relevance, or other inadequacies. (Role: Analyzes and Communicates Information)
3. Is able to prepare reports which are factual and include all appropriate favorable and unfavorable information and evidence. Performance evaluation may involve criteria such as the frequency and number of reports rejected or rewritten and frequency of biased reports being submitted. (Role: Displays Objectivity and Professional Ethics)
4. Is able to prepare reports in an objective and professionally ethical manner regardless of the officer's personal feelings toward the person involved. Performance evaluation may involve criteria such as the frequency and number of reports rejected for lack of objectivity. (Role: Displays Objectivity and Professional Ethics)

TASK: Preparing Search Warrant Requests

TASK DESCRIPTION: Completes necessary legal materials for judicial approval and issuance of search warrants and may participate in issuing oral search warrants.

In the performance of this task, the Police Officer:

PO#

1. Is able to prepare a request for a search warrant in a manner that meets the legal requirements for obtaining such warrants and is able to supply factual, objective information required for obtaining such warrants to members of other criminal justice agencies as appropriate. Performance evaluation may involve criteria such as the percentage of valid search requests submitted, the percentage of requests turned down due to inappropriate or inaccurate information, and the percentage of warrants held unconstitutional by the courts. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to obtain, analyze, verify, and communicate information that may result in a request for a search warrant and to provide that information to the appropriate court personnel so that a search warrant may be issued. Performance evaluation may involve criteria such as the percentage of requests for search warrants that are refused due to inaccurate information being provided and the percentage of warrants ruled invalid by the court. (Role: Analyzes and Communicates Information)

TASK: Recovering Property

TASK DESCRIPTION: Takes necessary steps to locate, identify, and impound lost or stolen property.

In the performance of this task, the Police Officer:

PO#

1. Is able to identify, adequately mark, store, and return property recovered during an investigation in a manner that safeguards the property for use as evidence; protects it until it is returned to the owner; and returns it to the owner in a manner that builds respect for law and the criminal justice system. Performance evaluation may involve criteria such as the number of complaints of lost, damaged, and contaminated property and the number of complaints received regarding the handling of the property and the manner in which it was returned to the owner. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to analyze and communicate information regarding missing, stolen, contraband, and recovered property in a manner that facilitates its recovery; use of it in court; and return of the property to its rightful owner. Performance evaluation may involve criteria such as the percentage of missing, stolen, and contraband property recovered by the officer or recovered due to the officer's analysis and communication of information regarding such property. (Role: Analyzes and Communicates Information)
3. Is able to recover, adequately mark, store, and return property in an objective and ethical manner, making sure that the property is handled and safeguarded in a manner that will facilitate its use in court and returning it to its owner in its original condition as soon as possible. Performance evaluation may involve criteria such as the number of complaints of damaged, missing, and contaminated property that has been recovered and for which the officer has been responsible. (Role: Displays Objectivity and Professional Ethics)

TASK: Referring

TASK DESCRIPTION: Directs or arranges for offenders or inmates to contact appropriate service agencies and facilities.

In the performance of this task, the Police Officer:

PO#

1. Is able to make referrals to other agencies or individuals after a full analysis of opportunities available to a person and to communicate to the person all of the implications inherent in the referral. Performance evaluation may involve criteria such as success rate of persons with the agencies or individuals to whom they are referred as well as the person's satisfaction with those agencies or individuals to whom they are referred. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to make referrals for individuals and their families which assist in the person's rehabilitation. Performance evaluation may involve criteria such as demonstrable improvement in the person's behavior and relationships resulting from efforts of public or private agencies, institutions, and individuals to which the person has been referred. (Role: Assists Personal and Social Development)
3. Is able to maintain professional and ethical behavior and objectivity when making referrals. Performance evaluation may involve criteria such as the frequency with which evidence of bias is presented and frequency with which commendations are received concerning officer's actions. (Role: Displays Objectivity and Professional Ethics)

TASK: Regulating Traffic

TASK DESCRIPTION: Monitors and directs vehicle and pedestrian traffic and enforces traffic regulations.

In the performance of this task, the Police Officer:

PO#

1. Is able to give clear and precise information and provide other assistance to motorists who may be lost, in need of a tow truck, repair, or other services. Performance evaluation may involve criteria such as the number of comments and commendations received regarding such assistance. (Role: Provides Public Assistance)
2. Is able to accurately and objectively report favorable and unfavorable information about the suspect's alleged traffic violation or accident and to provide for due process of law. Performance evaluation may involve criteria such as the number of reports returned for lack of clarity, objectivity, and incorrect form and the number of cases dismissed due to subjectivity or denial of due process of law. (Role: Displays Objectivity and Professional Ethics)
3. Is able to treat all suspected traffic violators objectively regardless of the violator's race, social class, sex, appearance, age, attitude, and appearance of car. Performance evaluation may involve criteria such as the number of complaints received from other criminal justice personnel, subjects and their attorneys, and witnesses. (Role: Protects Rights and Dignity of Individuals)

TASK: Regulating Traffic (Continued)

TASK DESCRIPTION: Monitors and directs vehicle and pedestrian traffic and enforces traffic regulations.

In the performance of this task, the Police Officer:

PO#

4. Is able to consider different traffic flow, road and weather conditions, and time of day in enforcing observed traffic violations. Performance evaluation may involve criteria such as the number of citations found to be inappropriate by the court, number of accidents in the officer's patrol area, traffic flow counts, and the number of complaints by citizens and other criminal justice personnel regarding safety techniques used by the officer, method of handling interaction by the officer, and whether or not reasonable discretion was used. (Role: Enforces Law Situationally)
5. Is able to use discretion in determining whether to issue a citation or a warning to a traffic violator. Performance evaluation may involve criteria such as the number of citations issued as compared to warnings, the accident rate of the officer's patrol area compared with the traffic count, and the number of cases dismissed by the court. (Role: Enforces Law Situationally)
6. Is able to monitor vehicle and pedestrian traffic to identify pedestrian and driver irregularities and vehicle defects. Performance evaluation may involve criteria such as the accident rate in an assigned area, traffic enforcement index, and citation and warning issuance rate. (Role: Maintains Order)
7. Is able to employ techniques for directing and controlling traffic that facilitate vehicle and pedestrian traffic flow and prevent accidents. Performance evaluation may involve criteria such as traffic flow counts and numbers and types of accidents occurring in an assigned area. (Role: Maintains Order)

TASK: Responding to Offender Requests

TASK DESCRIPTION: Provides information and assistance when appropriate to offenders.

In the performance of this task, the Police Officer:

PO#

1. Is able to respond to a person's request for information or services in a diligent and responsible manner that displays a sense of concern. Performance evaluation may involve criteria such as an analysis or survey of the length of time it takes the officer to respond to a request and the quality of the responses provided. (Role: Assists Personal and Social Development)
2. Is able to analyze a person's request for information or services to determine if it is an indication of a need for greater assistance, guidance, or counsel and to provide the needed service when appropriate. Performance evaluation may involve criteria such as the frequency with which greater assistance, guidance, or counsel is provided in response to requests. (Role: Assists Personal and Social Development)
3. Is able to respond to a person's request for information or services in a professional and objective manner regardless of the type of request or the person requesting it, to exercise judgement as to whether or not such a request is in the best interest of the person and to explain the reason why a request is denied. Performance evaluation may involve criteria such as the ability to maintain a required level of objectivity and professional ethics and the ability to communicate with offenders of different social and ethnic backgrounds. (Role: Displays Objectivity and Professional Ethics)
4. Is able to respond to an offender's request in a manner that is in the best interests of the offender and that does not infringe on the offender's rights or dignity. Performance evaluation may involve criteria such as the ability to determine what an offender's needs are and the ability to refuse a request without affronting the offender's dignity. (Role: Protects Rights and Dignity of Individuals)

TASK: Reviewing Case Materials

TASK DESCRIPTION: Examines information contained in reports and in suspect's or offender's case file.

In the performance of this task, the Police Officer:

PO#

1. Is able to critically review and analyze information contained in a suspect's or offender's case record, relate this information to the person's current behavior, develop an understanding of the person's modus operandi if there appears to be one, and develop ways of using the information effectively in possible future contacts with this person. Performance evaluation may involve criteria such as completeness and accuracy of the information prepared from the case record; ability to abstract the essential from the nonessential details; and ability of the officer to use case information effectively in law enforcement efforts, in contacts with individuals in the community, and in working relationships with caseworkers. (Role: Analyzes and Communicates Information)

TASK: Searching and Examining

TASK DESCRIPTION: Conducts examination of persons, vehicles, premises, or areas to determine the presence of individuals, illegal activities, or articles.

In the performance of this task, the Police Officer:

PO#

1. Is able to provide appropriate treatment and protection of rights to all persons, regardless of race, social class, sex, age, appearance, and attitude by conducting searches in accordance with agency procedures and policies, due process, and human dignity. Performance evaluation may involve criteria such as the degree to which the dignity and due process rights of the person being searched were protected and the frequency and number of complaints by subjects and their attorneys. (Role: Protects Rights and Dignity of Individuals)
2. Is able to follow due process procedures in determining whether to make a search and to adhere to probable cause or consent requirements during a search. Performance evaluation may involve criteria such as the percentage of searches ruled unconstitutional or illegal by the courts due to probable cause, consent requirements, or lack of due process. (Role: Protects Rights and Dignity of Individuals)
3. Is able to utilize situational considerations related to observed minor violations when reasonable causes exist to search persons or property for possible additional violations. Performance evaluation may involve criteria such as the percentage of searches accepted by the courts, searched individuals, and department personnel and additional crimes or evidence identified as a result of the search. (Role: Enforces Law Situationally)
4. Is able to act in a manner which will reduce hostility, opposition, and physical confrontations when searching persons. Performance evaluation may involve criteria such as the frequency of hostile reactions from subjects, injuries and indignities suffered by officers and subjects, and frequency of complaints. (Role: Maintains Order)

TASK: Searching and Examining (Continued)

TASK DESCRIPTION: Conducts examination of persons, vehicles, premises, or areas to determine the presence of individuals, illegal activities, or articles.

In the performance of this task, the Police Officer:

PO#

5. Is able to employ systematic procedures to search a person, vehicle, structure, or area, being aware of the possibility of physical danger and indignity. Performance evaluation may involve criteria such as procedures used in arranging the physical locations of suspects, bystanders, and other physical elements; in assuring needed support from enforcement personnel; and in conducting the search. (Role: Maintains Order)

TASK: Searching for Fugitives

TASK DESCRIPTION: Attempts to locate, apprehend, and return fugitives.

In the performance of this task, the Police Officer:

PO#

1. Is able to obtain necessary information and conduct searches of commercial and residential structures in a manner that allows completion of required search with cooperation from occupants. Performance evaluation may involve criteria such as the frequency of complaints regarding officer's conduct and completeness and thoroughness with which a search is conducted. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to actively protect the rights and dignity of all persons regardless of race, sex, appearance, age, economic class, or attitude of involved persons while performing search procedures. Performance evaluation may involve criteria such as the frequency of complaints or commendations received regarding officer's behavior, frequency of injury to officer, peers, or other persons and frequency with which officer explains legal basis for conducting searches of premises and legal ramifications of withholding information or harboring criminals. (Role: Protects Rights and Dignity of Individuals)
3. Is able to conduct a search in a manner that demonstrates objectivity and control of personal bias regardless of the nature of the offense, sex, race, and age of the involved person. Performance evaluation may involve criteria such as the frequency of complaints or commendations received regarding officer's conduct. (Role: Enforces Law Impartially)
4. Is able to use information contacts and observational skills to locate and take into custody with minimum use of physical force, those persons who are escapees or who have violated their probation or parole conditions. Performance evaluation may involve criteria such as the percentage of persons who are taken into custody and frequency of injury to self and others. (Role: Maintains Order)

TASK: Testifying as a Witness

TASK DESCRIPTION: Presents factual information in court based on field observation and investigation of criminal cases.

In the performance of this task, the Police Officer:

PO#

1. Is able to provide information about police policies, procedures, and techniques upon request. Performance evaluation may involve criteria such as the skill of presentation, and the appropriateness and correctness of information supplied. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to present all relevant information about an offense or incident in probation and parole revocation hearings and court testimony including favorable as well as incriminating facts. Performance evaluation may involve criteria such as the frequency of commendations and complaints, and skill of presentation. (Role: Analyzes and Communicates Information)
3. Is able to present testimony and respond to all questions in an accurate, complete manner without distortion due to personal feelings or inadequate knowledge while adhering to professional ethics and integrity. Performance evaluation may involve criteria such as the officer's ability to present testimony and respond to all questions accurately, fairly, and completely; to differentiate and identify factual information, opinion, and rumor; to admit the lack of information or knowledge when this is the case; to avoid distorting responses under cross examination and pressure; and to maintain accepted ethical standards. (Role: Displays Objectivity and Professional Ethics)
4. Is able to provide factual, unbiased testimony in such a way that helps to provide the defendant with a fair and impartial trial. Performance evaluation may involve criteria such as the reactions of court personnel and board members to testimony, the number and frequency of complaints by defendants, and the frequency with which the officer is found to be biased in testimony. (Role: Protects Rights and Dignity of Individuals)

TASK: Testing for Drug and Alcohol Use

TASK DESCRIPTION: Administers tests to suspects or offenders to determine drug and alcohol use.

In the performance of this task, the Police Officer:

PO#

1. Is able to conduct prescribed field tests for drug and alcohol use in a manner which elicits cooperation and required information from involved persons. Performance evaluation may involve criteria such as frequency of injuries to involved participants, ability to demonstrate knowledge of field testing procedures for drug and alcohol use, and frequency of complaints from public regarding officer's behavior. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to suggest constructive alternatives to persons whose behavior suggests future problems with drugs or alcohol. Performance evaluation may involve criteria such as the frequency with which appropriate advice is provided and the frequency with which the officer demonstrates ability to communicate with the person. (Role: Provides Public Assistance)
3. Is able to present information concerning alleged alcohol or drug use by a person in an accurate, concise, and logical manner that facilitates understanding. Performance evaluation may involve criteria such as the frequency with which reports are incomplete, frequency of criminal complaints being rejected by the prosecuting attorney, and demonstration of written and oral skills. (Role: Analyzes and Communicates Information)
4. Is able to follow standard agency procedures in administering chemical tests to all persons required by law to submit to these tests. Performance evaluation may involve criteria such as frequency of violation of standard agency procedures, frequency of submission of inadequate samples, and demonstration of knowledge and skill in administering chemical tests. (Role: Displays Objectivity and Professional Ethics)

TASK: Testing for Drug and Alcohol Use (Continued)

TASK DESCRIPTION: Administers test to suspects or offenders to determine drug and alcohol use.

In the performance of this task, the Police Officer:

PO#

5. Is able to use observational cues or appropriate special equipment to determine if a person is under the influence of drugs or alcohol. Performance evaluation may involve criteria such as ability to demonstrate knowledge of drug and alcohol symptoms and ability to use special detection equipment designed to identify physical signs of drug use. (Role: Maintains Order)

TASK: Training

TASK DESCRIPTION: Instructs other persons in the classroom or on the job.

In the performance of this task, the Police Officer:

PO#

1. Is able to obtain, organize, and present factual information on techniques and physical actions relating to a variety of specific enforcement skills and procedures. Performance evaluation may involve criteria such as appropriateness of the content, organization, and presentation; skill demonstration; and examination scores of trainees. (Role: Seeks and Disseminates Knowledge and Understanding)
2. Is able to obtain, organize, and present basic information related to the understanding of how attitudes develop and change; differences in attitudes among various groups; and what attitudes are involved most heavily in police and criminal justice work and is able to utilize this knowledge in the development and presentation of training programs. Performance evaluation may involve criteria such as the quality of the training sessions and changes in the attitudes of trainees attributable to the training program. (Role: Seeks and Disseminates Knowledge and Understanding)
3. Is able to obtain, organize, and present objective information on the history and philosophy of law enforcement, human behavior, sociocultural differences, and other basic knowledge areas pertinent to police service. Performance evaluation may involve criteria such as the content, organization, materials, and presentation techniques and the subsequent performance of trainees. (Role: Seeks and Disseminates Knowledge and Understanding)
4. Is able to obtain, organize, and present information concerning the administrative duties and management techniques required in the processing of criminal cases, including the management of an individual officer's time and resources. Performance evaluation may involve criteria such as the demonstrated ability to communicate basic legal information to less experienced peers and the frequency with which commendations and complaints are received. (Role: Manages Cases)

TASK: Using and Maintaining Equipment

TASK DESCRIPTION: Uses equipment under routine and emergency conditions and practices good preventive maintenance.

In the performance of this task, the Police Officer:

PO#

1. Is able to use all equipment for which the officer may be responsible in an appropriate and correct manner that gains respect of observers. Performance evaluation may involve criteria such as the degree to which policies, procedures, and techniques are followed in using the equipment; the degree to which selection of equipment contributes to amelioration of problems; and the frequency of injury to self and others due to equipment misuse. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to use and maintain equipment in ways which maximize its effectiveness, longevity, and appearance. Performance evaluation may involve criteria such as the way the equipment is used, the frequency with which routine and special maintenance procedures are followed, and the number and frequency of accident and misuse incidents. (Role: Maintains Order)

State Variations from Basic Performance Objectives

The police role/task/performance objective validation committees took the following action on the basic performance objectives:

(1) Michigan

(a) Rejected

<u>Task</u>	<u>Performance Objective Number</u>
Contacting Families of Suspects and Clients	4
Engaging in Legal Research	1,2
Interacting with Other Agencies	3
Interviewing	5

(b) Modified

None

(c) Added

None

(2) New Jersey

(a) Rejected

<u>Task</u>	<u>Performance Objective Number</u>
Conferring about Cases	3
Contacting Families of Suspects and Clients	3,4
Interacting with Other Agencies	3

(b) Modified

None

State Variations from Basic Performance Objectives  
(continued)

(c) Added

Task: Communicating

Role: Seeks and Disseminates Knowledge and Understanding

PO: Is able to obtain and disseminate essential information to the news media without compromising the objectives of the police. Performance evaluation may involve criteria such as the form and content of the information disclosed.

(3) Texas

(a) Rejected

<u>Task:</u>	<u>Performance Objective Number</u>
Advising	9
Interviewing	1,2,3
Managing Interpersonal Conflict	8
Moving Inmates	4
Preparing Reports	3
Searching and Examining	3

(b) Modified

None

(c) Added

Task: Providing Emergency Services (new task)  
Attempts to prevent emergencies from developing and to provide assistance to victims whenever possible.

Role: Provides Public Assistance

PO#

1. Is able to apply appropriate life saving techniques in situations calling for immediate medical attention where professional assistance is temporarily unavailable. Performance evaluation may involve criteria such as the number of lives saved or injuries minimized as a result of the actions of the officer.

State Variations from Basic Performance Objectives  
(continued)

Task: Providing Emergency Services

Role: Provides Public Assistance

PO#

2. Is able to render assistance in the event of major disasters, both natural and man-made, such as weather, explosions, and airplane crashes. Performance evaluation may involve criteria such as protection of lives, minimum of manpower waste in restoring order, and handling of related problems.
3. Is able to identify and report hazardous conditions existing within the community which have a high potential for creating emergency conditions. Performance evaluation may involve criteria such as the number of hazardous conditions identified and reported.
4. Is able to employ techniques for locating persons reported to the police as missing and to deliver emergency messages. Performance evaluation may involve criteria such as the frequency with which such persons are located.

PROSECUTING ATTORNEY

PROJECT STAR

MATRIX OF  
PROSECUTING ATTORNEY  
ROLES, TASKS, AND  
PERFORMANCE OBJECTIVES

Sheet 1 of 4

TASKS	TPO NO.	ROLES													
		ADVOCATES FOR THE PROSECUTION	ADVOCATES EFFECTIVE JUDICIAL PROCESS	ASSISTS CRIMINAL JUSTICE AND OTHER APPROPRIATE AGENCY PERSONNEL	BUILDS RESPECT FOR LAW AND THE CRIMINAL JUSTICE SYSTEM	PROVIDES PUBLIC ASSISTANCE	SEEKS AND DISSEMINATES KNOWLEDGE AND UNDERSTANDING	ANALYZES AND COMMUNICATES INFORMATION	MANAGES CASES	ASSISTS PERSONAL AND SOCIAL DEVELOPMENT	DISPLAYS OBJECTIVITY AND PROFESSIONAL ETHICS	PROTECTS RIGHTS AND DIGNITY OF INDIVIDUALS	PROVIDES HUMANE TREATMENT	ENFORCES LAW IMPARTIALLY	ENFORCES LAW SITUATIONALLY
Advising	1	x													
	2														
	3														
	4														
	5														
	6														
	7														
Collecting and Preserving Evidence	1														
	2														
Communicating	1	x													
	2														
	3														
	4														
	5														
	6														
	7														
	8														
	9														
	10														
Conferring about Cases	1	x													
	2	x													
	3														
	4														
	5														
	6														
	7														
	8														
	9														
	10														
Contacting Families of Suspects and Clients	1														
	2														
Engaging in Legal Research	1	x													
	2														
	3														
	4														

PROJECT STAR

MATRIX OF  
PROSECUTING ATTORNEY  
ROLES, TASKS, AND  
PERFORMANCE OBJECTIVES

Sheet 2 of 4

TASKS	PO NO.	ROLES													
		ADVOCATES FOR THE PROSECUTION	ADVOCATES EFFECTIVE JUDICIAL PROCESS	ASSISTS CRIMINAL JUSTICE AND OTHER APPROPRIATE AGENCY PERSONNEL	BUILDS RESPECT FOR LAW AND THE CRIMINAL JUSTICE SYSTEM	PROVIDES PUBLIC ASSISTANCE	SEEKS AND DISSEMINATES KNOWLEDGE AND UNDERSTANDING	ANALYZES AND COMMUNICATES INFORMATION	MANAGES CASES	ASSISTS PERSONAL AND SOCIAL DEVELOPMENT	DISPLAYS OBJECTIVITY AND PROFESSIONAL ETHICS	PROTECTS RIGHTS AND DIGNITY OF INDIVIDUALS	PROVIDES HUMANE TREATMENT	ENFORCES LAW IMPARTIALLY	ENFORCES LAW SITUATIONALLY
Engaging in Professional Development	1														
	2														
Interacting with Other Agencies	1	x													
	2														
	3														
	4														
	5														
	6														
	7														
	8														
Interviewing	1	x													
	2														
	3														
Investigating	1														
	2														
	3														
Issuing Complaints	1	x													
	2														
	3														
	4														
	5														
	6														
Participating in Community Relations and Education Programs	1														
	2														
	3														
	4														
	5														
	6														
	7														
	8														
	9														
	10														
	11														
	12														

PROJECT STAR

MATRIX OF PROSECUTING ATTORNEY ROLES, TASKS, AND PERFORMANCE OBJECTIVES

Sheet 3 of 4

TASKS	PO NO.	ROLES													
		ADVOCATES FOR THE PROSECUTION	ADVOCATES EFFECTIVE JUDICIAL PROCESS	ASSISTS CRIMINAL JUSTICE AND OTHER APPROPRIATE AGENCY PERSONNEL	BUILDS RESPECT FOR LAW AND THE CRIMINAL JUSTICE SYSTEM	PROVIDES PUBLIC ASSISTANCE	SEEKS AND DISSEMINATES KNOWLEDGE AND UNDERSTANDING	ANALYZES AND COMMUNICATES INFORMATION	MANAGES CASES	ASSISTS PERSONAL AND SOCIAL DEVELOPMENT	DISPLAYS OBJECTIVITY AND PROFESSIONAL ETHICS	PROTECTS RIGHTS AND DIGNITY OF INDIVIDUALS	PROVIDES HUMANE TREATMENT	ENFORCES LAW IMPARTIALLY	ENFORCES LAW SITUATIONALLY
Participating in Courtroom Proceedings	1	x													
	2	x													
	3	x													
	4		x												
	5			x											
	6														
	7														
	8														
	9														
	10														
	11														
	12														
	13														
	14														
	15														
Participating in Plea Negotiations	1	x													
	2		x												
	3			x											
	4				x										
	5					x									
	6						x								
	7							x							
Participating in Trial Preparation Conferences	1		x												
	2														
	3														
	4														
Preparing Reports	1														
	2														
	3														
	4														
Preparing Search Warrant Requests	1														
	2														
	3														
Referring	1														
	2														

PROJECT STAR

MATRIX OF PROSECUTING ATTORNEY ROLES, TASKS, AND PERFORMANCE OBJECTIVES

Sheet 4 of 4

TASKS	PO NO.	ROLES													
		ADVOCATES FOR THE PROSECUTION	ADVOCATES EFFECTIVE JUDICIAL PROCESS	ASSISTS CRIMINAL JUSTICE AND OTHER APPROPRIATE AGENCY PERSONNEL	BUILDS RESPECT FOR LAW AND THE CRIMINAL JUSTICE SYSTEM	PROVIDES PUBLIC ASSISTANCE	SEEKS AND DISSEMINATES KNOWLEDGE AND UNDERSTANDING	ANALYZES AND COMMUNICATES INFORMATION	MANAGES CASES	ASSISTS PERSONAL AND SOCIAL DEVELOPMENT	DISPLAYS OBJECTIVITY AND PROFESSIONAL ETHICS	PROTECTS RIGHTS AND DIGNITY OF INDIVIDUALS	PROVIDES HUMANE TREATMENT	ENFORCES LAW IMPARTIALLY	ENFORCES LAW SITUATIONALLY
Reviewing Case Materials	1														
	2														
	3														
	1														
	2														
	3														
Training	1														
	2														
	3														
	4														
	5														
	6														

## Performance Context and Measurement Techniques

### 1. Performance Context

The prosecuting attorney's tasks are performed in a broad range of locations and may involve a single person or many persons. For example, a prosecuting attorney's on-the-job performance may be demonstrated in the courtroom, in chambers, in the attorney's office, in interview rooms at police and sheriff's stations and in jail, and in more informal locations such as courtroom corridors, restaurants, or public meeting places. More important than physical location is the interaction between the prosecuting attorney and other persons (i.e., defendants, victims, witnesses, other members of the criminal justice system, and the public as individuals or in groups).

### 2. Performance Evaluators

An attorney's performance may be evaluated by other individuals and groups with whom he interacts as well as by those who may be affected by his performance. Performance can be most directly evaluated by the attorney's supervisors or peers. These would include other members of the criminal justice system (i.e., judges, defense attorneys, police officers, caseworkers, and correctional workers), suspects, victims, witnesses, jurors, the press, and the general public individually and in groups.

### 3. Performance Measurement

Techniques for measuring the performance of a prosecuting attorney may be considered under two basic headings: on the job and during training.

On the job, performance evaluation may involve:

- a. Observer ratings;
- b. Review and analysis of reports and transcripts;
- c. Review of case materials prepared by the attorney;
- d. Frequency with which the attorney is consulted by peers, other criminal justice system personnel, and the public;
- e. Frequency and content of positive and negative comments (oral and written) from any source;
- f. The attorney's conviction/acquittal ratio.

During training, performance evaluation may consist of:

- a. Observation of simulated or role-playing performance;
- b. Self evaluation;
- c. Written and oral examination.

As each of the following performance objectives is reviewed, it should be examined with reference to the content of the three preceding paragraphs which describe the context in which the performance occurs, the evaluators, and the appropriate measurement techniques to be employed.

Basic Performance Objectives

TASK: Advising

TASK DESCRIPTION: Provides information in the form of constructive guidance or recommendations.

In the performance of this task, the Prosecuting Attorney:

PO#

1. Is able to provide accurate and effective information and advice to those seeking it. Performance evaluation may involve criteria such as the effect of the advice on the subject and the frequency with which advice is sought and followed. (Role: Advocates for the Prosecution)
2. Is able to provide accurate and complete information and advice on criminal matters and the functions of the prosecuting attorney's office to other members of the criminal justice system. Performance evaluation may involve criteria such as the frequency with which such advice is sought and acted upon, the completeness and accuracy of the advice, and the manner in which it is presented. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
3. Is able to provide accurate, constructive advice in a manner which enhances respect for law and the criminal justice system. Performance evaluation may involve criteria such as the frequency with which advice is sought and followed and accuracy and quality of the advice given. (Role: Builds Respect for Law and the Criminal Justice System)
4. Is able to provide accurate information and advice to the public in regard to criminal matters and the function and activities of the prosecuting attorney's office. Performance evaluation may involve criteria such as the manner of presentation, satisfaction of advice seeker, and accuracy and feasibility of advice given. (Role: Provides Public Assistance)
5. Is able to appropriately advise persons who are temporarily emotionally distraught, have long-term adjustment problems, or may be mentally ill. Performance evaluation may involve criteria such as the ability to assess the subject's emotional state and skill in presenting the advice. (Role: Seeks and Disseminates Knowledge and Understanding)

TASK: Advising (Continued)

TASK DESCRIPTION: Provides information in the form of constructive guidance or recommendations.

In the performance of this task, the Prosecuting Attorney:

PO#

6. Is able to provide information and advice which assists the socialization or rehabilitation of offenders. Performance evaluation may involve criteria such as frequency with which advice is sought and acted upon, and the manner with which support is initiated with the subject. (Role: Assists Personal and Social Development)
7. Is able to temper advice given to ensure it is within the concept of accepted due process. Performance evaluation may involve criteria such as frequency of advice being sought and acted upon, manner of presentation, and completeness and accuracy of advice given. (Role: Protects Rights and Dignity of Individuals)

TASK: Collecting and Preserving Evidence

TASK DESCRIPTION: Acquires and protects all evidence, including recording observed and verbally reported data in relation to possible crimes or infractions of rules and regulations.

In the performance of this task, the Prosecuting Attorney:

PO#

1. Is able to collect and preserve evidence received in an organized and systematic manner that aids effective case management. Performance evaluation may involve criteria such as the frequency and nature of commendations and complaints received regarding attorney's actions and frequency with which evidence obtained is ruled to be inadmissible due to improper actions by attorney. (Role: Manages Cases)
2. Is able to seek and acquire case information and evidence in an ethical and professional manner. Performance evaluation may involve criteria such as the frequency of case dismissals; the frequency of complaints of improper, illegally seized, or contaminated evidence; and the frequency of complaints of unethical and unprofessional actions in the collection of evidence. (Role: Displays Objectivity and Professional Ethics)

TASK: Communicating

TASK DESCRIPTION: Transmits and receives information in the form of written reports, oral messages, gestures, and appearance.

In the performance of this task, the Prosecuting Attorney:

PO#

1. Is able to effectively communicate the prosecution position, the need for societal protection, and the prosecution's evidence. Performance evaluation may involve criteria such as the completeness and effectiveness of summations. (Role: Advocates for the Prosecution)
2. Is able to communicate effectively information and attitudes of the prosecuting attorney's office and share findings and positions with other criminal justice system personnel. Performance evaluation may involve criteria such as frequency with which other criminal justice system personnel seek such exchanges, their acceptance of the content of such exchanges, and the attorney's manner of conducting the interactions. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
3. Is able to communicate by presence, manner, and words an image which enhances respect for law and the criminal justice system. Performance evaluation may involve criteria such as respect shown the individual during interactions; clarity and comprehensiveness of oral and written communications; and manner, bearing, and attitude in both formal and informal situations. (Role: Builds Respect for Law and the Criminal Justice System)
4. Is able to create an atmosphere wherein persons are encouraged to provide factual information. Performance evaluation may involve criteria such as the number, nature, and frequency of commendations or complaints received and responsiveness of individuals to requests for information. (Role: Builds Respect for Law and the Criminal Justice System)
5. Is able to acquire and transmit information from within and outside the criminal justice system that is pertinent to the topics under consideration. Performance evaluation may involve criteria such as ability to elicit information from others, ability to assess relative importance of information received, and transmit it to others. (Role: Seeks and Disseminates Knowledge and Understanding)

TASK: Communicating (Continued)

TASK DESCRIPTION: Transmits and receives information in the form of written reports, oral messages, gestures, and appearance.

In the performance of this task, the Prosecuting Attorney:

PO#

6. Is able to communicate effectively with persons under stress. Performance evaluation may involve criteria such as the accuracy and completeness of the information provided, the ability to adjust communications to the stress level in the situation, knowledge of communications theory, and individual and group dynamics, and the extent of emotional control exhibited. (Role: Analyzes and Communicates Information)
7. Is able to present information clearly, concisely, and factually in written reports and in oral communication with individuals and groups. Performance evaluation may involve criteria such as the frequency with which reports are returned for rewriting and the nature and frequency of commendations and complaints received. (Role: Analyzes and Communicates Information)
8. Is able to recognize and interpret nonverbal expressions of attitudes and emotions. Performance evaluation may involve criteria such as the frequency and accuracy with which nonverbal expressions are identified and interpreted. (Role: Analyzes and Communicates Information)
9. Is able to differentiate between opinion and fact in exchanges of information. Performance evaluation may involve criteria such as the extent to which facts and opinions are identified as such and are clearly segregated in speech and writing and the reactions of individuals and groups who participated in the interchange of information. (Role: Analyzes and Communicates Information)
10. Is able to communicate an attitude of helpfulness and give competent advice to those seeking advice. Performance evaluation may involve criteria such as frequency with which such advice is sought and accepted, the feasibility of the action advised as assessed by the recipient of the advice, and the willingness of the individual to accept some of the responsibility of the results of actions or behavior resulting from the advice. (Role: Assists Personal and Social Development)

TASK: Conferring about Cases

TASK DESCRIPTION: Meets with peers or other criminal justice system personnel regarding specific suspect or offender cases.

In the performance of this task, the Prosecuting Attorney:

PO#

1. Is able to assume an effective adversary position while interacting with other criminal justice personnel regarding specific criminal cases during all stages of the legal proceedings. Performance evaluation may involve criteria such as the frequency and nature of commendations and complaints received concerning the prosecuting attorney's conduct, frequency with which attorney's case preparation or legal approach is judged to be inadequate by supervisory personnel, and outcome of the case. (Role: Advocates for the Prosecution)
2. Is able to present all relevant, factual information obtained in a criminal investigation in a fair and impartial manner. Performance evaluation may involve criteria such as frequency of positive and negative comments from court personnel involved in the discussion. (Role: Advocates for the Prosecution)
3. Is able to present and assess case file information in individual and group discussions with peers and other criminal justice personnel in a manner that facilitates understanding and serves as a basis for mutual discussion and exchange of information and ideas. Performance evaluation may involve criteria such as the frequency and nature of comments received from criminal justice personnel and the frequency with which information is presented in a clear and concise manner. (Role: Advocates Effective Judicial Process)
4. Is able to provide advice to the court based upon unique knowledge of the defendant. Performance evaluation may involve criteria such as the participant's view of the value or validity of the prosecuting attorney's contributions and the frequency with which such advice is requested. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
5. Is able to cooperate with other persons by providing factual information and constructive suggestions concerning specific criminal cases. Performance evaluation may involve criteria such as frequency and nature of critical comments from participants concerning attorney's conference participation. (Role: Builds Respect for Law and the Criminal Justice System)

TASK: Conferring about Cases (Continued)

TASK DESCRIPTION: Meets with peers or other criminal justice system personnel regarding specific suspect or offender cases.

