

How to Prepare Guide

for the

Correctional Lieutenant - 60714 Selection Procedure

with the
State of Alabama



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I. Introduction

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

Job Background Information

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

Employees in this job classification work in correctional institutions throughout the state. Specific job openings are filled by the Alabama Department of Corrections from a list of eligible candidates provided by State Personnel.

II. Selection Procedure Development Process

Background Information

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

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

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

Work Behavior & Task Statements

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

WORK BEHAVIOR I

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

- Task 1.1** Schedules and assigns tasks to area personnel to include post, monitoring or escorting inmates, frisking duties, stewarding, visitation yard, tower, and shift by rotation, rank, experience, utilization plan/strategy or seniority in order to maintain control of facility, ensure adequate coverage, train officers and to expose them to different settings.
- Task 1.2** Evaluates personnel through reports, Performance Appraisal, radio operations, and on-site monitoring in order to identify strengths, weaknesses and training needs.
- Task 1.3** Recommends disciplinary action such as oral/written reprimand, suspension, termination, or change in assignment for staff to superior in accordance with Administrative Regulation (AR) 208 and Progressive Discipline manual in order to improve/correct performance and behavior.
- Task 1.4** Reviews records completed by subordinates and inmates to include incident reports, statements, disciplinary reports, logs, letters, schedules, leave requests, affidavits, complaints, and other forms in order to ensure completeness, legibility, grammar, sentence structure, syntax, and adherence to policy, determine response, monitor judgment, document actions, authorize action, and to remain current on institutional activities.
- Task 1.6** Monitors subordinates in facility to include non-security personnel such as stewards, canteen workers, recreation, industry personnel, medical personnel and administration services in order to evaluate performance, control facility operations and activities.
- Task 1.7** Monitors and schedules leave to include advanced training, holiday, annual, sick FMLA, use it/lose it, and military; by seniority, date of request, health, orders, and quarterly reports in order to maintain adequate coverage, meet APOSTC standards, and inform personnel.
- Task 1.8** Trains subordinates on issues such as scheduling, paperwork, corrective action, addressing subordinate personnel issues, task assignment, and evaluating and training personnel in order to fill in your absence and to qualify for promotion.
- Task 1.9** Monitors subordinates on their posts in order to ensure compliance with duty station obligations such as patrolling the cell block, maintaining order, cleanliness of cell and inmates, preventing security violations, checking maintenance, looking for contraband, and relaying intelligence.

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

WORK BEHAVIOR 2

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

Task 2.1 Monitors/Escorts inmates to and from dinner, outside work, industries work, exercise yard, hearings, infirmary, segregation, and other facilities in order to ensure order, safety, health, adherence to SOP's, and evacuation drills.

Task 2.2 Inspects/Stands the watch on a post in order to ensure safety, order, and policy adherence.

Task 2.4 Transports inmates by car, bus or on foot using proper restraints such as handcuffs, belts, and chains and following ADOC policies and procedures and institutional SOP's for disciplinary, reclassification, segregation, Death Row, employment, emergency pass, medical or other emergencies, and public relations reasons.

Task 2.5 Monitors inmates at squad checkouts, work crews, and industries in order to maintain security and accountability.

Task 2.6 Makes decisions/recommendations regarding inmate discipline, detention status, and treatment plans in order to rehabilitate him/her and for security.

Task 2.7 Reviews diagnostic reports and recommendations of medical personnel in order to classify inmate and determine detention/security status.

WORK BEHAVIOR 3

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

Task 3.1 Monitors the operation and condition of security devices such as hand-cuffs, leg irons, waist chains, magnetic locking doors, chemical agents, and shock devices for use in transporting inmates or securing them during altercations.

Task 3.2 Counts inmates in cells, dining room, industries, work squads, medical wards, and yard in order to detect escapes.

Task 3.3 Searches inmate cells, bunks, chests, locker boxes, drawers, facilities, fences, and vehicles for contraband, safety to include fire code violations, security breaches, evidence of odd/unusual activity, dress codes, maintenance needs, cleanliness, adherence to policy, and order.

Task 3.4 Searches/Frisks inmates, employees, and visitors in order to ensure weapons and contraband do not enter the facility and to check for injuries.

- Task 3.5** Coordinates/Schedules security for special events such as holidays, church meetings, and sports activities in order to provide security and ensure control.
- Task 3.6** Responds to or assists in capturing and subduing inmates by operating security devices, manning post or giving verbal commands/negotiations, in order to restore order, safety, and protect society.
- Task 3.7** Determines appropriate responses to incidents as OIC, such as fights, emergencies, contraband possession and escapes in accordance with ADOC regulations and SOP's in order to maintain order.
- Task 3.8** Monitors inmate movement to include visitation, feeding, exercise, check out, religious activities, schedules and counts in order to maintain order, feed, work, and exercise inmates in accordance with institutional SOP's and ADOC regulations, as needed to ensure proper security and prevent escapes.
- Task 3.9** Monitors visitor's movements in order to ensure safety and security.
- Task 3.10** Prepares testimony/Testifies at classification, court, and disciplinary hearings in order to provide facts and evidence.
- Task 3.11** Investigates incidents/allegations involving staff and inmates in order to determine what happened/establish accurate accounts, determine guilt, recommend disciplinary action, deter future occurrences, and to restore order.
- Task 3.12** Supervises institution in absence of Warden/Deputy Warden to include determining internal security status such as lockdown or normal operations in absence of Warden/Deputy Warden in accordance with SOPs and behavior of inmates.

WORK BEHAVIOR 5

Performs administrative functions in support of facility using standard office equipment following Alabama Department of Corrections rules and regulations, institutional SOPs, supervisor's directives, and own initiative in order to investigate unusual activity and to document actions taken.

- Task 5.1** Prepares/Composes/Reviews forms, reports, and correspondence on incidents to include daily log, inmate phone log, visitation log, payroll, health/sanitation, disciplinary, incident, explanation of actions and staff schedule in order to document actions, schedule coverage, and relay information/instructions.
- Task 5.4** Reads and understands rules, regulations, policies, procedures, laws, equipment operating instructions, and their changes in order to remain current, train subordinates, ensure compliance, and make recommendations for changes.
- Task 5.5** Communicates orally, in writing, or by e-mail with staff, related agencies, employers, the public, other institutions, inmates, and families on facility issues in order to give/receive information/instructions or refer questions to appropriate person.
- Task 5.6** Maintains files with documentation of incidents, allegations, fights, and emergencies in order to document events for future reference/investigation.

Task 5.7 Serves on progress review, segregation review, job board, classification, disciplinary hearings or witness in court in order to ensure compliance with regulations, movement, and to document actions/results.

WORK BEHAVIOR 6

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

Task 6.1 Completes annual qualification process on the proper and accurate use of firearms in order to meet APOSTC certification requirements and protect fellow officers, inmates, and the public.

Task 6.2 Operates motor vehicles for patrol and the transportation of inmates, ADOC personnel, and equipment when necessary.

Knowledges, Skills, and Abilities

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

KNOWLEDGES

K-01 Knowledge of ADOC rules and regulations, policies and procedures as needed to adhere to them, enforce them, and train subordinates.

K-02 Knowledge of Institution SOP's as needed to pre-determine appropriate actions in possible circumstances and for uniformity of response within facility.

K-03 **Knowledge of ADOC Administrative Regulations (AR) as needed to perform uniformly, understand programs and to educate self and subordinates on appropriate behavior and standards.**

K-04 **Knowledge of ADOC AR's 206, 208, 212, 213, 220, 227, 307, 403 405, and 414 as needed to understand proper decorum among inmates and staff, and disciplinary/grievance handling procedures.**

K-05 Knowledge of State Merit System to include hiring system, Performance Appraisal and Progressive Discipline as needed to hire and counsel subordinates.

K-06 Knowledge of First Risk Management Packet for Reporting and Handling of Employee Injuries as needed to report injuries.