In the performance of this task, the Prosecuting Attorney:

PO#

6. Is able to obtain and use information regarding recent court decisions and changes in criminal law while interacting with other criminal justice personnel. Performance evaluation may involve criteria such as the frequency and nature of complaints and commendations received, frequency with which advice is sought and followed, and accuracy and utility of information provided by the prosecuting attorney. (Role: Seeks and Disseminates Knowledge and Understanding)
7. Is able to provide, where appropriate, relevant facts and evidence obtained regarding a criminal case to the opposing counsel during all stages of the legal proceedings. Performance evaluation may involve criteria such as frequency with which relevant facts and information are withheld without legal cause from the defense attorney and frequency and nature of complaints and commendations received regarding prosecuting attorney's legal ethics or conduct. (Role: Analyzes and Communicates Information)
8. Is able to schedule sufficient time for individual case discussions, where appropriate, to discuss legal issues or other related case problems with peers and other criminal justice personnel. Performance evaluation may involve criteria such as the frequency with which inadequate time is allotted to case discussions and ability to discuss the legal merits of each case. (Role: Manages Cases)
9. Is able to present and discuss objectively with other criminal justice personnel the evidence obtained, merits of the case, and possible disposition of the case. Performance evaluation may involve criteria such as the frequency and nature of positive and negative comments received from other criminal justice personnel and the frequency with which information is presented in a clear and objective manner. (Role: Displays Objectivity and Professional Ethics)

TASK: Conferring about Cases (Continued)

TASK DESCRIPTION: Meets with peers or other criminal justice system personnel regarding specific suspect or offender cases.

In the performance of this task, the Prosecuting Attorney:

PO#

10. Is able to objectively discuss defendant cases with colleagues or other criminal justice personnel. Performance evaluation may involve criteria such as the frequency and nature of commendations and complaints concerning attorney's behavior or actions and the frequency with which objective and appropriate information is provided. (Role: Displays Objectivity and Professional Ethics)

TASK: Contacting Families of Suspects and Clients

TASK DESCRIPTION: Interacts with families of suspects and clients to obtain and provide information and to make plans.

In the performance of this task, the Prosecuting Attorney:

PO#

1. Is able to interact constructively with families of victims and complainants when called upon in such a manner as to build respect for law and the criminal justice system. Performance evaluation may involve criteria such as the tenor of interactions with these individuals and the nature and number of complaints and commendations received from them. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to provide helpful advice for avoidance of future contacts with the criminal justice system. Performance evaluation may involve criteria such as manner of presentation of information and advice, response of subjects to advice, and nature of commendations and complaints from the recipients. (Role: Assists Personal and Social Development)

TASK: Engaging in Legal Research

TASK DESCRIPTION: Reviews legal authorities to assist in case preparation.

In the performance of this task, the Prosecuting Attorney:

PO#

1. Is able to research and analyze all relevant authorities, judicial and statutory, pertaining to prosecution of criminal charges in a manner which will assist the prosecution. Performance evaluation may involve criteria such as the thoroughness, clarity, and relevance of submitted briefs, points, and authorities and the frequency of their affecting the judicial process. (Role: Advocates for the Prosecution)
2. Is able to conduct legal research in support of other personnel in the criminal justice system. Performance evaluation may involve criteria such as frequency with which research opinion is sought or offered, usefulness of research reports to recipients, and thoroughness of reports. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
3. Is able to acquire and present orally and in writing research findings in broad areas of knowledge relevant to the criminal justice system. Performance evaluation may involve criteria such as the extent to which information is sought from or offered by the prosecuting attorney, the clarity of presentation, and the accuracy and objectivity of the information provided. (Role: Seeks and Disseminates Knowledge and Understanding)
4. Is able to maintain objectivity and ethical standards in the pursuit and presentation of legal research, taking account of both favorable and unfavorable findings, with reference to the prosecuting attorney's position or objectives. Performance evaluation may involve criteria such as the thoroughness of the research in terms of objectivity, the manner of presentation, and the acceptance and effectiveness of the research by the users. (Role: Displays Objectivity and Professional Ethics)

TASK: Engaging in Professional Development

TASK DESCRIPTION: Increases professional knowledge and skill through academic and other self-improvement activities.

In the performance of this task, the Prosecuting Attorney:

PO#

1. Is able to demonstrate commitment to the prosecution function by enhancing knowledge and skills through continuing professional development activities. Performance evaluation may involve criteria such as the extent of involvement in local professional development activities; willingness to interact with peers, other criminal justice personnel, and the public in new areas of professional activity or competence; and the effectiveness of application of new knowledge and skills. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to seek, develop, and communicate new information, procedures, and techniques, and maintain receptivity to new and more effective patterns of operation. Performance evaluation may involve criteria such as the proportion of times a prosecuting attorney is the source of innovations for an agency and the depth of knowledge and analytical skills involved. (Role: Seeks and Disseminates Knowledge and Understanding)

TASK: Interacting With Other Agencies

TASK DESCRIPTION: Maintains communication with criminal justice and private agencies to exchange information, request assistance, and make referrals.

In the performance of this task, the Prosecuting Attorney:

PO#

1. Is able to initiate the necessary actions to ensure the effective prosecution of a criminal case. Performance evaluation may involve criteria such as the appropriateness of steps taken and thoroughness of preparation. (Role: Advocates for the Prosecution)
2. Is able to expedite case disposition. Performance evaluation may involve criteria such as the degree to which prosecution actions are taken to facilitate case disposition and the effectiveness of the procedures used. (Role: Advocates Effective Judicial Process)
3. Is able to interact with personnel in other components of the criminal justice system in a professional manner, giving appropriate advice and assistance. Performance evaluation may involve criteria such as the nature and amount of assistance provided and the favorable and unfavorable comments received from those participating in the interaction. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
4. Is able to interact with offender's attorney in a manner which builds respect for law and the criminal justice system through full and honest review of all problem areas without misrepresentations and evasion. Performance evaluation may involve criteria such as the adequacy of explanations given and the type and degree of respect developed for the attorney, legal procedures, and the criminal justice system. (Role: Builds Respect for Law and the Criminal Justice System)
5. Is able to utilize opportunities, while exchanging information with other criminal justice system personnel, to obtain and provide increased understanding of functional aspects of the various elements in the criminal justice system. Performance evaluation may involve criteria such as the willingness to provide helpful explanations to others and a receptiveness to learn about their areas of work. (Role: Seeks and Disseminates Knowledge and Understanding)

**CONTINUED**

**1 OF 4**

TASK: Interacting With Other Agencies (Continued)

TASK DESCRIPTION: Maintains communication with criminal justice and private agencies to exchange information, request assistance, and make referrals.

In the performance of this task, the Prosecuting Attorney:

PO#

6. Is able to provide accurate and unbiased information and support to other agencies in a manner consistent with the law and agency policy while protecting defendant rights to confidentiality. Performance evaluation may involve criteria such as frequency of inaccurate and biased reports being submitted and frequency of approving or disapproving comments received from requesters. (Role: Displays Objectivity and Professional Ethics)
7. Is able to interact with personnel in other components of the criminal justice system in a professional manner and to provide and obtain information on cases currently being prosecuted. Performance evaluation may involve criteria such as the nature and amount of assistance provided and the frequency with which it is sought. (Role: Displays Objectivity and Professional Ethics)
8. Is able, in contacts with other criminal justice system personnel, to maintain a fair and impartial approach toward suspects and offenders throughout the adjudication process, working toward an equitable administration of the law and due process. Performance evaluation may involve criteria such as the degree to which other personnel view the attorney's actions as facilitating due process and the fairness and objectivity displayed during interactions with others. (Role: Displays Objectivity and Professional Ethics)

TASK: Interviewing

TASK DESCRIPTION: Talks with witnesses, victims, suspects, offenders, and members of the general public to obtain information.

In the performance of this task, the Prosecuting Attorney:

PO#

1. Is able to determine the information needed from involved persons to pursue prosecution of a criminal case effectively. Performance evaluation may involve criteria such as the relevance of the information required, its internal consistency, and the need for verification. (Role: Advocates for the Prosecution)
2. Is able to convey to persons being interviewed explanations about criminal justice procedures and provide appropriate support and assistance when requested. Performance evaluation may involve criteria such as the manner of conducting the interview, the extent to which useful information was provided, and the promptness with which assistance was offered. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
3. Is able to conduct interviews with persons contacted during investigations in a manner that produces cooperation and respect for the legal process. Performance evaluation may involve criteria such as technical considerations as to the extent and validity of the information obtained, cooperation of participants, nature and number of complaints, and the frequency of inadmissibility of evidence. (Role: Builds Respect for Law and the Criminal Justice System)
4. Is able to conduct interviews with involved parties so as to obtain the information required for the prosecution of a criminal case. Performance evaluation may involve criteria such as the frequency with which case materials lack essential information and the nature of commendations and complaints received on attorney's actions. (Role: Builds Respect for Law and the Criminal Justice System)
5. Is able to seek and obtain information through interviews in accordance with due process considerations and in ways that do not hinder fair and equitable legal procedures. Performance evaluation may involve criteria such as the effectiveness of the approach used and its legality with specific reference to the provision of due process. (Role: Protects Rights and Dignity of Individuals)

TASK: Investigating

TASK DESCRIPTION: Conducts inquiries to obtain and verify information regarding possible violations and analyzes the obtained verbal and physical evidence.

In the performance of this task, the Prosecuting Attorney:

PO#

1. Is able to determine the type of investigation and testimony needed in any given case and have the knowledge and ability to obtain qualified experts to present needed testimony. Performance evaluation may involve criteria such as ability to recognize those cases or issues in a case where additional investigation may materially strengthen the case, the ability to work cooperatively with other members of the criminal justice system, and the ability to limit the demands placed on other individuals or agencies to support the investigation. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to maintain personal objectivity and professional ethics as well as ensure the objective, ethical approach to investigations employed by those assisting the investigations. Performance evaluation may involve criteria such as the degree of supervision exercised over investigators, ability to develop support with investigative personnel, and the body of evidence developed for cases. (Role: Displays Objectivity and Professional Ethics)
3. Is able to conduct and direct investigations in a manner that ensures due process for all involved persons. Performance evaluation may involve criteria such as ability to establish constructive rapport with investigators, ability to elicit cooperation from those contributing evidence, and ability to organize and present evidence collected within the due process tenets. (Role: Protects Rights and Dignity of Individuals)

TASK: Issuing Complaints

TASK DESCRIPTION: Reviews evidence presented to determine whether sufficient grounds exist for prosecution and issues complaints when appropriate.

In the performance of this task, the Prosecuting Attorney:

PO#

1. Is able to determine whether to issue a criminal complaint based on examination of criminal statutes or ordinances and an evaluation as to whether evidence obtained conforms with acceptable search and seizure procedures. Performance evaluation may involve criteria such as the frequency with which criminal charges are dismissed for lack of evidence or illegal search and seizure, the nature and number of commendations and complaints received from law enforcement agencies concerning the prosecuting attorney's actions, and the frequency with which motions to suppress are sustained or motions for summary judgment are granted. (Role: Advocates for the Prosecution)
2. Is able to objectively discuss the merits of the case with law enforcement personnel and indicate, where necessary, areas in which additional evidence must be obtained before a criminal complaint can be issued. Performance evaluation may involve criteria such as the ability to provide meaningful legal advice to law enforcement personnel to aid their investigations of criminal cases and the nature and number of commendations and complaints received. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
3. Is able to objectively determine whether to issue a criminal complaint without regard to the suspect's ethnic origin and economic status. Performance evaluation may involve criteria such as the frequency with which complaints of prejudice and bias are received concerning individual prosecuting attorney and frequency with which cases are dismissed by court in the interests of justice. (Role: Displays Objectivity and Professional Ethics)
4. Is able to actively protect the legal rights of suspects by examining the evidence presented and the methods employed in obtaining the evidence and rejecting complaints in those cases presented where clear evidence exists that an individual's rights have been violated or insufficient grounds exist for prosecution. Performance evaluation may involve criteria such as the frequency with which criminal charges are dismissed for lack of evidence or other legal reasons and the frequency with which a prosecuting attorney is found to have violated a suspect's rights. (Role: Protects Rights and Dignity of Individuals)

TASK: Issuing Complaints (Continued)

TASK DESCRIPTION: Reviews evidence presented to determine whether sufficient grounds exist for prosecution and issues complaints when appropriate.

In the performance of this task, the Prosecuting Attorney:

PO#

5. Is able and willing to initiate legal proceedings to ensure humane treatment and protect the rights of all involved participants. Performance evaluation may involve criteria such as the frequency and nature of commendations and complaints received from participants regarding attorney's actions and the frequency with which instances of inhumane treatment are charged and found to be valid.  
(Role: Provides Humane Treatment)
6. Is able to issue complaints charging only those charges which the evidence will support. Performance evaluation may involve criteria such as the frequency with which charges are reduced based on lack of evidence to support allegations.  
(Role: Enforces Law Impartially)
7. Is able to make charging, rejecting, and diverting decisions with objectivity and consistency. Performance evaluation may involve criteria such as frequency of complaints received concerning lack of objectivity or consistency in these decisions. (Role: Enforces Law Impartially)
8. Is able to develop procedures to ensure uniform charging, rejection, and diverting practices. Performance evaluation may involve criteria such as frequency of complaints of lack of objective or consistent standards.  
(Role: Enforces Law Impartially)
9. Is able to issue a complaint which complements trial strategy. Performance evaluation may involve criteria such as frequency of complaints of errors or over-charging.  
(Role: Enforces Law Impartially)
10. Is able to determine whether to issue a criminal complaint, uninfluenced by external pressures. Performance evaluation may involve criteria such as frequency of complaints by prosecuting attorney of external pressure being applied.  
(Role: Enforces Law Impartially)
11. Is able to determine whether the interests of justice would be served by issuance of a complaint even where the evidence may support a charge. Performance evaluation may involve criteria such as frequency with which charges are dismissed in the interests of justice.  
(Role: Enforces Law Situationally)

TASK: Issuing Complaints (Continued)

TASK DESCRIPTION: Reviews evidence presented to determine whether sufficient grounds exist for prosecution and issues complaints when appropriate.

In the performance of this task, the Prosecuting Attorney:

PO#

12. Is able to determine whether a more appropriate alternative to filing a criminal charge exists and could be used. Performance evaluation may involve criteria such as the frequency with which alternatives are used and frequency of complaints of alternatives not being used.  
(Role: Enforces Law Situationally)

TASK: Participating in Community Relations and Education Programs

TASK DESCRIPTION: Meets with citizen groups in programs directed toward understanding law, crime prevention, and the criminal justice system.

In the performance of this task, the Prosecuting Attorney:

PO#

1. Is able to conduct himself in a professional and cooperative manner in order to build respect for law and the criminal justice system. Performance evaluation may involve criteria such as ability to express thoughts and ideas well in groups, frequency of invitations to participate and comments from individuals or groups participating. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to demonstrate agency concern for community activities or problems when interacting with various citizen groups by providing information, instruction, and consultation. Performance evaluation may involve criteria such as the range and depth of information at hand, the quality of instruction or consultation, evidence of concern for citizen interests, and frequency with which citizens request participation. (Role: Builds Respect for Law and the Criminal Justice System)
3. Is able to use written and communication skills to interact formally or informally with various community groups in educational programs. Performance evaluation may involve criteria such as the range and depth of information at hand, the skills exhibited in presenting information, and the frequency of requests for individuals to participate in such activities. (Role: Seeks and Disseminates Knowledge and Understanding)
4. Is able to impress upon the public the problems, purposes, and goals of the prosecuting attorney's office and the criminal justice system through community relations and education programs, by example, and by knowledge dissemination. Performance evaluation may involve criteria such as manner of presentation, clarity and accuracy of materials presented, acceptance by recipients of materials, and frequency of requests for participation from citizen groups. (Role: Seeks and Disseminates Knowledge and Understanding)

TASK: Participating in Community Relations and Education Programs  
(Continued)

TASK DESCRIPTION: Meets with citizen groups in programs directed toward understanding law, crime prevention, and the criminal justice system.

In the performance of this task, the Prosecuting Attorney:

PO#

5. Is able to promote and explain to civic and educational groups the protections, responsibilities, and requirements of due process of law. Performance evaluation may involve criteria such as clarity of presentation, ability to resolve misunderstandings of the process, and acceptance and understanding of those instructed. (Role: Seeks and Disseminates Knowledge and Understanding)
6. Is able to participate in community relations and education programs with objectivity and within the tenets of ethical professionalism, while at the same time expressing sympathy and consideration for the problems and concerns of the public. Performance evaluation may involve criteria such as frequency of requests to participate in public activities as representative of the agency, perceivable changes in public or individual attitudes, and competence of representation of agency policies and attitudes. (Role: Displays Objectivity and Professional Ethics)

TASK: Participating in Courtroom Proceedings

TASK DESCRIPTION: Participates in presentation of legal cases in court.

In the performance of this task, the Prosecuting Attorney:

PO#

1. Is able to recommend a possible sentence, where appropriate, based on a review of the nature of the offense and the defendant's background that will promote justice and protect society. Performance evaluation may involve criteria such as the frequency with which prosecuting attorney makes sentence recommendations, where appropriate, and the extent to which these recommendations become the basis for final sentencing. (Role: Advocates for the Prosecution)
2. Is able to apply the basic, technical rules of criminal procedure and criminal law, including the presentation of motions and objections, proper introduction of evidence, and examination of witnesses. Performance evaluation may involve criteria such as the demonstrated ability to exhibit knowledge of criminal law and procedures and the frequency with which motions and introductions of evidence are considered improper by the court. (Role: Advocates for the Prosecution)
3. Is able to conduct a thorough examination and cross-examination of witnesses in a manner that elicits testimony regarding pertinent facts relevant to the establishment of the guilt of the defendant beyond a reasonable doubt. Performance evaluation may involve criteria such as the ability to ask and phrase properly a series of relevant questions that elicit the facts of the case and the frequency with which prosecutor fails to ask basic questions that elicit the elements required to prove a certain type of criminal offense. (Role: Advocates for the Prosecution)
4. Is able to organize individual case materials to avoid unnecessary delays and continuances in the legal proceedings. Performance evaluation may involve criteria such as the frequency with which unnecessary delays are encountered during various stages of the proceedings and the frequency with which case materials are found to be incomplete or lacking certain basic information. (Role: Advocates Effective Judicial Process)

TASK: Participating in Courtroom Proceedings (Continued)

TASK DESCRIPTION: Participates in presentation of legal cases in court.

In the performance of this task, the Prosecuting Attorney:

PO#

5. Is able to effectively allocate time with respect to obtaining information about evidence, testimony, and other data concerning cases currently scheduled for prosecution. Performance evaluation may involve criteria such as the appropriateness of effort expended to the type of case involved and the number of successful prosecutions achieved. (Role: Advocates Effective Judicial Process)
6. Is able to cooperate with other criminal justice personnel, within the confines of discovery rules as established by statutes and case law, in areas such as stipulations as to certain case facts and expertise of some witnesses, including the prompt transmittal of evidence required to be made available to the defense attorney. Performance evaluation may involve criteria such as the frequency and nature of commendations and complaints received from other criminal justice personnel. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
7. Is able to manage case assignments and schedule time and resources in such a manner as to facilitate the processing of information required by other criminal justice personnel and enhance the overall processing of individual criminal cases within the time specified by law whenever possible. Performance evaluation may involve criteria such as the frequency with which cases are unnecessarily delayed by prosecutor and the frequency with which the prosecutor is unable to handle the assigned caseload efficiently. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
8. Is able to collect, organize, and present complete and proper evidence during trial proceedings to facilitate understanding by the court or jurors. Performance evaluation may involve criteria such as the frequency and nature of commendations and complaints received regarding prosecutor's actions and frequency with which case information and evidence is found to be incomplete. (Role: Builds Respect for Law and the Criminal Justice System)

TASK: Participating in Courtroom Proceedings (Continued)

TASK DESCRIPTION: Participates in presentation of legal cases in court.

In the performance of this task, the Prosecuting Attorney:

PO#

9. Is able to explain to the court or jury the responsibilities incumbent on the prosecution in the conduct of a criminal case, including information related to what the prosecution must prove and the burden of proof required in a criminal trial. Performance evaluation may involve criteria such as the frequency with which opening and summary statements are presented in a clear and concise manner and the nature and frequency of commendations and complaints received. (Role: Seeks and Disseminates Knowledge and Understanding)
10. Is able to provide complete written and oral arguments citing appropriate legal points and authorities supporting the prosecution's position at all stages of the criminal proceedings, including the appeal process. Performance evaluation may involve criteria such as the demonstrated ability to properly research legal authority to support the prosecution position and the frequency and nature of commendations and complaints received concerning the lack of preparation. (Role: Analyzes and Communicates Information)
11. Is able to manage a caseload within a total workload assignment in a manner that provides for effective allocation of resources to each case. Performance evaluation may involve criteria such as the relation of time and effort expended to type and complexity of case, adequacy of case preparation, and the extent to which cases are unnecessarily delayed in prosecution. (Role: Manages Cases)
12. Is able to perform in an objective and ethical manner during all stages of the criminal proceedings. Performance evaluation may involve criteria such as the frequency of violations of the legal canon of ethics and the frequency and nature of commendations and complaints received. (Role: Displays Objectivity and Professional Ethics)

TASK: Participating in Courtroom Proceedings (Continued)

TASK DESCRIPTION: Participates in presentation of legal cases in court.

In the performance of this task, the Prosecuting Attorney:

PO#

13. Is able to display objectivity and professional legal ethics in assessing the demands of individual criminal cases assigned and in scheduling appropriate time and resources in the prosecution of each case. Performance evaluation may involve criteria such as the frequency and nature of commendations and complaints received and the frequency with which case preparation is considered to be inadequate by peers and other criminal justice personnel. (Role: Displays Objectivity and Professional Ethics)
14. Is able to take the necessary actions during all stages of criminal procedures to ensure a fair trial for all involved parties. Performance evaluation may involve criteria such as the frequency with which a mistrial is declared because of inappropriate actions by the prosecution and the frequency with which complaints of bias and prejudice are received. (Role: Protects Rights of Individuals)
15. Is able to take the necessary actions to ensure that defendants are familiar with the charges against them and their basic legal rights at the various stages of criminal proceedings. Performance evaluation may involve criteria such as the frequency with which cases are reversed due to lack of, or inappropriate, action and the clarity with which the information is presented. (Role: Protects Rights and Dignity of Individuals)

TASK: Participating in Plea Negotiations

TASK DESCRIPTION: Meets with opposing attorney, judge, and other principals to discuss case dispositions.

In the performance of this task, the Prosecuting Attorney:

PO#

1. Is able to clearly state the prosecution's position regarding those cases in which a guilty plea to a lesser charge would be acceptable and those cases in which it would be unacceptable. Performance evaluation may involve criteria such as the clarity with which prosecution's position is defined and the frequency and nature of commendations and complaints received from opposing attorneys and the judiciary. (Role: Advocates for the Prosecution)
2. Is able to examine the evidence, the charges pending against a defendant and all other relevant factors to make an objective assessment of the merits of the case and formulate a reasonable case disposition offer. Performance evaluation may involve criteria such as the demonstration of the ability to analyze case facts and law and frequency and nature of commendations and complaints received. (Role: Advocates Effective Judicial Process)
3. Is able to provide, where appropriate, case file information regarding the defendant's background and other pertinent investigative materials to the defense attorney and the judiciary so that meaningful case disposition can proceed. Performance evaluation may involve criteria such as frequency of failure to provide vital information that may effect an early case disposition and the frequency and nature of complaints received. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
4. Is able to professionally and courteously discuss possible plea negotiations with opposing counsel to effect equitable case dispositions. Performance evaluation may involve criteria such as the frequency and nature of commendations and complaints received. (Role: Builds Respect for Law and the Criminal Justice System)

TASK: Participating in Plea Negotiations (Continued)

TASK DESCRIPTION: Meets with opposing attorney, judge, and other principals to discuss case dispositions.

In the performance of this task, the Prosecuting Attorney:

PO#

5. Is able to ethically implement agreements reached as a result of case disposition discussions with opposing attorney and the judge. Performance evaluation may involve criteria such as the frequency of violations, without reasonable cause, of agreements concerning specific case dispositions and frequency and nature of commendations and complaints received. (Role: Displays Objectivity and Professional Ethics)

TASK: Participating in Trial Preparation Conferences

TASK DESCRIPTION: Meets with defendants, victims, witnesses, criminal justice system personnel to prepare for court proceedings.

In the performance of this task, the Prosecuting Attorney:

PO#

1. Is able to conduct trial preparation conferences with victims and witnesses to enhance the prosecution's position. Performance evaluation may involve criteria such as ability to establish rapport with those who are to testify, to elicit complete and honest relation of facts, and to relate bits of factual information from several sources. (Role: Advocates for the Prosecution)
2. Is able to conduct trial preparation conferences in such a manner as to build respect for law and the criminal justice system among prospective witnesses and others involved in the prosecution of a crime. Performance evaluation may involve criteria such as number and nature of comments received from victims and witnesses regarding their treatment during trial preparations and ability to profit and learn from each trial preparation experience. (Role: Builds Respect for Law and the Criminal Justice System)
3. Is able to conduct trial preparation conferences within the parameters of due process and to instruct prospective witnesses regarding their behavior in court. Performance evaluation may involve criteria such as witness performance in court, ability to instill understanding of due process in witnesses, and the manner in which conferences are conducted. (Role: Builds Respect for Law and the Criminal Justice System)
4. Is able to provide prospective witnesses with the necessary knowledge and understanding of courtroom and trial procedures to allay anxiety which might distract from their testimony. Performance evaluation may involve criteria such as witness performance in court, the manner of conducting or participating in such conferences, and ability to separate fact from conjecture. (Role: Seeks and Disseminates Knowledge and Understanding)

TASK: Participating in Trial Preparation Conferences (Continued)

TASK DESCRIPTION: Meets with defendants, victims, witnesses, criminal justice system personnel to prepare for court proceedings.

In the performance of this task, the Prosecuting Attorney:

PO#

5. Is able to use opportunities during conferences with other criminal justice system personnel to inform them about legal procedures, practices, and problems. Performance evaluation may involve criteria such as the relevance, correctness, and ultimate utility of the information provided. (Role: Seeks and Disseminates Knowledge and Understanding)
6. Is able to maintain an objective and ethical position when conducting trial preparation conferences to develop testimony. Performance evaluation may involve criteria such as frequency and nature of commendations and complaints received. (Role: Displays Objectivity and Professional Ethics)
7. Is able to conduct trial preparation conferences in such a way as to protect the rights and dignity of those involved without regard to sex, race, religion, ethnic background, age, or appearance. Performance evaluation may involve criteria such as willingness of prospective witness to participate in conferences and testify in court, manner of conducting such meetings and conferences, and ability to elicit required information from people of various kinds and ages, and the performance of witnesses in court. (Role: Protects Rights and Dignity of Individuals)

TASK: Preparing Reports

TASK DESCRIPTION: Completes reports in accordance with agency procedures and maintains required records.

In the performance of this task, the Prosecuting Attorney:

PO#

1. Is able to complete reports on schedule to ensure that other criminal justice agencies may have access, where appropriate, to the materials in time to make responsible reviews and decisions without the need for unnecessary delays in the criminal proceedings. Performance evaluation may involve criteria such as report completeness and timeliness and nature and frequency of commendations and complaints received from users of the information. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to gather and analyze relevant information and report it in a clear and concise manner that meets the needs of those criminal justice agencies and peers using the information. Performance evaluation may involve criteria such as frequency of reports rejected based on lack of clarity, relevance, or usefulness; demonstration of writing proficiency; and nature and frequency of commendations and complaints from recipients of reports. (Role: Analyzes and Communicates Information)
3. Is able to record all relevant information regarding individual case dispositions and actions taken during the course of the legal proceedings. Performance evaluation may involve criteria such as the frequency with which information contained in individual case history files is recorded in a clear and concise manner. (Role: Manages Cases)
4. Is able to prepare reports and other materials in an objective and professionally ethical manner. Performance evaluation may involve criteria such as the frequency of evidence of personal bias toward defendant and the frequency with which submitted materials are considered inadequate in content and thoroughness and thoughtfulness of its development. (Role: Displays Objectivity and Professional Ethics)

TASK: Preparing Search Warrant Requests

TASK DESCRIPTION: Completes necessary legal materials for judicial approval and issuance of search warrants and may participate in issuing oral search warrants.

In the performance of this task, the Prosecuting Attorney:

PO#

1. Is able to obtain sufficient information from law enforcement personnel to prepare the necessary legal materials required to be submitted for judicial approval. Performance evaluation may involve criteria such as the frequency and nature of commendations and complaints received and frequency with which legal materials are judged to be incomplete. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to participate in obtaining telephonic or oral search warrants. Performance evaluation may involve criteria such as frequency with which search warrant requests are denied. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
3. Is able to ascertain whether sufficient probable cause exists so that legal materials can be prepared to request the issuance of a search warrant by the judiciary. Performance evaluation may involve criteria such as the frequency with which search warrant requests are denied and the frequency with which request preparation is found to contain incomplete or erroneous information. (Role: Analyzes and Communicates Information)

TASK: Referring

TASK DESCRIPTION: Arranges for offenders or inmates to contact appropriate service agencies and facilities.

In the performance of this task, the Prosecuting Attorney:

PO#

1. Is able to make referrals to other agencies or individuals after a full analysis of opportunities available to the offender and to communicate to the offender the implications inherent in the referral. Performance evaluation may involve criteria such as success rate of offenders with the agencies or individuals to whom they are referred as well as the offender's satisfaction with those agencies or individuals to whom they are referred. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to maintain professional and ethical behavior and objectivity when making referrals. Performance evaluation may involve criteria such as willingness of the agency to accept referrals from the attorney and the success of the relationship of the offender and the agency to which he is referred. (Role: Displays Objectivity and Professional Ethics)

TASK: Reviewing Case Materials

TASK DESCRIPTION: Examines information contained in reports and in suspect's or offender's case file.

In the performance of this task, the Prosecuting Attorney:

PO#

1. Is able to advise law enforcement personnel of the merits of the case and identify areas where additional information and investigation are required. Performance evaluation may involve criteria such as the ability to isolate weakness in the prosecution's case and nature of commendations and complaints received from law enforcement personnel concerning the quality and utility of the advice provided to them. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to review existing caseload critically to determine the schedules of required actions on each case and to identify those cases that may be amenable to early disposition. Performance evaluation may involve criteria such as the frequency with which required actions on individual cases are not completed on schedule or subjected to unnecessary delays and the frequency with which cases are settled prior to engaging in a formal courtroom trial. (Role: Manages Cases)
3. Is able to schedule trial appearances and coordinate the appearance of witnesses in a manner that minimizes unnecessary delays and inconvenience to prosecution witnesses and the court. Performance evaluation may involve criteria such as the frequency with which legal proceedings are unnecessarily delayed due to inadequate scheduling and nature and frequency of commendations and frequency of commendations and complaints received from witnesses. (Role: Manages Cases)

TASK: Training

TASK DESCRIPTION: Instructs other persons in the classroom or on the job.

In the performance of this task, the Prosecuting Attorney:

PO#

1. Is able to obtain, organize, and present information and instruct peers on methods of analyzing case facts and legal issues in criminal cases. Performance evaluation may involve criteria such as demonstration by individuals of the ability to utilize the information presented in actual on-the-job analysis of case information and frequency and nature of commendations and complaints received from attorneys who received the instructional information. (Role: Advocates Effective Judicial Process)
2. Is able to obtain, organize, and present factual information on the origin and philosophy of law, the adversary process, existing legal procedures and rules for criminal cases, and other basic knowledge areas pertinent to the practice of criminal law. Performance evaluation may involve criteria such as frequency with which information presented facilitates understanding among the recipients of such information and the frequency and nature of commendations and complaints received. (Role: Seeks and Disseminates Knowledge and Understanding)
3. Is able to obtain, organize, and present continuously updated legal information from all elements of the criminal justice system to provide the most complete information base possible for peers and other criminal justice personnel. Performance evaluation may involve criteria such as the lack of updated information concerning legal changes, and frequency and nature of complaints received regarding inadequacy of available information. (Role: Analyzes and Communicates Information)
4. Is able to obtain, organize, and present basic information concerning current legal strategy in the prosecution of certain types of criminal cases, current legal issues and recent case decisions, existing statutes and ordinance changes, and other related legal considerations that impinge on the prosecuting attorney's actions. Performance evaluation may involve criteria such as the ability to present the obtained information in a manner that facilitates understanding by the recipients and frequency with which recipients are able to utilize the information in the performance of their duties. (Role: Analyzes and Communicates Information)

TASK: Training (Continued)

TASK DESCRIPTION: Instructs other persons in the classroom or while on the job.

In the performance of this task, the Prosecuting Attorney:

PO#

5. Is able to obtain, organize, and present information concerning the administrative duties and management techniques required in the processing of criminal cases, including the management of an individual attorney's time and resources. Performance evaluation may involve criteria such as the demonstrated ability to communicate basic legal information to less experienced peers and the nature and frequency of commendations and complaints received. (Role: Manages Cases)
6. Is able to conduct classroom and on-the-job training in a professional, ethical, and objective manner that establishes an example for less experienced prosecutors. Performance evaluation may involve criteria such as the nature and frequency of commendations and complaints received. (Role: Displays Objectivity and Professional Ethics)

State Variations from Basic Performance Objectives

The prosecuting role/task/performance objective validation committees took the following action on the basic performance objectives:

(1) Michigan

(a) Rejected

<u>Task</u>	<u>Performance Objective Number</u>
Preparing Search Warrant Requests	2

(b) Modified

<u>Task</u>	<u>Performance Objective Number</u>
Advising: Add "on criminal matters" after advice in line two.	1
Conferring about Cases: Replace "all" with "appropriate" before the word "stages."	1
Conferring about Cases: Add "in his adversary role" after the word "appropriate."	7

(c) Added

None

(2) New Jersey

(a) Rejected

None

(b) Modified

None

(c) Added

None

State Variations from Basic Performance Objectives  
(continued)

(3) Texas

(a) Rejected

<u>Task</u>	<u>Performance Objective Number</u>
Advising	6,7
Communicating	10
Conferring about Cases	2,4,8
Contacting Families of Suspects or Clients	2
Interacting with Other Agencies	4,8
Issuing Complaints	4,9,10,11
Participating in Courtroom Proceedings	14,15
Preparing Search Warrant Requests	2

(b) Modified

<u>Task</u>	<u>Performance Objective Number</u>
Conferring about Cases: Delete "evidence obtained, merits of the case, and."	9
Interacting with Other Agencies: Delete "while protecting defendant rights to confidentiality."	6
Interviewing: Delete "and in ways that do not hinder fair and equitable legal procedures."	5

(c) Added

None

DEFENSE ATTORNEY

PROJECT STAR  
MATRIX OF  
DEFENSE ATTORNEY  
ROLES, TASKS, AND  
PERFORMANCE OBJECTIVES

Sheet 1 of 4

TASKS	PO. NO.	ROLES																			
		1	2	3	4	5	6	7	8	9	10										
Advising	1	x																			
	2																				
	3																				
	4																				
	5																				
	6																				
	7																				
	8																				
	9																				
	10																				
	11																				
	12																				
	13																				
	14																				
Communicating	1	x																			
	2																				
	3																				
	4																				
	5																				
	6																				
	7																				
	8																				
	9																				
	10																				
	11																				
	12																				
	13																				
	14																				
Conferring about Cases	1	x																			
	2	x																			
	3																				
	4																				
	5																				
	6																				
	7																				
	8																				
	9																				
	10																				

PROJECT STAR

MATRIX OF  
DEFENSE ATTORNEY  
ROLES, TASKS, AND  
PERFORMANCE OBJECTIVES

Sheet 2 of 4

TASKS	P.O. NO.	ROLES											
		ADVOCATES FOR THE DEFENSE	ADVOCATES EFFECTIVE JUDICIAL PROCESS	ASSISTS CRIMINAL JUSTICE AND OTHER APPROPRIATE AGENCY PERSONNEL	BUILDS RESPECT FOR LAW AND THE CRIMINAL JUSTICE SYSTEM	PROVIDES PUBLIC ASSISTANCE	SEEKS AND DISSEMINATES KNOWLEDGE AND UNDERSTANDING	ANALYZES AND COMMUNICATES INFORMATION	MANAGES CASES	ASSISTS PERSONAL AND SOCIAL DEVELOPMENT	DISPLAYS OBJECTIVITY AND PROFESSIONAL ETHICS	PROTECTS RIGHTS AND DIGNITY OF INDIVIDUALS	PROVIDES HUMANE TREATMENT
Contacting Families of Suspects and Clients	1	x											
	2												
	3												
	4												
Developing Plans for Offenders	1	x											
	2												
	3												
Engaging in Legal Research	1												
	2												
	3												
	4												
Engaging in Professional Development	1												
	2												
Interacting with Other Agencies	1	x											
	2												
	3												
	4												
	5												
	6												
	7												
	8												
	9												
Interviewing	1	x											
	2												
	3												
	4												
	5												
	6												
Investigating	1												
	2												
	3												
Participating in Community Relations and Education Programs	1												
	2												
	3												
	4												

PROJECT STAR

MATRIX OF  
DEFENSE ATTORNEY  
ROLES, TASKS, AND  
PERFORMANCE OBJECTIVES

Sheet 3 of 4

TASKS	P.O. NO.	ROLES											
		ADVOCATES FOR THE DEFENSE	ADVOCATES EFFECTIVE JUDICIAL PROCESS	ASSISTS CRIMINAL JUSTICE AND OTHER APPROPRIATE AGENCY PERSONNEL	BUILDS RESPECT FOR LAW AND THE CRIMINAL JUSTICE SYSTEM	PROVIDES PUBLIC ASSISTANCE	SEEKS AND DISSEMINATES KNOWLEDGE AND UNDERSTANDING	ANALYZES AND COMMUNICATES INFORMATION	MANAGES CASES	ASSISTS PERSONAL AND SOCIAL DEVELOPMENT	DISPLAYS OBJECTIVITY AND PROFESSIONAL ETHICS	PROTECTS RIGHTS AND DIGNITY OF INDIVIDUALS	PROVIDES HUMANE TREATMENT
Participating in Courtroom Proceedings	1	x											
	2	x											
	3	x											
	4	x											
	5	x											
	6	x											
	7	x											
	8	x											
	9	x											
	10												
	11												
	12												
	13												
	14												
	15												
	16												
	17												
	18												
	19												
	20												
Participating in Plea Negotiations	1	x											
	2	x											
	3	x											
	4	x											
	5	x											
Participating in Trial Preparation Conferences	1	x											
	2												
	3												
	4												
	5												
	6												
	7												
	8												
	9												

PROJECT STAR

MATRIX OF  
DEFENSE ATTORNEY  
ROLES, TASKS, AND  
PERFORMANCE OBJECTIVES

Sheet 4 of 4

TASKS	NO.	ROLES										
		ADVOCATES FOR THE DEFENSE	ADVOCATES EFFECTIVE JUDICIAL PROCESS	ASSISTS CRIMINAL JUSTICE AND OTHER APPROPRIATE AGENCY PERSONNEL	BUILDS RESPECT FOR LAW AND THE CRIMINAL JUSTICE SYSTEM	PROVIDES PUBLIC ASSISTANCE	SEEKS AND DISSEMINATES KNOWLEDGE AND UNDERSTANDING	ANALYZES AND COMMUNICATES INFORMATION	MANAGES CASES	ASSISTS PERSONAL AND SOCIAL DEVELOPMENT	DISPLAYS OBJECTIVITY AND PROFESSIONAL ETHICS	PROTECTS RIGHTS AND DIGNITY OF INDIVIDUALS
Preparing Reports	1			x								
	2											
	3							x				
	4								x			
Referring	1				x							
	2									x		
Reviewing Case Material	1	x										
	2							x				
	3								x			
	4								x			
	5									x		
Training	1		x									
	2		x									
	3						x					
	4							x				
	5							x				
	6							x				
	7									x		

Performance Context and Measurement Techniques

1. Performance Context

The defense attorney's tasks are performed in a broad range of locations and may involve a single person or many persons. For example, a defender's on-the-job performance may be demonstrated in the courtroom, in chambers, in another attorney's office, in interview rooms at police and sheriff's stations and jails, and in more informal locations such as courtroom corridors, restaurants, and public meeting places. More important than physical location is the interaction between the defender and other persons (i.e., defendants, victims, witnesses, other members of the criminal justice system, and the public as individuals and in groups).

2. Performance Evaluators

A defense attorney's performance may be evaluated by other individuals or groups with whom he interacts as well as by those who may be affected by his performance. Performance can be most directly evaluated by the defense attorney's supervisors or peers. These would include other members of the criminal justice system (i.e., judges, police officers, prosecuting attorneys, caseworkers, correctional workers), suspects, victims, witnesses, jurors, the press, and the general public individually and in groups.

3. Performance Measurement

Techniques for measuring the performance of a defense attorney may be considered under two basic headings: on the job and during training.

On the job, performance evaluation may involve:

- a. Observer ratings;
- b. Review and analysis of reports and transcripts;
- c. Review of case materials prepared by the attorney;
- d. Frequency with which a defense attorney is consulted by clients, peers, other criminal justice system personnel, and the public;
- e. Frequency and content of positive and negative comments (oral and written) from any source;
- f. The defense attorney's conviction/acquittal ratio.

During training, performance evaluation may consist of:

- a. Observation of simulated or role-playing performance;
- b. Self evaluation;
- c. Written and oral examination.

As each of the following performance objectives is reviewed, it should be examined with reference to the content of the three preceding paragraphs which describe the context in which the performance occurs, the evaluator, and the appropriate measurement techniques to be employed.

Basic Performance Objectives

TASK: Advising

TASK DESCRIPTION: Provides information in the form of constructive guidance or recommendations.

In the performance of this task, the Defense Attorney:

PO#

1. Is able to provide information and advice to clients regarding a specific case or legal issue in a manner that is concise, accurate, and understandable and that reflects the viewpoint of the defense position. Performance evaluation may involve criteria such as the effect of the advice on the subject and the frequency with which advice is sought and followed. (Role: Advocates for the Defense)
2. Is able to provide information and advice to other members of the criminal justice system regarding the defense point of view or general legal issues or procedures in an accurate and understandable manner. Performance evaluation may involve criteria such as the frequency with which such advice is sought and acted upon, the completeness and accuracy of the advice, and the manner in which it is presented. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
3. Is able to provide information and advice to witnesses, members of the public, and other criminal justice personnel regarding the defense of criminal cases or the criminal justice system in a manner that satisfies the inquirer and builds respect for law and the criminal justice system. Performance evaluation may involve criteria such as the frequency with which advice is sought and followed and accuracy and quality of advice given. (Role: Builds Respect for Law and the Criminal Justice System)
4. Is able to advise clients with respect to their legal problems, as to what to expect and why, in a manner that enhances respect for the law and the criminal justice system. Performance evaluation may involve criteria such as frequency of complaints by clients for not understanding the proceedings or why the client is involved in them and responses relating to the system as a whole. (Role: Builds Respect for Law and the Criminal Justice System)

TASK: Advising (Continued)

TASK DESCRIPTION: Provides information in the form of constructive guidance or recommendations.

In the performance of this task, the Defense Attorney:

PO#

5. Is able to provide accurate, complete, and factual information to clients or other interested parties regarding their legal problems, rights, or obligations in a manner that satisfies the inquiry while explaining the effects of all courses of action that may be taken. Performance evaluation may involve criteria such as accuracy and completeness of advice, the manner in which it is presented, and the estimated effect of the advice on the receiver. (Role: Provides Public Assistance)
6. Is able to analyze information received to determine its accuracy in order to provide advice in an accurate manner. Performance evaluation may involve criteria such as the number of times advice is given based on erroneous information received and the ability to assess the quality of the information given. (Role: Seeks and Disseminates Knowledge and Understanding)
7. Is able to advise other members of the criminal justice system, the public, and clients of activities, philosophy, and procedures of the criminal justice system as well as interrelations between the elements and the organization and operation of the system as a whole, in a manner that improves the knowledge and understanding of the recipient of such advice. Performance evaluation may involve criteria such as accuracy and thoroughness of the advice, the manner in which it is presented, and the understandability of the advice to the recipient. (Role: Seeks and Disseminates Knowledge and Understanding)
8. Is able to provide accurate advice to a client regarding plea bargaining and what effect it will have on the client's case as well as on the client's future, including realistic appraisal of results of refusal to accept plea negotiation. Performance evaluation may involve criteria such as the frequency of inaccurate advice given and the frequency of a client's dissatisfaction with results of advice or plea negotiation activity of the attorney. (Role: Seeks and Disseminates Knowledge and Understanding)
9. Is able to provide advice that meets the needs of the client and offers possible solutions to the client's problems. Performance evaluation may involve criteria such as the frequency with which advice is followed and the frequency of client recidivism or recurrence of problems. (Role: Assists Personal and Social Development)

TASK: Advising (Continued)

TASK DESCRIPTION: Provides information in the form of constructive guidance or recommendations.

In the performance of this task, the Defense Attorney:

PO#

10. Is able to advise clients in a manner that assists socialization and provides them motivation to keep themselves out of trouble in the future. Performance evaluation may involve criteria such as the frequency of recidivism among clients and frequency of probation or parole violation. (Role: Assists Personal and Social Development)
11. Is able to advise clients or others in a manner that reflects objective and ethical adherence to the letter and spirit of the law and the criminal justice system. Performance evaluation may involve criteria such as the accuracy and objectivity of advice and frequency of reported unethical advice or activity. (Role: Displays Objectivity and Professional Ethics)
12. Is able to be aware constantly that his own interests in terms of money, time, inconvenience, and unpleasantness may be in conflict with the client's best interest. Performance evaluation may involve criteria such as an assessment of steps undertaken to serve the client's best interests and the willingness to take such steps. (Role: Displays Objectivity and Professional Ethics)
13. Is able to advise other participants in the criminal justice system on the requirements of due process in regard to client's case. Performance evaluation may involve criteria such as frequency with which advice is sought and followed, manner of presentation, and completeness and accuracy of advice given. (Role: Protects Rights and Dignity of Individuals)
14. Is able to inform clients of their rights and advise as to what actions should be taken to protect those rights. Performance evaluation may involve criteria such as the frequency of legal action taken to protect the rights of the client or to remedy violations of a client's rights and the success of such actions. (Role: Protects Rights and Dignity of Individuals)

TASK: Communicating

TASK DESCRIPTION: Transmits and receives information in the form of written reports, oral messages, gestures and appearance.

In the performance of this task, the Defense Attorney:

PO#

1. Is able to effectively communicate the defense position and the evidence supporting the defense position. Performance evaluation may involve criteria such as the completeness of evidence presented and frequency of acceptance of the defense position by the recipient of the information. (Role: Advocates for the Defense)
2. Is able to communicate an attitude and dedication to the promotion of effective judicial process. Performance evaluation may involve criteria such as frequency of suggestions to improve the process, willingness to participate in experimental programs, and reactions of other criminal justice personnel to suggestions. (Role: Advocates Effective Judicial Process)
3. Is able to communicate effectively information and attitudes of the defense and share findings and positions with other criminal justice system personnel. Performance evaluation may involve criteria such as the frequency with which other criminal justice system personnel seek such exchanges, acceptance of the content of such exchanges, and manner of conducting the interactions. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
4. Is able to communicate by presence, manner, and words, an image which enhances respect for law and the criminal justice system. Performance evaluation may involve criteria such as the respect shown the individual during interactions; clarity and comprehensiveness of oral and written communications; and manner, bearing, and attitude in both formal and informal situations. (Role: Builds Respect for Law and the Criminal Justice System)
5. Is able to create an atmosphere where persons are encouraged to provide factual information. Performance evaluation may involve criteria such as the nature of commendations and complaints received and responsiveness of individuals to requests for information. (Role: Builds Respect for Law and the Criminal Justice System)

TASK: Communicating (Continued)

TASK DESCRIPTION: Transmits and receives information in the form of written reports, oral messages, gestures and appearance.

In the performance of this task, the Defense Attorney:

PO#

6. Is able to acquire and transmit information from within and outside the criminal justice system that is pertinent to the topics under consideration. Performance evaluation may involve criteria such as ability to elicit information from others, ability to assess relative importance of information received and transmit it to others. (Role: Seeks and Disseminates Knowledge and Understanding)
7. Is able to communicate effectively with persons under stress. Performance evaluation may involve criteria such as the accuracy and completeness of information provided, the ability to adjust communications to the stress level in the situation, and the extent of emotional control exhibited. (Role: Analyzes and Communicates Information)
8. Is able to present information clearly, concisely, and factually in briefs with legal argument, legal memoranda, and in oral communication with individuals and groups. Performance evaluation may involve criteria such as the frequency with which briefs are returned for rewriting and number and nature of commendations and complaints received. (Role: Analyzes and Communicates Information)
9. Is able to recognize and interpret nonverbal expressions of attitudes and emotions. Performance evaluation may involve criteria such as frequency and accuracy with which nonverbal expressions are identified and interpreted. (Role: Analyzes and Communicates Information)
10. Is able to differentiate between opinion and fact in exchanges of information. Performance evaluation may involve criteria such as the extent to which facts and opinions are identified as such and are clearly segregated in speech and writing, and reactions of individuals or groups who have participated in the interchange of information. (Role: Analyzes and Communicates Information)
11. Is able to communicate a dedication to and appreciation of due process to those individuals and groups contacted, regardless of the immediate purpose of the interaction. Performance evaluation may involve criteria such as ability to recognize due process considerations inherent in information exchanges and ability to impress others with the importance of such considerations. (Role: Analyzes and Communicates Information)

TASK: Communicating (Continued)

TASK DESCRIPTION: Transmits and receives information in the form of written reports, oral messages, gestures and appearance.

In the performance of this task, the Defense Attorney:

PO#

12. Is able to communicate an attitude of helpfulness and give competent advice to those seeking such advice. Performance evaluation may involve criteria such as the frequency with which such advice is sought and accepted, the feasibility of the action advised as assessed by the recipient of the advice, and the willingness of the individual to accept some of the responsibility of the results of actions or behavior resulting from the advice. (Role: Assists Personal and Social Development)
13. Is able to communicate ethically the defense position and the evidence supporting the defense position. Performance evaluation may involve criteria such as reputation for ethical behavior and number of disciplinary sanctions for unprofessional conduct. (Role: Displays Objectivity and Professional Ethics)
14. Is able to exchange information without violations of confidence, language, and derogatory allusions to any individual or groups that have no direct bearing on the subject at hand. Performance evaluation may involve criteria such as frequency of failing to attend strictly to matters of immediate concern and ability to couch expressions in positive terms. (Role: Protects Rights and Dignity of Individuals)

TASK: Conferring about Cases

TASK DESCRIPTION: Meets with peers or other criminal justice system personnel regarding specific suspect or offender cases.

In the performance of this task, the Defense Attorney:

PO#

1. Is able to assume an effective adversary position while interacting with other criminal justice personnel regarding specific criminal cases during all stages of the legal proceedings. Performance evaluation may involve criteria such as the nature of commendations and complaints received concerning the defense attorney's conduct, frequency with which attorney's case preparation or legal approach is judged to be inadequate by supervisory personnel, the outcome of the trial, and the client's opinion of the defense afforded him. (Role: Advocates for the Defense)
2. Is able to present all relevant, factual information obtained in a criminal investigation in a fair manner whenever it is in the client's best interest. Performance evaluation may involve criteria such as frequency of positive and negative comments from court personnel involved in the discussion, the outcome of the trial, and client's opinion of the defense afforded him. (Role: Advocates for the Defense)
3. Is able, subject to ethical requirements of confidentiality, to present and assess case file information in individual and group discussions with peers and other criminal justice personnel in a manner that facilitates understanding and serves as a basis for mutual discussion and exchange of information and ideas. Performance evaluation may involve criteria such as the frequency and nature of comments received from criminal justice personnel and the frequency with which information is presented in a clear and concise manner. (Role: Advocates Effective Judicial Process)
4. Is able, subject to ethical requirements of confidentiality, to provide advice to the court based on any unique knowledge of the defendant. Performance evaluation may involve criteria such as the participant's view of the value or validity of the defense attorney's contributions and the frequency with which such advice is requested. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)

TASK: Conferring about Cases (Continued)

TASK DESCRIPTION: Meets with peers or other criminal justice system personnel regarding specific suspect or offender cases.

In the performance of this task, the Defense Attorney:

PO#

5. Is able to cooperate with other persons by providing factual information and constructive suggestions concerning specific criminal cases. Performance evaluation may involve criteria such as frequency of critical comments from participants concerning attorney's conference participation. (Role: Builds Respect for Law and the Criminal Justice System)
6. Is able to obtain and use information regarding recent court decisions and changes in criminal law while interacting with other criminal justice personnel. Performance evaluation may involve criteria such as the frequency and nature of complaints and commendations received, frequency with which advice is sought and followed, and accuracy and utility of information provided by the defense attorney. (Role: Seeks and Disseminates Knowledge and Understanding)
7. Is able to organize and analyze information obtained from criminal investigations and discuss objectively the merits of the case with peers and other criminal justice personnel. Performance evaluation may involve criteria such as the frequency with which information presented is well-organized and the ability to analyze obtained evidence to determine its adequacy for initial legal proceedings. (Role: Analyzes and Communicates Information)
8. Is able to provide relevant facts and evidence regarding a criminal case to the opposing counsel during all stages of the legal proceedings, so long as this is not in conflict with the client's best interest. Performance evaluation may involve criteria such as the quality of disposition reached and the resulting sentence. (Role: Analyzes and Communicates Information)
9. Is able to schedule sufficient time for individual case discussions, where appropriate, to discuss legal issues or other related case problems with peers and other criminal justice personnel. Performance evaluation may involve criteria such as the frequency with which inadequate time is allotted to case discussions and ability to discuss the legal merits of each case. (Role: Manages Cases)

TASK: Conferring about Cases (Continued)

TASK DESCRIPTION: Meets with peers or other criminal justice system personnel regarding specific suspect or offender cases.

In the performance of this task, the Defense Attorney:

PO#

10. Is able to present and discuss objectively with other criminal justice personnel the evidence obtained, merits of the case, and possible disposition. Performance evaluation may involve criteria such as the frequency and nature of comments received from other criminal justice personnel and the frequency with which information is presented in a clear and objective manner. (Role: Displays Objectivity and Professional Ethics)

TASK: Contacting Families of Suspects and Clients

TASK DESCRIPTION: Interacts with families of suspects and clients to obtain and provide information and to make plans.

In the performance of this task, the Defense Attorney:

PO#

1. Is able to effect a thorough defense for a client by contacting family members of the client in the investigation of a case. Performance evaluation may involve criteria such as comments from those contacted and whether family information was used effectively. (Role: Advocates for the Defense)
2. Is able to interact constructively with families of clients when called upon in such a manner as to build respect for law and the criminal justice system. Performance evaluation may involve criteria such as the tenor of the interactions with these individuals and the nature and number of complaints and commendations received from them. (Role: Builds Respect for Law and the Criminal Justice System)
3. Is able to contact relevant people involved in the defense of a criminal case in a professional and objective manner. Performance evaluation may involve criteria such as the frequency of commendations from people contacted regarding professional and ethical conduct of the defense attorney. (Role: Displays Objectivity and Professional Ethics)
4. Is able to contact family members of a client when appropriate to the defense of a criminal case in a manner that does not violate the rights or dignity of the persons contacted or the client. Performance evaluation may involve criteria such as the frequency of complaints from client or persons contacted regarding offensive or undignified conduct on the part of the attorney or the violation of any of their rights and statements commending the behavior of the attorney. (Role: Protects Rights and Dignity of Individuals)

TASK: Developing Plans for Offenders

TASK DESCRIPTION: Prepares rehabilitation programs for offenders, often in consultation with offenders and resource specialists.

In the performance of this task, the Defense Attorney:

PO#

1. Is able to prepare a written presentence plan which is to be submitted to the sentencing judge, indicating the socio-logical, emotional reasons for the defendant's present predicament, as well as his known capabilities and the realistic sentencing alternatives. Performance evaluation can be made by a review of the sentence itself and may involve criteria such as remarks made by the sentencing judge at the time of sentencing and the frequency with which the plans are adopted by the probation department. (Role: Advocates for the Defense)
2. Is able to engage in constructive interaction with appropriate criminal justice personnel to develop workable rehabilitative plans that are within the client's potential, based on the attorney's interaction with and insight of the client. Performance evaluation may involve criteria such as the acceptance of views by other personnel of rehabilitation plans and frequency of input offered by the attorney or solicited by other criminal justice personnel. (Role: Assists Criminal Justice and Other Appropriate Agency Personnel)
3. Is able to interact with and gain adequate insight and understanding into client's behavior sufficiently to formulate a plan for rehabilitation that is within the client's motivation and potential. Performance evaluation may involve criteria such as acceptance of views by client and other personnel. (Role: Assists Personal and Social Development)

TASK: Engaging in Legal Research

TASK DESCRIPTION: Reviews legal authorities to assist in case preparation.

In the performance of this task, the Defense Attorney:

PO#

1. Is able to research and analyze all relevant authorities, judicial and statutory, pertaining to defense of criminal charges in a manner which will assist the defense. Performance evaluation may involve criteria such as the thoroughness, clarity, and relevance of submitted briefs, points, and authorities and the frequency of their affecting the judicial process. (Role: Advocates for the Defense)
2. Is able to conduct legal research in support of other personnel in the criminal justice system. Performance evaluation may involve criteria such as frequency with which research opinion is sought or offered, usefulness of research reports to recipients, and thoroughness of reports. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
3. Is able to acquire and present orally and in writing research findings in broad areas of knowledge relevant to the criminal justice system. Performance evaluation may involve criteria such as the extent to which information is sought or offered, the clarity of presentation, and the accuracy and objectivity of the information provided. (Role: Seeks and Disseminates Knowledge and Understanding)
4. Is able to maintain objectivity and ethical standards in the pursuit and presentation of legal research, taking account of both favorable and unfavorable findings, with reference to the defense attorney's position or objectives. Performance evaluation may involve criteria such as the thoroughness of the research in terms of objectivity, the manner of presentation, and the acceptance and effectiveness of the research by the users. (Role: Displays Objectivity and Professional Ethics)

TASK: Engaging in Professional Development

TASK DESCRIPTION: Increases professional knowledge and skill through academic and other self-improvement activities.

In the performance of this task, the Defense Attorney:

PO#

1. Is able to demonstrate commitment to the defense function by enhancing knowledge and skills through continuing professional development activities. Performance evaluation may involve criteria such as the extent of involvement in local professional development activities, willingness to interact with peers, other criminal justice personnel, and the public in new areas of professional activity or competence; and the effectiveness of application of new knowledge and skills. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to seek, develop, and communicate new information, procedures, and techniques, and maintain receptivity to new and more effective patterns of operation. Performance evaluation may involve criteria such as the frequency with which defense attorney is the source of innovations for an agency, and the depth of knowledge and analytical skills involved. (Role: Seeks and Disseminates Knowledge and Understanding)

TASK: Interacting with Other Agencies

TASK DESCRIPTION: Maintains communication with criminal justice and private agencies to exchange information, request assistance, and make referrals.

In the performance of this task, the Defense Attorney:

PO#

1. Is able to initiate the necessary actions to ensure the effective defense of a criminal case. Performance evaluation may involve criteria such as the appropriateness of steps taken and thoroughness of preparation. (Role: Advocates for the Defense)
2. Is able to expedite case disposition. Performance evaluation may involve criteria such as the degree to which defense actions are taken to facilitate case disposition and the effectiveness of the procedures used. (Role: Advocates Effective Judicial Process)
3. Is able to interact with personnel in other components of the criminal justice system in a professional manner, giving appropriate advice and assistance. Performance evaluation may involve criteria such as the nature and amount of assistance provided and the comments received from those participating in the interaction. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
4. Is able to provide interim information, completed reports, and suggestions to other criminal justice system personnel who may require the information or advice in order to make responsible decisions on specific suspect or offender cases, so long as such action does not in any way conflict with the client's best interest. Performance evaluation may involve criteria such as the promptness and accuracy with which information is provided and sought. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
5. Is able to interact with clients in a manner which builds respect for law and the criminal justice system through full and honest review of all problem areas without misrepresentation and evasion. Performance evaluation may involve criteria such as the adequacy of explanations given and the type and degree of respect developed in clients for the attorney, legal procedures, and the criminal justice system. (Role: Builds Respect for Law and the Criminal Justice System)

TASK: Interacting with Other Agencies (Continued)

TASK DESCRIPTION: Maintains communication with criminal justice and private agencies to exchange information, request assistance, and make referrals.

In the performance of this task, the Defense Attorney:

PO#

6. Is able to utilize opportunities, while exchanging information with other criminal justice system personnel, to obtain and provide increased understanding of functional aspects of the various elements in the criminal justice system. Performance evaluation may involve criteria such as the willingness to provide helpful explanations to others and a receptiveness to learn about their areas of work. (Role: Seeks and Disseminates Knowledge and Understanding)
7. Is able, in contacts with other criminal justice system personnel, to ensure a fair and impartial approach toward the defendant throughout the adjudication process, working toward an equitable administration of the law and due process. Performance evaluation may involve criteria such as the degree to which other personnel view the attorney's actions as facilitating due process through the fairness and objectivity displayed during interactions with others. (Role: Displays Objectivity and Professional Ethics)
8. Is able to interact with personnel in other components of the criminal justice system in a professional manner and provide and obtain information on cases currently being defended, so long as such action does not, in any way, conflict with the client's best interest. Performance evaluation may involve criteria such as the nature and amount of assistance provided and the frequency with which it is sought. (Role: Displays Objectivity and Professional Ethics)
9. Is able to interact constructively with members of other criminal justice agencies regarding a client or case in a manner that does not impinge on the dignity of the individual contacted or violate the rights of the client involved. Performance evaluation may involve criteria such as the frequency of complaints or commendations received regarding the manner in which a client or a member of another criminal justice agency was treated or the frequency of complaints from a client or a criminal justice agency regarding a violation of a client's rights. (Role: Protects Rights and Dignity of Individuals)

TASK: Interviewing

TASK DESCRIPTION: Talks with witnesses, victims, suspects, offenders, and members of the general public to obtain information.

In the performance of this task, the Defense Attorney:

PO#

1. Is able to determine the type of information needed from involved persons to effectively pursue the defense of a criminal case. Performance evaluation may involve criteria such as the relevance of the information required, its internal consistency, the need for verification, and the ultimate disposition of the case. (Role: Advocates for the Defense)
2. Is able to convey to persons being interviewed explanations about criminal justice procedures and provide appropriate support and assistance when requested. Performance evaluation may involve criteria such as the manner of conducting the interview, the extent to which useful information was provided, and the promptness with which assistance was offered. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
3. Is able to conduct interviews with persons contacted during investigations in a manner that produces cooperation and respect for the legal process. Performance evaluation may involve criteria such as technical considerations as to the extent and validity of the information obtained, cooperation of participants, number of complaints, and the frequency of misleading or incorrect information obtained. (Role: Builds Respect for Law and the Criminal Justice System)
4. Is able to use interviewing skills to obtain complete and accurate information from witnesses, victims, and other persons having knowledge of crime-related activities. Performance evaluation may involve criteria such as the completeness and accuracy of the information and the manner in which the interviews were conducted. (Role: Analyzes and Communicates Information)
5. Is able to confine verbal inquiries to areas of professional competence and factual content. Performance evaluation may involve criteria such as appropriateness of information sought and the nature and number of commendations or complaints received. (Role: Displays Objectivity and Professional Ethics)

TASK: Interviewing (Continued)

TASK DESCRIPTION: Talks with witnesses, victims, suspects, offenders, and members of the general public to obtain information.

In the performance of this task, the Defense Attorney:

PO#

6. Is able to seek and obtain information through interviewing in accordance with due process considerations and in ways that do not hinder fair and equitable legal procedures. Performance evaluation may involve criteria such as the effectiveness of the approach used and its legality with specific reference to the provision of due process.  
(Role: Protects Rights and Dignity of Individuals)

TASK: Investigating

TASK DESCRIPTION: Conducts inquiries to obtain and verify information regarding possible violations and analyzes the obtained verbal and physical evidence.

In the performance of this task, the Defense Attorney:

PO#

1. Is able to determine the type of investigation and testimony needed in any given case and have the knowledge and ability to obtain qualified experts to present needed testimony. Performance evaluation may involve criteria such as ability to recognize those cases or points in a case where additional investigation may materially strengthen the case, the ability to work cooperatively with other members of the criminal justice system, and the ability to limit the demands placed on other individuals or agencies to support the investigation.  
(Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to conduct and direct investigatory efforts so as to develop in a timely manner all factual areas of the matter prior to loss or destruction of evidence and testimony so as to foster due process and avoid any delays in the orderly proceeding of the case. Performance evaluation may involve criteria such as ability to determine the type of expert investigation and testimony needed in any given case, to have the capacity to obtain qualified experts and investigators needed, and ability to organize and present evidence collected within the due process tenets. (Role: Analyzes and Communicates Information)
3. Is able to maintain personal objectivity and professional ethics as well as to ensure that the objective, ethical approach to investigations is used by those assisting investigations. Performance evaluation may involve criteria such as the degree of supervision exercised over investigators, ability to develop support with investigative personnel, and the body of evidence developed for cases.  
(Role: Displays Objectivity and Professional Ethics)

TASK: Participating in Community Relations and Education Programs

TASK DESCRIPTION: Meets with citizen groups in programs directed toward understanding law, crime prevention, and the criminal justice system.

In the performance of this task, the Defense Attorney:

PO#

1. Is able to conduct himself in a professional and cooperative manner in order to build respect for law and the criminal justice system. Performance evaluation may involve criteria such as ability to express thoughts and ideas well in groups, frequency with which he is invited to participate, and recorded comments from individuals or groups participating. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to demonstrate concern for community activities or problems when interacting with various citizen groups by providing information, instruction, and consultation. Performance evaluation may involve criteria such as the range and depth of information at hand, the quality of instruction or consultation, evidence of concern for citizen interests, and frequency with which citizens request participation. (Role: Seeks and Disseminates Knowledge and Understanding)
3. Is able to impress upon the public through community relations and education programs, by example and knowledge dissemination, the problems, purposes, and goals of the defense attorney and the criminal justice system. Performance evaluation may involve criteria such as manner of presentation, clarity and accuracy of materials presented, acceptance by recipients of materials, and frequency of requests for participation from citizen groups. (Role: Seeks and Disseminates Knowledge and Understanding)
4. Is able to promote and explain to civic and educational groups the protections, responsibilities, and requirements of due process of law. Performance evaluation may involve criteria such as clarity of presentations, ability to resolve misunderstandings of the process, and acceptance and understanding of those instructed. (Role: Seeks and Disseminates Knowledge and Understanding)

TASK: Participating in Courtroom Proceedings

TASK DESCRIPTION: Participates in presentation of legal cases in court.

In the performance of this task, the Defense Attorney:

PO#

1. Is able to recommend a possible sentence based on a review of the nature of the offense and the attorney's familiarity with client's background that protects the interest of the client. Performance evaluation may involve criteria such as the frequency with which sentence recommendations are made where appropriate. (Role: Advocates for the Defense)
2. Is able to give a summary statement to a judge or jury which correctly states the law and facts which are most advantageous to a client's case. Performance evaluation may involve criteria such as comments by persons hearing such arguments and the frequency with which jurors indicate their understanding of the argument. (Role: Advocates for the Defense)
3. Is able to manage case assignments in a manner that provides adequate attention to investigation, appearances in court, preparation and filing of motions, and preparation for trial. Performance evaluation may involve criteria such as the proportion of total time devoted to working on each phase of case preparation and number of correct assessments of cases requiring minimal as opposed to optimal personal attention by the defense attorney. (Role: Advocates for the Defense)
4. Is able to apply legal principles of evidence and criminal law and procedures in defending clients on criminal charges during all phases of courtroom proceedings, including, but not limited to, the presentation of motions, objections, and testimony. Performance evaluation may involve criteria such as the demonstrated ability to exhibit knowledge of criminal law and procedures, the frequency with which improper motions are presented and considered to be improper by the appellate court, and the frequency with which appropriate legal authorities are used in the presentation of motions, objections, and testimony. (Role: Advocates for the Defense)

TASK: Participating in Courtroom Proceedings (Continued)

TASK DESCRIPTION: Participates in presentation of legal cases in court.

In the performance of this task, the Defense Attorney:

PO#

5. Is able to conduct a thorough examination and cross-examination of witnesses in a manner that elicits testimony relevant to the defense of the client. Performance evaluation may involve criteria such as the ability to ask and phrase questions relevant to the theory of the defense where a certain type of defense is urged, whether questions appropriate to that defense are presented. (Role: Advocates for the Defense)
6. Is able to submit jury instructions that are most favorable to the client's position in a manner that would encourage the judge to include them when he instructs the jury. Performance evaluation may involve criteria such as basis of acceptance of instruction by trial judge or reversal of trial judge by court of appeals for failure to accept. (Role: Advocates for the Defense)
7. Is able to organize individual case materials and witnesses so that unnecessary delays and continuances in the legal proceedings due to incomplete information and other factors can be avoided. Performance evaluation may involve criteria such as the frequency with which unnecessary delays are encountered during various stages of the proceedings and the frequency with which case materials are found to be incomplete or lacking certain basic information. (Role: Advocates Effective Judicial Process)
8. Is able to take the necessary actions during all stages of criminal proceedings to ensure a fair trial or hearing regardless of the nature of the offense and the age, appearance, social status, and racial origin of the client. Performance evaluation may involve criteria such as the frequency of reversals by court of appeals and the absence of complaints of bias and prejudice concerning the defense attorney's conduct. (Role: Advocates Effective Judicial Process)

TASK: Participating in Courtroom Proceedings (Continued)

TASK DESCRIPTION: Participates in presentation of legal cases in court.

In the performance of this task, the Defense Attorney:

PO#

9. Is able to cooperate with other members of the criminal justice system by returning case files and materials in time, by notifying them of motions for continuances in time to cancel subpoenas, notifying them of decisions to enter plea rather than have trial, and providing input to caseworkers regarding client's background, behavioral problems, and recommendations for sentencing. Performance evaluation may involve criteria such as consistency of notice or cooperation in regard to court dates and availability to caseworkers. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
10. Is able to manage case assignments and schedule time and resources to facilitate the processing of information required for other criminal justice personnel and enhance the overall processing of individual criminal cases within the time constraints specified by law. Performance evaluation may involve criteria such as the frequency with which cases are unnecessarily delayed by the defense and the frequency with which a defense attorney is unable to efficiently handle the assigned caseload. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
11. Is able to collect and organize complete and proper evidence for presentation as appropriate during trial proceedings. Performance evaluation may involve criteria such as the frequency and nature of commendations and complaints received regarding a defense attorney's actions and frequency with which case information and evidence are found to be incomplete. (Role: Builds Respect for Law and the Criminal Justice System)

TASK: Participating in Courtroom Proceedings (Continued)

TASK DESCRIPTION: Participates in presentation of legal cases in court.