K-07 **Knowledge of employment law to include FLSA, ADA, FMLA, and harassment/discrimination guidelines as needed to assign tasks, leave, schedule, and monitor treatment of subordinates.**

K-08 **Knowledge of the 4th amendment to the U.S. Constitution and a person's rights against illegal search and seizure as needed to investigate inmate's beds, trunks, and clothing, search visitors and employees, their cars, and possessions.**

- K-09 Knowledge of the 5th amendment to the U.S. Constitution and a person's rights against self-incrimination as needed to conduct investigations of allegations and incidents.**
- K-12 Knowledge of general policies of Work Release Centers as needed to educate inmates and subordinates.**
- K-14 Knowledge of fire codes and emergency procedures for the institution as needed to maintain safety and to evacuate personnel.**
- K-15 Knowledge of laws related to inmate rights and treatment as needed to ensure that these rights are not violated.**
- K-16 Knowledge of OSHA-like safety regulations as needed to protect the health of facility personnel to include inmates and for inspection.**
- K-18 Knowledge of facility layout as needed to schedule posts and inmate movement and determine security blind-spots (hiding areas)**
- K-19 Knowledge of techniques used to calm inmates and to encourage them to behave as needed to maintain order.**
- K-20 Knowledge of Inmate Handbook as needed to know their rights, privileges, and duties.**
- K-21 Knowledge of "10" codes as needed for radio communication and to alert coworkers to your status.**
- K-22 Knowledge of ADOC radio procedures as needed for security checks and responses.**

SKILLS

- S-01 Skill to operate firearms in a safe and accurate manner as needed for continued APOSTC certification, stopping fleeing or unruly personnel and to protect facility personnel and society.**
- S-02 Skill to obtain and maintain a valid Alabama Driver's License as needed for continued APOSTC certification, to transport inmates, personnel, and equipment, pursue escapees, and to patrol facility grounds.**
- S-03 Skill to obtain and maintain a valid Alabama Commercial Driver's License as needed to operate heavy equipment, farm equipment, and to transport supplies.**

ABILITIES

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

- A-02** Ability to communicate in writing using proper grammar and sentence structure as needed to complete forms and writes reports, policies, and correspondence.
- A-03** Ability to read and understand documents written at various technical and legal levels such as departmental regulations, operating instructions, correspondence, administrative rules/procedures, and forms as needed to receive information/instructions.
- A-04** Ability to perform simple mathematical calculations involving addition, subtraction, multiplication and division of whole numbers, decimals, fractions, and percentages for Performance Appraisal, duty logs, staffing needs, and cell dimensions/organization.
- A-05** Ability necessary to pursue or subdue an inmate as needed to protect self or others and to regain/maintain order.
- A-06** Ability to keep legal and personal information confidential as needed to not violate civil rights, exacerbate potential problems or impede investigations.
- A-07** Ability to supervise officers as needed to ensure required duties are performed and to provide guidance and decision-making authority.
- A-08** Ability to lead meetings on disciplinary actions as needed to ensure due process and uniformity of punishment.
- A-09** Ability to compose a schedule for workers to include 40-hr schedule, overtime, facility coverage, and leave as needed to ensure security and orderly operations of facility.
- A-10** Ability to compose policies on issues such as leave and scheduling requests as needed for documented fairness.
- A-11** Ability to compose a schedule of inmate movement and shakedowns as needed for security, exercise, work, and dining needs in accordance with ADOC regulations and SOP's.
- A-12** Ability to remain calm and clear-headed in a crisis as needed to make decisions and maintain/regain order.
- A-13** Ability to solve problems as needed to supervise and counsel subordinates, maintain order and safety, and ensure unity of command.
- A-14** Ability to handle inmate or employee harassment complaints such as race, gender, religion, age, gang, and seniority as needed to conform to law, ADOC ARs and SOPs, and ensure pleasant and fair working/living conditions.
- A-16** Ability to make decisions such as normal operation or lockdown as needed to restore order and motivate inmates.
- A-17** Ability to supervise support services such as dining room, recreation, medical, business office, and canteen as needed to ensure proper operations.