In the performance of this task, the Defense Attorney:

PO#

12. Is able to explain to the court and jury what the prosecution must prove and the burden of proof required. Performance evaluation may involve criteria such as the frequency with which opening and summary statements are presented in a clear and concise manner and the frequency and nature of commendations and complaints received concerning defense attorney's actions. (Role: Seeks and Disseminates Knowledge and Understanding)
13. Is able to provide complete written and oral arguments citing appropriate legal points and authorities supporting the defense's position at all stages of the criminal proceedings, including the appeal process. Performance evaluation may involve criteria such as the demonstrated ability to properly research legal authority to support the defense position, the frequency and nature of commendations and complaints received concerning preparation by the defense attorney, and successes in motions and appeals. (Role: Analyzes and Communicates Information)
14. Is able to manage a caseload in a manner that provides for effective allocation of resources to each case. Performance evaluation may involve criteria such as the relation of time and effort expended to type and complexity of case, adequacy of case preparation, and the extent to which case hearings are unnecessarily delayed. (Role: Manages Cases)
15. Is able to arrange calendar in a manner that allows proper preparation for each court appearance. Performance evaluation may involve criteria such as frequency of requests for continuances due to schedule conflicts or lack of defense preparation. (Role: Manages Cases)
16. Is able to perform in an objective and ethical manner during all stages of the criminal proceedings. Performance evaluation may involve criteria such as the frequency of violations of legal ethics and the frequency and nature of commendations and complaints received concerning the defense attorney's actions. (Role: Displays Objectivity and Professional Ethics)

TASK: Participating in Courtroom Proceedings (Continued)

TASK DESCRIPTION: Participates in presentation of legal cases in court.

In the performance of this task, the Defense Attorney:

PO#

17. Is able to display objectivity and legal ethics in assessing the demands of individual criminal cases assigned and scheduling of appropriate time and resources in the defense of each case. Performance evaluation may involve criteria such as the frequency and nature of commendations and complaints received concerning attorney's actions and the frequency with which case preparation is considered to be inadequate by peers and other criminal justice personnel. (Role: Displays Objectivity and Professional Ethics)
18. Is able to manage case assignments so that a defendant's rights and dignity are protected through the timely initiation of legal actions that ensure these rights, such as requests for release on bail or own recognizance and initiation and filing of appropriate legal motions and actions. Performance evaluation may involve criteria such as the frequency with which a defendant's rights and dignity are violated by inappropriate administrative delays by defense attorney and frequency and nature of commendations and complaints received concerning defense attorney's actions. (Role: Protects Rights and Dignity of Individuals)
19. Is able to ensure that a client receives all the necessary hearings and trials and to raise all appropriate defense motions during these stages, regardless of client's ability to pay or caseload demands. Performance evaluation may involve criteria such as frequency of complaints by clients and peer ratings. (Role: Protects Rights and Dignity of Individuals)
20. Is able and willing to initiate legal proceedings to ensure and protect the right of humane treatment for all involved participants. Performance evaluation may involve criteria such as the frequency and nature of commendations and complaints received from participants and the frequency with which instances of inhumane treatment are charged and found to be valid. (Role: Provides Humane Treatment)

TASK: Participating in Plea Negotiations

TASK DESCRIPTION: Meets with opposing attorney, judge, and other principals to discuss case dispositions.

In the performance of this task, the Defense Attorney:

PO#

1. Is able to argue persuasively the merits of the defense position in the plea negotiation in order to secure the best possible disposition for the client. Performance evaluation may involve criteria such as the frequency with which the defense position is accepted and comment from the judiciary and opposing attorneys. (Role: Advocates for the Defense)
2. Is able to clearly state the defense position regarding those cases in which a guilty plea to a lesser charge would be acceptable and those cases in which it would be unacceptable. Performance evaluation may involve criteria such as the frequency and nature of commendations and complaints received from opposing attorneys and judiciary. (Role: Advocates for the Defense)
3. Is able to cooperate with the opposing attorney and the judiciary, to the extent that client's interests are thereby advanced in attempting to reach a disposition without trial. Performance evaluation may involve criteria such as comments from opposing counsel and the judiciary. (Role: Advocates Effective Judicial Process)
4. Is able to examine the evidence, charges pending against a defendant, and all other relevant factors and make an objective assessment of the merits of the case. Performance evaluation may involve criteria such as demonstrated analytical ability of the defense attorney and nature and frequency of commendations and complaints received concerning defense attorney's actions. (Role: Advocates Effective Judicial Process)
5. Is able to provide, where advantageous to the defense position and where such disclosure does not involve confidential information, case file information regarding the defendant's background and other pertinent investigative materials to the prosecuting attorney and the judiciary so that meaningful case disposition can proceed. Performance evaluation may involve criteria such as frequency with which defense attorney fails to provide such information and the adequacy of the case disposition. (Role: Analyzes and Communicates Information)

TASK: Participating in Trial Preparation Conferences

TASK DESCRIPTION: Meets with suspects, victims, witnesses, or criminal justice personnel to prepare for court proceedings.

In the performance of this task, the Defense Attorney:

PO#

1. Is able to conduct trial preparation conferences with witnesses to prepare them for court proceedings and review questions to be asked. Performance evaluation may involve criteria such as ability to establish complete and honest relation of facts from prospective testifiers, and ability to relate bits of factual information from various persons who are to testify. (Role: Advocates for the Defense)
2. Is able to conduct trial preparation conferences in such a manner as to assess whether witness testimony and case information obtained is appropriate and complete. Performance evaluation may involve criteria such as the frequency with which testimony and case information presented is complete and the frequency with which the defense attorney is able to elicit important case facts from prospective witnesses prior to their testimony. (Role: Advocates Effective Judicial Process)
3. Is able to conduct trial preparation conferences with prospective witnesses while at the same time keeping other criminal justice personnel informed of the general status of the defense case and likelihood of trial or settlement. Performance evaluation may involve criteria such as manner of conducting or participating in such conferences and willingness of other criminal justice personnel to participate in conferences. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
4. Is able to conduct trial preparation conferences in such a manner as to build respect for law and the criminal justice system among prospective witnesses and others involved in the defense of a crime. Performance evaluation may involve criteria such as number of positive or negative comments received from defendants and witnesses regarding their treatment during trial preparations and the ability to profit and learn from each trial preparation experience. (Role: Builds Respect for Law and the Criminal Justice System)

TASK: Participating in Trial Preparation Conferences (Continued)

TASK DESCRIPTION: Meets with suspects, victims, witnesses, or criminal justice personnel to prepare for court proceedings.

In the performance of this task, the Defense Attorney:

PO#

5. Is able to conduct trial preparation conferences within all parameters of due process and to instruct prospective witnesses regarding their behavior in court. Performance evaluation may involve criteria such as witness performance in court, ability to instill understanding of due process in witnesses, and the manner in which conferences are conducted. (Role: Builds Respect for Law and the Criminal Justice System)
6. Is able to provide prospective witnesses with the necessary knowledge and understanding of courtroom and trial procedures to allay anxiety which might distract from their testimony. Performance evaluation may involve criteria such as witness performance in court, the manner of conducting or participating in such conferences, and ability to separate fact from conjecture. (Role: Seeks and Disseminates Knowledge and Understanding)
7. Is able to use opportunities during trial preparation conferences with other criminal justice system personnel to inform them about legal procedures, practices, and problems when it is in the best interests of his client. Performance evaluation may involve criteria such as the relevance, correctness, and usefulness of the information provided. (Role: Seeks and Disseminates Knowledge and Understanding)
8. Is able to maintain an objective and ethical position when conducting trial preparation conferences to develop testimony. Performance evaluation may involve criteria such as the frequency with which commendations or complaints are received concerning an attorney's actions and skill in separating and presenting factual information from supposition and conjecture. (Role: Displays Objectivity and Professional Ethics)
9. Is able to conduct trial preparation conferences in such a way as to protect the rights and dignity of those involved without regard to sex, race, religion, ethnic background, age, or appearance. Performance evaluation may involve criteria such as willingness of prospective witnesses to participate in conferences and testify in court, manner of conducting such meetings and conferences, and ability to elicit required information from people of various kinds and ages, and the performance of witnesses in court. (Role: Protects Rights and Dignity of Individuals)

TASK: Preparing Reports

TASK DESCRIPTION: Completes reports in accordance with agency procedures and maintains required records.

In the performance of this task, the Defense Attorney:

PO#

1. Is able to complete reports on schedule to ensure that other criminal justice agencies may have access, where appropriate, to the materials in time to make responsible reviews and decisions without the need for unnecessary delays in the criminal proceedings. Performance evaluation may involve criteria such as report completeness and timeliness and nature and frequency of commendations and complaints received from users of the information. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to gather and analyze relevant information and report it in a clear and concise manner that meets the needs of those criminal justice agencies and peers using the information. Performance evaluation may involve criteria such as frequency of reports rejected based on lack of clarity, relevance, or usefulness; demonstration of writing proficiency; and nature and frequency of commendations and complaints from recipients of reports. (Role: Analyzes and Communicates Information)
3. Is able to record all relevant information regarding individual case dispositions and actions taken during the course of the legal proceedings. Performance evaluation may involve criteria such as the frequency with which information contained in individual case history files is incomplete and inadequate and the frequency with which information contained in case files is recorded in a clear and concise manner. (Role: Manages Cases)
4. Is able to prepare reports and other materials in an objective and professionally ethical manner. Performance evaluation may involve criteria such as the frequency of evidence of personal bias toward defendant and the frequency with which submitted materials are considered inadequate in content and thoroughness and thoughtfulness of its development. (Role: Displays Objectivity and Professional Ethics)

TASK: Referring

TASK DESCRIPTION: Arranges for offenders or inmates to contact appropriate service agencies and facilities.

In the performance of this task, the Defense Attorney:

PO#

1. Is able to make referrals to other agencies or individuals after a full analysis of opportunities available to the client and to communicate to the client the implications inherent in the referral. Performance evaluation may involve criteria such as success rate of clients with the agencies or individuals to whom they are referred as well as the client's satisfaction with those agencies or individuals to whom they are referred. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to maintain professional and ethical behavior and objectivity when making referrals. Performance evaluation may involve criteria such as willingness of the agency to accept referrals from the attorney and the success of the relationship of the client and the agency to which he is referred. (Role: Displays Objectivity and Professional Ethics)

TASK: Reviewing Case Materials

TASK DESCRIPTION: Examines information contained in reports and in suspect's or offender's case file.

In the performance of this task, the Defense Attorney:

PO#

1. Is able to review complaints filed against an individual client and quickly identify challengeable allegations and areas demanding implementation of discovery. Performance evaluation may involve criteria such as timeliness and accuracy of challengeable areas identified. (Role: Advocates for the Defense)
2. Is able to cooperate with other members of the criminal justice system to give or receive information regarding specific cases, to the extent that providing information is advantageous to the defense or required by law and where such disclosure does not involve confidential information. Performance evaluation may involve ability to obtain pertinent information, and comment of opposing attorneys and the judiciary. (Role: Analyzes and Communicates Information)
3. Is able to review critically existing caseload at any given time to balance schedules or required actions on each case and identify those cases amenable to early disposition. Performance evaluation may involve criteria such as timeliness of completing required actions, and frequency with which delays or rescheduling is required. (Role: Manages Cases)
4. Is able to influence trial appearances and coordinate appearance of witnesses in a manner that minimizes delays and inconvenience to defense witnesses and other court personnel. Performance evaluation may involve criteria such as frequency of defense-related court delays, and expressed attitudes of defendants, witnesses, juries, and other court personnel. (Role: Manages Cases)
5. Is able to review evidence and information obtained through investigation and determine effective line of defense within the bounds of ethical procedures. Performance evaluation may involve criteria such as objectivity of conclusions drawn from materials reviewed, effectiveness of conclusion implementation, and satisfaction of defendants with their defense, regardless of disposition. (Role: Displays Objectivity and Professional Ethics)

TASK: Training

TASK DESCRIPTION: Instructs other persons in the classroom or on the job.

In the performance of this task, the Defense Attorney:

PO#

1. Is able to obtain, organize, and present information and instruct peers on methods of analyzing case facts and legal issues in criminal cases. Performance evaluation may involve criteria such as demonstration by individuals of the ability to utilize the information presented in actual on-the-job analysis of case information and frequency of commendations and complaints received from attorneys who received the instructional information. (Role: Advocates Effective Judicial Process)
2. Is able to obtain, organize, and present information on the basic data collection methods and information sources available in the gathering of reliable case information in the defense of a criminal case as well as the analytical tools that might be employed in analysis of the obtained information. Performance evaluation may involve criteria such as the demonstrated ability of peers to utilize information presented in on-the-job situations and the frequency and nature of commendations and complaints received. (Role: Advocates Effective Judicial Process)
3. Is able to obtain, organize, and present factual information on the origin and philosophy of law, the adversary process, existing legal procedures and rules for criminal cases, and other basic knowledge areas pertinent to the practice of criminal law. Performance evaluation may involve criteria such as frequency with which information presented facilitates understanding among the recipients of such information and the frequency and nature of commendations and complaints received. (Role: Seeks and Disseminates Knowledge and Understanding)
4. Is able to obtain, organize, and present continuously updated legal information from all elements of the criminal justice system to provide the most complete information base possible for peers and other criminal justice personnel. Performance evaluation may involve criteria such as the lack of updated information concerning legal changes and frequency with which complaints are received regarding inadequacy of available information. (Role: Analyzes and Communicates Information)

TASK: Training (Continued)

TASK DESCRIPTION: Instructs other persons in the classroom or while on the job.

In the performance of this task, the Defense Attorney:

PO#

5. Is able to obtain, organize, and present basic information concerning current legal strategy in the defense of certain types of criminal cases, current legal issues and recent case decisions, existing statutes and ordinance changes, and other related legal considerations that impinge on the defense attorney's actions. Performance evaluation may involve criteria such as the ability to present this information in a manner that facilitates understanding by the recipients and the frequency with which recipients are able to utilize the information in the performance of their duties. (Role: Analyzes and Communicates Information)
6. Is able to obtain, organize, and present information concerning the administrative duties and management techniques required in the processing of criminal cases. Performance evaluation may involve criteria such as the demonstrated ability to communicate basic legal information to peers and the frequency and nature of commendations and complaints received. (Role: Analyzes and Communicates Information)
7. Is able to conduct classroom and on-the-job training in a professional, ethical, and objective manner that establishes an example for less experienced defenders. Performance evaluation may involve criteria such as the frequency and nature of commendations and complaints received concerning the instructor's conduct. (Role: Displays Objectivity and Professional Ethics)

State Variations from Basic Performance Objectives

The defense attorney role/task/performance objective validation committees took the following action on the basic performance objectives:

(1) Michigan

(a) Rejected

<u>Task</u>	<u>Performance Objective Number</u>
Conferring about Cases	5

(b) Modified

<u>Task</u>	<u>Performance Objective Number</u>
Contacting Families of Suspects or Clients: Delete "in all cases where a prison sentence is likely," and also "automatically contacting," and insert "obtaining the client's approval to contact.."	1
Developing Plans for Offenders Delete "in all cases where a prison sentence is likely," and substitute "evaluate all cases and determine when it may be advisable to..."	1
Participating in Courtroom Proceedings: Delete all the performance evaluation criteria, and substitute "criteria such as the relevance, accuracy, and completeness of jury instructions."	6
Participating in Courtroom Proceedings: Delete "the frequency with which a new trial is declared because of incompetency of counsel", and substitute "client complaints of insufficient communication or lack of understanding."	8

State Variations from Basic Performance Objectives  
(continued)

(c) Added

None

(2) New Jersey

(a) Rejected

<u>Task</u>	<u>Performance Objective Number</u>
Contacting Families of Suspects and Clients	3
Developing Plans for Offenders	1,2,3
Interviewing	5

(b) Modified

<u>Task</u>	<u>Performance Objective Number</u>
Contacting Families of Suspects and Clients Delete "automatically" (line 2) and "of a case" (line 4), add "in appropriate cases" (line 4).	1
Participating in Courtroom Proceedings: Delete "the frequency with which jurors indicate their understanding of the argument, and the attorney's acquittal ratio" (line 4), and add "and comments made by judges and other attorneys".	2
Participating in Courtroom Proceedings: Add "to the extent allowable by the information given by the client" (last line).	7
Participating in Courtroom Proceedings: Delete "and the frequency with which complaints of bias and prejudice are received concerning the defense attorney's conduct".	8

State Variations from Basic Performance Objectives  
(continued)

CASEWORKER

(c) Added

None

(3) Texas

(a) Rejected

<u>Task</u>	<u>Performance Objective Number</u>
Developing Plans for Offenders	1,2,3
Interviewing	1
Participating in Community Relations and Education Programs	2,3
Participating in Courtroom Proceedings	5

(b) Modified

<u>Task</u>	<u>Performance Objective Number</u>
Interacting with other Agencies: Delete "is able to expedite case disposition" and insert "is able to expedite cases when investiga- tion completed, auxiliary matters terminated, and ready on merits."	2

(c) Added

None



PROJECT STAR

MATRIX OF CASEWORKER  
ROLES, TASKS, AND  
PERFORMANCE OBJECTIVES

Sheet 3 of 7

TASKS	PO NO.	ROLES																		
		1	2	3	4	5	6	7	8	9	10									
Defending Self and Others	1																			
	2		X																	
Detering Crime	1																			
	2								X											
Developing and Using Rehabilitation Resources	1																			
	2																			
	3																			
	4																			
	5																			
Developing Plans for Offenders	1																			
	2																			
	3																			
	4																			
	5																			
Diagnosing, Classifying, Assigning	1																			
	2																			
	3																			
	4																			
	5																			

PROJECT STAR

MATRIX OF CASEWORKER  
ROLES, TASKS, AND  
PERFORMANCE OBJECTIVES

Sheet 4 of 7

TASKS	PO NO.	ROLES																		
		1	2	3	4	5	6	7	8	9	10									
Enforcing Rules and Regulations	1																			
	2																			
	3																			
	4																			
	5																			
	6																			
	7																			
	8																			
	9																			
	10																			
Engaging in Prof. Development	1																			
	2																			
	3																			
Handling Restitution	1																			
	2																			
Interacting with Other Agencies	1																			
	2																			
	3																			
	4																			
Interviewing	1																			
	2																			
	3																			
	4																			
	5																			
	6																			
	7																			
Investigating	1																			
	2																			
	3																			
	4																			
	5																			
	6																			

PROJECT STAR  
 MATRIX OF CASEWORKER  
 ROLES, TASKS, AND  
 PERFORMANCE OBJECTIVES

Sheet 5 of 7

ROLES  
 ASSISTS CRIMINAL JUSTICE SYSTEM AN  
 OTHER APPROPRIATE AGENCY PERSONNEL  
 BUILDS RESPECT FOR LAW AND THE  
 CRIMINAL JUSTICE SYSTEM  
 PROVIDES PUBLIC ASSISTANCE  
 SEEKS AND DISSEMINATES KNOWLEDGE  
 AND UNDERSTANDING  
 ANALYZES AND COMMUNICATES  
 INFORMATION  
 MANAGES CASES  
 ASSISTS PERSONAL AND SOCIAL  
 DEVELOPMENT  
 DISPLAYS OBJECTIVITY AND  
 PROFESSIONAL ETHICS  
 PROTECTS RIGHTS AND DIGNITY OF  
 INDIVIDUALS  
 PROVIDES HUMANE TREATMENT  
 ENFORCES LAW IMPARTIALLY  
 ENFORCES LAW SITUATIONALLY  
 MAINTAINS ORDER

TASKS	PO NO.								
Making Arrests	1								
	2								
	3								
	4								
	5								
	6								
	7								
Managing Interpersonal Conflict	1								
	2								
	3								
	4								
	5								
	6								
	7								
	8								
	9								
	10								
Moving Inmates	1								
	2								
	3								
	4								
	5								
Participating in Community Relations	1								
	2								
	3								
	4								
	5								
Participating in Trial Preparation Confer- ences	1								
	2								
	3								
	4								
	5								

PROJECT STAR  
 MATRIX OF CASEWORKER  
 ROLES, TASKS, AND  
 PERFORMANCE OBJECTIVES

Sheet 6 of 7

ROLES  
 ASSISTS CRIMINAL JUSTICE SYSTEM AN  
 OTHER APPROPRIATE AGENCY PERSONNEL  
 BUILDS RESPECT FOR LAW AND THE  
 CRIMINAL JUSTICE SYSTEM  
 PROVIDES PUBLIC ASSISTANCE  
 SEEKS AND DISSEMINATES KNOWLEDGE  
 AND UNDERSTANDING  
 ANALYZES AND COMMUNICATES  
 INFORMATION  
 MANAGES CASES  
 ASSISTS PERSONAL AND SOCIAL  
 DEVELOPMENT  
 DISPLAYS OBJECTIVITY AND  
 PROFESSIONAL ETHICS  
 PROTECTS RIGHTS AND DIGNITY OF  
 INDIVIDUALS  
 PROVIDES HUMANE TREATMENT  
 ENFORCES LAW IMPARTIALLY  
 ENFORCES LAW SITUATIONALLY  
 MAINTAINS ORDER

TASKS	PO NO.								
Patrolling and Observing	1								
Preparing Reports	1								
	2								
	3								
	4								
	5								
Referring	1								
	2								
	3								
	4								
Responding to Offender Requests	1								
	2								
	3								
	4								
	5								
Reviewing Case Materials	1								
	2								
	3								
	4								
Searching and Examining	1								
	2								
	3								
Searching For Fugitives	1								
	2								
	3								

PROJECT STAR  
 MATRIX OF CASEWORKER  
 ROLES, TASKS, AND  
 PERFORMANCE OBJECTIVES

Sheet 7 of 7

TASKS	PO NO.	ROLES											
		ASSISTS CRIMINAL JUSTICE SYSTEM AND OTHER APPROPRIATE AGENCY PERSONNEL	BUILDS RESPECT FOR LAW AND THE CRIMINAL JUSTICE SYSTEM	PROVIDES PUBLIC ASSISTANCE	SEEKS AND DISSEMINATES KNOWLEDGE AND UNDERSTANDING	ANALYZES AND COMMUNICATES INFORMATION	MANAGES CASES	ASSISTS PERSONAL AND SOCIAL DEVELOPMENT	DISPLAYS OBJECTIVITY AND PROFESSIONAL ETHICS	PROTECTS RIGHTS AND DIGNITY OF INDIVIDUALS	PROVIDES HUMANE TREATMENT	ENFORCES LAW IMPARTIALLY	ENFORCES LAW SITUATIONALLY
Supervising Offenders	1	x											
	2												
	3					x							
	4					x							
	5						x						
	6							x					
	7								x				
	8									x			
	9									x			
	10												x
	11												x
Testifying as a Witness	1	x											
	2		x										
	3												
	4					x							
Testing For Drug and Alcohol Use	1												
	2						x						
	3							x					
	4										x		
	5												x
Training	1												
	2						x						
	3						x						
	4						x						
Transporting Clients	1						x						
Using and Maintaining Equipment	1		x										
	2		x										

Performance Context and Measurement Techniques

1. Performance Context

The caseworker's tasks are performed in a broad range of locations and may involve a single person or many persons. For example, a caseworker's on-the-job performance may be demonstrated in his office, in private residences, in custodial facilities, in halfway houses, schools, work locations, community resource agencies, interview rooms at police or sheriff's stations or in jail, and in more informal locations such as courtroom corridors, restaurants, or public meeting places. More important than physical location is the interaction between the caseworker and other persons (i.e., defendants, victims, witnesses, other members of the criminal justice system, and the public as individuals and in groups).

2. Performance Evaluators

A caseworker's performance may be evaluated by other individuals or groups with whom he interacts as well as by those who may be affected by his performance. Performance can be most directly evaluated by a caseworker's supervisors or peers. These would include other members of the criminal justice system (i.e., judges, police officers, correctional workers), clients, suspects, victims, witnesses, jurors, the press, and the general public individually and in groups.

3. Performance Measurement

Techniques for measuring the performance of a caseworker may be considered under two basic headings: on the job and during training.

On the job, performance evaluation may involve:

- a. Observer ratings;
- b. Review and analysis of reports;
- c. Review of case materials prepared by the caseworker;
- d. Frequency with which the caseworker is consulted by clients, peers, other criminal justice system personnel and the public;
- e. Frequency and content of positive and negative comments (oral and written) from any source;
- f. Recidivism rate.

During training, performance evaluation may consist of:

- a. Observation of simulated or role-playing performance;
- b. Self evaluation;
- c. Written and oral examination.

As each of the following performance objectives is reviewed, it should be examined with reference to the content of the three preceding paragraphs which describe the context in which the performance occurs, the evaluators, and the appropriate measurement techniques to be employed

#### Basic Performance Objectives

TASK: Accounting for Inmates or Clients

TASK DESCRIPTION: Accounts for location and status of inmates or clients.

In the performance of this task, the Caseworker:

PO#

1. Is able to maintain complete and accurate information regarding client's performance while on probation or parole and current status regarding housing, employment, or any other appropriate personal information by direct contacts with clients and collateral contacts with other persons. Performance evaluation may involve criteria such as accuracy and quality of information provided, frequency of complaints or commendations regarding information provided, and completeness of case history files submitted on clients.  
(Role: Analyzes and Communicates Information)

TASK: Advising

TASK DESCRIPTION: Provides information in the form of constructive guidance or recommendations.

In the performance of this task, the Caseworker:

PO#

1. Is able to provide helpful, up-to-date information and constructive advice to persons in other criminal justice positions and to the family and other appropriate interested parties regarding casework and related activities. Performance evaluation may involve criteria such as the correctness, completeness, and appropriateness of the information provided. (Role: Seeks and Disseminates Knowledge and Understanding)
2. Is able to provide accurate, complete, and factual information to persons, including advising them of their rights, duties, and privileges as specified by laws, ordinances and conditions of probation or parole or for constructive action when requested or when deemed necessary. Performance evaluation may involve criteria such as the number of commendations or complaints received and the results of examinations on knowledge of laws and available services. (Role: Analyzes and Communicates Information)
3. Is able to assist clients during hearings where their incarceration in an institution may be considered including assisting with the notification of the client's family and friends, apprising clients of their rights to the appearance of witnesses and the presentation of evidence, and advising clients who seek legal assistance. Performance evaluation may involve criteria such as the accuracy, completeness, and fairness of the advice. (Role: Analyzes and Communicates Information)
4. Is able to provide appropriate advice to persons who are temporarily emotionally distraught or mentally ill and those who have long-term adjustment problems. Performance evaluation may involve criteria such as the ability to judge the emotional state of the client, assess the client's ability to benefit from alternative suggestions, and personal skill in presenting the advice. (Role: Assists Personal and Social Development)

TASK: Advising (Continued)

TASK DESCRIPTION: Provides information in the form of constructive guidance or recommendations.

In the performance of this task, the Caseworker:

PO#

5. Is able to provide probationers or parolees with opportunities to discuss their problems in an atmosphere of acceptance and make appropriate suggestions or recommendations for constructive activity without using inappropriate, coercive influence. Performance evaluation may involve criteria such as the number of requests for assistance received, the frequency of complaints and favorable or unfavorable comments from parolees or probationers, the frequency of acceptance of suggestions or recommendations or suggestions provided. (Role: Assists Personal and Social Development)
6. Is able to refrain from pushing solutions to client problems which meet the caseworker's rather than client's needs. Performance evaluation may involve criteria such as the consistency with which the same solutions occur in a case load regardless of the clients involved and the objective relation of solutions to known client problems. (Role: Displays Objectivity and Professional Ethics)
7. Is able to convey to clients in counseling the potential consequences of antisocial or illegal behavior without applying value judgements that may be inappropriate for the person being counseled. Performance evaluation may involve criteria such as a change in client behavior, increased client willingness to discuss problems, and an improved response to treatment. (Role: Displays Objectivity and Professional Ethics)
8. Is able to distinguish advice or suggestions that are based on professional competence and factual content from advice based on personal opinion. Performance evaluation may involve criteria such as the frequency with which professional advice is sought and used and its reliability. (Role: Displays Objectivity and Professional Ethics)

TASK: Advising (Continued)

TASK DESCRIPTION: Provides information in the form of constructive guidance or recommendations.

In the performance of this task, the Caseworker:

PO#

9. Is able to recognize and respect a person's right to accept or reject advice. Performance evaluation may involve criteria such as favorable and unfavorable comments of clients. (Role: Displays Objectivity and Professional Ethics)
10. Is able to advise clients or refer them to an appropriate agency when instances of possible violations of their rights or dignity are reported. Performance evaluation may involve criteria such as the accuracy of information provided to clients and the ability to demonstrate knowledge of the functions and services of referral agencies. (Role: Protects Rights and Dignity of Individuals)
11. Is able to use discretion in taking or recommending strong formal action on actual or potential violations by conversing with clients or groups so that they develop a greater insight into the reasons for their actions and the caseworker's actions and are able to evaluate and use alternative solutions which make further formal action by the caseworker unnecessary. Performance evaluation may involve criteria such as number of complaints or commendations received by supervisory personnel, number of unsatisfactory field performance ratings, the frequency with which advice conforms to legal codes or department policies and procedures, and the frequency with which recipients are willing to accept advice. (Role: Enforces Law Situationally)
12. Is able to advise clients that violations of the law and probation or parole conditions cannot be ignored while at the same time exercising discretion as to the recommended disposition of offenses. Performance evaluation may involve criteria such as the frequency with which other officers or supervisors need to recontact individuals to further clarify or explain caseworker actions and the number of commendations or complaints received by the agency. (Role: Enforces Law Situationally)

TASK: Advising (Continued)

TASK DESCRIPTION: Provides information in the form of constructive guidance or recommendations.

In the performance of this task, the Caseworker:

PO#

13. Is able to relate to clients in a constructive manner, provide helpful information, and recommend appropriate alternatives without regard to race, sex, age, appearance, attitude, violation, or subject of concern. Performance evaluation may involve criteria such as the frequency with which the caseworker demonstrates inability to relate to assigned clients and responds with plans or actions appropriate to their needs, and the number of complaints received of racial bias, of lack of communication, and of lack of problem solving involvement with clients. (Role: Enforces Law Situationally)
14. Is able to offer positive, alternative courses of action to persons in actual or potential interpersonal conflict. Performance evaluation may involve criteria such as caseworker creativeness and skill in developing and presenting alternative courses of action, effectiveness in diminishing potential disturbances, and the longevity of deterrent actions. (Role: Maintains Order)

TASK: Booking and Receiving Inmates

TASK DESCRIPTION: Transfers or accepts custody of suspects or offenders and completes required intake procedures.

In the performance of this task, the Caseworker:

PO#

1. Is able to treat all persons objectively, avoiding verbal or physical abuse, regardless of their race, social class, appearance, age, attitude, condition, or type of offense. Performance evaluation may involve criteria such as the number and frequency of complaints by clients or their attorneys and frequency of injury to self and others. (Role: Protects Rights and Dignity of Individuals)
2. Is able to question uncooperative clients in a manner which elicits the information required without duress. Performance evaluation may involve criteria such as the frequency with which the court or parole board members accept the information obtained and the frequency and validity of reports by clients or their attorneys regarding violation of rights. (Role: Protects Rights and Dignity of Individuals)
3. Is able to charge clients with specific crimes or infractions in which they are involved in accordance with current criminal code or ordinance. Performance evaluation may involve criteria such as the frequency and validity of reports by prisoners or their attorneys regarding the violation of the client's rights. (Role: Protects Rights and Dignity of Individuals)
4. Is able to view each contact with a client as a unique situation without prejudicial carry-over from any previous contact with that person. Performance evaluation may involve criteria such as the frequency and validity of client or attorney complaints of bias or prejudice and number of complaints received from custodial personnel. (Role: Protects Rights and Dignity of Individuals)

TASK: Booking and Receiving Inmates (Continued)

TASK DESCRIPTION: Transfers or accepts custody of suspects or offenders and completes required intake procedures.

In the performance of this task, the Caseworker:

PO#

5. Is able to complete the booking process of a client expeditiously while explaining the processing and procedural requirements in a factual manner that the client will be able to understand. Performance evaluation may involve criteria such as client responses, frequency of complaints, correctness of explanation provided, and the skill used in helping clients to understand requirements. (Role: Protects Rights and Dignity of Individuals)
6. Is able to treat clients being incarcerated in an objective and humane manner. Performance evaluation may involve criteria such as frequency, severity, and validity of complaints received concerning a caseworker's actions. (Role: Provides Humane Treatment)

TASK: Collecting and Preserving Evidence

TASK DESCRIPTION: Acquires and protects all evidence including recording observed and verbally reported data, in relation to possible crimes or infractions of rules and regulations.

In the performance of this task, the Caseworker:

PO#

1. Is able to obtain necessary evidence while interacting with suspects, victims, complainants, clients, and witnesses concerning crimes and other violations of probation or parole conditions of varying seriousness in ways which enhance cooperation and product respect for legal procedures and agency practices. Performance evaluation may involve criteria such as the extent and validity of evidence collected, cooperation of participants, number of complaints, content of comments received, and the frequency of inadmissibility of evidence. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to recognize, locate, collect, label, and safeguard evidence both favorable and unfavorable to the client, and, when necessary, to verify the authenticity of physical evidence or verbal data obtained. Performance evaluation may involve criteria such as the extent and accuracy of evidence obtained, technical legality, and the effectiveness of procedures including the protection of all legal rights of a client. (Role: Analyzes and Communicates Information)
3. Is able to locate, collect, handle, and preserve the chain of possession in accordance with search and seizure law and procedures and rules of evidence. Performance evaluation may involve criteria such as the effectiveness of the procedures used and their legality with specific reference to the provision of due process. (Role: Analyzes and Communicates Information)
4. Is able to organize and communicate information and evidence in a manner that facilitates understanding, usefulness and cooperation. Performance evaluation may involve criteria such as frequency of reports being returned as being deficient in content, presentation, and accuracy; frequency and number of commendations and complaints received; and ability to demonstrate knowledge in organizing, analyzing and presenting information. (Role: Analyzes and Communicates Information)

TASK: Collecting and Preserving Evidence (Continued)

TASK DESCRIPTION: Acquires and protects all evidence, including recording observed and verbally reported data, in relation to possible crimes or infractions of rules and regulations.

In the performance of this task, the Caseworker:

PO#

5. Is able to collect evidence in a manner that minimizes unnecessary and improper intrusion into a client's privacy by adhering to statutory law and procedure, and agency procedures relating to search, seizure, and handling and preserving evidence while showing respect for the client involved. Performance evaluation may involve criteria such as degree of conformity of evidence collection effort to legal statutes or agency procedures and generally accepted standards of courtesy and respect. (Role: Protects Rights and Dignity of Individuals)

TASK: Communicating

TASK DESCRIPTION: Transmits and receives information in the form of written reports, oral messages, gestures and appearance.

In the performance of this task, the Caseworker:

PO#

1. Is able to create an atmosphere wherein persons are encouraged to provide factual information. Performance evaluation may involve criteria such as number and frequency of commendations or complaints received and responsiveness of individuals to requests for information. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to communicate with persons under stress. Performance evaluation may involve criteria such as the completeness and accuracy of information provided, the ability to adjust communication to the level of stress in the situation, knowledge of communications theory and individual or group dynamics, the extent of emotional control exhibited, and the frequency of the need to resort to physical confrontation with clients under these conditions. (Role: Analyzes and Communicates Information)
3. Is able to present information clearly, concisely, and factually in written reports and in oral communication with both individuals and groups. Performance evaluation may involve criteria such as the frequency with which reports are returned for rewriting and the number and frequency of commendations or complaints received. (Role: Analyzes and Communicates Information)
4. Is able to differentiate between opinion and fact in exchange of information. Performance evaluation may involve criteria such as the extent to which facts and opinions are identified as such and are clearly segregated in speech and writing and the reactions of individuals or groups who have participated in the interchange of information. (Role: Analyzes and Communicates Information)

TASK: Communicating (Continued)

TASK DESCRIPTION: Transmits and receives information in the form of written reports, oral messages, gestures and appearance.