- A-18 Ability to be assertive as needed to calm inmates, assign tasks, and correct subordinate performance.
- A-19 Ability to delegate tasks as needed to staff the needs of the institution, train replacement, and for time management.**
- A-20 Ability to lead training of subordinate officers as needed to ensure adherence to the rules and policies, and safe operation of equipment.
- A-21 Ability to counsel subordinates on their Performance Appraisal and during a Progressive Discipline session as needed to educate, and correct improper behavior.
- A-22 Ability to operate restraint devices such as hand cuffs, leg irons, waist chains, shock devices, chemical agents and magnetic doors in accordance with ADOC regulations, SOP's, and manufacturer operating instructions as needed to transport and control inmates and to protect self, staff, other inmates, and society.
- A-23 Ability to testify in court as needed to provide an accurate account of events and actions, and to explain procedures.
- A-24 Ability to stand and walk for long periods of time as needed to monitor all areas of operation within the facility.
- A-25 Ability to determine appropriate response to emergency situations such as riots, fires, escapes, or natural disasters.**
- A-26 Ability to traverse uneven terrain as needed to watch work crews inspect facility and its grounds or trail fleeing inmates.
- A-27 Ability to analyze information and reach logical conclusions as needed to assign tasks, assess guilt and discipline and analyze current policy.**
- A-28 Ability to work under deadlines to include multiple projects as needed to adhere to policy, maintain security and order, complete reports, occupy posts, and document actions.
- A-29 Ability to work alone in an area of the facility as needed to cover required posts for observing, controlling, or separating inmates.
- A-30 Ability to remain objective as needed for investigations, disciplinary determinations, grievances, and responses.
- A-31 Ability to perceive mood and actions of inmates as needed to predict potential problems.
- A-32 Ability to handle staff management as needed to determine necessary posts to cover in the event of shortages or emergencies.

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

III. Selection Procedure Description

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

Written Test

The Written Test is a multiple-choice exam containing approximately 101 test questions measuring 17 knowledge areas and abilities. Test questions will follow a standard format with four response options from which to choose. The knowledge areas and abilities being measured by the written exam are listed below. A list of specific reference materials can be found on pages 13 and 14 of this guide. You should have access to all of these materials. If not, contact Dora Jackson, ADOC Personnel Director.

- K03/4 Knowledge of the ADOC ARs 206, 208, 212, 213, 220, 227, 307, 403, 405, 414
- K07 Knowledge of employment law to include FLSA, ADA, FMLA, and harassment/discrimination guidelines
- K08 Knowledge of the 4th Amendment to the U.S. Constitution (search/seizure)
- K09 Knowledge of the 5th Amendment to the U.S. Constitution (self incrimination)
- K14 Knowledge of fire codes and emergency procedures
- K15 Knowledge of laws related to inmate's rights
- K20 Knowledge of the Inmate Handbook
- K21/22 Knowledge of "10" codes/Knowledge of ADOC radio procedures
- A25 Ability to determine appropriate response to emergency situations
- A02 Ability to communicate in writing
- A03 Ability to read and comprehend information
- A04 Ability to perform mathematical calculations
- A09 Ability to compose a schedule for employees
- A11 Ability to compose a schedule of inmate movement
- A14 Ability to handle inmate or employee harassment complaints
- A19 Ability to delegate
- A27 Ability to analyze information and reach logical conclusions

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

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

Education and Experience

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

Written Test Sample Question 1

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

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

The correct answer is B.

Written Test Sample Question 2

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

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

The correct answer is D.

IV. Studying for the Selection Procedure

Strategies for Studying

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

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

Resource Materials

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

ADOC AR 003 Administrative Regulation Exemptions
ADOC AR 006 Unusual Situations, Incidents, and Disturbances
ADOC AR 010 ADOC Disaster Assistance and “State of Emergency” Plan
ADOC AR 012 Use of Two-Way Radio Equipment, Cell Phones, and Pagers (Change 1)
ADOC AR 018 Institutional Standard Operating Procedures
ADOC AR 026 Availability of Legal Assistance
ADOC AR 200 Military Service Benefits
ADOC AR 202 Off-Duty Employment
ADOC AR 203 Holiday Duty
ADOC AR 205 Seniority-Correctional Officers
ADOC AR 206 Harassment and Discrimination Policy
ADOC AR 208 Employee Standards of Conduct and Discipline
ADOC AR 212 Overtime Work (Change 1)
ADOC AR 213 Employee Grievance Procedures
ADOC AR 217 Dress Code
ADOC AR 219 Training (Change 1 and 2)
ADOC AR 220 Departmental Leave Policy (Change 1)
ADOC AR 222 Individuals with Disabilities
ADOC AR 226 Weapons Cards
ADOC AR 227 Controlled Substance Testing for Employees
ADOC AR 228 Employee Sexual Misconduct and Sexual Harassment
ADOC AR 301 Perimeter Security
ADOC AR 302 Incident Reporting
ADOC AR 303 Visitation (Change 1)