In the performance of this task, the Caseworker:

PO#

5. Is able to recognize and interpret nonverbal expressions of attitudes and emotions. Performance evaluation may involve criteria such as the frequency and accuracy with which nonverbal expressions are identified and interpreted. (Role: Analyzes and Communicates Information)
6. Is able to use communications skills to provide guidance and counsel to clients to help resolve problems or assist them toward socially acceptable behavior which averts future criminality. Performance evaluation may involve criteria such as the frequency with which potential problems are resolved, the clarity of communication skills, receptiveness of a client to guidance and counsel, the number of comments received from clients who have benefited from advice, and the percentage of recidivism to the total caseload. (Role: Assists Personal And Social Development)
7. Is able to create an atmosphere wherein persons are encouraged to think through their problems and feel free to express their feelings without fear of censure and, thereby, demonstrate confidence and trust in the caseworker's commitment to assist them in the resolution of their problems. Performance evaluation may involve criteria such as the extent to which clients identify and communicate fundamental personal concerns and resolve basic problems that have hindered their constructive development. (Role: Assists Personal and Social Development)

TASK: Conducting Group Sessions

TASK DESCRIPTION: Leads discussion or treatment sessions for groups of offenders or inmates.

In the performance of this task, the Caseworker:

PO#

1. Is able to convey to clients and other involved persons in group sessions the potential consequences of harmful, anti-social, or illegal behavior. Performance evaluation may involve criteria such as a change in the behavior of clients and other involved persons, increased client willingness to discuss problems, and an improved response to treatment. (Role: Analyzes and Communicates Information)
2. Is able to convey to clients and other participants in group sessions realistic appraisals of both their own behavior and that of others towards them to enable them to develop insight into their adjustment problems. Performance evaluation may involve criteria such as a measurable change in client behavior, increased client willingness to discuss problems, and improved response to the treatment process. (Role: Assists Personal and Social Development)
3. Is able to use a variety of group counseling techniques to facilitate discussion of client and other participant adjustment problems. Performance evaluation may involve criteria such as a change in caseworker or client behavior, increased client willingness to discuss problems and improved response to the treatment process. (Role: Assists Personal and Social Development)
4. Is able to use group counseling techniques to facilitate client rehabilitation. Performance evaluation may involve criteria such as a measurable change in client behavior, increased client willingness to discuss problems, improved response to the treatment process, and successful community adjustment. (Role: Assists Personal and Social Development)

TASK: Conducting Group Sessions (Continued)

TASK DESCRIPTION: Leads discussion or treatment sessions for groups of offenders or inmates.

In the performance of this task, the Caseworker:

PO#

5. Is able to treat information revealed in group sessions in an ethical manner. Performance evaluation may involve criteria such as the use of discretion in handling information, complaints or commendations from group members, and ability to set limits on information dissemination among group participants. (Role: Displays Objectivity and Professional Ethics)
6. Is able to select clients for participation in group therapy sessions. Performance evaluation may involve criteria such as the percentage of clients who benefit from taking part and the percentage of clients who contribute to the sessions to the benefit of others. (Role: Displays Objectivity and Professional Ethics)
7. Is able to maintain professional objectivity in conducting group sessions and is openly able to deal with bias created by a client's emotional outbursts or unusual verbal expressions directed toward others in the group or toward caseworker. Performance evaluation may involve criteria such as the degree to which hostility or abuse can be tolerated and utilized as well as understanding of dynamic group processes. (Role: Displays Objectivity and Professional Ethics)
8. Is able to safeguard the rights and dignity of clients and other participants in group discussions who may be vulnerable to attack or ridicule by other members of the group. Performance evaluation may involve criteria such as degree of sensitivity to personal feelings and understanding of group processes. (Role: Protects Rights and Dignity of Individuals)

TASK: Conferring about Cases

TASK DESCRIPTION: Meets with peers or other criminal justice system personnel regarding specific suspect or offender cases.

In the performance of this task, the Caseworker:

PO#

1. Is able to provide and communicate complete and accurate information that impacts on decisions concerning the possible disposition of clients. Performance evaluation may involve criteria such as accuracy and appropriateness of information provided, quality of written material and oral presentation submitted by caseworker, and number of commendations and complaints received. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to provide appropriate information regarding clients and make positive contributions to discussions with other criminal justice personnel about rehabilitation plans or problems. Performance evaluation may involve criteria such as the relevance of contributions provided and the extent the caseworker is called upon to contribute to case conferences. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
3. Is able to use knowledge of clients and their circumstances to provide constructive advice and assistance to other criminal justice personnel involved in decision-making about clients or their programs. Performance evaluation may involve criteria such as relevance of the contribution provided, the extent the caseworker is called upon to contribute to case conferences, and the extent to which the caseworker is able to involve other criminal justice personnel in the rehabilitation program. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
4. Is able to maintain objectivity in discussing a client's attitude and behavior with colleagues or other criminal justice personnel. Performance evaluation may involve criteria such as objectivity and appropriateness of information provided and number of favorable comments received from colleagues. (Role: Displays Objectivity and Professional Ethics)

TASK: Conferring about Cases (Continued)

TASK DESCRIPTION: Meets with peers or other criminal justice system personnel regarding specific suspect or offender cases.

In the performance of this task, the Caseworker:

PO#

5. Is able to discuss client circumstances and activities with other criminal justice personnel in ways which contribute to constructive decision-making regarding the client and yet safeguard client privacy in those areas nonessential to criminal justice purposes. Performance evaluation may involve criteria such as revelation of personal information regarding clients not essential to case discussions and infringements of rights. (Role: Protects Rights and Dignity of Individuals)

TASK: Confining Inmates

TASK DESCRIPTION: Accepts custody of suspects or offenders and places them in appropriate confinement location.

In the performance of this task, the Caseworker:

PO#

1. Is able to maintain an ethical and objective attitude toward all persons being confined regardless of their origin, characteristics, crime, or behavior. Performance evaluation may involve criteria such as frequency and validity of client's complaints against the caseworker, frequency and seriousness of altercations between client and caseworker, and objectivity of submitted reports. (Role: Displays Objectivity and Professional Ethics)
2. Is able to give clients being placed in confinement appropriate protection by detecting and deterring violations of their rights and dignity regardless of their offense, origins, characteristics, or behavior. Performance evaluation may involve criteria such as promptness with which incidents are detected and averted, frequency and validity of client complaints, and attitudes and opinions of professional associates. (Role: Protects Rights and Dignity of Individuals)

TASK: Contacting Families of Suspects and Clients

TASK DESCRIPTION: Interacts with families of suspects and clients to obtain and provide information and to make plans.

In the performance of this task, the Caseworker:

PO#

1. Is able to communicate with families to obtain complete, accurate, and relevant information and to assess the internal consistency and value of the information obtained. Performance evaluation may involve criteria such as the clarity with which information requirements are stated, and the completeness, accuracy, relevance, and internal consistency of the obtained information. (Role: Analyzes and Communicates Information)
2. Is able to meet both agency and client needs by maintaining a balance of field and office contacts in accordance with published agency standards. Performance evaluation may involve criteria such as the degree of compliance with agency standards. (Role: Manages Cases)
3. Is able to encourage participation and support of the rehabilitation program from the families of clients including their encouragement and motivation of the client to maintain socially acceptable behavior and to live within the constraints of probation or parole. Performance evaluation may involve criteria such as the ability to relate to and communicate with people from various social and ethnic backgrounds and the ability to involve family members in a client's rehabilitative program. (Role: Assists Personal and Social Development)
4. Is able to counsel families of clients in regard to specific problems the person may have or problems the family is creating for the client and to work with the family to solve these problems in a constructive manner. Performance evaluation may involve criteria such as the ability to relate to and counsel people with problems and the ability to motivate people toward constructive interaction with their families. (Role: Assists Personal and Social Development)

TASK: Contacting Families of Suspects and Clients (Continued)

TASK DESCRIPTION: Interacts with families of suspects and clients to obtain and provide information and to make plans.

In the performance of this task, the Caseworker:

PO#

5. Is able to establish a professional and objective image, regardless of race, social class, appearance or type of offense involved when interacting with the family of a client. Performance evaluation may involve criteria such as the ability to project a professional image, the ability to maintain objectivity, and the ability to relate to persons of various backgrounds or social settings. (Role: Displays Objectivity and Professional Ethics)
6. Is able to interact with families of clients without infringing on their rights or abusing their dignity in a manner that shows concern and consideration without coercion. Performance evaluation may involve criteria such as the extent to which the rights and dignity of clients and their families are respected and the extent to which a working knowledge of a person's rights is applied. (Role: Protects Rights and Dignity of Individuals)

TASK: Counseling

TASK DESCRIPTION: Enters into a constructive relationship which enables persons being counseled to confront the reality of behavior and gain insight into the need to develop constructive and acceptable solutions to personal problems.

In the performance of this task, the Caseworker:

PO#

1. Is able to counsel with clients in a manner that builds respect for law and the criminal justice system through full and honest review of all problem areas without any misrepresentations and evasions. Performance evaluation may involve criteria such as the adequacy of explanations given and the type and degree of respect developed for the caseworker, legal procedures, and the criminal justice system. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to use a variety of counseling techniques to facilitate client discussion of their adjustment problems. Performance evaluation may involve criteria such as a change in client or caseworker behavior, increased client willingness to discuss problems, and improved response to treatment. (Role: Assists Personal and Social Development)
3. Is able to establish an empathetic relationship with clients; to appreciate their feelings about personal concerns; and to help them explore, understand, and find constructive resolutions to their problems. Performance evaluation may involve criteria such as changes in client behavior and evidences of an understanding relationship between worker and client. (Role: Assists Personal and Social Development)
4. Is able to listen to gain understanding and to help clients gain insight into realistic appraisals of both their own motivations and behavior and the behavior of others toward them in ways that enable them to develop insight into their adjustment problems. Performance evaluation may involve criteria such as a change in client or caseworker behavior, increased client willingness to discuss problems, and improved response to treatment. (Role: Assists Personal and Social Development)

**CONTINUED**

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TASK: Counseling (Continued)

TASK DESCRIPTION: Enters into a constructive relationship which enables persons being counseled to confront the reality of behavior and gain insight into the need to develop constructive and acceptable solutions to personal problems.

In the performance of this task, the Caseworker:

PO#

5. Is able to maintain professional objectivity in counseling clients and not exhibit bias in response to their emotional outbursts or abusive expressions. Performance evaluation may involve criteria such as the degree to which hostility and abuse can be tolerated and ability to understand human behavior patterns. (Role: Displays Objectivity and Professional Ethics)
6. Is able to treat information revealed during counseling sessions with appropriate discretion. Performance evaluation may involve criteria such as the ability to treat obtained information with discretion. (Role: Protects Rights and Dignity of Individuals)

TASK: Defending Self and Others

TASK DESCRIPTION: Engages in the necessary verbal and physical actions to protect himself and others in the presence of physical threat from persons or circumstances.

In the performance of this task, the Caseworker:

PO#

1. Is able to avert violent outbreaks when physical threat situations arise involving mentally disturbed or hostile clients and other persons. Performance evaluation may involve criteria such as an assessment of the probability that injury or damage was prevented by actions taken; quickness of response; frequency and number of complaints from witnesses, bystanders, and involved parties; the type of physical and psychological techniques used to avert violence and the extent to which they were employed. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to defend self and others from physical assault by clients and other persons while making minimal use of physical force, verbal coercion, and weapons. Performance evaluation may involve criteria such as the frequency of injury or death to involved persons or bystanders and the ability to employ physical defense tactics. (Role: Maintains Order)

TASK: Deterring Crime

TASK DESCRIPTION: Attempts to foresee and prevent the occurrence of crime-related activities and rule infractions.

In the performance of this task, the Caseworker:

PO#

1. Is able to identify and work to rectify community problems and inequities that may serve as a breeding ground for crime. Performance evaluation may involve criteria such as the number of community development activities in which the caseworker engages, the quality of contribution, and the persistence of efforts. (Role: Seeks and Disseminates Knowledge and Understanding)
2. Is able to identify probationer or parolee behavior that may become troublesome, provide constructive criticism and alternatives, and formulate intervention techniques that forestall future law violations or infractions of probation or parole conditions in a constructive and rehabilitative manner. Performance evaluation may involve criteria such as proportion of caseworker's clients who are involved in postsentence offenses, long-term results with clients with prior unsuccessful probation or parole, demonstration of oral skills, knowledge of interpersonal dynamics and relationships, and the impact of intervention techniques upon clients. (Role: Maintains Order)

TASK: Developing and Using Rehabilitation Resources

TASK DESCRIPTION: Locates and uses appropriate employment, education, housing, volunteer, and other services to assist in rehabilitation efforts.

In the performance of this task, the Caseworker:

PO#

1. Is able to develop and establish contact with community resources such as professional counseling, housing, employment, and educational programs and realistically assess what may be expected of these resources in terms of help for clients. Performance evaluation may involve criteria such as percentage of clients utilizing nonagency, community resources and the number of new resources identified and developed. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to objectively evaluate available community resources and the needs of the client and seek to bring the two together in a professional manner. Performance evaluation may involve criteria such as the degree to which the needs of the client are assessed and the number of contacts developed with private and public resource agencies. (Role: Builds Respect for Law and the Criminal Justice System)
3. Is able to develop opportunity for clients to utilize their full potential in social, educational, and employment fields through use of public and private community resources. Performance evaluation may involve criteria such as the degree to which the caseworker is able to assess needs and potential of clients and the extent to which community resources are developed. (Role: Assists Personal and Social Development)
4. Is able to marshal public and private community resources to assist in the rehabilitation of clients. Performance evaluation may involve criteria such as the number of agencies committed to participate and the extent of their participation. (Role: Assists Personal and Social Development)

TASK: Developing and Using Rehabilitation Resources (Continued)

TASK DESCRIPTION: Locates and uses appropriate employment, education, housing, volunteer, and other services to assist in rehabilitation efforts.

In the performance of this task, the Caseworker:

5. Is able to evaluate grass-roots or self-help groups in a professional, unbiased manner with due regard for ethnic, sex, and social differences. Performance evaluation may involve criteria such as the proportion of community groups that perform in accordance with initial evaluation and the relative success of the worker in promoting positively motivated groups and discouraging others. (Role: Displays Objectivity and Professional Ethics)

TASK: Developing Plans for Offenders

TASK DESCRIPTION: Prepares rehabilitation programs for offenders, often in consultation with offenders and resource specialists.

In the performance of this task, the Caseworker:

PO#

1. Is able to communicate the importance of adherence to plans worked out between caseworker, clients, and the court or paroling authority and to analyze progress and pitfalls in an understandable manner for a client following such plans. Performance evaluation may involve criteria such as the client's degree of success in adhering to the plan and the ability of caseworker and client to jointly modify the plan when necessary. (Role: Analyzes and Communicates Information)
2. Is able to initiate program planning development as soon as client is identified. Performance evaluation may involve criteria such as the degree of rapport established with clients and others of the community and the degree to which clients successfully participate in plans. (Role: Manages Cases)
3. Is able to secure cooperation from clients in developing rehabilitation plans that clients can understand and accept and that are suitable for measuring self achievement. Performance evaluation may involve criteria such as the extent of participation by clients in development of plans, their understanding and acceptance of the plans, and the extent to which plans are followed during the period of probation or parole. (Role: Assists Personal and Social Development)
4. Is able to develop rehabilitation plans that are realistic in terms of a client's total situation and potential. Performance evaluation may involve criteria such as evidence of data related to client situation and potential in the plans and the general scope and depth of consideration in the plans. (Role: Assists Personal and Social Development)

TASK: Developing Plans for Offenders (Continued)

TASK DESCRIPTION: Prepares rehabilitation programs for offenders, often in consultation with offenders and resource specialists.

In the performance of this task, the Caseworker:

PO#

5. Is able to develop rehabilitation plans that are related to client's situations in terms of geography, ethnic and cultural backgrounds, and realistic expectations for the future. Performance evaluation may involve criteria such as the extent to which geography related, ethnic, and cultural factors arose that were not considered in formulating a rehabilitation plan and the extent to which plans are strengthened by utilizing these factors in initial planning efforts. (Role: Assists Personal and Social Development)
6. Is able to supplement and adjust probation and parole plans of a client as dictated by the client's needs. Performance evaluation may involve criteria such as frequency, number, and content of comments received by a supervisor. (Role: Assists Personal and Social Development)
7. Is able to promote individual client rehabilitation within the context of plans developed, implemented, and modified as needed. Performance evaluation may involve criteria such as success/recidivism rates and observation of behavior and attitude changes in clients. (Role: Assists Personal and Social Development)
8. Is able to recognize and adjust to various ethnic differences in developing probation or parole plans. Performance evaluation may involve criteria such as demonstrated relationships with ethnic groups of the community, knowledge of ethnic mores, and adjustment of program plans to meet ethnic variations. (Role: Displays Objectivity and Professional Ethics)

TASK: Developing Plans for Offenders (Continued)

TASK DESCRIPTION: Prepares rehabilitation programs for offenders, often in consultation with offenders and resource specialists.

In the performance of this task, the Caseworker:

PO#

9. Is able to maintain professional ethics and a concerned attitude when working with clients in developing and implementing probation or parole plans. Performance evaluation may involve criteria such as the degree of respect and confidence displayed toward the caseworker. (Role: Displays Objectivity and Professional Ethics)
10. Is able to work with clients in the preparation and implementation of probation or parole plans by providing objective and helpful advice. Performance evaluation may include criteria such as observed behavior or attitude modification by clients and recidivism/success rate of clients. (Role: Displays Objectivity and Professional Ethics)

TASK: Diagnosing, Classifying, Assigning

TASK DESCRIPTION: Assesses offender's capabilities and security risk factors in determining appropriate location and program placement within a correctional institution or in the community.

In the performance of this task, the Caseworker:

PO#

1. Is able to diagnose, classify, or recommend the assignment of a client to a program or treatment plan that is within the client's potential and that maximizes client welfare while protecting the public. Performance evaluation may involve criteria such as the percentage of clients successfully completing the assigned program, an independent analysis of recommended treatment by a supervisor, and an analysis and comparison of both programs. (Role: Assists Personal and Social Development)
2. Is able to diagnose, classify, or assign a client to a program or treatment plan which will maximize the success potential of that client by means of integrating the client's needs with the best resources available. Performance evaluation may involve criteria such as the percentage of clients successfully treated and an evaluation of appropriateness of the plan. (Role: Assists Personal and Social Development)
3. Is able to diagnose, reclassify or reassign a client to a program or treatment plan as the need arises. Performance evaluation may involve criteria such as the percentage of successful recommendations for realignment of program, the number of program changes initiated by the caseworker, and successful fulfillment of a client's needs. (Role: Assists Personal and Social Development)
4. Is able to diagnose, classify, or assign clients to treatment programs in a manner that protects their rights without infringing on their dignity. Performance evaluation may involve criteria such as the percentage of complaints or court actions taken regarding violation of the client's rights or affronts to the client's dignity. (Role: Protects Rights and Dignity of Individuals)

TASK: Diagnosing, Classifying, Assigning (Continued)

TASK DESCRIPTION: Assesses offender's capabilities and security risk factors in determining appropriate location and program placement within a correctional institution or in the community.

In the performance of this task, the Caseworker:

PO#

5. Is able to determine, based on criteria of public protection and the welfare of clients, whether or not to recommend that clients should be diverted from additional involvement in the criminal justice system, processed informally by caseworkers, or brought further into system involvement under a formal action. Performance evaluation may involve criteria such as the percentage of clients committing new offenses while on informal probation and the percentage of clients whom caseworkers, supervisors, or the courts feel have been inappropriately handled. (Role: Enforces Law Situationally)

TASK: Enforcing Rules and Regulations for Offenders

TASK DESCRIPTION: Interprets probation, parole, and institutional rules and regulations pertaining to offenders and reports or takes action on infractions.

In the performance of this task, the Caseworker:

PO#

1. Is able to maintain communication with other criminal justice agencies so that a caseworker is kept informed about possible criminal behavior or undesirable associations on the part of clients. Performance evaluation may involve criteria such as the ability to communicate effectively, the success in creating new contacts, and the ability to organize and utilize the information exchanged. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to effectively communicate the relevant rules, regulations, and conditions or terms of probation or parole so the client will know what behavior is acceptable and expected. Performance evaluation may involve criteria such as the degree to which the caseworker communicates the information in a clear and effective manner. (Role: Analyzes and Communicates Information)
3. Is able to aid the rehabilitative process by relating to clients in a positive and constructive manner that encourages clients to abide by rules and regulations and conditions or terms of parole and probation. Performance evaluation may involve criteria such as the ability to relate to clients, changes in client behavior or attitudes, improved client response to counseling, and reduced violations. (Role: Assists Personal and Social Development)
4. Is able to enforce probation or parole conditions in an objective and professional manner, providing an example of the behavior and attitude a client may use as a standard of conduct. Performance evaluation may involve criteria such as the ability to maintain a professional and objective manner. (Role: Assists Personal and Social Development)

TASK: Enforcing Rules and Regulations for Offenders (Continued)

TASK DESCRIPTION: Interprets probation, parole, and institutional rules and regulations pertaining to offenders and reports or takes action on infractions.

In the performance of this task, the Caseworker:

PO#

5. Is able to evaluate the overall situation of a client who violates rules, regulations, or terms and conditions of probation and parole, and prescribe an adequate disciplinary proceeding short of recommitment to a penal institution if the client's overall rehabilitative attempts and successes indicate that progress is being made by the client toward a successful and constructive completion of supervision. Performance evaluation may involve criteria such as resourcefulness of caseworker, the ability to motivate the clients to succeed, and the ability to correctly evaluate the progress a client is making. (Role: Assists Personal and Social Development)
6. Is able to assist a client's progress in the rehabilitative process by providing helpful advice on matters relative to past, present, or future violations of rules, regulations, and terms or conditions of probation or parole. Performance evaluation may involve criteria such as the percentage of clients who are returned to penal institutions and percentage of clients who are successfully released from supervision. (Role: Assists Personal and Social Development)
7. Is able to enforce rules, regulations, terms, or conditions of parole or probation, to maintain order, and to protect the community in a professional and objective manner without prejudice or bias against a client's race, social class, appearance, or type of infraction or offense committed, and, when necessary, to recommend revocation of probation or parole or other appropriate court action. Performance evaluation may involve criteria such as the ability to correctly evaluate the potential threat to a community posed by the client's behavior and to maintain objectivity and remain unbiased. (Role: Displays Objectivity and Professional Ethics)
8. Is able to temper enforcement of rules, regulations, and conditions of probation or parole in a manner that is conducive to successful rehabilitation by evaluating the client's attitude and personality and developing a method of enforcement that is amenable to these traits. Performance evaluation may involve criteria such as ability to evaluate client's attitude and personality and the ability to work within the client's framework or potential. (Role: Enforces Law Situationally)

TASK: Enforcing Rules and Regulations for Offenders (Continued)

TASK DESCRIPTION: Interprets probation, parole, and institutional rules and regulations pertaining to offenders and reports or takes action on infractions.

In the performance of this task, the Caseworker:

PO#

9. Is able to evaluate the circumstances related to possible or actual probation or parole violation or other offenses and to exercise judgment in determining whether or not to take formal or informal action. Performance evaluation may involve criteria such as reduction of recidivism, increase in informal action regarding client contacts, and more constructive client-caseworker relationships as evaluated by participants. (Role: Enforces Law Situationally)
10. Is able to maintain sufficient contact with a client to enable the caseworker to protect society by preventing potential violations through an awareness of changes in client's attitude, associates, or activities. Performance evaluation may involve criteria such as frequency of contact with clients, ability to detect changes in attitudes or feelings of clients, and ability to redirect clients to constructive avenues. (Role: Maintains Order)

TASK: Engaging in Professional Development

TASK DESCRIPTION: Increases professional knowledge and skill through academic and other self-improvement activities.

In the performance of this task, the Caseworker:

PO#

1. Is able to actively seek out, develop, and communicate new information, procedures, and techniques, and maintain a flexible posture which fosters receptivity to new and more effective patterns of operation. Performance evaluation may involve criteria such as the proportion of times a caseworker is the source of innovations for an agency, receptivity to new and improved agency procedures, and the depth of knowledge and analytical abilities. (Role: Seeks and Disseminates Knowledge and Understanding)
2. Is able to analyze the information received in the pursuit of professional development and to communicate the findings of peers and other members of the criminal justice system. Performance evaluation may involve criteria such as demonstration of depth of knowledge and understanding as well as analytical ability in dealings with peers, supervisors, other criminal justice personnel, and the public; frequency of involvement in professional meetings and conferences; frequency with which caseworker's advice is sought by coworkers, and degree of confidence displayed in advice presented. (Role: Analyzes and Communicates Information)
3. Is able to maintain a high level of ethics and objectivity in the pursuit of professional development. Performance evaluation may involve criteria such as depth of understanding, promptness of recall, and application of knowledge and skill. (Role: Displays Objectivity and Professional Ethics)

TASK: Handling Restitution

TASK DESCRIPTION: Receives and transmits money received from clients for payment of restitution and child support.

In the performance of this task, the Caseworker:

PO#

1. Is able to coordinate the transfer of money from clients to the appropriate agencies or persons and maintain the necessary transaction records. Performance evaluation may involve criteria such as promptness of collection and payment, regularity of collection and payment, and the equitableness of negotiations by the caseworker. (Role: Manages Cases)

TASK: Interacting with Other Agencies

TASK DESCRIPTION: Maintains communication with criminal justice and private agencies to exchange information, request assistance, and make referrals.

In the performance of this task, the Caseworker:

PO#

1. Is able to interact with personnel in other components of the criminal justice system or other agencies in a professional manner with appropriate advice and assistance. Performance evaluation may involve criteria such as the nature and amount of assistance provided. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to act as a channel to community resources for clients, using knowledge of the community regarding availability of housing, educational opportunities, employment possibilities, and other necessary services. Performance evaluation may involve criteria such as the assistance provided and the subsequent utility of the information to the client. (Role: Assists Personal and Social Development)
3. Is able to provide accurate and unbiased information regarding individual clients to a level of completeness consistent with the law and agency policy while protecting client rights to confidentiality. Performance evaluation may involve criteria such as frequency of inaccurate and biased reports being submitted and frequency of commendations or complaints received regarding inclusion or omission of vital personal information. (Role: Displays Objectivity and Professional Ethics)
4. Is able to initiate the necessary actions to ensure the protection of a client's rights and dignity. Performance evaluation may involve criteria such as frequency and number of commendations or complaints received and frequency with which a caseworker follows up complaints of violations of rights and dignity. (Role: Protects Rights and Dignity of Individuals)

TASK: Interviewing

TASK DESCRIPTION: Talks with witnesses, victims, suspects, offenders, and members of the general public to obtain information.

In the performance of this task, the Caseworker:

PO#

1. Is able to clearly state information requirements to obtain and record complete, accurate, and relevant information in personal conversations with persons and to assess the internal consistency and value of the information provided. Performance evaluation may involve criteria such as the clarity with which information requirements are stated or with the completeness, accuracy, relevance, and internal consistency of the obtained information. (Role: Analyzes and Communicates Information)
2. Is able to use interviewing skills to obtain information from persons presently or potentially involved in criminal behavior in a manner which will reduce tension. Performance evaluation may involve criteria such as variety of techniques used to reduce tension, the degree of success in obtaining sensitive information, and completeness and accuracy of the information reported. (Role: Analyzes and Communicates Information)
3. Is able to obtain complete and accurate information while conducting verbal inquiries with persons in a manner that demonstrates concern, consideration, and impartiality. Performance evaluation may involve criteria such as completeness or accuracy of the reported information and the manner in which interviews were conducted. (Role: Analyzes and Communicates Information)
4. Is able to obtain needed information from persons representing public and private community resources for possible use in providing assistance to clients and the public. Performance evaluation may involve criteria such as the accuracy and completeness of agency program information obtained, manner of conducting the interviews, and extent to which information is used in program planning. (Role: Analyzes and Communicates Information)

TASK: Interviewing (Continued)

TASK DESCRIPTION: Talks with witnesses, victims, suspects, offenders, and members of the general public to obtain information.

In the performance of this task, the Caseworker:

PO#

5. Is able to provide helpful advice relative to socially acceptable behavior when involved in informal conversations with clients. Performance evaluation may involve criteria such as the ability to relate to clients in an informal but constructive manner. (Role: Assists Personal and Social Development)
6. Is able to obtain needed information from probationers or parolees without coercion and with minimum interference with ongoing rehabilitation programs. Performance evaluation may involve criteria such as the completeness and accuracy of the information obtained, and the techniques used to eliminate coercion, and to minimize interference with rehabilitation programs. (Role: Displays Objectivity and Professional Ethics)
7. Is able to obtain necessary information from witnesses, clients, or other persons without infringing on their rights, denying them due process, or abusing their dignity. Performance evaluation may involve criteria such as infringement of rights, denial of due process, abuses of personal dignity, and indications of concern and consideration. (Role: Protects Rights and Dignity of Individuals)

TASK: Investigating

TASK DESCRIPTION: Conducts inquiries to obtain and verify information regarding possible violations and analyzes the obtained verbal and physical evidence.

In the performance of this task, the Caseworker:

PO#

1. Is able to coordinate information received during an investigation with appropriate criminal justice personnel and other outside agencies and persons to facilitate informed and coordinated intra-agency and interagency operations. Performance evaluation may involve criteria such as the frequency that coordination contacts are made and comprehensiveness of contacts in terms of persons and agencies notified. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to collect, analyze, and verify information obtained from persons in the course of investigating possible or actual criminal activity by clients so as to distinguish factual information from opinion and obtain essential information at an adequate level of detail. Performance evaluation may involve criteria such as number of commendations or complaints about reported information and analysis of unanswered questions. (Role: Analyzes and Communicates Information)
3. Is able to secure the cooperation of clients and other involved persons and agencies in obtaining necessary investigative information. Performance evaluation may involve criteria such as the number of instances of success and failure in obtaining information. (Role: Analyzes and Communicates Information)
4. Is able to conduct an impartial and complete investigation into alleged or actual violations of the law or probation or parole conditions regardless of the client's past behavior, character, or alleged crime or infraction. Performance evaluation may involve criteria such as frequency with which lack of impartiality is observed and frequency with which investigative work is judged to be inadequate. (Role: Displays Objectivity and Professional Ethics)

TASK: Investigating (Continued)

TASK DESCRIPTION: Conducts inquiries to obtain and verify information regarding possible violations and analyzes the obtained verbal and physical evidence.

In the performance of this task, the Caseworker:

PO#

5. Is able to maintain respect for the rights and dignity of clients and other persons contacted during investigations. Performance evaluation may involve criteria such as assessment of objectivity, bias, and evidence of respect for personal rights and dignity. (Role: Protects Rights and Dignity of Individuals)
6. Is able to apply knowledge of laws pertaining to casework investigations to ensure that only legal procedures are followed in obtaining information. Performance evaluation may involve criteria such as the number of instances in which infractions of law occur that are related to investigative procedures. (Role: Protects Rights and Dignity of Individuals)

TASK: Making Arrests

TASK DESCRIPTION: Determines existence of probable cause and identifies and takes suspects and offenders into custody.

In the performance of this task, the Caseworker:

PO#

1. Is able to make an arrest in a professional and impartial manner that does not produce unnecessary fear in the mind of the person arrested and gains respect for legal procedures and the criminal justice system. Performance evaluation may involve criteria such as the extent of fear generated and the type and degree of respect developed for legal procedures and the criminal justice system. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to explain reasons for caseworker actions in appropriate detail to client being arrested or other concerned persons at the arrest scene. Performance evaluation may involve criteria such as the adequacy, detail, and reasonableness of the explanations given. (Role: Analyzes and Communicates Information)
3. Is able to express facts objectively in writing and verbally to court personnel, parole board members, and supervisors and to present all relevant information concerning circumstances of an arrest that will provide for due process for a client. Performance evaluation may involve criteria such as the accuracy, completeness, objectivity, and relevancy of the facts presented. (Role: Displays Objectivity and Professional Ethics)
4. Is able to make arrests without prejudice regardless of location, physical circumstances, type of crime, or characteristics of the client. Performance evaluation may involve criteria such as the reasonableness of the arrest, number of complaints from arrestees, and the degree of compliance with legal codes and department regulation. (Role: Displays Objectivity and Professional Ethics)

TASK: Making Arrests (Continued)

TASK DESCRIPTION: Determines existence of probable cause and identifies and takes suspects and offenders into custody.

In the performance of this task, the Caseworker:

PO#

5. Is able to make an arrest in conformance with the rights and restrictions of suspects or clients as laws and regulations are modified or enacted. Performance evaluation may involve criteria such as the degree of effectivity in incorporating changes into regular activities and the frequency of questionable arrests. (Role: Protects Rights and Dignity of Individuals)
6. Is able to treat all clients being placed under arrest in a humane manner. Performance evaluation may involve criteria such as the number of complaints received, frequency of violations of clients' rights, and ability to use physical and psychological measures to avoid violence or inhumane treatment. (Role: Provides Humane Treatment)
7. Is able to consider physical and social environment, type of violation, and probable outcome of attempted enforcement in determining the type and level of force required to take a client into custody. Performance evaluation may involve criteria such as the type and level of force used in relation to the situation. (Role: Enforces Law Situationally)

TASK: Managing Interpersonal Conflict

TASK DESCRIPTION: Attempts to resolve disputes between two or more persons.

In the performance of this task, the Caseworker:

PO#

1. Is able to obtain, verify, evaluate, and record information from persons involved in a conflict situation. Performance evaluation may involve criteria such as the skill and manner of conducting the inquiry and the frequency of complaints from persons involved in conflict situations or their attorneys. (Role: Analyzes and Communicates Information)
2. Is able to recognize and intervene, when necessary, in relationships that are jeopardizing a client's reintegration into society through an organized probation or parole program. Performance evaluation may involve criteria such as frequency of intervention by caseworker to settle or attempt to resolve disputes and ability to recognize behavior patterns and cues which suggest possible problems. (Role: Assists Personal and Social Development)
3. Is able to demonstrate neutrality and objectivity in conflict situations regardless of the nature of the conflict and the race, sex, appearance, age, economic class, or attitude of the participants. Performance evaluation may involve criteria such as the successful resolution of conflict without alterations, the permanency of such resolutions, and the ability to effect such resolution within the constraints of the legal code and agency policies and procedures. (Role: Displays Objectivity and Professional Ethics)
4. Is able to be flexible in exercising judgement regarding the circumstances surrounding a conflict situation without allowing personal feelings or biases to impair effectiveness. Performance evaluation may involve criteria such as frequency of participation in highly emotional situations that are unresolved and complaints received from clients or citizen groups. (Role: Displays Objectivity and Professional Ethics)

TASK: Managing Interpersonal Conflict (Continued)

TASK DESCRIPTION: Attempts to resolve disputes between two or more persons.

In the performance of this task, the Caseworker:

PO#

5. Is able to treat the participants in interpersonal conflicts in a humane fashion with due regard for the rights of all afforded under the law. Performance evaluation may involve criteria such as the subsequent behavior and attitudes of those persons involved in the conflict situation. (Role: Provides Humane Treatment)
6. Is able to resolve conflicts so that all sides and witnesses feel that each person was properly heard and justly treated even though arrests were required. Performance evaluation may involve criteria such as the degree of compliance with legal codes and department policies and procedures, the degree to which all viewpoints are reflected in the incident or arrest reports and frequency of complaints by participants or the public. (Role: Enforces Law Impartially)
7. Is able to appreciate how social class and ethnic differences affect the extent and frequency with which physical actions are used by participants to settle disputes and to temper responses accordingly. Performance evaluation may involve criteria such as the speed with which clients or groups are dispersed or brought to order and related situations controlled; reduction in the incidence of crimes involving assaults, property damage, and other disturbances within particular localities or among certain clients or groups; and the extent to which the safety of involved participants is maintained during the incident. (Role: Enforces Law Situationally)
8. Is able to use knowledge of human behavior under emotional stress, listen to all sides in order to assess the situation, and avert conflict. Performance evaluation may involve criteria such as the number of disputes effectively arbitrated. (Role: Maintains Order)

TASK: Managing Interpersonal Conflict (Continued)

TASK DESCRIPTION: Attempts to resolve disputes between two or more persons.

In the performance of this task, the Caseworker:

PO#

9. Is able to provide guidance and counsel to participants in interpersonal conflicts to reduce tension and provide direction for conflict resolution. Performance evaluation may involve criteria such as the response by the client to the guidance suggested and subsequent recurrence of the conflicts. (Role: Maintains Order)
10. Is able to recognize the signs of interpersonal conflict including those indications that are not immediately obvious. Performance evaluation may involve criteria such as the frequency that overt conflict occurs following situations where a caseworker was present and might have instituted preventive procedures and the frequency that unrecognized covert conflict impedes rehabilitation in counselling sessions. (Role: Maintains Order)

TASK: Moving Inmates

TASK DESCRIPTION: Maintains security and safety of inmates being moved.

In the performance of this task, the Caseworker:

PO#

1. Is able to treat all persons in custody in a fair, humane, and dignified manner while protecting their rights as individuals, regardless of their race, social class, sex, appearance, attitude, or type of offense. Performance evaluation may involve criteria such as an assessment of the extent to which standard procedures were followed for all classes of offenders and whether valid complaints exist that the dignity and rights of clients were not protected. (Role: Protects Rights and Dignity of Individuals)
2. Is able to apply established transportation procedures and individualize their application to the circumstances of a particular situation. Performance evaluation may involve criteria such as the percentage of positive comments compared with the complaints received. (Role: Enforces Law Situationally)
3. Is able to accurately evaluate the extent to which restraint equipment and measures are necessary to safeguard the protection of society while recognizing the dignity of the client. Performance evaluation may involve criteria such as the number of incidents occurring as the result of inaccurate evaluations. (Role: Enforces Law Situationally)
4. Is able to reduce tension and possible violence among clients being held in facilities or transported in vehicles. Performance evaluation may involve criteria such as consideration of the extent of physical damage or injuries, any actions of personnel in inciting initial or further violence, or success of procedures used in reducing tension or restraining participants. (Role: Maintains Order)

TASK: Moving Inmates (Continued)

TASK DESCRIPTION: Maintains security and safety of inmates being moved.

In the performance of this task, the Caseworker:

PO#

5. Is able to minimize opportunities for persons in custody to possess weapons, to cause a physical threat, or to escape. Performance evaluation may involve criteria such as the quality of surveillance; the frequency of actual or attempted assaults or escapes of clients; and an assessment of preventive procedures that were followed--how searches were conducted, whether and how physical restraint equipment was used, whether weapons of personnel were protected. (Role: Maintains Order)

TASK: Participating in Community Relations and Educational Programs

TASK DESCRIPTION: Meets with citizen groups in programs directed toward understanding law, crime prevention, and the criminal justice system.

In the performance of this task, the Caseworker:

PO#

1. Is able to demonstrate agency concern for community activities or problems when interacting with various citizen groups by providing information, instruction, and consultation. Performance evaluation may involve criteria such as the range and depth of available information; the quality of instruction or consultation; evidence of concern for citizen interests; and the frequency of responses, complaints, or compliments from individuals in attendance. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to respond courteously and expeditiously to requests by members of the public for assistance and to satisfy the requests or make referrals with appropriate explanations as to why the referrals are necessary. Performance evaluation may involve criteria such as the quality of assistance or referral provided and the courtesy and timeliness exhibited by the caseworker. (Role: Provides Public Assistance)
3. Is able to seek out and utilize community organizations based on ethnic, ex-offender, or other considerations in the development of various community education programs. Performance evaluation may involve criteria such as the number of community organizations involved in criminal justice education activities. (Role: Seeks and Disseminates Knowledge and Understanding)
4. Is able to use written and other communication skills to interact formally or informally with various community groups in educational programs. Performance evaluation may involve criteria such as the range and depth of information at hand; the skills exhibited in listening and presenting information; and frequency of response, complaint, or compliment from individuals in attendance. (Role: Analyzes and Communicates Information)

TASK: Participating in Community Relations and Educational Programs (Continued)

TASK DESCRIPTION: Meets with citizen groups in programs directed toward understanding law, crime prevention, and the criminal justice system.

In the performance of this task, the Caseworker:

PO#

5. Is able to use information obtained from persons in community relations and education programs to keep informed of public opinion on crime and law enforcement issues and to encourage citizens to share responsibility for crime prevention and maintenance of order in the community. Performance evaluation may involve criteria such as the efficiency, pertinence, and coverage of the information obtained in relation to crime and law enforcement; quality of assistance provided to the citizens; and the level of support given the department by the citizenry. (Role: Analyzes and Communicates Information)

TASK: Participating in Trial Preparation Conference

TASK DESCRIPTION: Meets with suspects, victims, witnesses, or criminal justice personnel to prepare for court proceedings.

In the performance of this task, the Caseworker:

PO#

1. Is able to provide advice to court and law enforcement personnel based on personal knowledge of the client. Performance evaluation may involve criteria such as the validity and extent of the contributions. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to prepare the client, client's family, and other involved persons for court hearings by explaining the probable procedural and legal events. Performance evaluation may involve criteria such as the frequency with which involved persons behave in a manner which indicates lack of or inappropriate information concerning procedural or legal events connected with a client's hearing. (Role: Provides Public Assistance)
3. Is able to organize and present information based on investigations to attorneys and the court or parole board members and discuss objectively the adequacy of the information, the evidence obtained, and the merits of the case. Performance evaluation may involve criteria such as the frequency of critical comments from criminal justice personnel regarding conference participation. (Role: Analyzes and Communicates Information)
4. Is able to cooperate with the defense attorney, prosecuting attorney, and other criminal justice personnel in developing a rehabilitation program for offenders by providing factual information and constructive suggestions regarding potential courses of action. Performance evaluation may involve criteria such as awareness of the dynamics involved in the case and of appropriate alternatives and the value of the contributions as assessed by other participants. (Role: Assists Personal and Social Development)

TASK: Participating in Trial Preparation Conferences (Continued)

TASK DESCRIPTION: Meets with suspects, victims, witnesses, or criminal justice personnel to prepare for court proceedings.

In the performance of this task, the Caseworker:

PO#

5. Is able to present all relevant, factual information obtained in an investigation in a fair and impartial manner. Performance evaluation may involve criteria such as the value of information to other criminal justice participants. (Role: Protects Rights and Dignity of Individuals)

TASK: Patrolling and Observing

TASK DESCRIPTION: Carries out routine surveillance in vehicle or on foot and determines the existence of actual or potential crime-related situations.

In the performance of this task, the Caseworker:

PO#

1. Is able to exploit each opportunity to provide constructive guidance and counsel to juveniles and adults to divert them from becoming involved with the criminal justice system as defendants or offenders. Performance evaluation may involve criteria such as skill of presentation and evidence by an individual of more socially acceptable behavior patterns. (Role: Maintains Order)

TASK: Preparing Reports

TASK DESCRIPTION: Completes reports in accordance with agency procedures and maintains required records.

In the performance of this task, the Caseworker:

PO#

1. Is able to complete reports on schedule to ensure that the client, attorneys, courts, and probation or parole administrators may have access to the materials in time to make responsible decisions. Performance evaluation may involve criteria such as report completeness and timeliness. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to gather and analyze relevant information and report it in a clear and concise manner that meets the needs of criminal justice agencies and personnel using the information. Performance evaluation may involve criteria such as clarity, relevance, and usefulness of submitted reports. (Role: Analyzes and Communicates Information)
3. Is able to prepare reports which are factual and include all appropriate favorable and unfavorable information or evidence. Performance evaluation may involve criteria such as the frequency and number of reports rejected or rewritten and frequency of biased reports being submitted. (Role: Displays Objectivity and Professional Ethics)
4. Is able to prepare reports in an objective and professionally ethical manner taking into account the caseworker's personal feelings toward the client. Performance evaluation may involve criteria such as the report content and the thoroughness and thoughtfulness of its development. (Role: Displays Objectivity and Professional Ethics)

TASK: Preparing Reports (Continued)

TASK DESCRIPTION: Completes reports in accordance with agency procedures and maintains required records.

In the performance of this task, the Caseworker:

PO#

5. Is able to prepare a report on a client in a manner that does not violate the individual's rights and dignity, or violate any understood confidentiality between the client and caseworker. Performance evaluation may involve criteria such as the frequency and number of reports evaluated as violating client rights or dignity and the number of complaints received from criminal justice personnel or the client's attorney regarding violations. (Role: Protects Rights and Dignity of Individuals)

TASK: Referring

TASK DESCRIPTION: Arranges for offenders or inmates to contact appropriate service agencies and facilities.

In the performance of this task, the Caseworker:

PO#

1. Is able to make referrals to other agencies or individuals after a full analysis of opportunities available to the client and to communicate to the client all of the implications inherent in the referral. Performance evaluation may involve criteria such as success rate of clients with the agencies or individuals to whom they are referred as well as the client's satisfaction with those agencies or individuals to whom they are referred. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to provide guidance and counseling to clients, their families, and associates which facilitates the constructive use of agencies and persons to which the clients are referred. Performance evaluation may involve criteria such as the attitudes with which clients approach those agencies or persons to which they are referred and observations of agency personnel, peers, supervisors, and other members of the criminal justice system. (Role: Assists Personal and Social Development)
3. Is able to make referrals for clients and their families which assist in the person's rehabilitation. Performance evaluation may involve criteria such as demonstrable improvement in client behavior and relationships resulting from efforts of public or private agencies, institutions, and individuals to which the client has been referred. (Role: Assists Personal and Social Development)
4. Is able to maintain professional and ethical behavior and objectivity when making referrals in order to protect the client and the referral agency or person. Performance evaluation may involve criteria such as success of client and agency working relationship. (Role: Displays Objectivity and Professional Ethics)

TASK: Responding to Offender Requests

TASK DESCRIPTION: Provides information and assistance when appropriate to offenders.

In the performance of this task, the Caseworker:

PO#

1. Is able to understand the nature of information or service being requested, to know where to go for an answer if unknown to the caseworker, and to communicate the requested information or service to the client effectively. Performance evaluation may involve criteria such as the ability to analyze a client's request and to determine what is needed, ability to communicate to persons of a different social or ethnic background, and the ability to acquire contacts with private and public community resources. (Role: Analyzes and Communicates Information)
2. Is able to respond to a client's request for information or services in a diligent and responsible manner that displays a sense of concern for the client and sets an example of responsibility for the client to follow. Performance evaluation may involve criteria such as an analysis or survey of the response times to requests and the quality of the responses. (Role: Assists Personal and Social Development)
3. Is able to analyze a client's request for information or services to determine if it is an indication of a need for greater assistance, guidance, or counsel and to provide the needed service in a manner that strengthens the client. Performance evaluation may involve criteria such as the frequency that greater assistance, guidance, or counsel is provided in response to requests. (Role: Assists Personal and Social Development)
4. Is able to respond to a client's request for information or services in a professional and objective manner regardless of the type of request or the client requesting it, to exercise judgement as to whether such a request is in the best interest of the client, and to explain the reason for a denial if necessary. Performance evaluation may involve criteria such as the ability to maintain a required level of objectivity and professional ethics and the ability to communicate with persons of different social and ethnic backgrounds. (Role: Displays Objectivity and Professional Ethics)

TASK: Responding to Offender Requests (Continued)

TASK DESCRIPTION: Provides information and assistance when appropriate to offenders.

In the performance of this task, the Caseworker:

PO#

5. Is able to respond to a client's request in a manner that is in the best interests of the client and that does not infringe on the client's rights or dignity. Performance evaluation may involve criteria such as the ability to determine what a client's needs are and the ability to refuse a request without affronting the client's dignity. (Role: Protects Rights and Dignity of Individuals)

TASK: Reviewing Case Materials

TASK DESCRIPTION: Examines information contained in reports and in suspect's or offender's case file.

In the performance of this task, the Caseworker:

PO#

1. Is able to critically review the official documented case history file of each client to assist in formulating rehabilitation plans. Performance evaluation may involve criteria such as level of detail and understanding of each client's case history and knowledge of incriminating and mitigating circumstances in client's case history file. (Role: Analyzes and Communicates Information)
2. Is able to review each client's official case history file with the client as a factor in considering the formulation of a client's rehabilitation plan. Performance evaluation may involve criteria such as the relation of rehabilitation plans to past history (e.g., avoidance of past associates) and a demonstrated understanding by a client of the necessity to modify behavior. (Role: Assists Personal and Social Development)
3. Is able to review case material, evaluate past history, and initiate new rehabilitation plans for a client. Performance evaluation may involve criteria such as the number of innovative programs suggested and developed. (Role: Assists Personal and Social Development)
4. Is able to review official case materials on and with each client without being prejudiced by the content of the materials. Performance evaluation may involve criteria such as number of instances of bias exhibited by the caseworker and the ongoing record that is maintained of a client's progress. (Role: Displays Objectivity and Professional Ethics)

TASK: Searching and Examining

TASK DESCRIPTION: Conducts appropriate examination of persons, vehicles, premises, or areas to determine the presence of individuals, illegal activities, or articles.

In the performance of this task, the Caseworker:

PO#

1. Is able to provide appropriate treatment and protection of rights to all clients, regardless of race, social class, sex, age, appearance, or attitude by conducting searches in accordance with agency procedures and policies, due process, and human dignity. Performance evaluation may involve criteria such as the degree to which the dignity and due process rights of the client being searched were protected and frequency and number of complaints by clients or their attorneys. (Role: Protects Rights and Dignity of Individuals)
2. Is able to determine whether to initiate search and inspection processes for possible additional violations during the handling of observed minor violations. Performance evaluation may involve criteria such as the acceptance by the courts of the caseworker's adherence to due process and the frequency of additional crimes or evidence being identified as a result of such searches. (Role: Enforces Law Situationally)
3. Is able to act in a manner to reduce hostility, opposition, and physical confrontations when searching clients. Performance evaluation may involve criteria such as the frequency of hostile reactions from clients, frequency of injuries or indignities suffered by caseworker or client, frequency of complaints, and conformity to agency procedures and policies, and due process. (Role: Maintains Order)

TASK: Searching for Fugitives

TASK DESCRIPTION: Attempts to locate, apprehend, and return fugitives.

In the performance of this task, the Caseworker:

PO#

1. Is able to request, issue, or obtain warrants and accompanying information on fugitives, ensuring that such information is valid and updated when communicated to other appropriate agencies or persons. Performance evaluation may involve criteria such as the percentage of escapees who are taken into custody based on accuracy of legal and general information obtained. (Role: Analyzes and Communicates Information)
2. Is able to initiate contacts through local resources, such as family, friends, or other criminal justice members, to recontact possible probation or parole absconders. Performance evaluation may involve criteria such as the percentage of absconders who are recontacted and returned to supervision. (Role: Analyzes and Communicates Information)
3. Is able to use information, contacts, and observational skills to locate, take into custody with minimum use of physical force, and bring back under supervision those clients who absconded or have otherwise seriously violated their probation or parole conditions. Performance evaluation may involve criteria such as the percentage of fugitives who are taken into custody, extent to which appropriate law enforcement agencies are made aware of the situation and asked to aid in apprehension efforts, and frequency of injury to self and others. (Role: Maintains Order)

TASK: Supervising Offenders

TASK DESCRIPTION: Contacts offenders periodically to supervise their activities.

In the performance of this task, the Caseworker:

PO#

1. Is able to note and take action on positive changes in a client's behavior and attitude that are indicative of a need for reduced supervision or suggest probation or parole termination. Performance evaluation may involve criteria such as the proportion of assigned clients whose supervision or term of probation or parole are modified prior to the normal termination date and the proportion of recommended modifications that result in no further problems or incidents. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to identify signs of increased physical or emotional problems in individual clients and recommend appropriate treatment programs or intervention techniques. Performance evaluation may involve criteria such as appropriateness of treatment programs or intervention techniques suggested and demonstration of basic knowledge of human behavior and observational skills. (Role: Analyzes and Communicates Information)
3. Is able to obtain and verify information on a client's adjustment through collateral contacts with significant individuals and groups so that legitimate requests for information regarding an individual client's activities may be obtained and provided to appropriate agencies and groups. Performance evaluation may involve criteria such as the level of awareness of a client's activities, number of commendations and complaints received from other criminal justice agencies, and the number of contacts per client developed. (Role: Analyzes and Communicates Information)
4. Is able to establish communications channels with criminal justice and community agencies that can provide information regarding positive and negative activities of clients. Performance evaluation may involve criteria such as the number of community contacts which provide useful information. (Role: Analyzes and Communicates Information)

TASK: Supervising Offenders (Continued)

TASK DESCRIPTION: Contacts offenders periodically to supervise their activities.

In the performance of this task, the Caseworker:

PO#

5. Is able to manage a caseload within the total workload assignment in a manner that provides adequate attention to each client's need for attention and which promotes appropriate changes in behavior required for successful rehabilitation and termination of parole or probation. Performance evaluation may involve criteria such as the frequency with which each client is contacted, availability to client, efficiency of travel planning, and completeness and timeliness of case records. (Role: Manages Cases)
6. Is able in discussions with clients to analyze their strengths and weaknesses and to identify any potential problem areas that may impair the successful completion of probation or parole conditions. Performance evaluation may involve criteria such as percentage of successful probation or parole completed by clients, communications ability in relating to clients, and degree of confidence exhibited by clients toward caseworker. (Role: Assists Personal and Social Development)
7. Is able to recognize and evaluate emotions and control biases toward individual clients and refrain from harassment tactics. Performance evaluation may involve criteria such as the frequency of complaints of harassment and the number and frequency of observations of bias or uncontrolled emotions toward individual clients. (Role: Displays Objectivity and Professional Ethics)
8. Is able to seek fair treatment of clients and actively to investigate all possible violations of their rights and dignity. Performance evaluation may involve criteria such as the number of complaints or commendations received and frequency with which an investigation is considered to be inadequate. (Role: Protects Rights and Dignity of Individuals)

TASK: Supervising Offenders (Continued)

TASK DESCRIPTION: Contacts offenders periodically to supervise their activities.

In the performance of this task, the Caseworker:

PO#

9. Is able to process assigned caseload in a manner that emphasizes the rights and dignity of clients in relation to their needs for adequate attention over the "production line" manner of processing cases. Performance evaluation may involve criteria such as the proportion of total time devoted to working directly with clients in relation to time spent on other matters and the proportion of total cases that receive minimal as opposed to more optimal personal attention. (Role: Protects Rights and Dignity of Individuals)
10. Is able to maintain sufficient personal contact with clients so that supervision is based on personal knowledge of clients in order to identify developing problems or illegal behavior. Performance evaluation may involve criteria such as frequency of face-to-face contact with clients, appropriateness of arrests of clients, frequency with which problems of clients are recorded, and frequency of complaints from clients regarding lack of contact with a caseworker. (Role: Maintains Order)
11. Is able to recognize circumstances or conditions which may warrant the revocation of privileges or conditions or suggest a client may need to be temporarily placed in a custodial facility. Performance evaluation may involve criteria such as appropriateness of revocation of privileges, probation, or parole and ability to recognize signs of emotional or physical disorders or conditions. (Role: Maintains Order)

TASK: Training

TASK DESCRIPTION: Instructs other persons in the classroom or on the job.

In the performance of this task, the Caseworker:

PO#

1. Is able to obtain, organize, and present factual information on techniques and physical actions relating to a variety of specific caseworker skills and procedures. Performance evaluation may involve criteria such as appropriateness of material content, organization and presentation of the materials, and examination scores of trainees. (Role: Seeks and Disseminates Knowledge and Understanding)
2. Is able to obtain, organize, and present basic information relating to how attitudes develop and change, differences in attitudes among various groups, and what attitudes prevail in criminal justice work. Performance evaluation may involve criteria such as the quality of the training sessions and changes in the attitudes of trainees attributable to the training program. (Role: Seeks and Disseminates Knowledge and Understanding)
3. Is able to obtain, organize, and present objective information on the history and philosophy of casework, human behavior, sociocultural differences, or other basic knowledge areas pertinent to casework. Performance evaluation may involve criteria such as the validity of the content and organization of materials, presentation techniques, and subsequent performance of trainees. (Role: Seeks and Disseminates Knowledge and Understanding)
4. Is able to obtain, organize, and present continuously updated information from all elements of the criminal justice system to provide the most complete information base possible for caseworker staff. Performance evaluation may involve criteria such as the validity of the content and organization of materials, presentation techniques, and subsequent performance of trainees. (Role: Seeks and Disseminates Knowledge and Understanding)

TASK: Transporting Clients

TASK DESCRIPTION: Assists clients in meeting their appointments by providing transportation.

In the performance of this task, the Caseworker:

PO#

1. Is able to provide or arrange transportation for clients using knowledge of public or private resources. Performance evaluation may involve criteria such as the frequency of appointments missed by clients, ability of caseworker to develop private transportation resources within the community, and frequency of complaints received regarding lack of transportation. (Role: Analyzes and Communicates Information)

TASK: Testifying as a Witness

TASK DESCRIPTION: Presents factual information in court based on field observation and investigation of criminal cases.

In the performance of this task, the Caseworker:

PO#

1. Is able to provide information about casework policies, procedures, and techniques upon request. Performance evaluation may involve criteria such as the frequency with which information is requested, skill of presentation, and appropriateness and correctness of information supplied. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to exhibit appropriate conduct as a witness by confining responses to the questions asked and not volunteering information. Performance evaluation may involve criteria such as the number of instances in which information was volunteered beyond that specifically requested and the number of other instances of inappropriate witness conduct. (Role: Builds Respect for Law and the Criminal Justice System)
3. Is able to present all relevant information about violation or incident, including favorable as well as incriminating facts. Performance evaluation may involve criteria such as accuracy and thoroughness of testimony and skill of presentation. (Role: Analyzes and Communicates Information)
4. Is able to provide factual, unbiased testimony in a manner that helps to provide the client with a fair and impartial hearing or trial. Performance evaluation may involve criteria such as the reactions of court personnel and board members to testimony and the number and frequency of complaints by clients compared with frequency with which caseworker is found to be biased in his testimony. (Role: Protects Rights and Dignity of Individuals)

TASK: Testing for Drug and Alcohol Use

TASK DESCRIPTION: Administers tests to suspects or offenders to determine drug and alcohol use.

In the performance of this task, the Caseworker:

PO#

1. Is able to use contacts with clients undergoing agency drug testing to encourage them to seek help from drug abuse programs. Performance evaluation may involve criteria such as the frequency with which caseworker recommends drug abuse programs to clients, ability to demonstrate knowledge regarding available ongoing drug abuse programs, and the number of clients involved in such programs. (Role: Assists Personal and Social Development)
2. Is able to detect authentic efforts to control drug usage by clients and administer testing patterns that support such efforts. Performance evaluation may involve criteria such as the percentage of successful discharge recommendations as opposed to the number which are unsuccessful. (Role: Assists Personal and Social Development)
3. Is able to follow standard agency procedures in administering nonchemical tests to all clients required to submit to these periodic tests as a condition of probation or parole. Performance evaluation may involve criteria such as frequency of violation of standard agency procedures, frequency of inadequate samples being submitted, and demonstration of knowledge and skill in administering nonchemical tests. (Role: Displays Objectivity and Professional Ethics)
4. Is able to actively protect society by recommending revocation of probation or parole when evidence of habitual drug use is detected and take every opportunity to discourage those behavior patterns which may increase the probability of a client's return to drug addiction. Performance evaluation may involve criteria such as skill in discouraging certain behavior patterns by clients and frequency of requests for initiation of revocation hearings. (Role: Enforces Law Impartially)

TASK: Testing for Drug and Alcohol Use (Continued)

TASK DESCRIPTION: Administers tests to suspects or offenders to determine drug and alcohol use.

In the performance of this task, the Caseworker:

PO#

5. Is able to use observational cues or appropriate special equipment to determine if a client is under the influence of drugs. Performance evaluation may involve criteria such as the ability to demonstrate knowledge of drug symptoms and ability to use appropriate special detection equipment designed to identify possible physical signs of drug use. (Role: Maintains Order)

TASK: Using and Maintaining Equipment

TASK DESCRIPTION: Uses equipment under routine and emergency conditions and practices good preventive maintenance.

In the performance of this task, the Caseworker:

PO#

1. Is able to use all equipment which may be assigned in an appropriate and effective manner that gains the respect of observers. Performance evaluation may involve criteria such as demonstrated proficiency with assigned equipment; the degree to which policies, procedures, and techniques were followed in using the equipment in the manner for which it was intended; frequency of accident or injury to self and others; and the contribution that the equipment made to the amelioration of a problem. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to maintain, at user level, assigned equipment such as weapons, vehicles, and communications and security devices and care for equipment in a manner that maximizes its effectiveness, longevity, and appearance. Performance evaluation may involve criteria such as how the equipment was used, the frequency with which routine and special maintenance procedures were followed, and number and frequency of accidents or incidents of misuse. (Role: Builds Respect for Law and Criminal Justice System)

State Variations from Basic Performance Objectives

The caseworker role/task/performance objective validation committees took the following action on the basic performance objectives:

(1) Michigan

(a) Rejected

Task

Performance Objective  
Number

Handling Restitution

1

Training

2

(b) Modified

None (Recommendations were incorporated in the basic performance objective descriptions)

(c) Added

None

(2) New Jersey

(a) Rejected

Task

Performance Objective  
Number

Booking and Receiving Inmates

1,2,3,4,5,6

Participating in Trial Preparation Conferences

1,2,3,4,5

Testing for Drug and Alcohol Use

2

(b) Modified

None (Recommendations were incorporated in the basic performance objective descriptions)

(c) Added

None

State Variations from Basic Performance Objectives  
(continued)

CORRECTIONAL WORKER

(3) Texas

(a) Rejected

<u>Task</u>	<u>Performance Objective Number</u>
Booking and Receiving Inmates	1,2,3,4,6
Conducting Group Sessions	1,2,3,4,5,6,7,8
Defending Self and Others	2
Interviewing	7
Managing Interpersonal Conflict	4,7,8
Moving Inmates	1,2,3,4,5
Participating in Community Relations and Educational Programs	5
Searching and Examining	1,2,3

(b) Modified

None (Recommendations were  
incorporated in the basic  
performance objective descriptions)

(c) Added

None





PROJECT STAR

MATRIX OF  
CORRECTIONAL WORKER  
ROLES, TASKS, AND  
PERFORMANCE OBJECTIVES

Sheet 5 of 8

TASKS	PO NO.	ROLES												
		1	2	3	4	5	6	7	8	9	10	11	12	13
Interviewing	1													
	2													
	3													
	4													
	5													
	6													
Investigating	1													
	2													
	3													
	4													
	5													
Managing Interpersonal Conflict	1													
	2													
	3													
	4													
	5													
	6													
	7													
	8													
	9													
	10													
	11													
	12													
	13													

- ASSISTS CRIMINAL JUSTICE SYSTEM AND OTHER APPROPRIATE AGENCY PERSONNEL
- BUILDS RESPECT FOR LAW AND THE CRIMINAL JUSTICE SYSTEM
- PROVIDES PUBLIC ASSISTANCE
- SEEKS AND DISSEMINATES KNOWLEDGE AND UNDERSTANDING
- ANALYZES AND COMMUNICATES INFORMATION
- MANAGES CASES
- ASSISTS PERSONAL AND SOCIAL DEVELOPMENT
- DISPLAYS OBJECTIVITY AND PROFESSIONAL ETHICS
- PROTECTS RIGHTS AND DIGNITY OF INDIVIDUALS
- PROVIDES HUMANE TREATMENT
- ENFORCES LAW IMPARTIALLY
- ENFORCES LAW SITUATIONALLY
- MAINTAINS ORDER

PROJECT STAR

MATRIX OF  
CORRECTIONAL WORKER  
ROLES, TASKS, AND  
PERFORMANCE OBJECTIVES

Sheet 6 of 8

TASKS	PO NO.	ROLES												
		1	2	3	4	5	6	7	8	9	10	11	12	13
Monitoring Inmates	1													
	2													
	3													
	4													
	5													
	6													
	7													
	8													
	9													
	10													
	11													
	12													
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	14													
	15													
	16													
	17													
	18													
	19													
	20													
	21													
	22													
	23													
Monitoring Visits to Institutions	1													
	2													
	3													
	4													
Moving Inmates	1													
	2													
	3													
	4													
	5													
	6													

- ASSISTS CRIMINAL JUSTICE SYSTEM AND OTHER APPROPRIATE AGENCY PERSONNEL
- BUILDS RESPECT FOR LAW AND THE CRIMINAL JUSTICE SYSTEM
- PROVIDES PUBLIC ASSISTANCE
- SEEKS AND DISSEMINATES KNOWLEDGE AND UNDERSTANDING
- ANALYZES AND COMMUNICATES INFORMATION
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- ASSISTS PERSONAL AND SOCIAL DEVELOPMENT
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- PROVIDES HUMANE TREATMENT
- ENFORCES LAW IMPARTIALLY
- ENFORCES LAW SITUATIONALLY
- MAINTAINS ORDER



## Performance Context and Measurement Techniques

As each of the following performance objectives is reviewed, it should be examined with reference to the content of the three preceding paragraphs which describe the context in which the performance occurs, the evaluators, and the appropriate measurement techniques to be employed

### 1. Performance Context

The correctional worker's tasks are performed in a broad range of locations and may involve a single person or many persons. For example, a correctional worker's on-the-job performance may be demonstrated in a wide variety of institutional settings. More important than physical location is the interaction between the correctional worker and other persons involved, (i.e., inmates, inmate's families, other members of the criminal justice system).

### 2. Performance Evaluators

The correctional worker's performance may be evaluated by other individuals or groups with whom he interacts as well as by those who may be affected by his performance. Performance can be most directly evaluated by a correctional worker's supervisors and peers. These would include other members of the criminal justice system (i.e., caseworkers), inmates, inmate's families, members of the press, and the general public individually and in groups.

### 3. Performance Measurement

Techniques for measuring the performance of a correctional worker may be considered under two basic headings: on the job and during training.

On the job, performance evaluation may involve:

- a. Observer ratings;
- b. Review and analysis of reports;
- c. Frequency with which the correctional worker is consulted by peers, other criminal justice system personnel, and the public;
- d. Frequency and content of positive and negative comments (oral and written) from any source;
- e. Frequency and validity of disruptive incidents;
- f. Damage to property under his surveillance.

During training, performance evaluation may consist of:

- a. Observation of simulated or role-playing performance;
- b. Self evaluation;
- c. Written and oral examination.

Basic Performance Objectives

TASK: Accounting for Inmates or Clients

TASK DESCRIPTION: Accounts for location and status of inmates or clients.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to maintain and provide accurate information regarding inmate's behavior while under correctional worker's supervision. Performance evaluation may involve criteria such as accuracy and quality of information provided, frequency of complaints or commendations regarding information provided, and frequency of submission of incomplete data on inmates. (Role: Analyzes and Communicates Information)
2. Is able to account for the location and status of each inmate under the correctional worker's control at all times. Performance evaluation may involve criteria such as the number of times an inmate is unaccounted for, the percentage of escapes, and the number of incidents caused by inmates being in unauthorized areas. (Role: Maintains Order)

TASK: Advising

TASK DESCRIPTION: Provides information in the form of constructive guidance or recommendations.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to provide helpful, up-to-date information and constructive advice to persons in other criminal justice positions and to the public regarding correctional work and related activities. Performance evaluation may involve criteria such as the correctness, completeness, and appropriateness of the information provided. (Role: Seeks and Disseminates Knowledge and Understanding)
2. Is able to provide accurate, complete, and factual information to persons, including advising them of their rights, duties, and privileges as specified by laws, ordinances, and institutional rules and regulations together with suggestions and recommendations for constructive action when requested or when deemed necessary. Performance evaluation may involve criteria such as the number of commendations or complaints received and the results of an examination on knowledge of laws, available services, and institutional rules and regulations. (Role: Analyzes and Communicates Information)
3. Is able to provide appropriate advice to persons who are temporarily emotionally distraught. Performance evaluation may involve criteria such as the ability to judge the emotional state of the inmate, assessment of the inmate's ability to benefit from alternative suggestions, and skill in presenting the advice. (Role: Assists Personal and Social Development)
4. Is able to provide inmates with opportunities to discuss their circumstances and to make appropriate suggestions or recommendations for constructive activity without using inappropriate, coercive influence. Performance evaluation may involve criteria such as the number of requests for assistance received, frequency of complaints and favorable or unfavorable comments from inmates, frequency of acceptance of suggestions or recommendations offered, and the usefulness of the recommendations or suggestions provided. (Role: Assists Personal and Social Development)
5. Is able to distinguish advice and suggestions that are based on professional competence and factual content from that based on personal opinion. Performance evaluation may involve criteria such as the frequency with which advice is sought and used and its reliability. (Role: Displays Objectivity and Professional Ethics)

TASK: Advising (Continued)

TASK DESCRIPTION: Provides information in the form of constructive guidance or recommendations.

In the performance of this task, the Correctional Worker:

PO#

6. Is able to recognize and respect the person's right to accept or reject advice. Performance evaluation may involve criteria such as the frequency with which the correctional worker accepts the right of an inmate to reject advice legitimately. (Role: Displays Objectivity and Professional Ethics)
7. Is able to convey to inmates the potential consequences of anti-social or illegal behavior without applying value judgements that may be inappropriate for the person being counseled. Performance evaluation may involve criteria such as a change in an inmate's behavior, increased inmate willingness to discuss problems, and an improved response to treatment. (Role: Displays Objectivity and Professional Ethics)
8. Is able to advise inmates or refer them to appropriate correctional personnel when instances of possible violations of their rights or dignity are reported. Performance evaluation may involve criteria such as the accuracy of information provided to inmates and the number and frequency of complaints from inmates. (Role: Protects Rights and Dignity of Individuals)
9. Is able to advise inmates of options in relation to the purposes of a rule and the need to exercise discretion rather than enforcing institutional rules and procedures without regard to individual inmate needs or purposes of the rules. Performance evaluation may involve criteria such as the frequency with which other workers or supervisors need to recontact inmates to further clarify or explain the worker's actions and the number of commendations or complaints received by the institution. (Role: Enforces Law Situationally)
10. Is able to use discretion in taking formal action against inmates by conversing with them so they develop greater insight into the reasons for their actions and are able to evaluate and use alternative solutions which make formal action unnecessary. Performance evaluation may involve criteria such as number of formal actions taken, number of complaints or commendations received by supervisory personnel, and number of unsatisfactory performance ratings. (Role: Enforces Law Situationally)

TASK: Advising (Continued)

TASK DESCRIPTION: Provides information in the form of constructive guidance or recommendations.