ADOC AR 306 Disposal of Contraband (Change 1 and 2)
ADOC AR 307 Firearms
ADOC AR 309 Correctional Emergency Response Team (CERT)
ADOC AR 311 Homicide, Suicide, Execution, Accidental and Natural Death Reporting: Investigations, Autopsies, and Disposition of Dead Bodies (Change 1 and 2)
ADOC AR 312 Chemical Agents
ADOC AR 316 Critical Incident Stress Management Team
ADOC AR 318 Staff/Inmate Relationships (Change 1 and 2)
ADOC AR 320 Inmate Work Squad Safety Near Roadways
ADOC AR 327 Use of Force
ADOC AR 328 Control and Use of Flammable, Toxic, and Caustic Materials
ADOC AR 329 Fire and Emergency Evacuation Plan
ADOC AR 331 Security Inspections
ADOC AR 332 Security Threat Group Intelligence Program (Change 1)
ADOC AR 333 Religious Program Services (Change 1)
ADOC AR 334 Tool Control
ADOC AR 336 Searches
ADOC AR 340 Inmate Counts (Change 1)
ADOC AR 342 Control Centers
ADOC AR 345 Electronic Restraint Devices
ADOC AR 403 Disciplinary Hearing Procedures for Major Rule Violations (Change 1)
ADOC AR 405 Inmate Emergency Visit, Pass, and Leave Program
ADOC AR 409 Escape Reporting and Processing (Change 1, 2, and 3)
ADOC AR 414 Behavior Citation Procedures for Informal Disciplinary Actions (Change 1 and 2)
ADOC AR 430 Inmate Movement and Count Reporting
ADOC AR 433 Administrative Segregation and Housing for Close or Maximum Custody
ADOC AR 434 Disciplinary Segregation
ADOC AR 435 Protective Custody
ADOC AR 629 Inmate Suicide Prevention

ADOC Inmate Handbook
ADOC Employee Handbook
4th Amendment to the U.S. Constitution
5th Amendment to the U.S. Constitution

V. Selection Procedure Administration

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

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

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

Cell phones and pagers are strictly prohibited from use during the exam. Please ensure your cell phones and/or pagers are placed in “vibrate” or “meeting” mode before you enter the examination room. Candidates will be reminded to turn off such devices at the test site, and any candidate who fails to follow these instructions may be disqualified from the exam. Phone calls will be permitted only in an emergency situation and will be monitored by the test administrator.

Additional Guidelines:

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

VI. Exam Contact

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

VII. General Questions about the Exam

You should contact the State Personnel Department if you have questions about the examination administration as you prepare to take the exam. Exam administrators are not allowed to divulge specific information about the content of the exam.

Reasonable Accommodations

If you would like to request special testing accommodation or have any questions concerning the test site or testing conditions, please contact the State Personnel Department at (334) 242-3389.

Rescheduling a Written Examination

If there is a conflict in your schedule, and you are unable to attend the written exam at the time and date for which you have been scheduled, you must resubmit your Application for Examination. The State Personnel Department will schedule you for the next available administration of this written test.

Test Results

Four to six weeks after completing the exam, you will receive a Notice of Examination Results postcard in the mail. This postcard will identify your score, or Band placement, for the written exam. If you have not received your score within four to six weeks, you should call the State Personnel Department

In addition to your Band placement, you may also obtain your standing, or rank on the register, online at www.personnel.alabama.gov. From the home page, you should click on "Applicants" and then "Register Standing", and follow the instructions. For security purposes, you must now create an online profile in order to access your standing.

VIII. Scoring Information

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

Banded Scores

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

What is banding?

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

Misconceptions about banding

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

IX. State Personnel Information

Terminology

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

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

Certification: A certification is a list of the top ten individuals on an employment register. These are the individuals who are immediately appointable to positions. A register that uses Banded Scoring may produce a certification with more than ten names. If Band 1 contains 15 names, then all 15 individuals will be on the Certification. Likewise, if Band 1 contains 3 people

and Band 2 contains 25 people, then all individuals in both Bands 1 and 2 would be on the certification. Since individuals within a Band are considered to be tied, the certification cannot split up a Band. Certifications may be state-wide or specific to a county within the state.