In the performance of this task, the Correctional Worker:

PO#

11. Is able to provide helpful information and recommend appropriate alternatives to inmates, regarding their current or future behavior and its possible consequences, without special regard to race, age, sex, appearance, attitude, character, and circumstance. Performance evaluation may involve criteria such as the frequency with which the advice conforms to department policies and procedures and the frequency with which recipients are willing to accept the advice. (Role: Enforces Law Situationally)
12. Is able to offer positive, alternative courses of action to participants in actual or potential interpersonal conflict. Performance evaluation may involve criteria such as creativeness and skill in developing and presenting alternative courses of action, effectiveness in diminishing potential disturbances, and the longevity of deterrent actions. (Role: Maintains Order)

TASK: Booking and Receiving Inmates

TASK DESCRIPTION: Transfers or accepts custody of suspects or offenders and completes required intake procedures.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to obtain all necessary booking information from an inmate and record it in a clear and concise manner. Performance evaluation may involve criteria such as the percentage of reports that are returned for incompleteness and the number of complaints received concerning clarity. (Role: Analyzes and Communicates Information)
2. Is able to question uncooperative offenders in a manner which elicits the information required without duress. Performance evaluation may involve criteria such as the frequency with which the court accepts the information obtained and the frequency and validity of reports by inmates or their attorneys regarding rights violations. (Role: Protects Rights and Dignity of Individuals)
3. Is able to charge offenders correctly with a specific crime or infraction, without violating their rights or dignity. Performance evaluation may involve criteria such as the frequency and validity of reports by offenders or their attorneys regarding the violation of the offenders' rights and the frequency with which the prosecuting attorney is unable to initiate proceedings because of incorrect charges. (Role: Protects Rights and Dignity of Individuals)
4. Is able to view each contact with an offender as a unique situation without prejudicial carry-over from any previous contact with that person. Performance evaluation may involve criteria such as the frequency and validity of offender or attorney complaints of bias or prejudice and number of complaints received from correctional personnel. (Role: Protects Rights and Dignity of Individuals)
5. Is able to complete the booking process of an offender expeditiously while explaining the processing and procedural requirements and providing general information of interest to the offender so that the offender will be able to understand. Performance evaluation may involve criteria such as offender responses, frequency of complaints, correctness of explanations provided, and the skill used in helping the offender to understand the requirements. (Role: Protects Rights and Dignity of Individuals)

TASK: Booking and Receiving Inmates (Continued)

TASK DESCRIPTION: Transfers or accepts custody of suspects or offenders and completes required intake procedures.

In the performance of this task, the Correctional Worker:

PO#

6. Is able to receive and book offenders in an objective and humane manner regardless of the characteristics, attitude, or condition of the persons being booked or the offense allegedly committed. Performance evaluation may involve criteria such as the number of complaints received from the offender's attorney or other criminal justice personnel. (Role: Provides Humane Treatment)

TASK: Collecting and Preserving Evidence

TASK DESCRIPTION: Acquires and protects all evidence, including recording observed and verbally reported data, in relation to possible crimes or infractions of rules and regulations.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to obtain necessary evidence while interacting with suspects, victims, complainants, inmates, and witnesses concerning crimes and other violations of varying seriousness in ways which enhance cooperation and produce respect for legal procedures and agency practices. Performance evaluation may involve criteria such as technical considerations as to the extent and validity of the evidence collected, cooperation of participants, number of complaints, and the frequency of inadmissibility of evidence. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to organize and communicate information concerning evidence in a manner that facilitates understanding, usefulness, and cooperation. Performance evaluation may involve criteria such as the frequency of reports being returned as being deficient in content, presentation, and accuracy; frequency and number of commendations and complaints received; and ability to demonstrate knowledge in organizing, analyzing, and presenting information. (Role: Analyzes and Communicates Information)
3. Is able to recognize, locate, collect, label, and safeguard evidence both favorable and unfavorable to the inmate and, when necessary, to verify the authenticity of physical evidence or verbal data obtained. Performance evaluation may involve criteria such as the extent and accuracy of evidence obtained, and its technical legality and the effectiveness of procedures used including the protection of all legal rights of inmates. (Role: Analyzes and Communicates Information)
4. Is able to locate, collect, handle, and preserve the chain of possession in accordance with search and seizure law and procedures and rules of evidence. Performance evaluation may involve criteria such as the effectiveness of the procedures used and their legality with specific reference to the provision of due process. (Role: Analyzes and Communicates Information)

TASK: Collecting and Preserving Evidence (Continued)

TASK DESCRIPTION: Acquires and protects all evidence, including recording observed and verbally reported data, in relation to possible crimes or infractions of rules and regulations.

In the performance of this task, the Correctional Worker:

PO#

5. Is able to collect evidence in a manner that shows respect for the inmates involved and without unnecessary or improper intrusion into an inmate's privacy by adhering to statutory law and agency procedures relating to search, seizure, and handling and preserving evidence. Performance evaluation may involve criteria such as degree of conformity of evidence collection effort to legal statutes or agency procedures and generally accepted standards of courtesy and respect. (Role: Protects Rights and Dignity of Individuals)

TASK: Communicating

TASK DESCRIPTION: Transmits and receives information in the form of written reports, oral messages, gestures and appearance.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to create an atmosphere wherein persons are encouraged to provide factual information. Performance evaluation may involve criteria such as number and frequency of commendations or complaints received and responsiveness of individuals to requests for information. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to communicate with persons under stress. Performance evaluation may involve criteria such as the completeness and accuracy of information provided, the ability to adjust communication to the level of stress in the situation, knowledge of communication procedures and individual or group dynamics, the extent of emotional control exhibited, and the frequency of physical confrontation with inmates under stress conditions. (Role: Analyzes and Communicates Information)
3. Is able to present information clearly, concisely, and factually in his written reports and in oral communication with individuals and groups. Performance evaluation may involve criteria such as frequency with which reports are returned for rewriting and number and frequency of commendations or complaints. (Role: Analyzes and Communicates Information)
4. Is able to recognize and interpret nonverbal expressions of attitudes and emotions. Performance evaluation may involve criteria such as the frequency and accuracy with which nonverbal expressions are identified and interpreted. (Role: Analyzes and Communicates Information)
5. Is able to differentiate between opinion and fact in exchanges of information. Performance evaluation may involve criteria such as the extent to which facts and opinions are identified as such and clearly segregated in speech and writing and the reactions of individuals or groups who have participated in the interchange of information. (Role: Analyzes and Communicates Information)
6. Is able to assist in an inmate's rehabilitation by reacting empathetically to problems and by suggesting constructive alternatives. Performance evaluation may involve criteria such as demonstration of communication skills, frequency with which an inmate reacts in a hostile or positive manner, and appropriateness of alternative suggestions. (Role: Assists Personal and Social Development)

TASK: Communicating (Continued)

TASK DESCRIPTION: Transmits and receives information in the form of written reports, oral messages, gestures and appearance.

In the performance of this task, the Correctional Worker:

PO#

7. Is able to use communication skills to provide guidance and counsel to inmates in helping resolve problems or assisting them toward socially acceptable behavior. Performance evaluation may involve criteria such as the frequency with which potential problems are resolved or modification of inmate behavior is observed, the clarity of communication skills, receptiveness of a client to guidance and counsel, and the number of comments received from inmates who have benefited from advice. (Role: Assists Personal and Social Development)
8. Is able to protect the rights and dignity of inmates by treating them in a professional manner without regard to a person's criminal offense, origin, age, or appearance. Performance evaluation may involve criteria such as frequency and number of complaints of abuse and ability to gain respect of inmates under conditions of stress. (Role: Protects Rights and Dignity of Individuals)
9. Is able to use communication skills to avoid use of physical force or restraint. Performance evaluation may involve criteria such as ability of correctional worker to take control of situations using nonphysical means, frequency of use of force by workers, and demonstration of communications skills. (Role: Maintains Order)

TASK: Conducting Group Sessions

TASK DESCRIPTION: Leads discussion or treatment sessions for groups of offenders or inmates.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to convey to participants in group sessions, through personal responses and responses of other group members, the potential consequences of their antisocial behavior. Performance evaluation may involve criteria such as a change in inmate behavior, increased willingness to discuss problems, and an improved response to treatment. (Role: Analyzes and Communicates Information)
2. Is able to convey to inmates and other participants in group sessions realistic appraisals of both their own behavior and of other persons toward them in ways that enable them to develop insight into their adjustment problems. Performance evaluation may involve criteria such as a measurable change in inmate behavior, increased inmate willingness to discuss problems, and improved response to the treatment process. (Role: Assists Personal and Social Development)
3. Is able to use a variety of group counseling techniques to facilitate discussion of inmate and other participant's adjustment problems. Performance evaluation may involve criteria such as changes in correctional worker or inmate behavior, increased inmate willingness to discuss problems, and improved response to the treatment process. (Role: Assists Personal and Social Development)
4. Is able to use group counseling techniques to facilitate the personal growth, maturity, and rehabilitation of inmates. Performance evaluation may involve criteria such as a measurable change in inmate behavior, increased willingness to discuss problems, and improved response to the treatment process. (Role: Assists Personal and Social Development)
5. Is able to treat information revealed in group sessions in an ethical manner. Performance evaluation may involve criteria such as use of discretion in handling information, complaints or commendations from group members, and ability to set limits on information dissemination among group participants. (Role: Displays Objectivity and Professional Ethics)

TASK: Conducting Group Sessions (Continued)

TASK DESCRIPTION: Leads discussion or treatment sessions for groups of offenders or inmates.

In the performance of this task, the Correctional Worker:

PO#

6. Is able to maintain professional objectivity in conducting group sessions and is openly able to deal with bias created by an inmate's emotional outbursts or unusual verbal expressions directed toward others in the group or toward the correctional worker. Performance evaluation may involve criteria such as the degree to which hostility or abuse can be tolerated and turned to effective use. (Role: Displays Objectivity and Professional Ethics)
7. Is able to select those inmates who are most likely to benefit or to assist others to benefit from group therapy sessions. Performance evaluation may involve criteria such as insights concerning the nature of inmate problems, appreciation of the types of contributions that can be made by participants, and recognition of the potentials and limitations of the group therapy process. (Role: Displays Objectivity and Professional Ethics)
8. Is able to safeguard the rights and dignity of participants in group discussions who may be vulnerable to attack or ridicule by other members of the group. Performance evaluation may involve criteria such as degree of sensitivity to personal feelings and understanding of group processes. (Role: Protects Rights and Dignity of Individuals)

TASK: Conferring about Cases

TASK DESCRIPTION: Meets with peers or other criminal justice system personnel regarding specific suspect or offender cases.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to provide and communicate complete and accurate information that impacts on decisions concerning the disposition of inmates, including the opinions of inmates on matters that relate to decisions about them. Performance evaluation may involve criteria such as accuracy and appropriateness of information provided, quality of written material and oral presentation submitted, ability to demonstrate written and oral skills, and number of commendations and complaints received. (Role: Assists Criminal Justice System and other Appropriate Agency Personnel)
2. Is able to provide appropriate information regarding inmates and make positive contributions to discussions with other criminal justice personnel about treatment plans or problems. Performance evaluation may involve criteria such as the relevance of contributions provided and the extent the correctional worker is called upon to contribute to case conferences. (Role: Assists Criminal Justice System and other Appropriate Agency Personnel)
3. Is able to maintain objectivity in discussing inmate attitude and behavior with colleagues or other criminal justice personnel. Performance evaluation may involve criteria such as objectivity and appropriateness of information provided, and number of favorable comments received from colleagues. (Role: Displays Objectivity and Professional Ethics)
4. Is able to discuss inmate circumstances and activities in ways which contribute to making constructive decisions regarding the inmate and while safeguarding privacy in those areas nonessential to criminal justice purposes. Performance evaluation may involve criteria such as revelation of personal information regarding inmates not essential to case discussions and infringements of inmate's rights. (Role: Protects Rights and Dignity of Individuals)

TASK: Confining Inmates

TASK DESCRIPTION: Accepts custody of suspects or offenders and places them in appropriate confinement location.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to maintain an ethical and objective attitude toward all persons being confined regardless of their origin, characteristics, crime, or behavior. Performance evaluation may involve criteria such as frequency and validity of inmate's complaints against workers, frequency and seriousness of altercations between inmates and correctional workers, and objectivity of a worker's reports. (Role: Displays Objectivity and Professional Ethics)
2. Is able to give clients being placed in confinement appropriate protection by detecting and deterring violations of their rights and dignity regardless of their offense, origins, characteristics, or behavior. Performance evaluation may involve criteria such as promptness with which incidents are detected and averted, frequency and validity of inmate complaints, and attitudes and opinions of professional associates. (Role: Protects Rights and Dignity of Individuals)
3. Is able to detect incipient unrest or potential violence or disorder among inmates who are being confined and to avert or deter disorders. Performance evaluation may involve criteria such as incidence of disruptive behavior, injuries to correctional workers and inmates, and attitudes toward the correctional worker. (Role: Maintains Order)

TASK: Contacting Families of Suspects and Clients

TASK DESCRIPTION: Interacts with families of suspects and clients to obtain and provide information and to make plans.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to communicate with families to obtain complete, accurate, and relevant information and to assess the internal consistency and value of the information obtained. Performance evaluation may involve criteria such as the clarity with which the information requirements are stated and the completeness, accuracy, relevance, and internal consistency of the obtained information. (Role: Analyzes and Communicates Information)
2. Is able to encourage participation and support of the rehabilitation program from the families of inmates including their encouragement and motivation for the inmate to maintain socially acceptable behavior and to live within the constraints of the institution. Performance evaluation may involve criteria such as the ability to relate to and communicate with people from various social and ethnic backgrounds and the ability to involve family members in an inmate's rehabilitative program. (Role: Assists Personal and Social Development)
3. Is able to counsel and give appropriate support and sympathy to families of inmates in regard to specific problems inmates may have or problems that the family is creating for an inmate and to work with the family to solve these problems in a constructive manner. Performance evaluation may involve criteria such as the ability to relate to and counsel people with problems and the ability to motivate people toward constructive interaction with their families. (Role: Assists Personal and Social Development)
4. Is able to establish a professional and objective image, regardless of origins, social class, appearance, or type of offense involved when interacting with families of inmates. Performance evaluation may involve criteria such as the ability to project a professional image, the ability to maintain objectivity, and the ability to relate to persons of various backgrounds or social settings. (Role: Displays Objectivity and Professional Ethics)
5. Is able to interact with families of inmates without infringing on their rights or abusing their dignity in a manner that shows concern and consideration without coercion. Performance evaluation may involve criteria such as the extent to which rights and dignity of inmates and their families are respected and the extent to which a working knowledge of a person's rights are applied. (Role: Protects Rights and Dignity of Individuals)

TASK: Controlling Crowds

TASK DESCRIPTION: Handles small or large groups of people involved in potential or actual disturbance situations.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to humanely treat individuals or groups of inmates encountered under stress conditions. Performance evaluation may involve criteria such as frequency of hostile reactions or injuries to individuals or groups and ability of worker in managing crowds. (Role: Provides Humane Treatment)
2. Is able to use discretion involving competing demands between observed institutional infractions and crowd control requirements. Performance evaluation may involve criteria such as the speed with which control is established and order restored, extent of damage to or loss of property, and frequency of injury to involved individuals. (Role: Enforces Law Situationally)
3. Is able, by presence and demeanor, to maintain discipline and control of groups of inmates with minimal or no physical force. Performance evaluation may involve criteria such as the appropriateness of reaction to stress situation; frequency of injury to the worker, peers, or crowd members; frequency with which the worker exhibits decisiveness; and frequency with which discipline was maintained. (Role: Maintains Order)
4. Is able to employ knowledge of crowd and individual behavior, to use a variety of communication and action skills to control individuals and groups operating within a crowd and to deter violent outbreaks when confronted with emotionally tense conditions or potential riot situations involving individuals or groups of inmates. Performance evaluation may involve criteria such as quickness of response, appropriateness and use of diversionary suggestions, readiness with which crowd accepts the suggestions offered, and frequency of injuries and property damage. (Role: Maintains Order)
5. Is able to act promptly within the guidelines of authority to bring about a stable situation by using firm and fair discipline and only necessary enforcement measures. Performance evaluation may involve criteria such as the frequency and extent to which volatile crowds are stabilized and evidences of use of only minimal enforcement procedures. (Role: Maintains Order)

TASK: Counseling

TASK DESCRIPTION: Enters into a constructive relationship which enables persons being counseled to confront the reality of behavior and gain insight into the need to develop constructive and acceptable solutions to personal problems.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to counsel inmates in a manner which builds self respect, self confidence, self discipline, and respect for law and the criminal justice system. Performance evaluation may involve criteria such as the type and degree of respect developed for the inmate, the correctional worker, legal procedures, and the criminal justice system. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to use a variety of counseling techniques to facilitate participant discussion of their adjustment problems and to gain constructive commitments from inmates concerning their own behavior and from their peers concerning help they will give each other. Performance evaluation may involve criteria such as a change in inmate or correctional worker behavior, increased willingness to discuss problems, and improved inmate response to treatment. (Role: Assists Personal and Social Development)
3. Is able to listen to gain understanding and to help inmates gain insight into their own motivations and behavior and the behavior of others toward them. Performance evaluation may involve criteria such as a change in inmate or correctional worker behavior, increased inmate willingness to discuss problems, and improved response to treatment. (Role: Assists Personal and Social Development)
4. Is able to use situations that arise during routine activities as opportunities for counseling. Performance evaluation may involve criteria such as the frequency and skill with which these situations are used in counseling. (Role: Assists Personal and Social Development)
5. Is able to maintain professional objectivity in counseling inmates and not exhibit bias in response to their emotional outbursts or abusive expressions. Performance evaluation may involve criteria such as the degree to which hostility and abuse can be tolerated and the ability to understand human behavior patterns. (Role: Displays Objectivity and Professional Ethics)
6. Is able to treat information revealed during counseling sessions with appropriate discretion. Performance evaluation may involve criteria such as the frequency that indiscretions occur in the use of information obtained through counseling. (Role: Protects Rights and Dignity of Individuals)

TASK: Defending Self and Others

TASK DESCRIPTION: Engages in the necessary verbal and physical actions to protect himself and others in the presence of physical threat from persons or circumstances.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to avert violent outbreaks when physical threat situations arise involving mentally disturbed, hostile inmates and other persons. Performance evaluation may involve criteria such as assessment of the probability that injury or damage was prevented by actions taken; quickness of response; frequency and number of complaints from witnesses, bystanders, and involved parties; and the type and extent of physical and psychological techniques employed to avert violence. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to defend self and others from physical assault by inmates and other persons while making minimal use of physical force, verbal coercion, and weapons. Performance evaluation may involve criteria such as the frequency of injury or death and the ability to employ physical defense tactics. (Role: Maintains Order)

TASK: Deterring Crime

TASK DESCRIPTION: Attempts to foresee and prevent the occurrence of crime-related activities and rule infractions.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to identify and work to rectify community problems and inequities that may serve as a "breeding ground" for crime. Performance evaluation may involve criteria such as the number of community development activities in which the correctional worker engages, the quality of the contribution, and the persistence of effort. (Role: Seeks and Disseminates Knowledge and Understanding)
2. Is able to employ, when the situation demands, preventive tactics and procedures to prevent the occurrence of criminal acts upon or harassment of an inmate or groups of inmates. Performance evaluation may involve criteria such as frequency of assaults by inmates against other inmates, knowledge of preventative tactics and procedures and their use, and frequency and number of complaints received regarding abuse by inmates. (Role: Protects Rights and Dignity of Individuals)
3. Is able to identify inmate behavior that may become troublesome, provide constructive criticism and alternatives, and formulate intervention techniques that forestall future infractions of institutional rules and procedures in a constructive and rehabilitative manner. Performance evaluation may involve criteria such as frequency of infractions by an inmate, demonstration of oral skills, knowledge of interpersonal dynamics and relationships, and the impact of intervention techniques upon inmates. (Role: Maintains Order)
4. Is able to accept, analyze, and use unsolicited or implied information from inmates in regard to possible escapes, riots, assaults, thefts, and contraband. Performance evaluation may involve criteria such as accuracy, reliability, and quality of information provided. (Role: Maintains Order)
5. Is able to be alert to those circumstances or conditions which may warrant the revocation of privileges or suggest an inmate may need to be temporarily placed in restriction. Performance evaluation may involve criteria such as appropriateness of revocation of privileges and the ability to recognize signs of emotional or physical disorders or conditions. (Role: Maintains Order)

TASK: Deterring Crime (Continued)

TASK DESCRIPTION: Attempts to foresee and prevent the occurrence of crime-related activities and rule infractions.

In the performance of this task, the Correctional Worker:

PO#

6. Is able to encourage inmates to use established procedures or other nonviolent approaches in attempting to bring about any institutional changes that they feel are needed. Performance evaluation may involve criteria such as the relative incidence of use by inmates of standard procedures, non-violent measures, and violence in attempting to resolve problems. (Role: Maintains Order)

TASK: Developing and Using Rehabilitation Resources

TASK DESCRIPTION: Locates and uses appropriate employment, education, housing, volunteer, and other services to assist rehabilitation efforts.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to constructively utilize community members as volunteers and thereby contribute to their understanding of and respect for the criminal justice system. Performance evaluation may involve criteria such as the number and quality of volunteers that are recruited and the constructive nature of the tasks to which they are assigned. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to learn from and train community volunteers to work with inmates and thereby increase their own and the volunteers' knowledge and understanding. Performance evaluation may involve criteria such as the number and quality of volunteers recruited and the frequency and quality of their assignments. (Role: Seeks and Disseminates Knowledge and Understanding)
3. Is able to seek out, train, and make effective use of community resources such as volunteers, business people, students doing field work, and rehabilitated offenders to supplement and enrich inmate programs. Performance evaluation may involve criteria such as the incidence of use of such people, receptivity to their help, and behavior changes in inmates resulting from the increased attention. (Role: Assists Personal and Social Development)
4. Is able to develop and use the services of citizen volunteers representing various racial, ethnic, age, sex and experience backgrounds, such as ex-offenders, to provide inmates with guidance and counsel based on mutual respect and trust. Performance evaluation may involve criteria such as the number and quality of volunteers that are available and the frequency of their utilization. (Role: Assists Personal and Social Development)

TASK: Developing Plans for Offenders

TASK DESCRIPTION: Prepares rehabilitation programs for offenders, often in consultation with offenders and resource specialists.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to communicate the importance of adherence to plans worked out between correctional worker and inmates and to analyze progress and pitfalls in an understandable manner for inmates following such plans. Performance evaluation may involve criteria such as the inmate's degree of success in adhering to the plan, the ability of correctional worker and inmate to jointly modify the plan when necessary, and the rate of successful plan completion by inmates. (Role: Analyzes and Communicates Information)
2. Is able to develop rehabilitation plans which provide opportunities for exhibit of behavior that is expected of rehabilitated persons. Performance evaluation may involve criteria such as success/recidivism rates and behavior and attitude changes in inmates. (Role: Assists Personal and Social Development)
3. Is able to involve inmates in the development of their own rehabilitation programs, including activities that develop skills that may be used after release such as skills in personal planning and organization, maintaining good interpersonal relationships, and housekeeping. Performance evaluation may involve criteria such as the number, quality, and appropriateness of skills developed and the extent of participation in planning by inmates. (Role: Assists Personal and Social Development)
4. Is able to develop plans for inmates that are realistic in terms of the inmate's total situation and potential. Performance evaluation may involve criteria such as evidence in the plans of data related to the inmate's situation and potential and the general scope and depth of consideration. (Role: Assists Personal and Social Development)
5. Is able to maintain professional ethics and a concerned attitude when working with inmates in developing and implementing rehabilitation plans. Performance evaluation may involve criteria such as the degree of respect and confidence displayed toward the correctional worker. (Role: Displays Objectivity and Professional Ethics)

TASK: Developing Plans for Offenders (Continued)

TASK DESCRIPTION: Prepares rehabilitation programs for offenders, often in consultation with offenders and resource specialists.

In the performance of this task, the Correctional Worker:

PO#

6. Is able to provide objective guidance and counsel while working with inmates and caseworkers in the preparation of postrelease plans. Performance evaluation may involve criteria such as the extent to which plans are followed and recidivism/success rates of inmates. (Role: Displays Objectivity and Professional Ethics)
7. Is able to protect the rights and dignity of individual inmates by assisting them in establishing contacts and participating in activities that are free of discrimination during their confinement. Performance evaluation may involve criteria such as reported incidents of violation of inmate's rights or dignity. (Role: Protects Rights and Dignity of Individuals)

TASK: Diagnosing, Classifying, Assigning

TASK DESCRIPTION: Assesses offender's capabilities and security risk factors in determining appropriate location and program placement within a correctional institution or in the community.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to observe inmate behavior patterns such as low tolerance to frustration and violent tendencies and to communicate the information to appropriate people or agencies involved in diagnosing, classifying, and assigning inmates. Performance evaluation may involve criteria such as the number and quality of such communications that are made. (Role: Assists Criminal Justice System and other Appropriate Agency Personnel)
2. Is able to use and demonstrate the classification and assignment process to inmates to provide reasons for their classification or assignments. Performance evaluation may involve criteria such as the relative ability to understand human behavior patterns, the level of tolerance for hostility or abuse, and the relative quality of the guidance provided. (Role: Analyzes and Communicates Information)
3. Is able to obtain information and advice from other agencies needed for diagnosis of inmate problems and needs. Performance evaluation may involve criteria such as the frequency and quality of consultation contacts and the appropriateness of decisions made as indicated by subsequent inmate performance. (Role: Analyzes and Communicates Information)
4. Is able to diagnose, classify, or recommend assignment of an inmate to a program or treatment plan that is within the inmate's potential and maximizes inmate welfare while protecting the public. Performance evaluation may involve criteria such as the percentage of inmates successfully completing the assigned program, and favorable comparisons with independent analysis by supervisors. (Role: Assists Personal and Social Development)
5. Is able to make objective and appropriate distinctions and assessments about past and present attitudes, capacities, or behavior of inmates without being biased by current emotional outbursts, abusive language, appearance, or other less relevant considerations. Performance evaluation may involve criteria such as the ability to tolerate hostility or abuse, understanding of human behavior patterns and the appropriateness of diagnoses, classifications, or assignments. (Role: Displays Objectivity and Professional Ethics)

TASK: Diagnosing, Classifying, Assigning (Continued)

TASK DESCRIPTION: Assesses offender's capabilities and security risk factors in determining appropriate location and program placement within a correctional institution or in the community.

In the performance of this task, the Correctional Worker:

PO#

6. Is able to diagnose, classify, and recommend assignment of an inmate to treatment programs in a manner that protects the rights without infringing on the dignity of the inmate. Performance evaluation may involve criteria such as the percentage of complaints regarding violation of the rights or affronts to the dignity of the individual. (Role: Protects Rights and Dignity of Individuals)
7. Is able to use agency diagnostic and classification concepts, procedures, and terminology. Performance evaluation may involve criteria such as familiarity with and use of agency concepts, procedures, and terminology. (Role: Enforces Law Impartially)

TASK: Enforcing Rules and Regulations for Offenders

TASK DESCRIPTION: Interprets probation, parole, and institutional rules and regulations pertaining to offenders and reports or takes action on infractions.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to effectively communicate the rules, regulations, and conditions concerning confinement so inmates will know what behavior is acceptable and expected. Performance evaluation may involve criteria such as the degree to which the correctional worker communicates information in an accurate, clear, and effective manner. (Role: Analyzes and Communicates Information)
2. Is able to enforce institutional rules and regulations in an objective and professional manner, providing an example of the behavior and attitude an inmate may use as a standard of conduct. Performance evaluation may involve criteria such as the relative ability to maintain a professional and objective manner and the extent to which the example set by the correctional worker is followed. (Role: Assists Personal and Social Development)
3. Is able to facilitate appropriate self-government arrangements involving enforcement of rules and regulations for inmates so as to facilitate inmate rehabilitation and maintain order. Performance evaluation may involve criteria such as the quality and durability of arrangements that are established. (Role: Assists Personal and Social Development)
4. Is able to evaluate the overall situation of an inmate who violates rules and regulations, recommend appropriate action, and take remedial measures. Performance evaluation may involve criteria such as resourcefulness, the ability to motivate the inmate to succeed, and the ability to correctly evaluate the progress the inmate is making. (Role: Assists Personal and Social Development)
5. Is able to assist an inmate's rehabilitative progress by providing guidance and counsel on matters relating to past, present, or future violations of rules and regulations. Performance evaluation may involve criteria such as frequency and number of complaints from inmates and percentage of inmates who successfully are released for supervision at an early date. (Role: Assists Personal and Social Development)

TASK: Enforcing Rules and Regulations for Offenders (Continued)

TASK DESCRIPTION: Interprets probation, parole, and institutional rules and regulations pertaining to offenders and reports or takes action on infractions.

In the performance of this task, the Correctional Worker:

PO#

6. Is able to counsel inmates in matters relating institutional rules and regulations in a manner that emphasizes the correctional worker's function as a helper as opposed to an enforcer. Performance evaluation may involve criteria such as the ability of worker to engender respect from the inmate and the ability of the correctional worker to promote constructive solutions to problems faced by an inmate. (Role: Assists Personal and Social Development)
7. Is able to enforce institutional rules and regulations in a professional and objective manner without prejudice or bias due to inmate origins or appearance. Performance evaluation may involve criteria such as the relative ability to maintain objectivity and the frequency with which rules are violated. (Role: Displays Objectivity and Professional Ethics)
8. Is able to enforce rules and regulations in a manner that does not infringe on the rights or affront the dignity of the inmate. Performance evaluation may involve criteria such as the frequency or number of reported complaints regarding violations of rights and affronts to the dignity of the inmate. (Role: Protects Rights and Dignity of Individuals)
9. Is able to evaluate the circumstances related to violations of rules and regulations and to exercise judgement in determining whether to take formal or informal action. Performance evaluation may involve criteria such as the number of informal actions regarding inmate contacts and the number of constructive inmate-correctional worker relationships. (Role: Enforces Law Situationally)
10. Is able to temper enforcement of institutional rules and regulations in a manner that is conducive to successful rehabilitation by evaluating the inmate's attitude and personality and developing a method of enforcement that is amenable to these traits. Performance evaluation may involve criteria such as ability to evaluate inmate attitude and personality and the ability to work within the framework of the inmate's potential. (Role: Enforces Law Situationally)

TASK: Enforcing Rules and Regulations for Offenders (Continued)

TASK DESCRIPTION: Interprets probation, parole, and institutional rules and regulations pertaining to offenders and reports or takes action on infractions.

In the performance of this task, the Correctional Worker:

PO#

11. Is able to implement or adjudicate institutional rules and procedures in specific situations based on an understanding of their general intent, purpose, and interrelationship, and to vary their application according to the requirement of particular situations without violating the intent or purpose of the rules and procedures. Performance evaluation may involve criteria such as ability to vary the specific application of rules according to the requirements of particular situations. (Role: Enforces Law Situationally)
12. Is able to enforce rules and regulations in a manner that safeguards the institution, correctional workers, and inmates from offensive, destructive, assaultive behavior or acts. Performance evaluation may involve criteria such as the number or frequency of destructive acts toward institutional property, the number or frequency of reported incidents of assaults or offensive behavior, and the number or injury reports. (Role: Maintains Order)
13. Is able to relate to inmates in a positive and constructive manner that encourages them to abide by rules and regulations. Performance evaluation may involve criteria such as the ability to relate to inmates and the ability to set an example of what conduct should be. (Role: Maintains Order)

TASK: Engaging in Professional Development

TASK DESCRIPTION: Increases professional knowledge and skill through academic and other self-improvement activities.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to actively seek out, develop, and communicate new information, procedures, and techniques and maintain a flexible posture which fosters receptivity to new and more effective patterns of operation. Performance evaluation may involve criteria such as the proportion of times a correctional worker is the source of innovations for an institution, receptivity to new and improved procedures, and the depth of knowledge and analytical abilities. (Role: Seeks and Disseminates Knowledge and Understanding)
2. Is able to analyze critically the information received in the pursuit of professional development and to communicate these findings to peers and other members of the criminal justice system. Performance evaluation may involve criteria such as demonstration of depth of knowledge, understanding, and analytical ability when dealing with peers, supervisors, other criminal justice personnel and the public; frequency of involvement in professional meetings and conferences; frequency with which advice is sought by coworkers; and degree of confidence displayed in advice proffered. (Role: Analyzes and Communicates Information)
3. Is able to maintain a high level of ethics and objectivity in the pursuit of professional development. Performance evaluation may involve criteria such as the depth of understanding, promptness of recall, and application of knowledge and skill. (Role: Displays Objectivity and Professional Ethics)
4. Is able to gain an appreciation of and take into account one's own personality orientations, strengths, weaknesses, and biases and seek close supervision in areas of suspected personal weaknesses so that these personal characteristics are not unduly imposed on relationships with inmates. Performance evaluation may involve criteria such as the frequency with which a worker requests help or projects an unsatisfactory relationship with inmates and the frequency of complaints from inmates about worker expectations that are evaluated by supervisors as unrealistic. (Role: Displays Objectivity and Professional Ethics)

TASK: Interacting with other Agencies

TASK DESCRIPTION: Maintains communication with criminal justice and private agencies to exchange information, request assistance, and make referrals.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to provide information regarding inmates to other criminal justice personnel and, in turn, to properly evaluate information received from others. Performance evaluation may involve criteria such as the quality of the assistance provided and extent of favorable or unfavorable comments from personnel receiving the assistance. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to interact with personnel in other components of the criminal justice system regarding inmates in a professional manner with appropriate advice and assistance. Performance evaluation may involve criteria such as the quality of the assistance provided and the extent of favorable or unfavorable comments from personnel receiving the assistance. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
3. Is able to provide complete, accurate, and unbiased informational reports regarding individual inmates. Performance evaluation may involve criteria such as the frequency of inaccurate and biased reports being submitted and frequency of commendations or complaints received regarding inclusion or omission of vital personal information. (Role: Analyzes and Communicates Information)
4. Is able to initiate necessary actions to ensure the protection of an inmate's rights and dignity. Performance evaluation may involve criteria such as the frequency and number of commendations or complaints received and the frequency with which a correctional worker follows up complaints of violations of rights and dignity. (Role: Protects Rights and Dignity of Individuals)

TASK: Interviewing

TASK DESCRIPTION: Talks with witnesses, victims, suspects, offenders, and members of the general public to obtain information.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to clearly state information requirements to obtain and record complete, accurate, and relevant information in personal conversations and to assess the internal consistency and value of the information provided. Performance evaluation may involve criteria such as the clarity with which information requirements are stated and the completeness, accuracy, relevance, and internal consistency of the obtained information. (Role: Analyzes and Communicates Information)
2. Is able to use interviewing skills to obtain information from inmates involved in inappropriate behavior in a manner that will reduce tension. Performance evaluation may involve criteria such as the variety of techniques used to reduce tension, the degree to which sensitive information is obtained, and the completeness and accuracy of the obtained information. (Role: Analyzes and Communicates Information)
3. Is able to obtain complete and accurate information while conducting verbal inquiries with persons in a manner that demonstrates concern, consideration, and impartiality. Performance evaluation may involve criteria such as completeness or accuracy of the reported information and the manner in which interviews were conducted. (Role: Analyzes and Communicates Information)
4. Is able to provide helpful advice relative to socially and institutionally acceptable behavior when involved in informal conversation with inmates. Performance evaluation may involve criteria such as the ability to relate to inmates in an informal but constructive manner. (Role: Assists Personal and Social Development)
5. Is able to obtain information from inmates without coercion and with minimum interference with ongoing rehabilitation programs. Performance evaluation may involve criteria such as the completeness and accuracy of information obtained and the techniques used to eliminate coercion and to minimize interference with rehabilitation programs. (Role: Displays Objectivity and Professional Ethics)

TASK: Interviewing (Continued)

TASK DESCRIPTION: Talks with witnesses, victims, suspects, offenders, and members of the general public to obtain information.

In the performance of this task, the Correctional Worker:

PO#

6. Is able to obtain desired information from persons without infringing on their rights, denying them due process, or abusing their dignity. Performance evaluation may involve criteria such as infringement of rights, denial of due process, abuses to personal dignity, and indications of concern or consideration. (Role: Protects Rights and Dignity of Individuals)

TASK: Investigating

TASK DESCRIPTION: Conducts inquiries to obtain and verify information regarding possible violations and analyzes the obtained verbal and physical evidence.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to collect, analyze, and verify information obtained from persons in the course of investigating possible or actual criminal activity by inmates so as to distinguish factual information from opinion and obtain essential information at an adequate level of detail. Performance evaluation may involve criteria such as number of commendations and complaints about reported information and analysis of outcome of cases in which information was used. (Role: Analyses and Communicates Information)
2. Is able to develop inmates' abilities to investigate and constructively deal with violations of institutional living rules in a manner that gives them a degree of self-government and fosters an attitude of fairness that will prevail after release. Performance evaluation may involve criteria such as indications of participation by inmates in formulating their own rules and policing themselves in an objective and just manner. (Role: Assists Personal and Social Development)
3. Is able to conduct an impartial and complete investigation into alleged or actual violations of the law or institutional rules regardless of the inmate's past behavior, character, or alleged crime or infraction. Performance evaluation may involve criteria such as frequency and number of complaints or commendations received, frequency with which lack of impartiality is observed, and frequency with which investigative work is judged to be inadequate. (Role: Displays Objectivity and Professional Ethics)
4. Is able to maintain respect for the rights and dignity of inmates during investigations. Performance evaluation may involve criteria such as assessment of objectivity, bias, and evidence of respect for personal rights and dignity. (Role: Protects Rights and Dignity of Individuals)
5. Is able to determine the need for further action by gathering and analyzing information pertaining to an alleged crime or infraction of institutional rules and procedures. Performance evaluation may involve criteria such as frequency with which submitted information is complete, ability to conduct investigative work and employ appropriate techniques, and demonstration of knowledge regarding institutional rules and procedures and elements of a crime. (Role: Maintains Order)

TASK: Managing Interpersonal Conflict

TASK DESCRIPTION: Attempts to resolve disputes between two or more persons.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to obtain, verify, evaluate, and record information from persons involved in a conflict situation. Performance evaluation may involve criteria such as the skill and manner of conducting inquiries and the frequency of complaints from persons involved in conflict situations. (Role: Analyzes and Communicates Information)
2. Is able to make use of incidents involving interpersonal conflicts among inmates as experiences for them to learn about and use techniques for conflict prevention and peaceful resolution. Performance evaluation may involve criteria such as the frequency that such opportunities are exploited and the extent of decrease of conflicts among inmates. (Role: Assists Personal and Social Development)
3. Is able to resolve conflicts among inmates or between inmates and correctional workers in a positive manner that strengthens the individuals involved and prepares the inmates for appropriate social behavior when they return to society. Performance evaluation may involve criteria such as frequency or number of incidents or injuries arising from interpersonal conflicts. (Role: Assists Personal and Social Development)
4. Is able to demonstrate neutrality and objectivity in conflict situations regardless of the nature of the conflict and the characteristics or attitude of the participants. Performance evaluation may involve criteria such as the successful resolution of conflict without injuries or official action, the permanency of such resolutions, and the correctional worker's ability to effect such resolution within the constraints of the legal code and institutional policies and procedures. (Role: Displays Objectivity and Professional Ethics)
5. Is able to be flexible in exercising judgement regarding the circumstances surrounding a conflict situation without allowing personal feelings or biases to impair effectiveness. Performance evaluation may involve criteria such as complaints received from inmates and the frequency with which tensions are reduced. (Role: Displays Objectivity and Professional Ethics)

**CONTINUED**

**3 OF 4**

TASK: Managing Interpersonal Conflict (Continued)

TASK DESCRIPTION: Attempts to resolve disputes between two or more persons.

In the performance of this task, the Correctional Worker:

PO#

6. Is able to treat participants in interpersonal conflicts in a humane fashion. Performance evaluation may involve criteria such as the subsequent behavior and attitudes of those persons involved in conflict situations. (Role: Provides Humane Treatment)
7. Is able to resolve conflicts so that all sides and witnesses feel that each person was properly heard and justly treated even though disciplinary measures were required. Performance evaluation may involve criteria such as the degree of compliance with legal codes and institution policy and procedures, the degree to which all viewpoints are reflected in the incident or disciplinary reports, and frequency of complaints by participants. (Role: Enforces Law Impartially)
8. Is able to appreciate how social, class, and ethnic differences affect the extent and frequency with which physical actions are used by participants to settle disputes and to temper response actions accordingly. Performance evaluation may involve criteria such as the speed with which inmates or other groups are dispersed and brought to order and related situations are controlled; reduction in the incidence of assaults, property damage, and other disturbances within particular sections of the institution or among certain inmates or groups; and the extent to which the safety of involved participants is maintained during incidents. (Role: Enforces Law Situationally)
9. Is able to use knowledge of human behavior under stress and to listen to all sides in order to assess situations. Performance evaluation may involve criteria such as the number of disputes effectively arbitrated compared to those resulting in injury to correctional workers, participants, or bystanders, and in property damage. (Role: Maintains Order)
10. Is able to select from and use a variety of conflict resolution techniques to reduce interpersonal tension and facilitate the resolution of disputes. Performance evaluation may involve criteria such as the number of disputes effectively arbitrated compared to those resulting in injury to the correctional worker, participants, or bystanders, and in property damage. (Role: Maintains Order)

TASK: Managing Interpersonal Conflict (Continued)

TASK DESCRIPTION: Attempts to resolve disputes between two or more persons.

In the performance of this task, the Correctional Worker:

PO#

11. Is able to intercede in an ongoing situation in a manner that does not increase existing tensions, but enables persons involved to settle their conflicts in an appropriate manner. Performance evaluation may involve criteria such as the proportion of incidents that became worse because of inappropriate actions; the extent to which there is lack of impartiality or concern for the participants' problems or needs; and the frequency of overreactions. (Role: Maintains Order)
12. Is able to provide guidance and counsel to participants in interpersonal conflicts to reduce tension and provide direction for conflict resolution. Performance evaluation may involve criteria such as the type, extent, and longevity of the response by those involved to the guidance suggested. (Role: Maintains Order)
13. Is able to recognize the signs of interpersonal conflict including indications that are not immediately obvious. Performance evaluation may involve criteria such as the frequency of overt conflicts following situations where a correctional worker was present and might have instituted preventive procedures and the frequency with which unrecognized covert conflict impedes rehabilitation such as in counseling sessions. (Role: Maintains Order)

TASK: Monitoring Inmates

TASK DESCRIPTION: Maintains surveillance of inmate activities.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to work with other staff members in mutually supportive relationships that foster teamwork, consistency, and efficient use of team members' strengths and weaknesses in supervising inmates. Performance evaluation may involve criteria such as the extent and quality of team work that is developed among other staff members. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to identify signs of increased physical or emotional problems in individual inmates and recommend appropriate treatment programs or intervention techniques. Performance evaluation may involve criteria such as appropriateness of treatment programs or intervention techniques suggested and demonstration of basic knowledge of human behavior and observational skills. (Role: Analyzes and Communicates Information)
3. Is able to manage a caseload within the total workload assignment in a manner that provides adequate attention to each inmate's need for attention and which promotes the appropriate behavioral changes required for termination of confinement. Performance evaluation may involve criteria such as frequency with which each inmate is contacted for each type of rehabilitative association, progress to date in each of these associations, and completeness and timeliness of case records. (Role: Manages Cases)
4. Is able, in discussions with inmates, to analyze their strengths and weaknesses and to identify any potential problem areas which may impair early termination of their confinement. Performance evaluation may involve criteria such as the communications ability of correctional worker in relating to inmates, and the degree of confidence exhibited by inmates toward the correctional worker. (Role: Assists Personal and Social Development)

TASK: Monitoring Inmates (Continued)

TASK DESCRIPTION: Maintains surveillance of inmate activities.

In the performance of this task, the Correctional Worker:

PO#

5. Is able to supervise an inmate or a crew of inmates to complete a work assignment in a satisfactory and orderly manner. Performance evaluation may involve criteria such as the number of work assignments completed in a satisfactory manner, on time, and without disruptive incidents. (Role: Assists Personal and Social Development)
6. Is able to assist in constructively occupying inmate leisure time and to build a sense of fair play and respect for rules. Performance evaluation may involve criteria such as the number of inmates under the supervision of a correctional worker who participate in leisure time activities and the existence among them of a positive attitude toward these activities. (Role: Assists Personal and Social Development)
7. Is able to help inmates develop trust and encourage them to actively participate in institutional, academic, and vocational programs. Performance evaluation may involve criteria such as the number of inmates under the supervision of a correctional worker who became involved in academic and vocational programs and the existence among these inmates of a positive attitude toward these activities. (Role: Assists Personal and Social Development)
8. Is able to foster inmate participation in self-government including detecting and dealing appropriately with violations of institutional rules so as to provide opportunities for the development of an inmate's appreciation for the basic necessities of social living, attitudes of fairness in social relationships, and social consequences resulting from deviations from group expectations. Performance evaluation may involve criteria such as the number of instances where self-government was established. (Role: Assists Personal and Social Development)

TASK: Monitoring Inmates (Continued)

TASK DESCRIPTION: Maintains surveillance of inmate activities.

In the performance of this task, the Correctional Worker:

PO#

9. Is able to daily attend to inmate problems regarding physical and psychological needs such as personal hygiene, minor injury, and adjustment problems and to provide humane conditions and set an emotional climate of security and concern as a foundation for treatment initiatives. Performance evaluation may involve criteria such as the attitudes of inmates toward institutional living conditions and complaints or commendations concerning the provision of routine services. (Role: Assists Personal and Social Development)
10. Is able to establish an institutional climate where the prevailing attitude is one of cooperation between staff and inmates in reaching common positive goals. Performance evaluation may involve criteria such as the number of disruptive incidents that indicate antagonism between the staff and inmates. (Role: Assists Personal and Social Development)
11. Is able to foster the establishment of informal rehabilitative relationships between one of the worker's assigned inmates and another correctional worker who may have good rapport with the inmate. Performance evaluation may involve criteria such as quality of such relationships and the frequency with which they are established. (Role: Assists Personal and Social Development)
12. Is able to direct inmate activities fairly, listen to both sides of a dispute, and use these activities to teach respect for fairness and the need to adhere to rules. Performance evaluation may involve criteria such as the number and content of comments received that evaluate the activities and the impact on inmate rehabilitation that is achieved. (Role: Assists Personal and Social Development)
13. Is able to generate the trust and respect of inmates by participating with them in activities in a tolerant and compassionate manner. Performance evaluation may involve criteria such as the extent of worker participation in activities with inmates and the quality of worker/inmate relationships that are developed. (Role: Assists Personal and Social Development)

TASK: Monitoring Inmates (Continued)

TASK DESCRIPTION: Maintains surveillance of inmate activities.

In the performance of this task, the Correctional Worker:

PO#

14. Is able to support inmate needs for creative outlets and release of emotional and physical energy in building self esteem, enlarging capabilities, and contributing to personal growth while diverting destructive tendencies. Performance evaluation may involve criteria such as the number and quality of such activities that are supportive to rehabilitation. (Role: Assists Personal and Social Development)
15. Is able to normalize detention by performing like a parent and "role model" to inmates and making the experience as much like home for them as is possible. Performance evaluation may involve criteria such as the looseness of the "atmosphere" in the living unit, the quality of interactions between staff and inmates, and the number of absconders. (Role: Assists Personal and Social Development)
16. Is able to maintain an ethical and objective attitude toward each individual and group of inmates regardless of race, ethnic background, or age. Performance evaluation may involve criteria such as the regard in which the correctional worker is held by supervisors, other officers, and inmates; the objectivity of reports written by the correctional worker; and the frequency of incidents among inmates involving the correctional worker. (Role: Displays Objectivity and Professional Ethics)
17. Is able to control personal emotions or biases toward individual inmates and refrain from inappropriate tactics. Performance evaluation may involve criteria such as the frequency of complaints against correctional workers, number and frequency of observations of bias or uncontrolled emotions toward individual inmates, and test score results on appropriate tests designed to determine an person's prejudices and biases. (Role: Displays Objectivity and Professional Ethics)

TASK: Monitoring Inmates (Continued)

TASK DESCRIPTION: Maintains surveillance of inmate activities.

In the performance of this task, the Correctional Worker:

PO#

18. Is able to closely monitor inmate activities to prevent injuries and abuse and to ensure an opportunity for all interested inmates to participate in approved programs. Performance evaluation may involve criteria such as the frequency of injury or abuse inflicted on inmates under supervision and the proportion of persons desiring participation who are able to do so. (Role: Protects Rights and Dignity of Individuals)
19. Is able to treat inmates humanely within the bounds of institutional policies and procedures. Performance evaluation may involve criteria such as the regard with which the correctional worker is viewed by supervisors, fellow workers and inmates, incidents of confrontation with inmates and demonstrated influence with inmates. (Role: Provides Humane Treatment)
20. Is able to detect incipient unrest or potential violence or disorder among or between inmates and diverts or deters such disorder. Performance evaluation may involve criteria such as the frequency of occurrence of disorderly conduct within the correctional worker's immediate jurisdiction. (Role: Maintains Order)
21. Is able to maintain order through personal demeanor and example. Performance evaluation may involve criteria such as the frequency of occurrence of disorder among inmates being supervised. (Role: Maintains Order)
22. Is able to plan, organize, and monitor a sufficient number of inmate activities to occupy their time and prevent opportunities for planning disturbances. Performance evaluation may involve criteria such as the amount of unoccupied time available to inmates and the number, duration, and quality of activities provided. (Role: Maintains Order)
23. Is able to maintain sufficient personal contact with inmates so that supervision is based on personal knowledge of inmates and developing problems or illegal behavior can be identified. Performance evaluation may involve criteria such as the frequency of face-to-face conversations with inmates and frequency with which problems of inmates are recorded. (Role: Maintains Order)

TASK: Monitoring Visits to Institutions

TASK DESCRIPTION: Observes activities of visitors to institutions.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to monitor visits in a manner that promotes respect for the criminal justice system by visitors, inmates, and other members of the criminal justice system. Performance evaluation may involve criteria such as the extent to which courtesy and adherence to policies and procedures of the institution are exhibited and the degree to which inmates and visitors agree to necessary restrictions. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to maintain an ethical and objective attitude toward inmates and their visitors regardless of the crime for which the inmate is being held or the characteristics or social status of the persons involved. Performance evaluation may involve criteria such as the efficiency with which the worker handles the flow of inmates and visitors; the fairness with which the worker's performance is viewed by inmates and visitors; and the worker's ability to deal with unusual or problem situations. (Role: Displays Objectivity and Professional Ethics)
3. Is able to maintain adequate surveillance for detecting violations of rules and procedures particularly those involving contraband while at the same time according visitors the protection of their rights and dignity. Performance evaluation may involve criteria such as frequency of complaints, involvement in incidents with inmates or visitors, ability to handle unusual circumstances, and attitude of inmates and visitors toward the worker. (Role: Maintains Order)
4. Is able to detect potentially disruptive behavior by inmates or visitors and prevent such disturbances or disruptions. Performance evaluation may involve criteria such as orderliness of visits under workers surveillance, frequency of potentially disruptive incidents diverted, and attitudes of inmates and visitors toward worker. (Role: Maintains Order)

TASK: Moving Inmates

TASK DESCRIPTION: Maintains security and safety of inmates being moved.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to provide or arrange for transportation for inmates using knowledge of public or private resources. Performance evaluation may involve criteria such as the frequency of appointments missed by inmates, ability of correctional worker to develop private transportation resources within the community, and frequency of complaints received regarding lack of transportation. (Role: Assists Personal and Social Development)
2. Is able to treat all inmates in a fair and dignified manner while protecting their rights as individuals. Performance evaluation may involve criteria such as assessment of the extent to which standard procedures are followed for all classes of inmates, and whether valid complaints exist that the dignity and rights of inmates were not protected. (Role: Protects Rights and Dignity of Individuals)
3. Is able to treat humanely any person in custody. Performance evaluation may involve criteria such as the validity and frequency of reports of inhumane treatment and the severity of infractions concerning inhumane treatment. (Role: Provides Humane Treatment)
4. Is able to accurately evaluate the extent to which restraint equipment and measures are necessary to safeguard the protection of society while recognizing the dignity of the inmate. Performance evaluation may involve criteria such as the number of incidents occurring as the result of inaccurate evaluations. (Role: Enforces Law Situationally)
5. Is able to handle inmates in an orderly way with a minimum of tension or violence when escorting them throughout an institution or when transporting them in vehicles. Performance evaluation may involve criteria such as the extent of physical damage or injuries, actions in inciting initial or further violence, and success of procedures used in reducing tension or restraining participants. (Role: Maintains Order)

TASK: Moving Inmates (Continued)

TASK DESCRIPTION: Maintains security and safety of inmates being moved.

In the performance of this task, the Correctional Worker:

PO#

6. Is able to minimize opportunities for persons in custody to possess weapons, cause a physical threat, or escape. Performance evaluation may involve criteria such as assessment of preventative procedures used, including how searches were conducted, whether and how physical restraint equipment was used, and whether weapons of personnel were protected; the assessment of the quality of surveillance; and the infrequency of actual or attempted assaults or escapes of inmates. (Role: Maintains Order)

TASK: Participating in Community Relations and Education Programs

TASK DESCRIPTION: Meets with citizen groups in programs directed toward understanding law, crime prevention, and the criminal justice system.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to demonstrate agency concern for community activities or problems when interacting with various citizen groups by providing information, instruction, and consultation. Performance evaluation may involve criteria such as the range and depth of available information; the quality of instruction or consultation; evidence of concern for citizen interests; and the frequency of responses, complaints, or compliments from individuals in attendance. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to respond courteously and expeditiously to requests by members of the public for assistance and to satisfy the requests or make referrals with appropriate explanations as to why the referrals are necessary. Performance evaluation may involve criteria such as the quality of assistance or referral provided and the courtesy and timeliness exhibited by the correctional worker. (Role: Provides Public Assistance)
3. Is able to seek out and utilize community organizations based on ethnic, ex-offender, or other considerations in the development of various community education programs. Performance evaluation may involve criteria such as the number of community organizations involved in criminal justice education activities. (Role: Seeks and Disseminates Knowledge and Understanding)
4. Is able to educate the community concerning needs of inmates and to enlist assistance such as volunteers, material donations, and community action to upgrade facilities and services. Performance evaluation may involve criteria such as the frequency and quality of community contacts and the number and quality of volunteers, donations, and resulting community action programs. (Role: Seeks and Disseminates Knowledge and Understanding)

TASK: Participating in Community Relations and Education Programs (Continued)

TASK DESCRIPTION: Meets with citizen groups in programs directed toward understanding law, crime prevention, and the criminal justice system.

In the performance of this task, the Correctional Worker:

PO#

5. Is able to use written and other communication skills to interact formally and informally with various community groups in educational programs. Performance evaluation may involve criteria such as the range and depth of information at hand; the skills exhibited in listening and in presenting information; and the frequency of response, complaint, or compliment of individuals in attendance. (Role: Analyzes and Communicates Information)
6. Is able to use information obtained from participants in community relations and education programs to keep informed of public opinion on crime and law enforcement issues and to encourage citizens to share responsibility for crime prevention and maintenance of order in the community. Performance evaluation may involve criteria such as the efficiency, pertinence, and coverage of the information obtained in relation to crime and law enforcement; the efficiency, range, and quality of assistance in crime prevention and order maintenance provided to the citizens; the number of opportunities offered to participate in citizen group activities; the level of support actually given the department by the citizenry; and the support given by the department. (Role: Analyzes and Communicates Information)
7. Is able to communicate, by example, that correctional workers are equally subject to laws and the penalties for their violations. Performance evaluation may involve criteria such as the quality and persuasiveness of direct community relations activities and evidence of the willingness of correctional workers to abide by the laws in their daily activities. (Role: Enforces Law Impartially)

TASK: Patrolling/Observing

TASK DESCRIPTION: Carries out routine surveillance in vehicle or on foot and determines the existence of actual or potential crime-related situations.

In the performance of this task, the Correctional Officer:

PO#

1. Is able to exploit each opportunity to detect actual or potential crimes or violations by inmates and to divert them from becoming further involved with violations of laws or institutional rules and procedures. Performance evaluation may involve criteria such as the number and types of incidents that are detected, the effectiveness of diversion procedures, and the evidence of more socially acceptable behavior patterns exhibited by inmates. (Role: Maintains Order)

TASK: Preparing Reports

TASK DESCRIPTION: Completes reports in accordance with agency procedures and maintains required records.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to complete reports on schedule to ensure that recipients of the reports may have access to the materials in time to make responsible decisions. Performance evaluation may involve criteria such as report completeness and timeliness. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to gather and analyze relevant information and report it in a clear and concise manner that meets the needs of the criminal justice agencies and personnel using the information. Performance evaluation may involve criteria such as the frequency and number of reports rejected for lack of clarity, relevance, or correctness. (Role: Analyzes and Communicates Information)
3. Is able to prepare reports which are factual and include all appropriate information or evidence, both favorable and unfavorable. Performance evaluation may involve criteria such as the frequency and number of reports returned for rewriting and frequency of submission of biased or inaccurate reports. (Role: Displays Objectivity and Professional Ethics)
4. Is able to prepare reports in an objective and professionally ethical manner regardless of personal feelings toward an inmate. Performance evaluation may involve criteria such as the frequency and number of reports rejected for lack of objectivity. (Role: Displays Objectivity and Professional Ethics)
5. Is able to prepare a report on an inmate in a manner that does not violate individual rights and dignity. Performance evaluation may involve criteria such as the frequency and number of reports rejected for violation of an inmate's rights or dignity and the number of complaints received from criminal justice personnel or the inmate's attorney regarding such violations. (Role: Protects Rights and Dignity of Individuals)

TASK: Recovering Property

TASK DESCRIPTION: Takes necessary steps to locate, identify, and impound lost or stolen property.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to locate, identify, adequately mark, and secure confiscated property, such as that stolen by inmates from other inmates or from the institution, in a manner that protects individual rights and dignity. Performance evaluation may involve criteria such as the percentage of stolen articles recovered, the thoroughness of search procedures, the methods used to protect the rights and dignity of searched inmates, and the ethics employed in processing discovered items and returning stolen goods to the owners. (Role: Protects Rights and Dignity of Individuals)

TASK: Referring

TASK DESCRIPTION: Arranges for offenders or inmates to contact appropriate service agencies and facilities.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to make referrals to other agencies or individuals following a full analysis of the various opportunities available to the inmate and to communicate to the inmate the implications and opportunities inherent in the referral. Performance evaluation may involve criteria such as the success rate of inmates with the agencies to whom they are referred and the inmate's satisfaction with the referral agencies. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to make referrals for inmates and their families which materially assist in the inmate's rehabilitation and to marshal public and private community resources to assist in rehabilitation. Performance evaluation may involve criteria such as demonstrable improvement in inmate behavior and relationships resulting from efforts of public or private agencies and institutions to whom the inmate has been referred. (Role: Assists Personal and Social Development)
3. Is able to provide guidance and counseling to inmates and their families which facilitates constructive use of agencies to whom the inmates are referred. Performance evaluation may involve criteria such as the attitudes with which inmates approach those to whom they are referred and observations of agency personnel, peers, supervisors, and other members of the criminal justice system. (Role: Assists Personal and Social Development)
4. Is able to recognize personal strengths and weaknesses and to accept and make use of the talents of other staff members and agencies in establishing an effective relationship and program for particular inmates. Performance evaluation may involve criteria such as the frequency and appropriateness of referrals and the quality of the rehabilitation relationships established for all assigned inmates. (Role: Assists Personal and Social Development)

TASK: Referring (Continued)

TASK DESCRIPTION: Arranges for offenders or inmates to contact appropriate service agencies and facilities.

In the performance of this task, the Correctional Worker:

PO#

5. Is able to maintain professional and ethical behavior and objectivity when making referrals in order to protect the inmate and the referral agency. Performance evaluation may involve criteria such as the evidence of objectivity or lack of objectivity and success of the inmate and the agency in working together. (Role: Displays Objectivity and Professional Ethics)

TASK: Responding to Offender Requests

TASK DESCRIPTION: Provides information and assistance when appropriate to offenders:

In the performance of this task, the Correctional Worker:

PO#

1. Is able to understand an inmate's request, where to go for answers if unknown, and how to communicate the requested information or service to the inmate. Performance evaluation may involve criteria such as the number of inmate requests correctly interpreted, the number of successful communications to persons of a different social or ethnic background, and the number of contacts made with private and public community resources. (Role: Analyzes and Communicates Information)
2. Is able to respond to an inmate's request for information or services in a diligent and responsible manner that displays a sense of concern for the inmate and sets an example of responsibility for the inmate to follow. Performance evaluation may involve criteria such as the length of time it takes the correctional worker to respond to requests and the quality of the responses. (Role: Assists Personal and Social Development)
3. Is able to analyze an inmate's request for information or services to determine if it is an indication of a need for greater assistance, guidance or counsel, and to provide the needed service in a manner that strengthens the inmate. Performance evaluation may involve criteria such as the percentage of requests for help or services in relation to inmates violating laws or institutional regulations after requests have been made. (Role: Assists Personal and Social Development)
4. Is able to respond to an inmate's request for information or services in a professional and objective manner regardless of the type of request or the inmate requesting it, to decide whether or not the request is in the best interest of the inmate, and to explain the reasons why a request is denied. Performance evaluation may involve criteria such as the ability to maintain objectivity and professional ethics and the ability to communicate with persons of different social and ethnic backgrounds. (Role: Displays Objectivity and Professional Ethics)

TASK: Responding to Offender Requests (Continued)

TASK DESCRIPTION: Provides information and assistance when appropriate to offenders.

In the performance of this task, the Correctional Worker:

PO#

5. Is able to respond to an inmate's request in a manner that is in the best interest of the inmate and that does not infringe on the inmate's rights or dignity. Performance evaluation may involve criteria such as the ability to determine an inmate's needs and the ability to refuse a request without affronting the inmate. (Role: Protects Rights and Dignity of Individuals)

TASK: Reviewing Case Materials

TASK DESCRIPTION: Examines information contained in reports and in suspect's and offender's case files.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to critically review the case histories of inmates to assist in formulating rehabilitation plans. Performance evaluation may involve criteria such as level of detail and understanding of each case history and knowledge of incriminating and mitigating circumstances in the documents. (Role: Analyzes and Communicates Information)
2. Is able to review inmates' official history with the inmates in considering the formulation of rehabilitation plans. Performance evaluation may involve criteria such as the extent to which inmates become committed to successfully following their rehabilitation plans and understanding demonstrated by inmates of their rehabilitation plans. (Role: Assists Personal and Social Development)
3. Is able to obtain useful information and to determine the need for counseling an inmate by reviewing the inmate's case file. Performance evaluation may involve criteria such as the number and frequency of instances involving an inmate where review of case files aided in the solution of actual or potential problems. (Role: Assists Personal and Social Development)
4. Is able to review selected case history material without being prejudiced by the content of the materials. Performance evaluation may involve criteria such as number of times bias is exhibited. (Role: Displays Objectivity and Professional Ethics)

TASK: Searching and Examining

TASK DESCRIPTION: Conducts appropriate examination of persons, vehicles, premises, or areas to determine the presence of individuals, illegal activities, or articles.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to provide appropriate treatment and to protect rights of all inmates regardless of race, social class, sex, age, appearance, or attitude by conducting searches in accordance with agency procedures and policies and due process. Performance evaluation may involve criteria such as the degree to which the dignity and due process rights of the inmate being searched were protected and frequency and number of complaints by inmates or their attorneys. (Role: Protects Rights and Dignity of Individuals)
2. Is able to determine whether to initiate additional search procedures for possible additional violations, during the handling of observed minor violation. Performance evaluation may involve criteria such as the acceptance by the courts of the correctional worker's adherence to due process and the frequency with which additional crimes or evidence are identified as a result of the search. (Role: Enforces Law Situationally)
3. Is able to act in a manner which will reduce hostility, opposition, and physical confrontations when searching inmates. Performance evaluation may involve criteria such as frequency of hostile reactions from inmates; frequency of injuries or indignities suffered by correctional workers or inmates; frequency of complaints; and conformity to agency procedures, policies, and due process. (Role: Maintains Order)
4. Is able to conduct thorough searches to detect and remove contraband and weapons from inmates and to properly mark and secure confiscated property. Performance evaluation may involve criteria such as the frequency of escapes and assaults, damage to personal and public property, injury to self and others, and subsequent discovery of weapons or contraband in jail or prison traceable to persons previously searched. (Role: Maintains Order)

TASK: Searching for Fugitives

TASK DESCRIPTION: Attempts to locate, apprehend, and return fugitives.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to use information contacts and observational skills to locate and, with minimum use of physical force, take into custody inmates who have been unaccounted for or missing. Performance evaluation may involve criteria such as percentage of escapees who are taken into custody and frequency of injury to self and others. (Role: Maintains Order)

TASK: Testifying as a Witness

TASK DESCRIPTION: Presents factual information in court based on field observation and investigation of criminal cases.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to provide information about correctional procedures and techniques upon request. Performance evaluation may involve criteria such as the skill of presentation and the appropriateness and correctness of information supplied. (Role: Assists Criminal Justice System and Other Appropriate Agency Personnel)
2. Is able to exhibit appropriate conduct as a witness by confining responses to the questions asked and not volunteering information. Performance evaluation may involve criteria such as the number of times information was volunteered beyond that specifically requested and the number of other instances of inappropriate witness conduct. (Role: Builds Respect for Law and the Criminal Justice System)
3. Is able to present all relevant information about violations of laws or institutional rules, including favorable as well as incriminating facts. Performance evaluation may involve criteria such as the frequency of commendations or complaints and presentation skill. (Role: Analyzes and Communicates Information)
4. Is able to provide factual, unbiased testimony in a manner that helps to provide the inmate with a fair and impartial hearing or trial. Performance evaluation may involve criteria such as the reactions of court personnel and board members to testimony, the number and frequency of complaints by inmates, and the frequency with which the correctional worker is found to be biased in testimony. (Role: Protects Rights and Dignity of Individuals)

TASK: Testing for Drug and Alcohol Use

TASK DESCRIPTION: Administers tests to suspects or offenders to determine drug and alcohol use.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to use contacts with inmates undergoing drug detection testing to encourage them to seek help from ongoing drug abuse programs. Performance evaluation may involve criteria such as frequency with which correctional worker recommends alternatives or programs to inmates and ability to demonstrate knowledge regarding available ongoing drug abuse programs. (Role: Assists Personal and Social Development)
2. Is able to follow standard institutional procedures in administering drug detection tests to inmates. Performance evaluation may involve criteria such as frequency of violation of standard agency procedures, frequency of inadequate evidence being submitted, and demonstration of knowledge and skill in administering drug detection tests. (Role: Displays Objectivity and Professional Ethics)
3. Is able to actively protect society by recommending appropriate corrective action when evidence of habitual drug use is detected and take every opportunity to discourage those behavior patterns which may increase the probability of an inmate's return to drug addiction. Performance evaluation may involve criteria such as skill of correctional worker in discouraging certain behavior patterns by inmates and frequency of requests for initiation of corrective action. (Role: Enforces Law Impartially)
4. Is able to use observational cues or appropriate special equipment to determine if an inmate is under the influence of drugs. Performance evaluation may involve criteria such as the ability to demonstrate knowledge of drug symptoms and the ability to use special detection equipment designed to identify possible physical signs of drug use. (Role: Maintains Order)

TASK: Training

TASK DESCRIPTION: Instructs other persons in the classroom or on the job.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to obtain, organize, and present factual information on techniques and physical actions relating to a variety of specific correctional worker skills and procedures. Performance evaluation may involve criteria such as appropriateness of material content, organization, and presentation; skill demonstration; and examination scores of trainees. (Role: Seeks and Disseminates Knowledge and Understanding)
2. Is able to obtain, organize, and present basic information relating to attitudes toward inmates, corrections programs, criminal justice objectives, and the development and presentation of training programs in correctional work and within the criminal justice system. Performance evaluation may involve criteria such as the quality of the training sessions and changes in the attitudes of trainees attributable to the training program. (Role: Seeks and Disseminates Knowledge and Understanding)
3. Is able to obtain, organize, and present objective information on the history and philosophy of correctional work, human behavior, sociocultural differences, or other basic knowledge areas pertinent to correctional work. Performance evaluation may involve criteria such as the content and organization of materials, presentation techniques, and the subsequent performance of trainees. (Role: Seeks and Disseminates Knowledge and Understanding)
4. Is able to obtain, organize, and present continuously updated information from all elements of the criminal justice system to provide the most complete information base possible for correctional staff. Performance evaluation may involve criteria such as the validity of the content and organization of materials, presentation techniques, and subsequent performance of trainees. (Role: Seeks and Disseminates Knowledge and Understanding)

TASK: Training (Continued)

TASK DESCRIPTION: Instructs other persons in the classroom or on the job.

In the performance of this task, the Correctional Worker:

PO#

5. Is able to make use of a wide variety of contacts with inmates, community volunteers, or other staff members to instruct them in general types of activities, such as using equipment, conducting group sessions, establishing and changing rules, planning activities, and handling conflicts. Performance evaluation may involve criteria such as the frequency, clarity, and quality of training provided and the extent to which peers, volunteers, and inmates are involved. (Role: Analyzes and Communicates Information)
6. Is able to conduct classroom or on-the-job training in a professional, ethical, and objective manner that establishes an example for other persons to work toward, explaining how high standards benefit the correctional worker, the institution, the criminal justice system, and the inmates. Performance evaluation may involve criteria such as mean scores of tests given trainees after completion of training and percentage of trainees able to satisfactorily accomplish the goals of training after completion of instruction. (Role: Displays Objectivity and Professional Ethics)

TASK: Using and Maintaining Equipment

TASK DESCRIPTION: Uses equipment under routine and emergency conditions and practices good preventive maintenance.

In the performance of this task, the Correctional Worker:

PO#

1. Is able to use all equipment for which he may be responsible in an appropriate and correct manner that gains the respect of observers. Performance evaluation may involve criteria such as the degree to which policies, procedures, and techniques are followed in using the equipment in the manner for which it was intended, frequency of injury to self and others, and the contribution that the equipment makes to amelioration of problems. (Role: Builds Respect for Law and the Criminal Justice System)
2. Is able to maintain, at user level, assigned equipment such as weapons, vehicles, and communications and security devices and care for equipment in a manner that maximizes its effectiveness, longevity, and appearance. Performance evaluation may involve criteria such as how the equipment was used, the frequency with which routine and special maintenance procedures were followed, and number and frequency of accidents or incidents of misuse. (Role: Builds Respect for Law and Criminal Justice System)
3. Is able to use equipment, whether defensive, security, educational, or recreational, in an objective and professional manner within the guidelines of agency procedures that also contributes to the inmate rehabilitation process. Performance evaluation may involve criteria such as the number and frequency of reports of overuse or abuse of defensive or security equipment and the inappropriate or incorrect use of educational, recreational, or vocational equipment. (Role: Displays Objectivity and Professional Ethics)

State Variations from Basic Performance Objectives

The correctional worker role/task/performance objective validation committees took the following action on the basic performance objectives:

(1) Michigan

(a) Rejected

<u>Task</u>	<u>Performance Objective Number</u>
Monitoring Inmates	8,10,22
Testing for Drug and Alcohol Use	3

(b) Modified

None (Recommendations were incorporated in the basic performance objective descriptions)

(c) Added

None (The recommended addition was incorporated in the basic list)

(2) New Jersey

(a) Rejected

<u>Task</u>	<u>Performance Objective Number</u>
Reviewing Case Materials	1,2,3,4

(b) Modified

None (Recommendations were incorporated in the basic performance objective descriptions)

(c) Added

None (The recommended addition was incorporated in the basic list)

State Variations from Basic Performance Objectives  
(continued)

(3) Texas

(a) Rejected

<u>Task</u>	<u>Performance Objective Number</u>
Communicating	7
Conducting Group Sessions	1,2,3,4,5,6,7,8
Conferring about Cases	2

(b) Modified

None (Recommendations were  
incorporated in the basic  
performance objective descriptions)

(c) Added

None

**END**